Approximations Between Communication, Tourism and Hospitality Management: An Empirical Investigation

Elisabeth Kyoko Wada
Aristides Faria Lopes dos Santos
Universidade Anhembi Morumbi

Abstract
The evolution of Information and Communication Technologies (ICT) enabled approximation among people, both in tourism and at work. This study aims to discuss the potential development of an application for mobile devices in order to help tourism destination managers and service providers in the task of managing stakeholders’ (employees, customers, suppliers, governments etc.) demands. It was analyzed possible convergences between communication (pervasive games, applications for mobile devices and social media), tourism (heritage) and hospitality management. Bibliographical and documental research was developed. The article presents the Brazilian experience of the “Integrated Tourism Destinations Management System” (SIGESTur). As results, it was identified that there are many possibilities on the approximation between communication and hospitality management, but most of these are dependent on institutional leadership (government’s task?) to catalyze the benefits from the tourism development in the locality.

Keywords: Hospitality; Management; Tourism; Communication; Social Media.
Introduction

The evolution of Information and Communication Technologies (ICT) enables (physical or not) contacts among people, both in tourism and at work. Likewise, the fast development and diffusion of social media helped transform strangers into acquaintances, enemies into friends, friends into best friends, foreigners into close friends, non-relatives into relatives – as face-to-face (SELWYN, 2000: 19).

Not only in the tourism scope, it is possible to verify that the visitor is a stranger (étranger) because he is an intruder in someone else’s house, in someone else’s area: the host can accept or reject him/her, notably for security reasons (GOTMAN, 2009: 5). This communicational process characterizes what may be understood as hospitality or hostility, as recent studies conducted about the case of immigrants/refugees who seek shelter in Europe fleeing from civil wars, pursued for religious motivations or for extreme poverty (LIN, 2016; HOUWEN, 2016; LEE, 2016).

In this sense, this study aims to promote insights about the potential development of a technological basis solution able to aid managers of tourism destinations and service providers in the task of managing their stakeholders’ (employees, customers, suppliers, governments etc.) demands. It is used, as an example, the “Integrated Tourism Destinations Management System” (SIGESTur), a Brazilian experience in development within the academic sphere.

A discussion of the possible convergences among tourism (patrimonial areas), hospitality (relationship among stakeholders) and communication (pervasive games, applications for mobile devices and social media) is proposed and, to do so, bibliographical and documental researches were developed, and their analyses were organized in four sections, as it is detailed as follows.

Methodology

This research is characterized as empiric, whose approach is qualitative. In the first section the processes of planning and management of tourism and hospitality were discussed, in the second one the resorting to the historical and cultural heritage to promote tourism and in the third one the role of communication in this process. In the fourth section the results of the documental research were concentrated, which focused on research of the Brazilian legal environment.

<table>
<thead>
<tr>
<th>Section</th>
<th>Theme</th>
<th>Referential</th>
</tr>
</thead>
<tbody>
<tr>
<td>Planning and management of tourism and hospitality</td>
<td>In this section, relevant aspects about the intersection between tourism and hospitality from a historic perspective were discussed, that is, from the evolution of the academic comprehension about this relation.</td>
<td>• MOLINA; RODRÍGUEZ, 1991&lt;br&gt;• MUNRO; KING; POLONSKY; 2006&lt;br&gt;• LUGOSI, 2008&lt;br&gt;• GOTMAN, 2009</td>
</tr>
<tr>
<td>Area</td>
<td>Description</td>
<td>Bibliography</td>
</tr>
<tr>
<td>-------------------------------</td>
<td>------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------</td>
<td>---------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td><strong>Tourism and Cultural heritage</strong></td>
<td>The discussion about the resorting to the cultural heritage of the resident population (hosts) for the promotion of tourism was proposed.</td>
<td>- SAFTIC; TEZAK; LUK, 2011&lt;br&gt;- O’REGAN, 2013&lt;br&gt;- WADA; MORETTI, 2014&lt;br&gt;- FUNARI; PINSKY, 2003&lt;br&gt;- MTUR. 2006&lt;br&gt;- MORALES; GÂNDARA, 2016</td>
</tr>
<tr>
<td><strong>Communication and Social media</strong></td>
<td>Potential approaches and applications of communications to benefit the planning and management of tourism and hospitality were presented.</td>
<td>- DI FELICI, 2008&lt;br&gt;- HUANG; GOO; NAM; YOO, 2017</td>
</tr>
<tr>
<td><strong>SIGESTur</strong></td>
<td>In this section the “Integrated Tourism destinations Management System” is presented, a technological basis solution able to aid managers of tourism destinations and service providers to manage demands from their stakeholders.</td>
<td>- Federal Constitution (1988)&lt;br&gt;- EICHHORN; MILLER; MICHOPOULOU; BUHALIS, 2008&lt;br&gt;- Law nº 12.527/2011&lt;br&gt;- Law nº 12.965/2014</td>
</tr>
</tbody>
</table>

Chart 1: Article organization.

The documental research focused on the Brazilian Federal Constitution (about aspects inherent to the public administration), the Brazilian Civil Rights Framework for the Internet (since the current proposal is about a technological basis solution) and the Access to Information Act (which advocates the distribution of data and information from the Brazilian public administration).

The SIGESTur application is in the development phase in the academic sphere, but it can already be accessed by Destination Management Organizations (DMOs) or related organizations. The system was developed between August and October 2016 in a partnership with the startup “Fábrica de Aplicativos” through the platform accessible in <http://fabricadeaplicativos.com.br/>.
The website “Observatório do Turismo” (Tourism Observatory), which concentrates data and information inherent to the project, was created in March 2016 through the platform WIX (http://www.wix.com) and is hosted at the UOL Host (http://www.uolhost.com.br).

Planning and Management of Tourism and Hospitality
The first efforts to conceptualize tourism date back to the 1930’s, when the central element was the displacement made by travelers and some intrinsic characteristics as its duration and motivation. With time, the perception that there is a series of related services, such as local transportation (receptive tourism), lodging (several categories of lodging) and food outside home (gastronomy) emerged (MOLINA; RODRÍGUEZ, 1991: 10).

The tourism development in a certain locality passes by investment in basic infrastructure, visitor support structure, implementation of communicational systems and locality management (superstructure). The same authors guide that policies towards qualification of the professionals (both operational and managers), tourism promotion, structuring of the legal environment and organization, articulated with the cited strategical actions – in a participative way – should be elaborated (MOLINA; RODRÍGUEZ, 1991: 64).

It is possible to note the convergence between the governmental action and the business community initiative, both in the strategic and in the tactical and operational level. Likewise, considering the demands of the local stakeholders became relevant, perceiving the resident community as hosts. Wada (2003: 66) proposes the existence of “possible convergences” between tourism and hospitality, since they are not antagonistic and need to complement one another. The author refers to trends which may be understood in a certain instance as the “expectations” which the cited audiences (travelers and hosts) have from tourism, because, notably, each one of these exert influence and/or is influenced somehow by the existence of this activity in a certain locality.

With the broadening of the concepts surrounding the tourism activity, governmental engagement being crucial for the strengthening of the travel and tourism sector became clear. From the mid 1980’s on a range of stakeholders started participating in the processes of planning in tourism destinations, which seems to have given consistency to these projects (MUNRO; KING; POLONSKY; 2006).

During the 19th century, the bourgeois/European good customs, notably French (savoir-vivre), foreboded hospitality was more than a ritualized conversation, that is, it would be an authentic interaction between guest and host (LUGOSI, 2008; GOTMAN, 2009: 13). This, contradictory, opposes the professionalization of the “demanded” services currently – especially in urban tourism destinations.

Within this evolution, the tendencies – still present – of the tourism market guided the evolution of the traditional supply cited previously in the sense of sustainability, qualification of providers and diversification of tourism segments targeting better serving specific demands (SAFTIC; TEZAK; LUK, 2011). Moreover, academics and even public authorities and companies started considering the demands and trends of the host communities (O’REGAN, 2013).

In a brief analysis of the participation of the stakeholders in the process of planning and management of the tourism activity in a certain location, it is possible to notice the presence, at least, of the following
actors: entrepreneurs and employees (service providers and providers of various inputs), governments, organizations of the third sector (unions and sectorial bodies), besides the resident community and tourists – for as much as the theme is tourism and the intersection between this and hospitality. Therefore, before this diversity of profiles, demands and relevance, the discussion about “space and time in which certain hospitality manifestations happen, as well as the discussion about genuine and staged hospitality” emerges " (WADA; MORETTI, 2014: 97).

According to Howison and Higgins-Desiolles (2014: 207), the satisfaction level of both workers and consumers is clearly connected to the search for service excellence. It is natural that reaching higher levels of service excellence, there will be high customer retention, and the increase in profits. This formula is simple and is the key to success in the management of tourism and hospitality, not only in Asia, in the case of that study, but throughout the world.

More or less directly, the question of cultural elements that connect people of the host community is present in this discussion. Thus, in the following section, it is presented a discussion about the “use” of historical and cultural heritage to promote tourism.

Heritage and Cultural Tourism
“Patrimony” can have several meanings, being, in general, related to the family inheritance and material goods. In fact, patrimony is all property protected by law or formal acts, the fruit of the institutionalized action of legitimate bodies (FUNARI; PINSKY, 2003), which confer historical, ethical, artistic, religious or even financial value on such goods, for example. Whereas the quoted tendencies, it is possible to consider that authentic and unexpected experiences gain value, that is, unplanned experiences and taking part in events, for example, that are outside the conventional commercial tourism route are valued when destinations are positioned to promote alternative segments.

A very susceptible segment of tourism to this type of approach is the Cultural Tourism since, among other factors, culture is dynamic, it is renewed and strengthened as it is referred, visited and “used” by locals and, in the case of this paper, tourists. According to the Brazilian Ministry of Tourism (MTUR, 2006: 13), “Cultural Tourism holds tourism activities related to the experience of the significant elements of historical and cultural heritage and cultural events, valuing and promoting material and not material aspects of culture”.

Communication and social media
In a broad perspective, the massification of communication between the nineteenth and twentieth centuries, especially in the West, was a phenomenon prompted by the Industrial Revolution, started in the industrialized countries of central Europe. The emergence of an equally massified culture marked the beginning of market segmentation, which did not exist until then. This same period and socioeconomic context also promoted the emergence of tourism as we know it nowadays.
Tourism is essentially seen as a social activity, which, in order to achieve its effective consumption, it needs exchanges, human relationships (hospitality or hostility relations) - even if these relations are settled, measured and maintained by service contracts, for example.

The contemporary moment, more than any other, is marked by interaction, dialogue and sharing. Environments and collaborative technologies, in addition to social networks, mark the communicational processes of the present. Besides the expansion of the communicative element, which (yet) will allow the reach of information to an unlimited audience and the real-time transmission of an infinite number of messages, it is the process itself and the very meaning of the communicative act to be transformed into (DI FELICI, 2008: 23).

The use of smart tourism technologies, such as travel-related websites, social media and smartphones in travel planning has been increasing (HUANG; GOO; NAM; YOO, 2017). So, this study presents in the following section the proposal of "Integrated Tourism destinations Management System" (SIGESTur), a technology-based solution able to assist tourism destination managers and service providers to manage the demands of their stakeholders (employees, customers, suppliers, governments etc.).

Integrated Tourism Destinations Management System (SIGESTur)
In Brazil, there is a recent legal framework on the use of the Internet. In accordance with law # 12.965, April 23rd, 2014, the use of internet in Brazil is based on the following principles (article 3): Guarantee of freedom of expression, communication and expression of thought, under the terms of the Federal Constitution (I); protection of privacy (II); protection of personal data, per the law (III); and the version of business models promoted on the Internet, provided they do not conflict with the other principles established in Law (VIII).

Since the analyzed project (SIGESTur) is developed according to Brazilian reality, it is worth mentioning the purpose of the internet applications of entities of the public power (article 25) and the public initiatives to foment the digital culture and to promote the internet as a social tool (Article 27).

This law recommends that the purposes of the Internet applications of government entities (Article 25) are the following: compatibility of E-government services with several terminals, operating systems and applications for their access (I); accessibility to all interested parties, regardless of their physical, motor, perceptive, sensorial, intellectual, mental, cultural and social capacities, safeguarding aspects of classified, administrative and legal restrictions (II); compatibility with both human reading and automated processing of information (III); access easiness of E-government services (IV); and strengthening of social participation in public policies (V).

According to this law, public initiatives to promote digital culture and internet a social tool must: promote digital inclusion (I); decrease inequalities, especially among the different regions of the country, in access to and use of information and communication technologies (II); and promote the production and circulation of national content (III).

In coherence with the Brazilian civil rights framework for Internet, during the second half of 2016, one of the professors of the Tourism course of the Federal Institute of Education, Science and Technology of
São Paulo (Campus Cubatão) started the development of a model of tourism destinations planning and management.

Image 1: Screen shots from the SIGESTur app, with the home screen on the left, the location system in the center, and a screen of the project page on Facebook on the right.

Image 2: Screen shots of the SIGESTur app, with options for entrepreneurs (B2B) (networking contacts, business opportunities and market performance data) on the left, contacts with business entities centered and information on public investments on the right.
The SIGESTur is a technology-based solution concentrated on the website www.observatoriodoturismo.com and can be accessed by the application equally named SIGESTur (http://app.vc/sigestur).

The main idea is that each tourism destination make use of the proposed methodology and develop interactive platforms based on these two models – which are already available to interested users, but the content is still experimental. It is worth mentioning that the project was one of the ten finalists in the field of Innovation in Tourism, an award promoted by the Panrotas Portal - a specialized media in tourism - and the Brazilian Service of Support to Micro and Small Companies (Sebrae), on November 25th and 27th, 2016 in the city of São Paulo.

The SIGESTur application has a global positioning system (GPS), a municipal information screen and a regional calendar of events. In addition to these tabs, there are also operation the ones that provide information about services, attractions and tourism facilities (figure 1). Another section in operation deals with transparency in the management of public resources, that is, a space where the managers can show to the users, open data on the investments and the costs of the management of the tourism destination - in the accomplishment of works or services hired by the municipal public power (figure 2).

This solution has a low implementation cost and can be adapted to the reality of each Brazilian tourism destination - safeguarding the principle of integration. Likewise, the skills required of the professionals who will manage this system (collecting, processing and updating data and information) can be established according to the reality of each place.

The proposal proves to be feasible from the juridical / institutional point of view on account of existing a clear deficiency of public and spontaneously offered information about financing of projects (buildings and services) in the tourism area. Furthermore, it is possible to verify that two of the principles of public administration are publicity and efficiency (Federal Constitution, art. 37) and the Access to Information Act (Law nº 12.527, November 18th, 2011) determines that “it is the State’s duty to guarantee the right to access information, which will be reached, through objective and agile procedures, in a clear way and in an easily understood language (Art. 5º) and that the public authority provides information in an efficient means (Art. 40, item I). The inherent innovation to this model resides in the fact that it provides access to information in a simple agile clear way, through a friendly environment and visual language, accessible in a clear and precise way.

Conclusions
This article has presented the SIGESTur’s experience, an Brazilian experience developed in the academic sphere, but which may consolidate as a model for planning and management of destinations and service providers in the task of managing their stakeholders (employees, customers, suppliers, governments etc.) demands.

Based on the proposed reflections, it was possible to note the importance of managing properly the demands of the acting stakeholders in a certain location. The presented tool is based on the logic that the relations of hospitality and hostility among the acting players in the travel and tourism sector determine the competitiveness of these markets.
It was clear that the process of planning and management of tourism destinations lacks leadership and protagonism by local players, therefore entrepreneurs, employees, governments, third sector organizations, resident community and tourists are part of a single tourism system.

References


Corporate Mobility, Hospitality Relationships Amongst Stakeholders and the Emerging Middle Class - A Multiple Case Study.

Cintia Goldenberg
Elisabeth Kyoko Wada
Universidade Anhembi Morumbi

ABSTRACT
This research addresses the corporate mobility and the relationship among different stakeholders participating in this process. The research question is: how does the management of hospitality experience in the provision of services in corporate mobility contributes to competitiveness? The overall objective is to understand the relationship between the management of the hospitality experience, the provision of services in corporate mobility and competitiveness. It also aims to know the demands of the emerging middle class as business traveler; understand the hospitality in the relationship between the stakeholders involved in the corporate mobility of the emerging middle class and examine how the host company meets the specific needs of the emerging middle class traveler on the corporate mobility. Three propositions were tested: (P1) identifying the demands of the emerging middle class travelers with regard to the dimensions of hospitality facilitates correct provision of services in the corporate mobility process; (P2) there is hospitality relationship between the stakeholders of the corporate mobility process and the organization and (P3) When the organization takes on the host role in the corporate mobility process of the emerging middle class and meets the specific needs of these travelers, the organization becomes more competitive. The method adopted is an empirical research, qualitative - quantitative and exploratory, with multiple case study.

Keywords: Corporate Mobility. Hospitality. Stakeholders. Services. Competitiveness. Emerging Middle Class

Introduction
Human mobility is a phenomenon that exists since the beginning of life in society and is frequent nowadays. It can be divided into physical mobility, social mobility and corporate mobility. The latter refers to displacements carried out for work reasons (Ferreira; Wada, 2011) and is understood as an organization’s human resources mobility, including business travel.

Hospitality may occur in the context of corporate mobility, as the employee, who travels for work reasons in a given organization, is always a visitor at his / her destination, opening therefore the possibility – and need- of a hospitality relationship between the organization, who is the host at the destination, and the employee who is in transit.
The globalization has removed the boundaries of economic borders. Money, work, knowledge and goods must circulate (Kesserling, 2015). Corporate mobility contributes to this movement and has four dimensions: acquisition and retention of business; doing business with existing customers and suppliers; organizational control and maintenance of organizational coherence and corporate culture (Beaverstock et al, 2010).

Emerging economies have grown recently. This growth has caused significant effects in the social, economic and cultural aspects, as for example the growth of the middle classes in emerging countries.

In Asia, 525 million people belong to the middle class. In Brazil, over the last 10 years, 35 million people have become part of it. Brazilian society is divided into three main groups in terms of per capita household income: low (classes D and E), middle (class C) and high classes (classes A and B). Middle class income is between R$ 2,005.00 and R$ 8,640.00 per month (USD 604 and USD 2,603) (SAE / PR, 2015). During the development of this research (2015 -2016), Brazil was passing a period of economic crisis, but the middle class still accounts for the major part of the population.

The social mobility caused by the economic growth opens access to previously unattainable goods and services, amongst which education. With that, new professionals enter the labor market to occupy higher and more specialized positions (SAE / PR, 2015). These workers have new assignments, including travelling, thus participating in the corporate mobility. This brings up a new profile of corporate travelers, with different needs of "older" and more experienced travelers.

Corporate mobility involves, in addition to the company and its travelers, other stakeholders, as defined by Freeman (1984), for whom a stakeholder is any group or individual that can affect or is affected by the achievement of an organization goals.

The provision of services is a process that supposes an interaction between provider and consumer, in which hospitality may manifest. If the provider assumes the role of host, the provision takes place in a differentiated way and can contribute to the competitiveness of the service organization (Wada and Moretti, 2014).

Considering the above points, the overall objective of this research is to understand the relationship between the management of the hospitality experience, the provision of services in corporate mobility and competitiveness. It also aims to know the needs of the emerging middle class as business travelers; to understand the hospitality in the relationships between the stakeholders involved in the corporate mobility of the emerging middle class and to examine how the host company meets the specific needs of the emerging middle class traveler.

The research question is: how does the management of the hospitality experience in the provision of services in corporate mobility contribute to an organization’s competitiveness? Three propositions were tested: (P1) identifying the demands of the emerging middle class travelers with regard to the dimensions of hospitality facilitates the correct provision of services in the corporate mobility process; (P2) there is a hospitality relationship between the stakeholders of the corporate mobility process and the organization and (P3) If an organization assumes the role of the host in the corporate mobility process of the emerging middle class and meets the specific needs of these travelers, it becomes more competitive.
Hospitality, services and stakeholders

Hospitality can be understood as the relationship between two actors, where one acts as host and the other assumes the role of visitor or guest. It is fundamentally the act of welcoming and rendering services to someone, and its practice is composed of a series of behaviors originating in primitive societies, or of basic human rituals that can still be expressive in contemporary societies (Gotman, 2011; Lashley, 2004; Camargo, 2004). Several authors consider hospitality as the basis of human relations (Montandon, 2011; Selwin, 2004; Aristakhova, 2012; Derrida, 1997), without which there would be no life in society. Lashley and Morisson (2004) consider the relationship between host and guest as being at the heart of the hospitality studies.

Lashley (2004) treats hospitality under three domains: social, private and commercial. It is in the intercession of these three domains that the "management of hospitality experience" takes place. The use of hospitality practices in commercial environments and relationships appear in many post-industrial societies. In general, however, its management does not occupy a central position within the value system of companies and its practice is mainly a result of the need to extract value from the provision of services (Lashley, 2015).

According to Lugosi (2014),

"[…] using hospitality as a focal point enables us to consider how issues surrounding food, drink, embodied performance, relationships, interactions, materiality, space, power and inclusion/exclusion intersect. This can help to conceptualize the multiple ways in which employees, management, customers and various other stakeholders experience organizations. Furthermore, it can help to conceptualize the processes through which those experiences are constructed" (LUGOSI, 2014. pp.77)

Lugosi (2014) also mentions that the understanding of organizational processes and experiences through the notion of hospitality helps to notice how private, public and commercial domains become interconnected.

Service delivery is a process in which there is an interaction between the provider and the consumer and this is where hospitality can be present, increasing the perception of service quality and contributing to the competitive advantage of the organization that applies it (Wada, Moretti, 2014).

The stakeholder concept gains force with the studies developed by Freeman in 1984.

Freeman (2007) states that the relationships between the organization and its stakeholders are fundamental to the success of a business. Therefore, understanding a business is to know how these relationships work and to manage these relationships, balancing stakeholder needs and demands. In this study, the stakeholders approach is a tool, a lens applied to understand the above-mentioned relationships.

The application of the hospitality concept in relationships between organizations and their various stakeholders contributes primarily to the elimination of a possible hostility that often occurs in the business context. According to Lugosi (2014), two manifestations of hospitality may be distinguished:
how hospitality is oriented towards external stakeholders and how hospitality emerges within organizational practices (among employees, mainly).

Corporate mobility and the emerging middle class
As companies become more dispersed around the world and need to integrate their activities globally, the need for corporate mobility increases (Welch, Worm, 2006).

From the traveler point of view, the expectations related to the service provision during this mobility vary depending on their profile. Ferreira and Wada (2011) state the importance of discovering and dealing with the different demands of travelers, some being more experienced than others. This questioning is one of the bases of the present research, when considering the corporate mobility of the emerging middle class and its particularities.

The emerging middle class has been widely addressed by different areas of study such as economics, sociology, anthropology, business administration and marketing. The social mobility caused by the economic growth of the emerging countries contributed to the entry of a new contingent of professionals in the labor market, who participate in corporate mobility.

The profile of the emerging middle class differs from the traditional middle class, according to Meirelles and Athayde (2014). Their group identity is linked to certain material goods (clothes, cell phones) and behaviors. They believe they had to put great effort to succeed in life, unlike the traditional middle class. They value their own history, are proud of their origin. “They want to be rich, but they do not want to be like the rich.” (Meirelles, Athayde, 2014).

Torretta (2009: 114) confirms this assumption by stating, "the middle / rich class is globalized. The base of the pyramid is regionalized". Thus, a young man of the upper middle class created in noble neighborhoods of São Paulo or Rio de Janeiro has the same idols, clothes, aesthetics and values as young people from New York, Paris, and London. However, young people raised in the outskirts of Porto Alegre (southern Brazilian city), for example, will not have the same habits and values as those from the outskirts of Fortaleza (northern Brazilian city) (Torretta, 2009). According to Neri (2010), the class C is the closest image of the Brazilian society.

In the corporate mobility of the emerging middle class employees, knowing the particularities and the specific needs of this employee / customer certainly contributes to the success of their corporate mobility.

Research Method
This study is an empirical qualitative and quantitative exploratory study, with the adoption of the multiple case study method as proposed by Yin (2005). For the author, a case study is “[...] an empirical research that investigates a contemporary phenomenon within its real-life context, especially when the boundaries between phenomenon and context are not clearly defined” (Yin, 2005:32). The author argues that preference for the use of case study should be given when studying contemporary events - represented in this study by the theme of corporate mobility of the emerging middle class - in situations
where relevant behaviors cannot be manipulated, but where it is possible to conduct direct observations and systematic interviews.

The first stage of this research was the elaboration of the theoretical framework. The second step consisted of the categorizing method as per Bardin (1977), which served as a tool for the subsequent content analysis of the information collected during field procedures (interviews and survey).

The third step consisted of the multiple case study carried out in three organizations. The data collection had four sources of evidence: bibliographic research, documental research, semi-structured interviews and survey.

The interviews and survey followed the structure below:

- Semi-structured interviews with three specialists in corporate mobility
- Semi-structured interviews with the Human Resources managers of the selected organizations
- Semi-structured interviews with the corporate travel manager of the selected organizations (Group 1), who in turn appointed two stakeholders (Group 2 and Group 3) of the corporate mobility process, as per the snowball sampling method.
- Survey with 100 corporate travelers.

Description of the objects

**Diageo**
Diageo is a UK-based beverage company considered the global leader in alcoholic beverages. It has a wide geographic reach, operating in more than 180 countries. A large part (43%) of the company's business is carried out in emerging markets. Diageo has a diverse workforce.

**Femsa**
The FEMSA Group operates in ten countries and has more than 346 million consumers. It is the world's largest Coca Cola beverage bottler and has approximately 210,000 employees globally. Coca-Cola FEMSA Brazil has 20,000 employees and serves approximately 72 million consumers. FEMSA operates in emerging markets with various customer profiles (upper, middle and lower classes) and has a diverse workforce.

**Roche**
Roche is a Swiss pharmaceutical company. It employs more than 80,000 people in nearly 180 countries. Roche operates in emerging markets and has an important volume of corporate travel.
Survey results and propositions testing

Survey
The survey was composed of 23 closed questions, being 7 for demographic classification and 16 related to different aspects of business travel, using a 1 - 5 Likert scale. Results were analysed using SPSS software.

The 16 variables of the research related to travel were grouped into five dimensions: transportation, accommodation, eating, hosting and communication.

A significant part of the sample (41.8%) is between 31 and 40 years old.; 34.1% have an undergraduate degree and 49.5% have a graduate degree; 67.7% have income higher than R$ 8,000.00 (USD 2,400), and the remaining 32.3% are considered middle class. 23.8% travel twice a month or more, 17.9% travel once a month and 17.9% travel once every two months.

The variables with the highest mean and lowest standard deviation were transportation - speed (mean 4.54 and standard deviation 0.65); Accommodation - cleanliness (mean 4.78 and standard deviation 0.50) and communication - internet (mean 4.78 and standard deviation 0.46). The variables that obtained lower means were eating - food, with a mean of 2.44; Eating - eating difficulty with a mean of 2.15 and hosting - being welcomed by a representative with a mean of 3.16.

The variables that presented the highest correlation coefficients (Pearson's correlation index) were accommodation - category / accommodation-comfort, with an index of 0.627; both inserted in the accommodation variable; followed by host-security / host - the company takes care of me, with index of 0.6 - both variables inserted in the "hosting" dimension; and accommodation-location / accommodation-cleaning, with index of 0.532. The negative correlation of greater significance occurred between the variables hosting - I can organize myself alone / hosting - to be welcomed by a representative with a mean of -0.574

Based on the above data, it can be said that frequent travelers give greater importance to practical and basic aspects in their trips than to other aspects inserted in a less practical and more subjective sphere. The aspects that appear to be of greater importance are necessary for the success of a business travel and are related to time, efficiency and work tools.

Regarding correlations between variables, in the hosting dimension, the most significant correlation occurs between safety and security and the feeling that the company takes care of the traveler, which are interconnected variables - the company's care occurs largely through safety and security measures.

The negative correlation obtained between the variables hosting - I organize myself / hosting – being welcomed a representative (-0.574) indicates an inverse relation between the two variables, that is, the need to be welcomed by a company representative is inversely proportional to the capacity of self-organization on a trip.
Propositions testing

(P1) Identifying the demands of the emerging middle class travelers with regard to the dimensions of hospitality facilitates correct provision of services in the corporate mobility process.

In some interviews, the concept of hospitality appeared next to that of services and vice versa, which confirms that once the concept of hospitality is understood and internalized, it becomes part of the perception of a good service provision. The findings of the field research show that identifying the demands of travelers would facilitate a correct provision of services and that it would facilitate the presence of hospitality in these services.

On the other hand, the identification of demands is not part of the services provided in the corporate mobility process. With regard to the specific demands of the emerging middle class travelers, only in three out of all interviews the perception of the entry of a new traveler profile in the travel market was clearly mentioned (Femsa, Roche and Hotel-specialist). Only two organizations (Hotel specialist and Roche) really consider these specific demands in the provision of business travel services.

Roche's travel and events manager realizes that although this profile of travelers has specific needs, the provision of services for this traveler profile is easier:

"It is a profile that demands less work, because they dive so much into the details, they plan so much… When they become frequent travelers they demand more." (G1-ROCHE)

Thus, although the research results confirm that the identification of specific demands of travelers would facilitate the correct delivery of services; these demands can not always be identified and / or taken into account. This applies to the specific demands of emerging middle class travelers, which in many cases are not even known.

Therefore, the first proposition was partially supported.

(P2) There is a hospitality relationship between the stakeholders of the corporate mobility process and the organization.

All interviewees know the stakeholder concept. Likewise, they identify hospitality relationships between the organizations and the stakeholders of the corporate mobility process. Not all stakeholders of the process insert hospitality into their relationships; some of them seem to apply hospitality concepts more often than others, as stated by one of the specialists: “Some stakeholders understand and work with hospitality […], such as airlines, hotels, we see a lot of hospitality”. (SPECIALIST)

The presence of hospitality in the relationships between stakeholders contributes to the success of the organization and of the corporate mobility itself, as can be noticed in the speech of G1-Diageo: “Partnership is about having a sustainable relationship, gaining trust, gaining quality and making your business grow” (G1-DIAGEO)
The presence of hospitality relationships between stakeholders contributes to the mitigation of possible adverse situations, in which hospitality functions as a factor of understanding and correction, as can be noted in G1 Roche's speech:

[... we understand that this hospitality relationship needs to be maintained and nurtured because it makes a difference in the day-to-day relationships, because we think hospitality helps overcome errors. (G1, ROCHE)]

Therefore, this proposition has been supported by research findings.

(P3) If an organization assumes the role of the host in the corporate mobility process of the emerging middle class and meets the specific needs of these travelers, it becomes more competitive.

The studied organizations play the role of hosts in the corporate mobility process. Various actions and services confirm that such as the concern with safety and security of travelers, the provision of travel and health insurances, hotel partnerships, as well as the welcoming of travelers at their destinations, among others. At Roche, for example, there is special care with travelers, as G1-Roche explains:

We created an internal area with a traveler call center [...] we think that having this call center provides us with a better feeling, a better thermometer of everything that is happening in the company, so we can perceive how the traveler is, the requests he/she is having. The travelers feel safe when they know that if they have any doubts, they can call us directly. (G1, ROCHE)

The safety and security aspect seems to be the one that stands out when considering the company's point of view as host, which is confirmed in the speeches of HR-Diageo, which states that: 'We have a great concern for safety' and HR-Roche: 'The company has a special care with regard to safety, it is a primary concern for us'.

This aspect also appears prominently in the survey results. The security and the feeling that the company takes care of the traveling employee appear as interrelated variables - the company's care largely occurs through safety and security measures.

When the traveler perceives that the company takes care of him/her, assuming the role of host, the probability of success in the business trip increases, as well as the success in performing his/her work in general. This in turn contributes to the competitiveness of the company, both in terms of results and of workforce loyalty.

On the other hand, it was not possible to confirm a specific concern with travelers from the emerging middle class and their specific needs. Travel policies and rules are generally developed for all employees, regardless their social and economic profile.

Therefore, the present proposition has been partially supported by research findings.
Final considerations

The management of hospitality experiences in the provision of services in the corporate mobility process contributes to competitiveness, since a correct service delivery, which contemplates hospitality and hospitality experiences, increases the possibility of success of this mobility.

A service provision that considers the management of hospitality experiences, in which the provider assumes the role of host and treats the relationship with his client/guest as a hospitality relationship, contributes to the provider’s competitiveness.

Business travelers from the emerging middle class present specific demands related to the logistics of a business trip, to details such as language, local currency, visas, or even in the case of domestic travel, to the use of the various services involved in corporate mobility.

It was possible to identify the presence of hospitality in the relationship between the stakeholders involved in the corporate mobility of the emerging middle class. It was also verified that the host company meets the needs of the corporate traveler through safety and security measures, the choice of suitable service providers, the presence of a host in the destination, the organization of the employee transportation, traveler call center services by the TMCs, which are appreciated by travelers.

Studies that analyse hospitality relationships in the context of the corporate mobility are still embryonary, and the present study contributed to the understanding of the emerging middle class as human resources of organizations that require them to travel for work reasons.

For future researches, one aspect that aroused curiosity concerns the specificities of corporate travelers and a possible way to better know and consider them in the various services provided in the process of corporate mobility. At present, the policies and processes are elaborated considering a general traveler profile, although it is known that the profiles of travelers are, in fact, different.

REFERENCES


Bardin, L. (1977), Análise de conteúdo. Lisboa: Edições 70


Carroll, A.B.; Buchholtz, A.K.(2003), Business and Society: Ethics and Stakeholder management, Sidney: Thomson South Western

De Souza, A., & Lamounier, B. (2010), A classe média brasileira: ambições, valores e projetos de sociedade, Brasilia: Elsevier


Toretta, A. (2009), Mergulho na base da pirâmide: uma nova oportunidade para a sua empresa, São Paulo: Saraiva


Hospitality and Events as a Way of Cultural Sustainability and Competitive Strategy

Ádiler Caroline Vitorino Vilkas
Vanuza Bastos Rodrigues
Elisabeth Kyoko Wada
Universidade Anhembi Morumbi

Abstract

Florianópolis, capital of Santa Catarina, Brazil, was colonized by portugueses from Azores, and it is perceptive the pursuit of the cultural preservation, even by the realization of cultural events. This research aimed answer the question “The Carnival of Santo Antônio de Lisboa can contribute with the cultural sustainability and the competitive strategy of the turistic destination”? The main goal established was understand how the hospitality relations and the Carnival contributes to the culture preservation and the competitive strategy of the turistic destination. The specific goals determined was: verify the importance of the hospitality to the visitants when to choose a destination; identify if the cultural sustainability has potencial as competitive strategy; analyse the interest of the public on the traditional carnival. The research was an exploratory case study with a quantitative approach. For data collection was used questionnaire with Likert scale, through Survey. The results show that people mind about cultural questions and agree that the realization of events can be an efficient way to preserve the culture, confirming that the hospitality and the cultural sustainability are competitive strategy of a turistic destination.

Keywords: Hospitality. Events. Cultural Sustainability. Competitive Strategy. Carnival.

INTRODUCTION

The popular events, also know as festival, are considered important tools to the local culture preservation and dissemination. A cultural event can provide unique experiences that can create a social environment for the development of human relations with the purpose of convey targets for a certain population (Reverté & Izard, 2011).

According the Tourism Ministry (2008) the historical and cultural heritage with cultural events can value and promote a culture (p. 16). The Brazilian Carnival is internationally known. Its main characteristics are happiness, casualness and the Brazilian hospitality. It is celebrated with parades, parties in clubs and the most diversified ways. The carnival arrived in Brazil from the thirteenth century, in according with Dumas (2013) the portugueses used to play messing each other by using ink, flour,
eggs and water. The community's compromise with the parties around them demonstrate the population sensitization about the importance of the event and is part of the hospitality process (Zottis, 2006).

To Selwyn (2004) the hospitality "comes from the act of giving and receiving" (p. 37). Santos (2004) says that "hospitality is consider welcome all the visitants, sharing with them the wellbeing and the security that also we do not lack" (p. 06). Therefore, the goal established for this research was "understand how the hospitality relations and the Carnival contributes to the culture preservation and the competitive strategy of the turistic destination". The specific goals determined was: verify the importance of the hospitality to the visitants when to choose a destination; identify if the cultural sustainability has potential as competitive strategy; analyse the interest of the public on the traditional carnival. In Florianópolis the traditional carnival is preserved in the Santo Antônio de Lisboa neighborhood over the years, even with other parties along the city on the same days.

Over the years, Florianópolis became a modern city, with infrastructure to receive tourists and events during all the year – Florianópolis is part of the international events circuit due to its easy access by roads, water and air – but follow the historical costumes inherited from its colonizers. According to a survey conducted by the Santur (State Secretary of Tourism of Santa Catarina) in 2006, it increased de number of visitants that sought to the city for its heritage from 2,80% to almost 18%.

This research aimed to answer the question: “The Carnival of Santo Antônio de Lisboa can contribute with the cultural sustainability and the competitive strategy of the turistic destination”? So that, the following propositions have been raised: a) the perceived hospitality in a turistic destination can be a decisive factor on the choice of the visitant; b) cultural events are seen as a way of cultural preservation; c) people prefer the traditional carnival instead of the modern parties.

For the construction of the theoretical framework was used in hospitality: Grinover (2002); Lashley (2004); Selwyn (2004) and Lugosi (2008). About events the study is based on Brito e Fontes (2002); Zottis (2006) and Reverté e Izard (2011). For cultural sustainability was taken as base Laraia (1997); Carsalade (2001); Alfonso (2003); Carneiro, Oliveira e Carvalho (2010) and Campos (2011). For competitive strategy Porter (1991 e 2007) and Hamel e Prahalad (1997).

1. THE CARNIVAL OF SANTO ANTÔNIO DE LISBOA, FLORIANÓPOLIS, SANTA CATARINA, BRAZIL

In spite of the Carnival be a popular festival and so celebrated in Brazil, is not a Brazilian party. Carnival has its origins in antiquity, Greece and Rome and arrived in Brazil from the thirteenth century by portugueses from Azores and Cape Verde that used to play messing each other by using ink, flour, eggs and water according Diniz (2008) and Dumas (2013).

Ferreira (2004) affirms that the many ways of celebrate carnival resulted in disagreements and over time this has led the party to decadence in some places, but finally these moments and spaces of tension has made possible to understand that the carnival is composed by many parties that becomes a big party.

In Florianópolis, Santa Catarina, the carnival offers many kind of attractions that can please different visitor profiles. Composed by parade blocks, samba school parade, street carnival with marchinhas,
concerts with famous artists, gigs, and parties in nightclubs and electronic music events, the Secretary of Florianópolis Tourism (2015) states that it is the most complete Carnival in Brazil, favoring the visit of millions of tourists.

The Carnival in the Santo Antônio de Lisboa neighborhood is supported by the city government through funds allocated for this purpose, but the organization, realization and accountability are the community responsibility through their representatives. The security on the event is held by the Military Police of the city, which controls access to the venue.

This scenario is related to hospitality, which is better analyzed in the next session, which also brings a discussion about cultural sustainability and competitive strategy around events.

2. HOSPITALITY AND EVENTS: CULTURAL SUSTAINABILITY AND COMPETITIVE STRATEGY

Hospitality is defined as the act of giving and receiving, is the result of an exchange does not necessarily material, but also symbolic (Selwyn, 2004). The purpose is establish and provide new relationships.

To Grinover (2002) hospitality means to accept, receive, give good welcome, kindness and amiability. According to Gotman (2001), hospitality is able to provide the human relationships between people from different places to settle and reciprocate services as sociability practices.

Brotherton e Wood (2004) follows the same reasoning and complements that hospitality is related to the production and supply of specific products (food, drinks and accommodation); involves exchange relation (economic, social or psychological); stems from tangible and intangible elements simultaneously; associate forms of behavior and human interaction; is not synonymous of hospitality demeanor because it would not be enough for the definition; is voluntary attitude of the people involved (guest and host); exists for several reasons (although different subjects and circumstances remains essentially the same with regard to the quality).

To Lugosi (2008) in addition to the accommodating, provide food and drink and entertain, is based on human relations, the exchange of experiences in contact and social interaction. Lashley (2004) states that "hospitality is the relationship between host and guest" (p. 21), the same way as Santos (2004) says "hospitality is consider welcome all the visitants, sharing with them the wellbeing and the security that also we do not lack" (p. 6).

The tourist satisfaction is essential to successful destination marketing because it can impacts the future selection of a destination and intention to visit by tourists. Furthermore, satisfaction with a tourism experience can contribute to perceived overall life satisfaction (Mathis, Kim, Uysal, Sirgy & Prebensen, 2016). The hospitality is important not only for visitors but also for the host. The relationships established before the visitor’s arrival can make the interaction with these guests happen in a different way.

According Zottis (2006) in the events the hospitality process begins in public awareness of the importance of the event, seeking community engagement from its planning, causing the community to become a partner and also coresponsible, hosting the event. Brito e Fontes (2002) says that one of the
goals in organize a public event is increase the visitors numbers and improving tourism demand for the city that performs event, as Andrade (1999) affirms that the events organization is a way to multiply business due to its potential to generate new visitor flows.

Events are a key, a marketing truism that people do not buy products or services, buy the expected benefits to satisfy a need. It is important to identify the needs of visitors to the design of a festival can be adapted to meet them needs identification is a prerequisite to effectively develop elements of a festival (Crompton & McKay, 1997). Cultural events are considered important tools to the preservation and dissemination of the local culture. A cultural event can provide unique experiences that can create a social environment for the development of human relations with the purpose of convey targets for a certain population (Reverté & Izard, 2011).

For Carsalade (2001) the cultural sustainability happens through the preservation of values and messages which give meaning and identity to a specific cultural and ethnic group. The culture has always been present in the evolution of people, each society has its own history, consisting of values developed in social life, that characterize the diversity of peoples, because culture is inherent to the human who lives in community.

According to Laraia (1997) culture is a set of values, beliefs, customs, habits and historical factors material and immaterial that permeate social life in a dynamic way, is built over years of history. Campos (2011) argues that society understands that heritage is not only historical but also cultural with values and characteristics that reinforce our origin. Cultural heritage to be sustainable needs to have involvement of the constituted powers and popular participation to maintain our culture as a way to leverage the development of our society.

Carneiro, Oliveira e Carvalho (2010) state that tourists looking culture have as their main motivation desire to be in contact with different cultures, visiting representative heritage elements of of a certain community (architectural complexes, archaeological sites, traditional dances, religion, cuisine, handicrafts, musicality, artistic performances). Cucculelli and Goffi (2016) affirm that sustainability can improve competitiveness. Culture is meaningful attraction for tourists, especially for those seeking a difference to their usual experiences in assessing the other (Alfonso, 2003). According the Tourism Ministery (2008) the historical and cultural heritage with cultural events can value and promote a culture (p. 16).

In this sense, the organization of an event can be a competitive strategy for a tourist destination. When Porter (2009) comes to competitiveness it tackles the issue of differential, and places the town as an important factor: the availability of services, urban mobility and access. For Hamel e Prahalad (1997), competitiveness is always being one step ahead of your competition. According to Porter (1991) competitive strategy "is the search for a favorable competitive position in an industry, the fundamental arena in which competition occurs" (p.1).

3. METHOD
This is a quantitative research study. Data collection was conducted through survey research applied on social network with people that usually travel in carnival period. It aimed to answer questions related to the research proposal and to check what happens in the natural environment of the phenomenon,
beyond what has already happened in the recent past. This is a descriptive study that seeks to identify views on the subject observed and enables verification of the perception of events in relation to reality (Pinsonneault & Kremer, 1993). The questionnaire sought to measure the choice of people when planning your trip, focusing on Carnival. For the research were distributed 100 questionnaires Likert scale over the Internet, via email and social networks, with 04 questions to identify the respondent's profile and 06 affirmative questions with answers options. Data analysis was carried out through SurveyMonkey program.

4. PRESENTATION AND ANALYSIS OF RESULTS
Presentation and analysis of results were categorized into: respondent profile; hospitality; cultural preservation and carnival – preference of the respondent.

4.1 Respondent profile
This step sought to know the personnel profile of who answered the research.

Question 1: "What is your age?". Table 1 shows the result.

<table>
<thead>
<tr>
<th>Options</th>
<th>Answers</th>
</tr>
</thead>
<tbody>
<tr>
<td>18 a 25</td>
<td>7%</td>
</tr>
<tr>
<td>26 a 35</td>
<td>45%</td>
</tr>
<tr>
<td>36 a 45</td>
<td>23%</td>
</tr>
<tr>
<td>46 a 60</td>
<td>20%</td>
</tr>
<tr>
<td>More than 60</td>
<td>5%</td>
</tr>
<tr>
<td>Total</td>
<td></td>
</tr>
</tbody>
</table>

Table 1 - Age range of respondents  
Source: Research data SurveyMonkey, adapted by the author

Question 2: "Gender". Table 2 shows the result

<table>
<thead>
<tr>
<th>Options</th>
<th>Answers</th>
</tr>
</thead>
<tbody>
<tr>
<td>Female</td>
<td>87%</td>
</tr>
<tr>
<td>Male</td>
<td>13%</td>
</tr>
<tr>
<td>Total</td>
<td></td>
</tr>
</tbody>
</table>

Table 2 – Gender of respondents
Question 3: “What is your educational level?”.

<table>
<thead>
<tr>
<th>Options</th>
<th>Answers</th>
</tr>
</thead>
<tbody>
<tr>
<td>No education</td>
<td>0%</td>
</tr>
<tr>
<td>Primary education</td>
<td>0%</td>
</tr>
<tr>
<td>Secondary education</td>
<td>15,15%</td>
</tr>
<tr>
<td>Incomplete secondary education</td>
<td>1,01%</td>
</tr>
<tr>
<td>Higher education</td>
<td>30,30%</td>
</tr>
<tr>
<td>Incomplete higher education</td>
<td>15,15%</td>
</tr>
<tr>
<td>Post-graduation Lato Sensu</td>
<td>22,22%</td>
</tr>
<tr>
<td>Post-graduation Stricto Sensu</td>
<td>16,16%</td>
</tr>
<tr>
<td>Total</td>
<td>99</td>
</tr>
</tbody>
</table>

Table 3 – Educational level of respondents
Source: Research data SurveyMonkey, adapted by the author

There have been 99 responses of 100 respondents that participated in the survey.

Question 4: "What is your marital status?". The last question in this category has the result shown in Table 4.

<table>
<thead>
<tr>
<th>Options</th>
<th>Answers</th>
</tr>
</thead>
<tbody>
<tr>
<td>Single</td>
<td>32%</td>
</tr>
<tr>
<td>Married</td>
<td>61%</td>
</tr>
<tr>
<td>Divorced</td>
<td>6%</td>
</tr>
<tr>
<td>Widow</td>
<td>0%</td>
</tr>
<tr>
<td>Other</td>
<td>1%</td>
</tr>
<tr>
<td>Total</td>
<td>100</td>
</tr>
</tbody>
</table>

Table 4 – Marital status of respondents
Source: Research data SurveyMonkey, adapted by the author

Married respondents were majority, 61% of the total. The answer selected as ‘other’ had the specification ‘a stable union’. It is noticed at this stage that, in most cases, the respondent profile corresponds to women aged 26-35 years old, married, who have higher education.

4.2 Hospitality

This step aims to evaluate the level of importance given to hospitality when choosing a tourist destination.

Question 5: “Hospitality is a key factor when choosing a destination when I travel.” The answers are presented in Table 5.

<table>
<thead>
<tr>
<th>Options</th>
<th>Answers</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly agree</td>
<td>32%</td>
</tr>
<tr>
<td>Agree</td>
<td>53%</td>
</tr>
</tbody>
</table>
Most respondents, 53%, agree that it is important to feel the hospitality when choosing a tourist destination. Since 32% fully agree with the statement, it is clear at this stage that people look for hospitality in his travels from the time the choice of destination.

4.3 Cultural Preservation

With this category, was expected know the opinion about the cultural sustainability and how much can be a differential factor for a destination. Question 6: "I think is important to maintain the cultural tradition of a place." Table 6 shows the results.

<table>
<thead>
<tr>
<th>Options</th>
<th>Answers</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly agree</td>
<td>45,45%</td>
</tr>
<tr>
<td>Agree</td>
<td>51,52%</td>
</tr>
<tr>
<td>Indifferent</td>
<td>1,01%</td>
</tr>
<tr>
<td>Disagree</td>
<td>2,02%</td>
</tr>
<tr>
<td>Strongly disagree</td>
<td>0%</td>
</tr>
<tr>
<td>Total</td>
<td>99</td>
</tr>
</tbody>
</table>

Table 6 – The importance of cultural tradition to respondents
Source: Research data SurveyMonkey, adapted by the author

One of the respondents ignored this question, totaling 99 responses, of which 51.52% agree that for them is important to keep the cultural traditions of a place, and 45.45% fully agree, 2.02% disagree and 1.01% feel indifferent about this.
Question 7: “I prefer destinations worried / involved with cultural sustainability and retains the historical traditions”.

<table>
<thead>
<tr>
<th>Options</th>
<th>Answers</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly agree</td>
<td>17%</td>
</tr>
<tr>
<td>Agree</td>
<td>56%</td>
</tr>
<tr>
<td>Indifferent</td>
<td>26%</td>
</tr>
<tr>
<td>Disagree</td>
<td>1%</td>
</tr>
<tr>
<td>Strongly disagree</td>
<td>0%</td>
</tr>
<tr>
<td>Total</td>
<td>100</td>
</tr>
</tbody>
</table>

Table 7 – The importance of cultural sustainability to respondents
Source: Research data SurveyMonkey, adapted by the author
Table 7 shows the results, in which 56% of respondents agreed to have preference for destinations that are worried / involved with cultural issues, seeking cultural sustainability.

Question 8: “I believe that events are a good way to preserve and disseminate local culture.” In Table 8 is possible to observe the result.

<table>
<thead>
<tr>
<th>Options</th>
<th>Answers</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly agree</td>
<td>34,34%</td>
</tr>
<tr>
<td>Agree</td>
<td>58,59%</td>
</tr>
<tr>
<td>Indifferent</td>
<td>5,05%</td>
</tr>
<tr>
<td>Disagree</td>
<td>2,02%</td>
</tr>
<tr>
<td>Strongly disagree</td>
<td>0%</td>
</tr>
<tr>
<td>Total</td>
<td></td>
</tr>
</tbody>
</table>

Table 8 – Events for sustainability
Source: Research data SurveyMonkey, adapted by the author

This issue had 99 respondents. 58.59% agree that events are a good strategy to preserve and disseminate local culture. Only 2.02% disagree and there is no respondent that totally disagree. It is possible to understand at this point that most of the respondents have some kind of concern about the cultural heritage and its preservation, and see the events as a way of sustainability.

5.4 Carnival: respondent's preference
This step aimed to verify if people care about the carnival and which kind of preferred party.

Question 9: “To choose a destination on the carnival days, I consider the local schedule.”

<table>
<thead>
<tr>
<th>Options</th>
<th>Answers</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly agree</td>
<td>30%</td>
</tr>
<tr>
<td>Agree</td>
<td>37%</td>
</tr>
<tr>
<td>Indifferent</td>
<td>28%</td>
</tr>
<tr>
<td>Disagree</td>
<td>5%</td>
</tr>
<tr>
<td>Strongly disagree</td>
<td>0%</td>
</tr>
<tr>
<td>Total</td>
<td></td>
</tr>
</tbody>
</table>

Table 9 – The importance of local schedule at the carnival for respondents
It is perceived in Table 9 that the answers are for the most part divided between 'strongly agree', 'agree' and 'indifferent'. Considering the sum of the first two options, 67% care about local schedule during carnival in the chosen destination.

Question 10: "I prefer traditional carnival (carnival on street, marchinhas and blocks parades) than modern parties."

<table>
<thead>
<tr>
<th>Options</th>
<th>Answers</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly agree</td>
<td>41,41%</td>
</tr>
<tr>
<td>Agree</td>
<td>33,33%</td>
</tr>
<tr>
<td>Indifferent</td>
<td>20,20%</td>
</tr>
<tr>
<td>Disagree</td>
<td>5,05%</td>
</tr>
<tr>
<td>Strongly disagree</td>
<td>0%</td>
</tr>
<tr>
<td>Total</td>
<td>99</td>
</tr>
</tbody>
</table>

The smaller part of the survey respondents (5.05%) disagree with the statement that prefer the traditional carnival. A expressive number (20,20%) is indifferent, but between those who agree (33.33%) and those who strongly agree (41.41%) the preference for traditional carnival, sum up 74.74% of respondents that somehow has this preference. In this last stage was possible to check more answers to 'indifferent', which leads to think if people are interested in the carnival, but at the same time, the number of respondents who agree with the positive statements about carnival, shows that when this is something traditional, cultural and historical, there is greater acceptance.

**FINAL CONSIDERATIONS**

Florianópolis is a city of sun and beach tourism that in summer reaches up to receive 2 million visitors by the local media. The Carnival period happens in high season and gathers visitors from different locations. Are performed a variety of celebrations throughout the island and also on the continent. In the neighborhood of Santo Antônio de Lisboa the festival takes place in the traditional way: with parade blocks, matinee club, street games, marchinhas, confetti and serpentine. The main intention of the local community is that the neighborhood has become increasingly known for its concern about cultural preservation. Easy access to the neighborhood, its history, gastronomy and festive side catch the attention of visitors looking for a differential. Events like carnival are part of a competitive strategy for the neighborhood to keep visited and recognized.
The question of this research has been answered and also the propositions was analysed. The respondents of the survey consider that events are a way to preserve local culture and wconcerned destinations draw attention to your choice. About the goals of the research, it can be considered achieved.

Even though there are people indifferent to the sort of carnival party, those who opted for some of them, chose the traditional carnival instead of modern parties in most. This goal become reached from the time was noticeable by survey the choice of respondents by traditional party. The main goal of this research "understand how the hospitality relations and the Carnival contributes to the culture preservation and the competitive strategy of the turistic destination" was reached through the achievement of the specific goals and confirmation of propositions. The survey and the theoretical background aport to the understanding that the hospitality relationships can influence in a destination, as well as the organization of events, including events for cultural sustainability.

References


From Private Hospitality to Institutional Hospitality

Lise Justesen
Anna-Lise Strøjer
Metropolitan University College

ABSTRACT

There is a growing interest in articulating institutional meal serving practices as a hospitality activity involving host and guest interactions. This study aims to qualify institutional hospitality and meal activities by exploring private hospitality events. The study is based on an experimental design, in which 10 bachelor students in Nutrition and Health organized and participated as both hosts and guests in four self-selected meal events. The events included a Housing Community event, a Children’s Birthday party, an Art Exhibition event and a Family Easter lunch. Based on a semi-structured interview, students reflected on their hospitality experiences. The interviews were transcribed and analyzed using a thematic analysis method. The emerging themes on hospitality activities were identified. It was found that hospitality activities could be characterized as a process where the individual was transformed into a guest. Information on purpose of the event and other information given in the invitation were part of this process. Furthermore, hospitality activities could be characterized by blurred host-guest relations and by being able to embrace unexpected events as well. The activities were discussed as part of institutional hospitality activities. A nursing home was used as an institutional frame.

Keywords: Hospitality, institutional meals, host-guest relations, blurred host-guest relations

INTRODUCTION
Despite a growing academic knowledge and scientific work within the field of critical hospitality studies, academic knowledge on institutional hospitality and institutional meals in settings like hospitals and nursing homes have only been subject to scientific debate and inquiry to a limited extent (Lynch et al. 2011). To date, the existing academic work has mainly been based upon personally determined hospitality practices or considered as a conceptual frame to be applied into an institutional setting (Justesen, Gyrmóthy and Mikkelsen 2016). These practices have merged from an operationalized expanding of thinking foodservice operations, originating from the hotel and restaurant area with a focus on attributes aiming to make people feel at ease. One of them is the study by Hepple et al. (1990) on the identification of hospitality factors as a means to evaluate satisfaction among patients. They found smooth hospital procedures, friendly staff to be among the most relevant hospitable experiences, whereas varied menu choice and plain cooking were found to be fifth, and sixth most important hospitality factors (Hepple et al., 1990). Neither meals nor food are mentioned by Patten (1994) as she argues that an increased market oriented and competitive environment for healthcare services in the United States has forced hospitals to develop hospitality business strategies that address patients’ wellbeing and satisfaction by treating patients as customers in a service context (Patten, 1994). She brings forth a concept of hospitality in terms of three distinct levels: public, personal and therapeutic levels and she suggests that an understanding of these levels could be helpful in integrating various dimensions of guest relation programs (Patten, 1994). It has also been suggested by Severt et al. (2008) that these three levels of hospitality should be adopted as part of a hospitality-centric philosophy in which ‘hotel-like service’ practices can be transferred into a hospital context in order to address patients’ wellbeing and satisfaction. Hospitality as a conceptual ‘hotel-like’ framework has also been introduced in a hospital setting aiming to improve meal experiences and food intake as part of a nutritional recovery strategy (Beermann et al. 2011).

It can be argued that the above-mentioned studies represent a static and linear causality way of thinking, ranking and categorizing hospitality factors as functional properties. For example, by varied menu plans or by categorizing hospitality transactions into stable hospitality exchanges such as personal or public hospitality levels. As a result, these studies represent an ontology based upon a stable and predictable homogeneous world, which considers host and guest relations as asymmetrical and articulated through cognitive factors. Such factors neglect the fact that improved institutional meal experiences could be gained from situational embodied and sensory experiences. Recent research within hospitals finds that a dynamic hospitality way of thinking is a useful method to create value into institutional meal experiences, and additionally, that a hospitality approach offers new perspectives on empowering people, (Justesen, Gyrmóthy and Mikkelsen 2016; Justesen and Overgaard 2017). A hospitality way of thinking is inspired by Derrida’s hospitality approach, in which hospitality can be considered as social exchanges and as being ethically constructed (Derrida 2000; Derrida and Dufourmantelle 2000). Derrida suggests that hospitality is an experience beyond objective knowledge, since we do not know how to meet a stranger with hospitality beforehand (Derrida 2000). As a result, conventional and stable understanding of host-guest relations in which host has the sovereignty power causing asymmetrical host-guest relations, moves towards an open conceptualization in which hosts and guests are in a constant process of engagement and negotiation (Dikeç 2002). However, despite the growing academic, scientific work on institutional hospitality, there is still an urgent need for exploring the field of institutional hospitality practices in order to qualify a hospitality approach towards institutional meals (Justesen 2015).
In his introduction to hospitality activities, Lashely (2000) argues the need for exploring commercial hospitality, which also include institutional hospitality. He suggests this to be done by exploring and considering private hospitality activities such as domestic settings. Lashley (2000) furthermore argues that hospitality in contemporary western societies has moved into the private spheres, contrary to previously where hospitality primarily was a societal matter (Heal 1990; Lashley 2000). By exploring, hospitality such as family events we might be able to draw some new knowledge on hospitality which subsequently can be transferred into an institutional context.

AIM

The aim of this study is to explore and analyze private hospitality activities, and to identify hospitality elements based on experiences of being host and guest. Secondary this study aims to transfer and discuss how these hospitality elements can help qualifying institutional hospitality and institutional meals.

METHODS

Metropolitan University College has a methodological strategy for working experimentally and involving students in research. The idea for this study was to include students, firstly to explore and analyze their interactions and their conceptualization of private hospitality activities, and secondly to transfer this knowledge into an institutional hospitality frame. Ten fourth-year students in the program for Nutrition and Health were divided into four groups and each group was asked to organize and host a hospitality event, which included food and an activity. Students were as such hosting one event and participating as guests in three other events. They were encouraged to arrange the hospitality event outside Campus area in order to support innovative thinking and reflections on hospitality practices. Students were asked to make invitations and to consider; the intention of the event, host and guest relations, food and drink and physical surroundings. Each group received 15 Euros to cover their expenses. The students were encouraged to document the event through visual images, but the photographing act was not to disturb the event.

After participating in the event, each group were interviewed about their experiences of performing host and participating as guests in three other events. The interviews were based upon a semi-structured interview. In the interviews, the students were asked to reflect on: (1) The character of the event, (2) their host and guest roles, (3) the organization of the event and (4) the social activities and social interactions in their performances. Students were encouraged to include their produced images, as visual images help recalling contextual and emotional experiences beyond words (Pink 2007). Student's discussions and reflections were tape-recorded and transcribed and their produced images and invitations were collected.

Two researchers analyzed the images and interviews. Firstly, the data set was organized within the following themes; The organization of the event, this include the identification of the charter of the events, food and drink offered, the degree of preparations and cultural structure of the events, setting of the event and host-guest relations and activity. Then similarities and differences between each event and each theme were identified and discussed, through a hermeneutical interpretation of meaning. Four
characteristic hospitality themes emerges from the interpretation of meaning, and these themes were transferred into an institutional frame such as a nursing home meal setting and discussed adjacent to existent hospitality literature.

All students were informed about the project and signed a written consent form before participating. In addition, they were informed that their invitations, images and interviews would be subject to analysis.

FINDINGS

Four hospitality events were arranged and performed by the students. This included a Housing Community event, a Children’s Birthday party, an Art Exhibition Opening event and the fourth event was a traditional Family Easter lunch. All four events had different purposes, different settings, and different cultural and social structures. Images from each event are presented in figure 1 below, and a description of each event is presented in table 1 below.

Figure 1. Images representing four hospitality events organized by students in nutrition and health. 1a: Housing Community event, 1b: Children’s Birthday party. 1c: Art Exhibition Opening event, 1d: Family Easter lunch.

Table 1. Description of the four hospitality events planned and performed by students in nutrition and health.
<table>
<thead>
<tr>
<th>Event Type</th>
<th>Attendees</th>
<th>Main Activities</th>
<th>Community Engagement Level</th>
<th>Physical Environment Level</th>
</tr>
</thead>
<tbody>
<tr>
<td>Housing Community event</td>
<td>Invited neighbors</td>
<td>Breadsticks and marshmallows and hot cacao</td>
<td>Sociaibility</td>
<td>Producin g food on fireplace</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Communi ty yard - outside (semi-public)</td>
<td>Not high: guest helped to prepare the event</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Least asymmetrical</td>
</tr>
<tr>
<td>Children’s Birthday party</td>
<td>Specific invited friends</td>
<td>Cakes, pizza and hot chocolate</td>
<td>Entert ainme nt</td>
<td>Physical activities</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Balloon-games and sack race</td>
<td>Local park where a bench was transform ed into a table</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Partly high: Food and activities</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Asymmetrical and structured</td>
</tr>
<tr>
<td>Art Exhibition Opening</td>
<td>Invited colleagues, customers</td>
<td>Sandwiches and sparkling wines</td>
<td>Cultural</td>
<td>Presentat ion of a specific art work</td>
</tr>
<tr>
<td></td>
<td>and friends</td>
<td></td>
<td></td>
<td>Gallery</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Partly high: Physical environm ent and food</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Less asymmetrical and structured</td>
</tr>
<tr>
<td>Family Easter lunch</td>
<td>Invited family members</td>
<td>Herring eggs</td>
<td>Sociality</td>
<td>Painti ng Easter eggs</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Decorate d table with Easter symbols like eggs and spring flowers</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>High: tidiness, table food activity and knowledg e</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Asymmetrical and structured</td>
</tr>
</tbody>
</table>
During the analysis, it became clear, that it was not the content of the hospitality event as such which became the subject of analysis. Instead, it was the students’ reflections on the staged events and their performances. It was students’ articulation of what did not meet their expectations towards the staged hospitality events, student’s uncertainty of how to perform their roles in combination with unexpected events that became a core element of the analysis. These experiences were based upon lack of information, uncertainty of the purpose of the staged hospitality events. As result of the analysis, four hospitality activities emerged which includes; how to transform invited persons into guest, the purpose of the event, blurred host-guest relations and unexpected events described through the metaphor of the untidy guests.

TRANSFORMING INVITED PERSONS TO GUESTS
A general theme was the host groups organizing ability to ‘set the scene’. This was achieved in terms of providing the guest with the right amount of information in order to enable the invited person to transform themselves into guests. Practical information such as time, place, and expected roles was considered. In the invitation to the Housing Community’s event it was written; 'but anyway remember warm clothes!' and in the Children's Birthday party’s invitation; ‘remember to check the weather forecast, as we must be outside all afternoon’ it was advised to dress themselves according to the weather conditions. On the contrary, the students lacked information that could help them perform their roles as guests. The Housing Community event was as such subject for discussion. One of the students who was guest at the Housing Community event articulated: I did not feel as part of a Housing Community– it was like a canoe tour – I needed some more information in the invitation’. Students were as such uncertain as to how they should perform their roles and were calling for more information.

PURPOSE OF THE EVENT- WHY DO WE MEET
Another aspect of transforming the invited person into being the guest is considering the purpose of the event. Even though it would be difficult, to identify one single purpose for each event, the purpose of the performed events was based on socially, culturally or entertainment elements. The Children's Birthday party became as such a space for laughter and joy through the balloon game, ‘it was fun – the games made it funny - it was such a simple arrangement’. Furthermore, it became a space for a discussion on meaningfulness and experienced time contrary to the exact time. A student commented on the time aspect at the Art Exhibition: ‘The 45 minutes went fast (children's birthday), I really do not think they did here (Art Exhibition), - not the in same way’. The purpose of the Housing community event was also discussed and articulated by one student as; ‘It was a nice treat, if it had been a meeting for the food culture group, then it would have been perfect, but here, the headline was; residents meeting …. so the concept did not fit’. So, for the students, the purpose of the meeting did not fit the stage. They were transformed into another event.
BLURRED HOST-GUEST RELATIONS
Another theme was blurred host-guest relations. A student at the Easter lunch, reflects on her challenges of performing host in another fellow student’s home. ‘So I got a little confused and did not really know what to do (as host), it was like, it was Anne's job to receive (the guest), but it was also her apartment’. She carried out the challenge of performing a host in physical setting and organization where that was not her own and where she in principle was guest. In the Housing Community event, another student articulated; ‘There is a little confusion - maybe about the roles - yes, confusion – there is one pouring cocoa, but it's still hard to figure out’. Here, the student articulate doubt about how is actually performing hosts and the described episodes underlines that host and guest are constituted by each other.

THE ‘UNTIDY GUESTS’
At the Easter Lunch, everything was planned by the performing hosts in advance; ‘There was control over things ... yes ... the host and guest's role was the same because the hosts had made things clear beforehand so there was nothing “we have to do something 'in between'. However, in performing the event three guests arrived too late. A student from the Easter Lunch group articulated ‘There were three guests who arrived late, we did not care, we just went on eating …We focused on the guests rather than those who did not arrived in time’. One of the students articulated: Nice just to get started even though someone was missing, because sometimes I think that in my family someone gets mad when someone is late - and then those who are late takes the focus from those who are actually there. This episode and the story from one of the student reflected that hospitality events can be well planned but still something unexpected might appear. In this case, three guests were ‘untidy’. The untidy guest is a metaphor for persons who somehow change or give an unexpected twist to the situation, however also in accordance to Veijola et al. (2014) make life worth living. At the Ester lunch, the hosts decided to ignore the late arrivals as a strategy but subsequently it did also made them reflect on how to embrace unexpected events.

DISCUSSION
INSTITUTIONAL HOSPITALITY
The question is whether these hospitality elements can inform and qualify our knowledge on hospitality in connection to institutional meals in settings, such as nursing homes (Nordgren 2009)? Nursing homes represent a home for elderly citizens. However, Kofod (2009) describes the process of moving from a home to a nursing home as a way of decomposing a home. With a reference to Douglas’s (1991) definition of home as connected to a place and to control, he describes the nursing homes as a place where elderly residents lack control, this also includes everyday meals. Institutional meal settings have also been characterized as places where meals are eaten for necessity and as rational nutritional events rather than for pleasure (Warde 2000). However, in Denmark, there are currently a growing awareness of letting these everyday institutional meals become more pleasurable and bound upon emotions, identity, culture and social relations (Justesen, Mikkelsen and Gyimóthy 2014; Kofod 2012). Therefore, in the process of transforming a resident into a guest, it could be relevant to emphasize and specify meals as a social and cultural event alike the Housing Community event. Furthermore, it could
be relevant to reflect on the information given as part of the transforming process. This includes menu plans and other practical information about where to eat and at what time. This information could also be articulated through cultural, political or historical themes. Themes that could frame the event and make the meal more than just eating a traditional dish, or to socialize around a meal (Mäkelä 2000). Furthermore, rituals, like everyday rituals such as ‘I welcome you’ or ‘Please take a seat’ could be considered. Reflecting on hospitality as dynamically constructed, the residence would furthermore, be invited to negotiate and co-create their meal experiences and value of eating. The question to be asked would be; ‘how could we transform the individual into a guest today?’

The findings revealed that a traditional hospitality event such as the Easter Lunch event, was largely organized, defined and controlled by the host, however, blurred host-guest relations were also identified. The degree of blurred host-and guest relations can transferred to institutional meal settings (Justesen, Gyímóthy and Mikkelsen 2016). With inspiration form Robinson and Lynch’s (2007) introduction to the concept of macro- and micro hosts, the nursing home and the foodservice organizations, which sometimes are detached from the nursing home organization, could be considered as a macro hosts. This include the physical surroundings, which in an institutional setting like a nursing home not always are designed for meal activities. Similar the micro-hosts (staff) takes part in the actual hospitality exchanges carrying forward rules, beliefs and expectations set by the macro-hosts (Robinson and Lynch 2007, Justesen, Gyímóthy and Mikkelsen 2016). The introduction to macro- and micro hosts in an institutional settings is also supported by E. Goffman (1961)’s presentation of the notion of institutionalization described in Asylums. Here institutional residents perform predictable and regular behavior that are set by the institution to ensure that they know their social role. This makes the power relations between residents and micro-macro-hosts asymmetrical. Despite, these static descriptions of power relations in institutional settings like nursing homes, the host-guest relations are blurred, as residents in a nursing home are in principle at home, however, when they are invited to the sitting area they tend to be treated as temporary guests. On the contrary, when residents in a nursing home invite guests, they suddenly take on the role of host in the same place where they are also deemed guests. If these blurred host-guest relations should be supported and if the asymmetrical power relations should change allowing residents to become temporary and more powerful hosts, it calls for the organizations to reconsider and articulate their role as macro-hosts. Furthermore, it calls for rethinking and regulating the traditional asymmetrical power relation that is characterized an institution like a nursing home.

Finally, the above findings supports the idea of embracing the ‘untidy guest’. The untidy guest embraces Derrida’s ‘absolutely hospitality’ to welcome the other regardless of who the other might be and challenges the traditional structure and rules of how to perform host and guest (Derrida 2000). Furthermore, it presupposes a preparedness to interact with ‘the untidy guest’ and to co-create new and unpredictable value into the meal experiences. From an educational perspective the ‘untidy guest’ incidence created a space for discussing hospitality exchanges which enhanced students’ reflections on their own personal approach towards hospitality and enables them to understand the situational character of hospitality as well. With inspiration from Telfer’s (2000) description of hospitality competencies, it calls for skills and knowledge from the micro hosts on how to organize institutional meal events. This includes an ability to transform the residents into a guest and simultaneously also to enable the guest to become temporary host in the different events and in accordance to Douglas (1991) to be in control of their home as well. Moreover, it calls for the macro-host to create a strategical and organizational frame in which the micro-host can act as such.
It can be argued whether students' reflections on private hospitality can contribute to new knowledge on hospitality beyond students own preunderstanding of hospitality. Furthermore, it can be discussed if this knowledge can be transformed into an institutional frame? As long as the extent of an institutional hospitality thinking are emerging the idea of considering private hospitality in accordance to Lashley (2000) it helps us to enhance an institutional hospitality thinking. The above findings are far from exhaustive and a similar study might bring new issues forward. However, this can only expand our knowledge of how to consider institutional meal hospitality activities in the future. Another viewpoint is that the students' process of organizing and participation in different hospitality events was a learning environment that both enhance students' capability to consider and organize institutional hospitality, whilst simultaneously creating new knowledge on institutional hospitality. It was our experiences that this dual purpose motivated our students and helped them to discuss and reflect critically on existent hospitality literature and their own personal approach towards hospitality.

CONCLUSION
A hospitality thinking can be a valuable guiding principle to enable staff and management involved in institutional food service to work more systematically in relation to hospitable meal experiences in the future. This study provided an example of how students reflected on hospitality activities and from the findings of these hospitality activities, institutional hospitality meal activities were considered. Findings suggest organizations involved in institutional meals should consider the blur between host-guest relations manifested in both the organizational and the professionals' hospitality approach, and to acknowledge that host-guest relations are constituted by each other. Finally, it was suggested that the transformation of the individual into a guest should be considered. This includes the purpose of the meal event, the invitation and the information given. In addition, it includes embracing the 'untidy guest', which calls for preparedness among professionals to embrace unexpected situations, and transforming it to added value. However, there are still subject for further explorations. This include a focus on hospitality as material constructed and how artefacts can interact into meal events and qualify our knowledge on institutional hospitality. Furthermore, there is a need for considering guest-guest relations in an institutional setting where the guests not necessarily have chosen one another. Finally, there is an urgent need for institutional organizations to consider hospitality strategies along with meal policies and to consider a hospitality aspect within the social-healthcare education programs.

ACKNOWLEDGMENT
Thanks to students participating in the course; Food Culture, spring 2016. Also thanks to Christine Bille Nielsen, Svend Skafte Overgaard and Birgitte Gade Brander, Birthe Rostgaard Poulsen for qualifying this paper. The authors declare no conflict of interest.
REFERENCES


The Future of Hospitality Management: The Emergence of Network Hospitality

Ruhet Genc
Turkish-German University

Abstract

The future of hospitality management seems to reshape around the concept of network hospitality. After the emergence of particular hospitality platforms such as Airbnb and UBER, the demands of guests have changed and made hotels to adapt themselves to these changes in order to maintain their shares within the accommodation market. Previous studies have shown that the motivation behind the network hospitality in commercial houses, such as small hostels and bed and breakfasts, can be both financial and social. Hence, the living space industry, which focuses on providing guests a home-like environment with the use of universal brands in decoration as well as the possibility of socializing, has gained importance recently. Moreover, parallel to the development of technology, hotels may provide their customers a more personalized service by the use of internet and mobile devices. This paper initiates to reflect the trend of future hospitality management on the basis of the living space industry and the development of technology.

Keywords: Network Hospitality, Living Space Industry, Technology, Future
Introduction

In today’s world, brands that are able to serve compelling content and integrate with differentiated design, food, beverage and technology, lure customers and keep generating economic value within the economy (Mirza, 2016). However, it is not an easy task for tourism companies that provide large-scale services to quickly adapt to changes in the market expectations. As a result, newly emerging brands which offer customers an opportunity to satisfy their more personalized desires have rapidly affected the economy at a global scale and dominated the market for accommodation. The success of these brands is definitely related to the concept of network hospitality.

By definition, network hospitality is referred to hospitality-exchange services where the social interaction and the exchange of accommodation occur simultaneously (Ikkala & Lampinen, 2015). The hospitality-exchange services include the exchange of lodging spaces for money and the terms of exchange have been negotiated beforehand, hence characterized as networks of negotiated social exchange, combining both economic transactions in a social relationship and social transactions in an economic relationship (Ikkala & Lampinen, 2014). Network hospitality is also defined by Germann Molz (2011) as the way individuals “connect to one another using online networking systems, as well as to the kinds of relationships they perform when they meet each other offline and face to face (p. 216).

Previous studies on network hospitality reflect that facilitation of pleasant and meaningful social encounters by hospitality exchange is an important source of participation (Bialski, 2012; Germann Molz, 2007, 2011, 2014). Mainly, the host-guest in network hospitality implies a form of sociability which is an association where people involve in order to get the pleasure of the company of others (Bialski, 2012). Although the possibility of earning money has appeared to be an important factor for participation in the new sectors around network hospitality, social aspects have been argued to play the central role in maintaining the motivation of hosts to keep participating (Ikkala & Lampinen, 2015). On the other hand, presence of money within the hospitality exchange result in a structure and formality which makes participation easier for hosts via increasing their sense of control (Ikkala & Lampinen, 2015). Together with monetary rewards which serve the interests of hosts who provide accommodation for a price, the possibility of socializing with guests, listening to new stories or creating network with their guests form the basis of network hospitality. Similarly, guests who are looking for cheaper options for accommodation combining with a desire of socializing such as getting to know local culture, take part in network hospitality. Deconstructing and reimagining hospitality spaces and considering new possibilities in the sense of meeting the newly emerging socializing desires of guests are especially necessary for hotels to protect their shares within the accommodation market and tourism industry (Lean, 2015).

In this paper, the aim is to capture the new trends in hospitality with respect to the changing demands of customers. First, the trend of creating a living space in accommodation services will be discussed through the example of a well-known service Airbnb, as well as the involvement of universal brands in the new design of accommodation facilities to make it similar to customers’ own rooms or houses. Furthermore, the impact of technological progress will be taken into consideration, since use of technology allows customers to prepare easily for a vocation with lesser trouble due to lack of communication. Finally, the paper will present some concluding remarks regarding to the future of hospitality and provide some suggestions for the large-scale accommodation companies, such as hotels, to integrate with the demands in the market.
Rethinking Hospitality as “Living Space”

The increasing trend for personalization leads the evolution of hospitality management into a “living space industry”. Parallel to the rise of particular travel distribution networks, such as Airbnb and UBER, the traditional hotel brands have become threatened in terms of their hospitality applications.

Considering the previous studies on Airbnb as part of the networked economy, two main points have been discussed in order to explain the success behind of it. Along with economic benefits for hosts and guests, as summarized by Botsman and Rogers (2010) under the example of “collaborative lifestyle” which combine the benefits of ownership with reduced personal burden, cost and lower environmental effect, the idealistic motives and authenticity of peer-to-peer contact in the accommodation experience have a significant impact on the success of Airbnb (Oskam & Boswijk, 2016). Although economic benefits play an important role in the emergence of such alternative travel sectors (Ikkala & Lampinen, 2015), the presence of social interaction makes it attractive for customers to prefer these commercial travel organizations rather than looking for a better price to stay in a hotel. Therefore, creating a living space will not be independent from the desire for social interaction (Gansky, 2010; Ikkala & Lampinen, 2015). Moreover, the success of Airbnb is also explained by its capability to provide a connection with others in creative and progressive way (Rothkopf, 2014) and taste of authentic neighborhood life (Tuttle, 2014). In the work of Chen et. al. (2013) personal interaction quality appears as significantly related to satisfaction and customer loyalty. Considering the neighborhood life provided in these types of accommodation options, satisfaction and loyalty of tourists are expected to increase on the basis of socializing with other tourists as well as service providers. In short, the need for socializing seems to be more effective than the need for making money in the new era of hospitality management, although they both play a crucial role in network hospitality.

It has been argued that the requirements of future hospitality seem to make restaurant, media, entertainment and retail brands to reshape themselves according to provide a living space for customers similar to their homes (Mirza, 2016). For instance, the entrance of IKEA into hotels is a new phenomenon. Hotels save started to design their rooms with universally known brands which offer high quality and high comfort as well as a sense of “being at home”, since the houses of customers are probably designed with some of those brands.

The argument is not restricted to private households and commercial hospitality businesses working at large scale facilities. As Lynch et al. (2016) argues there is a category of commercial houses in between these two concepts, which include small hotels, bed and breakfasts, and family accommodations. Similar to the previous argument, accommodating guests provides the hosts of these commercial houses an important source of income as well as allowing both parties (i.e. hosts and guests) to involve in social engagement, for example, hosts may receive gifts from their guests and they also hear interesting stories about guests home countries (Lynch et. al., 2016).

However, the studies regarding to the actual motives of participants in network hospitality argue that idealism seems to have a secondary role as opposed to financial motivation (Oskam & Boswijk, 2016). For instance, Airbnb has appeared to be a low cost option for guests (Liang, 2015; Guttentag, 2015). Furthermore, participants who participated in the previous studies preferred Airbnb hosts with financial motives either in the first place (Stene & Holte, 2014; Hamari et. al., 2015) or to a significant degree
(Van de Glind, 2013; Stors & Kagermeier, 2015). Hence, financial motives of network hospitality cannot be underestimated. Although financial motivation does not always contradict the social gains, both service providers and consumers try to reach an equilibrium where they both enjoy the social and financial returns.

**Inevitable Impact of Technological Progress**

Technology has the characteristics of growing exponentially such that it has acceleration for doubling itself, which phenomenon is known as Moore’s Law named after the work of Gordon Moore (1965) on integrated circuits. Therefore, adaptation of hospitality services to technological changes is a hard task especially for large-scale service providers, since the process of adaption is costly for them and they can never fully adapt, since there will be a new technology for them to adapt as they succeed to adapt to the previous technological changes.

The development of technology influences all aspects in the lives of individuals, starting from the way they communicate, to the way they produce energy and the way they distribute the resources (Oskam & Boswijk, 2016). The physical world has become digitalized with respect to the innovations in particular fields, such as 3D printing, robotics, solar energy, nanotech, biotech and life sciences (Oskam & Boswijk, 2016). Rifkin (2014) argues that the point that humanity stands indicates the third industrial revolution and after the spread of internet, we have become familiar with the internet of communication even more than face-to-face relationship.

The studies have shown that 95% of people think hotels will increasingly look to new technologies to increase their efficiency, reduce their costs, personalize their customer experiences and improve their services (Lean, 2015). Similarly, the future hotels will need to provide more personalized service and enhance the experiences of guests both online and offline, by connecting with their guests and allowing them to connect to their devices (Lean, 2015).

Starting with the connection to mobiles and apps, customers may enjoy the personalized services of the hotels. Grant Thornton’s Hotel 2020 report (2015) claims that “46% of millennials agree that being able to check in/out using a mobile device would motivate them to return” (p. 5). Moreover, the report depicts that there is a new trend for hotels to connect with customers on digital platforms and 30% of global hoteliers are currently planning to hire new staff specifically for social media towards 2020 (Grant Thornton Hotel 2020 Report, 2015). These findings represent the fact that hotels require significant efforts to adapt themselves into the changes in the technology.

Pursuing this further, technology will surely continue to enhance guest experiences as guests become more able to control their room features through mobile devices (Lean, 2015). For instance, the potential of augmented reality technology to create an interactive and enjoyable tourism experience has been studied in previous research (Kounavis et. al., 2012; Yovcheva et. al., 2014; tom Dieck and Jung, 2015). Augmented Reality (AR) technology allows travellers to interact with the space around them by using mobile phones or even wearable technology (Lean, 2015). The example of Google Glass, which projects information in front of the users as they walk around will definitely be the reason for future guests to prefer such customized experiences based on their needs. Moreover, explosion of personal display devices, mind control headsets, 4G phones and intelligent interfaces are already widespread by 2015 and in five years, 5G phones, gesture interfaces and heads up displays are expected to become widespread (Amadeus, 2015).
In addition to augmented reality technology, augmented virtuality is a growing trend in the future of hospitality, since Augmented Virtuality (AV) technology allows user-generated options which is compatible with personalized needs of the future guests in hospitality services. In general, augmented virtuality augments an application mostly consisting of virtual elements with real elements (Pouke, 2015). The applications include 3D digitalization of physical objects as well as streaming video from physical space.

In general, technology currently allows guests centralized and personalized control of media, lighting and temperature via 3D TV, multimedia beds, IP telephony, IP TV, smartphone room access and in room concierge and in the next future will be at guests’ service with particular improvements such as 4D TV, sensor-based room management and personal robots (Amadeus, 2015). The change in the technology will be particularly in favour of hotels, since they are more capable of investing in this type of technology, as opposed to the accommodation facilities operating at a small-scale, although it will be costlier for them. However, the initial argument that large-scale service providers will fail to adapt into new technology holds for the near future. In the long run, the hotels will have established their technological facilities and they will be providing their customers a personalized experience through technology.

Having discussed the two major points, creating a living space on the basis of network hospitality and the impact of technology, the next section will provide concluding remarks regarding to the future of hospitality management and some suggestions with respect to the changing demands of future guests.

Concluding Remarks

The motivation of guests has become increasingly fragmented and diverse which makes it harder to categorize them into clearly definable customer groups. In the next future, guests will expect their stay to be personalized around a set of choices which they make before their arrival to the accommodation facility or at the time of booking. Future technology will allow guests to choose the size of their rooms, type of their beds, amenities, audio-visual facilities etc. on booking.

The investment in future hospitality sector will surely widen the choice of guests with respect to their needs as new investment increases competition among service providers within the hospitality market and would decrease the prices and profit margins across the spectrum of hotels and other accommodation facilities. Hotel industry will probably focus on new strategies and innovations in the face of intense global competition. Adopting approaches such as crowd sourcing and open innovation to generate new ideas will be widespread in future hospitality management. While targeting potential customers in the future, hotels require taking various factors into consideration, such as cost of servicing, level of budget and average length of stay along with increasing efficiency, reducing costs, personalizing customer experience and improving service through new technology.

Parallel to the developments in technology and growing impact of network hospitality, future hotels will be definitely in need of developing strong social media networks in order to understand the needs of their customers, perceptions of their brands, and service quality. Meanwhile, they should be looking for developing service marketing messages and pricing solutions which reflect the needs of these increasingly diverse customers.
Last but not the least, all type of facilities varied from small-scale businesses to hotel chains should take the demands of guests into consideration and try to reshape their facilities or management policies accordingly. Providing the guests an atmosphere similar to environment where they “feel” that they are home, are able to socialize easily with local service providers to hear about their local culture in more detail as well as other tourists to interact with them and share their stories, and also integrated with technology.

Further studies may cover the detailed relationship between economic and social aspects of living space industry and technological impacts on the basis of network hospitality, such as modeling the impact in order to analyze the impact in a quantitative sense. In addition to this, future hospitality management studies may require practical implications of academic inquiry, since there is an inevitable change in the understanding of hospitality management. All in all, future tourism will be shaping around network hospitality where the benefits of technology and ability to socializing will jointly be serving to the more personalized demands and interests of future guests.

References


Bialski, P. (2012). Becoming Intimately Mobile. Peter Lang


Moore, G. (1965) Cramming More Components onto Integrated Circuits


Social Inclusion of Families at the ‘Cowboys and Heroes’ Festival in Ireland

Majella Sweeney
Queen Margaret University

Abstract

This paper argues that the social inclusion of families at festivals has been largely ignored by hospitality academics. It establishes the context for the study as well as helping to set the research agenda by reviewing existing literature which may underpin the future of the study. The ‘Cowboys and Heroes’ Festival is Ireland’s number one Country Music and Americana festival with top Irish and American Country acts along with Western horse shows, food, accommodation and entertainment over a four day period during the summer. Children are welcome to the festival and there are facilities dedicated to children throughout the day. The study explores the challenges and issues associated with including families at this large scale event and highlights areas such as; social inclusion, communities, volunteering and wellbeing, social capital, accessibility, marginalization, safety, hospitality, policies and procedures.

Keywords: families, social inclusion, events, festivals, hospitality, Ireland
Introduction

This paper argues that the social inclusion of families at festivals has been largely ignored by hospitality academics. The absence of studies into this area of research raises a number of questions which invite responses through empirical research. According to Yu and Turco (2000) if festival tourism is to contribute to sustainable localities it is reasonable to suggest that a spread of benefits for residents and businesses should be sought. A hypothetical social multiplier has been developed to explain the ways in which festival event tourism contributes to the organisational ability in a community, bringing improved leadership, improved local accountability, better public-private cooperation and the investments back into the community (Yu and Turco, 2000). In 2003 Fredline, Jago and Deery stated that while there is a reasonable amount of literature on the social impacts of tourism, particularly through the sustainable tourism literature, less research has concentrated on the social impacts of events and festivals. There is even less research on the inclusion of families at these events. It is argued by Getz (2000), that the majority of research thus far in the field of impact evaluation of festivals and events has been in the area of economic sustainability. Therefore, while since 2001 a few studies have examined the social wellbeing factors based upon a causal analysis of festivals and events, this is still a gap in the academic and professional literature. There has however been more recent research on social impacts and social capital in relation to events (Sherry, Karg and O'May, 2011; Brown, Lee, King and Ship 2015)

Communities

Hede (2007) identifies a number of socially orientated benefits that have been associated with events as improved quality of life, pride in host destination and fostering social cohesion. An increased importance is suggested by Sadd (2009) to have developed to include such impacts as community pride and sense of place. Previous studies (Hills and Argyle 1998; Argyle and Crossland 1987; Tinsley 1986) have shown that positive leisure experiences can induce positive moods, thus enhancing the participants’ sense of wellbeing. Attendance at events is an example of this. This involves an experience which could affect the emotional, intellectual, spiritual, or physical aspects of the individual, but no research to date has explored this in relation to families attending events. Derret (2003) highlights how community festivals reflect the community's sense of itself and its place validates the substantial shared interest by residents and visitors in such events. Festivals play a significant role in communities’ lives because they provide important activities and spending outlets for locals and visitors, and enhance local communities image (Getz, 1993). They are also unique travel attractions because they do not rely upon expensive physical development. Rather, the success of festivals and special events is more dependent upon the enthusiasm of the local community and event organizers than upon unique natural or built attractions (Getz, 1993; Janiskee, 1994; Turko & Kelsey, 1992).

Janiskee (1996) has argued that festivals are important in the development of community. He states that rural communities in particular, are vulnerable to social disruption caused by tourism or large influxes of new residents seeking amenities. The Cowboys and Heroes festival takes place in a rural setting and uses this fact as a positive marketing tool stating ‘...it takes place in an idyllic 50 acre western themed ranch called Drumcoura City, located just outside of Ballinamore, Co. Leitrim, Ireland.'
With lake views, forest trails and the region’s largest arena, there is no better setting. However, Janiskee further argues that events can help to foster community development and self-reliance, he goes on to argue events are one of the few tourism ‘products’ that the smallest of communities can produce, without large amounts of capital. Further, most events are owned by the community rather than individual operators. In fact, they are one of the few tourism products that are owned by the stakeholders within the destination. Therefore, the wellbeing outcomes of establishing community pride, increased recognition of community and improvement of the community image, creates greater ‘social capital’ for the citizens of the area. Where social capital is high people are most likely to be polite, to talk to strangers, interact as equals and perform random acts of kindness (Getz, 2007). The added dimension of families attending and parenting taking place at the public event may add to this mix.

**Social Capital**

Sherry et al. (2011) note that a sense of community pride and wellbeing are indicators of social capital. Schelenkorf, Thomson and Schlenker (2011) propose that increased social capital is a result of enhanced social inclusion in a withdrawn community. Furthermore Brown et al. (2015) argue that an increased sense of connectedness in a community can encourage the development of social capital and promote other positive benefits such as improved networks and local ownership. This highlights that events can contribute to the development of social capital through generating a collective effort of community members which creates networks of trust and reciprocity. Tonts (2005) explores the other side of this and looks at the external effects of those not included in the networks, which can sometimes lead to social exclusion. Furthermore Smith, (2009) argues that major events can aggravate social problems rather than heal them. The improved image from a resident’s perspective suggests momentum to create social impacts at a community level such as social capital, civic pride, community cohesion and sense of identity. (Minnaert 2012; Misener, Taks and Chalip 2015). Situating social activities around positive events, such as a family music festival, is said to have greater influence of the development of social capital (Misener, 2013).

**Volunteering and Wellbeing**

Minnaert (2012) suggests volunteering has been used as a tool for the reduction of social exclusion. Links between volunteering and wellbeing are evident within the literature in a number of different areas including through arts programmes (Secker, Loughran, Heydinrych and Kent, 2011).

McCartney, Hanlon and Bond (2013) propose pathways to generate health, wellbeing and social impacts through providing volunteering opportunities, encouraging a sense of pride and improving the local environment. Skinner, Zakus and Cowell (2008) described links between social capital and increasing confidence and wellbeing, therefore building a sense of community within a group of individuals. Hosting an event such as the Cowboys and Heroes Festival may result in a higher level of wellbeing for participants, community and stakeholders (Kristiansen 2015).
Families
Lugosi (2007) discusses subjective experiences of parenting consumption in hospitality spaces and this interaction with hospitality, but acknowledges that there is little known about these everyday practices in restaurants, cafes and bars (Lugosi, 2010). This is also true of festivals where families are in attendance. There is little known about family integration or segregation, or how other patrons interact with the children there. There is little to no research to suggest if this is a positive or negative consumption experience for the families or the other patrons attending the festival (Karsten, 2015). It is important to question what kind of benefits festival organisers gain from welcoming families to a music festival and what challenges this may also bring.

By spending money on festivals, families can also involve other families in a mutually enjoyable, associational activity that builds trust and sense of obligation. This allows families to develop strong relationships with other families (Rao, 2001). This can occur especially when families are socializing and consuming food within close proximity of each other at festivals. Kuhn (2009) highlighted that parents felt foodservice operators did not deliver appropriate healthy food when visiting hospitality establishments, but this is not an area of research that is covered in relation to festivals. Lugosi (2015) argues that the satisfaction of parents was directly linked to that of their children and later Lugosi, Robinson, Golubovskaya and Foley (2016) identify that practitioners recognize families as important consumer segments and decision-making units with particular needs. They highlighted the importance for some parents of focusing the service interaction on the children and recognizing them as being part of the service interaction.

Parents attending the Cowboys and Heroes festival may want to know what facilities will be available for their families, such as baby changing (Harrington, 2013), child-friendly play areas, age appropriate activities, a safe environment, for example the practical layout and usability of the space, and the soundscape (Lugosi et al. 2016), accessibility and the ability to maneuver prams safely, or healthy food options (Kuhn, 2009). Alternatively, if there will there be any restrictions in place or if they will have to adopt any coping behaviours for anticipated service shortfalls (Lugosi, Robinson, Golubovskaya, Foley and Harwell, 2016). The festival website states that ‘due to licensing laws, person’s under 18’s must be off the premises by 9pm’. It is important to identify what policies and procedures are in place for the safety of children as this festival offers overnight accommodation and is open until 3am.

Cowboys and Heroes Festival
The ‘Cowboys and Heroes’ Festival is Ireland’s number one Country Music and Americana festival with top Irish and American Country acts along with Western horse shows, food, accommodation and entertainment over a long weekend in June. It was awarded the Best Irish Music Festival 2015 in the Business Excellence Awards (Cowboysandheroes.ie 2017). Children under 12 have free admission to the festival and there are facilities dedicated to children throughout the day including a bouncy castle, amusement rides, face painting and a children’s marquee.

Apart from a line-up of country music from Irish and American artists the festival will also include a wedding, whereby couples entered a competition to be able to get married at the festival, with the winning couple marrying on the Saturday afternoon. There will also be a Match Making tent with a famous local Match Maker. Other activities include an American car show, line dancing demonstrations and lessons, and best dressed cowboy/girl competitions as well as a variety of American inspired food
including a hot wings eating contest (Cowboysandheroes.ie 2017). Irish and American culture will be prevalent throughout the festival and it invites further investigation into how this will be portrayed. It raises questions surrounding the understanding of children’s cultures. Will they be included in it, even learn about it? Will Country and Western culture be identified as Irish or American? It is important to question what will be identified as Irish culture – the relationships between family and friends, children’s socialization and behaviours and how this will be viewed by other patrons with or without children.

Methods
This will be an ethnographic (May, 2002) study to explore the social inclusion of families at the Cowboy and Heroes festival in Ireland. Participant observations will take place during the four day festival as a way to document the everyday activities of the societies to be observed (Sanchez-Jankowski, 2002). Photo elicitation will be used and interviews (Denzin and Lincoln, 2008) will take place with the festival organisers after the event has taken place. Analysis of social media coverage will be carried out before, during and after the event.

Social media is a field of growing importance in our understanding of society (Greener and Rospigliosi, 2016). The term social media research encompasses any form of research that uses data derived from social media sources. Research in this environment can be classified into two types: using social media as a research tool (such as the use of surveys on social media platforms) and research on the activity and content of social media itself (Government Social Research, 2016). This study will be carrying out the latter. The forms of social media will include Facebook, Twitter, Instagram and Mumsnet.

Social media data will be coded and thematically analysed to identify the emotive character of content or classify -hierarchical data to identify areas of significance within them (Thelwall, 2008). One example of a tool for achieving this is NCapture, which adapts the NVivo program to enable the extraction and segmentation of Twitter data from a web browser (Edwards, Housley, Williams, Sloan, & Williams, 2013).

Conclusions
Anticipated findings from this study will cover the role hospitality plays in creating value at this family festival and thereby to their spectators, participants and other stakeholders. The need for knowledge, understanding and strategic competencies related to the relationship of hospitality and festivals are key elements for making these experiences valuable and unforgettable especially for families. Further findings will explore the challenges and issues associated with including families at this large scale event and highlight areas such as; social inclusion, communities, volunteering and wellbeing, social capital, accessibility, marginalization, safety, hospitality, policies and procedures. By doing this, this research will contribute to the gap in the knowledge which has been ignored by hospitality academics to date and will shed light on the inclusion of families at festivals.
References


Menu Description and Consumer Choice: A Review of Language and Wording Approaches in Menu Engineering

Rosie May Maguire
University of Derby
Abstract

This conceptual study examines existing literature surrounding menu description in the hospitality industry. The role that menu wording plays within the broader field of menu engineering is contextualised, and following this, ideas that surround menu description such as menu psychology, marketing and sensory imagery are explored. What is established is that there are few studies examining menu description and its ensuing impact in depth. However, a study conducted by Lockyer (2006) and his model for data collection is critically analysed, and a framework for future research is constructed informed by this work. The purpose of this study is to find the parameters of what is known and not known about this topic, with the interests of developing further into longitudinal research.

Keywords: menu design; culture; consumer needs; brand identity; menu description; psychology; imagery.

Introduction

The menu is of incredible importance when considering the success of a restaurant; this is because the menu is often referred to as an effective portrayal of a restaurant’s identity (Dittmer and Keefe, 2009, Ozdemir and Caliskan, 2014). A menu’s style, presentation, medium and descriptive techniques therefore lead the development of a consumer’s perception of the establishment, simultaneously either confirming or contradicting the customer’s preconceptions about the restaurant made through the décor, service, etc. when they walk in (McCall and Lynn, 2008). Furthermore, when managing a restaurant, the menu must be considered as highly influential; on one hand, it can be a useful tool for maximizing profit and increasing turnover (Lockyer, 2006, Antun and Gustafson, 2005). Conversely, if the effect of the menu on the consumer’s choices is not recognised by a business, the potential of the financial reward of effective menu design is lost. Therefore, the menu is undoubtedly a key success factor for a restaurant business, and must be thoughtfully and carefully designed.

The familiarity of the menu being presented is an important factor as a custom within the meal experience, whilst the items listed and style in way in which they are portrayed also bears significance as an indicator of the scope and essential identity of the restaurant (Ozdemir and Caliskan, 2014). There are many aspects of menu design which play contributing roles in influencing the customer experience, and thus, effective menu design encompasses a broad range of marketing techniques; the physical appearance of the menu itself, font, and even where menu items are placed can have a substantial effect on what the customer may choose (Miller, 1987, Reynolds, Merritt, and Pinckney, 2005). Indeed, a fitting example would be gaze motion theory, identified by authors as the idea that the customer reads a menu in a specific order, and the corresponding place of items alone in this order impacts which are retained in the customers’ mind (Miller, 1987, Davis, Lockwood and Stone, 1988, Yang, 2012). Further, the recognition of the ‘sweet spots’ that have the most impact on the customer
can be utilised by a business to encourage the most profitable purchase choices (McCall and Lynn, 2008).

The strategic choice of lexis when designing a menu sits amongst this array of menu design tools that can be used by a business. It has been recognised by numerous studies as playing a substantial role in effecting consumer choices (McCall and Lynn, 2008, Lockyer, 2006, Kincaid and Corsun, 2003, Wansink, Painter, and Ittersum, 2001). The multitude of approaches that can be taken when describing menu items and their effects on consumer choice is, whilst fascinating, an integral consideration when designing a menu. The wording needs to align with the identity of a business, its target market, the food items and even the décor of the establishment in order for the brand image of a restaurant to be consistent (Dittmer and Keefe, 2009). The wording of the menu not only functions as a marketing tool but also more practically serves to inform (Kincaid and Corsun, 2003), and therefore the balance of persuasion and information must be carefully judged.

With regards to menu description and language choices in particular, it seems that this topic is explored singularly and in depth by few authors (Lockyer, 2006, Ozdemir and Caliskan, 2014). Certainly, Ozdemir and Caliskan (2014) note: ‘Despite the growing academic attention to restaurant menus, previous research has a certain drawback. Principally, there is an apparent lack of an attempt at incorporating the major thoughts and ideas of menu research into one single study.’ In the context of menu description and labelling, there also seems to be little focus on menu description as an effective marketing tool, as research on labelling principally addresses nutritional labelling or warning labelling (Wansink, Painter, Ittersum, 2001). Furthermore, it is apparent that there is a lack of studies focusing principally on menu description as key study area within menu design and engineering.

In light of this, this study will aim to explore ideas surrounding menu description and its influence on consumer purchase choices. For this to be achieved, the study will:

1. Contextualise menu description within the marketing environment, and more specifically, within menu engineering,
2. Review literature surrounding menu description and explore its impact on the consumer psyche and henceforth the dining experience,
3. Critically analyse models which measure the suesss of menu description techniques, in order to suggest possible ideas for further research.

**Literature review**

Language in marketing; how semiotics and sensory imagery are used to prompt purchase choices

Ozdemir and Caliskan (2014) define the menu as ‘an instructor that clearly dictates (i) what will be produced, (ii) what type of equipment and ingredients are needed, and (iii) which qualifications employees should have’. The choice of words when constructing or adapting a menu must therefore ultimately meet these goals. However, the aforementioned second purpose of the menu, to sell, must also be considered when choosing language; language has been found to have a significant impact on consumer purchase behaviour when used for marketing purposes (Westphal, 1997, Simmons, 2003, Paulson, 2003, Stern, 1988, Barthes, 1964). The language used on a menu therefore has to satisfy two
main purposes; the first is to inform the consumer of each item, and therefore is denotive in nature. The second is to persuade the customer to make purchase dishes by portraying such items as appealing; this is, in contrast, more reliant on the connotational.

Stern (1988) acknowledges the ability of words to create mental imagery, and stresses the importance to create the right 'message' through marketing to maximise the appeal of a product. Therefore, when exploring menu language choices as a marketing tool, the science of signs, referred to as semiology (Barthes, 1964), must certainly be considered as a relevant area of study. In his essay 'Rhetoric of the image', Barthes (1964) illustrates the power of semiotic connotation in the marketing environment, through the analysis of a poster advertisement of a food product. He stresses the importance of both linguistic and non-linguistic messages, and explains that both have the ability to induce powerful imagery regarding the authenticity and freshness of a food product.

It can be argued that this idea is especially relevant in the context of menu description, Stern (1988) argues that, imagery relies on appealing to the senses, as sensory imagery creates a new and exciting dimension for the prospective customer. due to the meal experience being heavily influenced by the senses and sensory preconception (Wansink, Painter and Ittersum, 2001). The customer experiences food through its organoleptic properties; that is, through the elements of the food product that are experienced by the five senses. Therefore, sensory imagery derived from words plays an integral role in prompting menu selection, as customers associate their positive sensory experiences with linguistic cues such as ‘crispy’ or ‘tender’ and henceforth this may drive their purchase choices (Krishna, Cian, Sokolova, 2016).

The role of language within the engineering of a menu

Menu engineering is defined as the strategic construction of a menu format that maximizes the profitability of a food service business (Lockyer, 2006). This aims to analyse the popularity of menu items and measure it against its relative contribution to a business; for example, items that have low labour or food costs are regarded as having a higher contribution to those with a lower gross profit margin or those that are labour intensive (Miller, 1987; Kasavana and Smith, 1982; Uman, 1983; Pavesic, 1985). An awareness of which items are popular and their relative contribution is then useful to a business when reconstructing the format of an existing menu- emphasis on items which are both popular and contributive can be implemented into the marketing strategies. This emphasis can be channelled through a multitude of persuasive devices used by businesses in menu construction- font (Magnini, 2016), colours (Berkley, 2014), layout (Kincaid and Corsun, 2003), to name a few. Language choices and descriptive techniques are amongst this list, and furthermore play a significant role within menu design and thus in the broader idea of menu engineering as a business management concept (Lockyer, 2006).

‘The words on the menu are there to entice a dinner guest to choose or purchase and so are in fact an ‘advertisement’ of the food that is on offer’ (Lockyer, 2006, p.22). This statement not only stresses the business orientation of menu description, but also its more artistic, mysterious connotations. The words ‘choose’ and ‘purchase’ are representative of the use of menu description as a tool to statistically maximise the probability of the most profitable menu choices, and thus bears relevance to its connection with menu engineering. However, the idea that the menu also serves to ‘entice’ a guest
gives the impression that menu description also has a deeper purpose; an underlying mystique and affiliation with evoking thought, feeling and desire within the customer.

The synergy between effective marketing, positive consumer perception and the physiological

Positive consumer perception of a menu item has been found to significantly improve the meal experience (David, 2014, Dittmer and Keefe, 2009). One study even suggests that a good description will, in fact, make a customer hungry:

‘.. The language used to describe menu items may make a good impression and induce customer orders. The description of foods may make the customer hungry and may help to increase the number of sales... A food and beverage operator can exercise great influence over the amount of the average check by using written descriptions that make menu items sound interesting. Customers tend to react positively to foods that are appealingly described and negatively to those that are not.’ (Dittmer and Keefe, 2009, p.297)

Further, David (2014) also comments upon the link between physiological hunger and preconception. He explains that, the notion of an appetising plate of food travels from the cerebral cortex to the hypothalamus, in the limbic system, which regulates physiological functions including hunger. The hypothalamus sends activation signals through parasympathetic nerve fibres to all parts of the digestive system including the salivary glands, oesophagus, stomach, and intestines. This means that if a customer perceives a menu item to be interesting and worth choosing, the hypothalamus will induce full metabolic breakdown and quicker digestion—here, the conceptual feelings and thoughts are directly causal to a physiological reaction, which is supported by other works in the field of menu psychology (Krishna, Cian, and Sokolova, 2016, Dittmer and Keefe, 2009). Similarly, David (2014) also explains that negative thoughts induce a negative physiological reaction, which only further emphasises the importance of ensuring the customer thinks positively about the food that they have chosen; menu description and its ability to create sensory imagery as previously discussed is therefore vitally important in this process.

Is there a connection between complexity of description and increased perception of quality?

Research on the effect of specific menu description approaches and their effect on the customer’s perception of food has been undertaken by to McCall and Lynn (2008) who explore the idea that there is a correlation between description complexity and the appeal of a menu item to the customer. Their findings state that ‘more complex terminology increased perceptions of quality, likely choice, and pricing expectations’ (McCall and Lynn, 2008, p. 444). The authors recommend that in order to effectively design a menu, the restauranteur must selectively increase the complexity of the menu items that represent upper pricing tier selections, as this will justify the price and add value to the menu item. The work of Antun and Gustafson (2005) suggests that menu design is a method of attracting the customer to the most profitable item for the business. This assertion may agree with McCall and Lynn (2008), assuming that the upper tier selections are also those which generate the most gross profit.
Despite the relevance of these findings, their lack of account towards other description techniques perhaps limits the usefulness of their research. If what composed this complexity was further studied, characteristics such as cooking method, provenance, or seasonality could be identified and thus evaluated. The research would then show whether complex description of cooking method would have more appeal than complex description of seasonality, etc.

**What existing models are there in measuring the impact of menu description?**

Lockyer (2006), addressed language in the hospitality industry in his study ‘Would a restaurant menu item by any other name taste as sweet?’. There are parallels in topics that this study seeks to address. His study agrees with the aforementioned idea that the menu has an element of mystique which is enticing to the customer. He concluded from his focus group discussion analysis that diners enjoy a small element of mystery, but still require a clear explanation of each menu item, supporting the menu’s purpose to inform (Ozdemir and Caliskan, 2014). Lockyer (2006) also found that description connoting fresh and tasty menu items was clearly very popular amongst the otherwise diverse and somewhat inconclusive focus group discussion results.

In his study, Lockyer collected both quantitative and qualitative data through the means of a focus group discussion and then a survey. His data collection was structured around five different menu description approaches of the same menu items:

1. French;
2. English with French;
3. Seasonal;
4. Elaborate and
5. Organic.

These styles were assessed in both the focus group discussion and the survey. A possible limitation of this research could be that there was no consideration of the presence of other possible approaches, or even a combination of approaches, as the styles listed were determined before data collection and were not adapted between data collection processes based on the results. To support this, a different approach has been found at Restaurant Sat Bains, Nottingham. The sample menu uses what could be described as a minimalist approach; for example, one dish is simply called ‘Salted Blackcurrant, Vanilla’ (Sat Bains, 2016). This approach is completely different to those identified by Lockyer (2006), as it is so simple, and somewhat mysterious. However, due to the prestige and popularity of Sat Bains, and its recognition by Michelin as having two stars, this technique is obviously very successful. Further, perhaps due to the age of this study by Lockyer (2006) and its location in New Zealand, it could be argued that its relevance to the UK restaurant industry today is limited.
Discussion and Further Development

In summary, an analysis of the literature establishes menu description as an important area to research within the hospitality industry. It is clear that language use and wording choices have already been identified by authors as having a substantial influence on the purchase choices made by a consumer. However, despite the usefulness of previous research, there remains further gaps in knowledge towards the validity and relevance of this in a modern context. These gaps include the lack of substantial literature within the specific topic area of menu description, as well as the key studies (McCall and Lynn, 2008, Lockyer, 2006) being slightly outdated and not entirely relevant to the hospitality industry today. In addition, there seems to be an absence of a data collection tool which measures menu description techniques without categorising them too broadly or acknowledging that categories can be integrated to achieve the most effective description possible.

What seems a logical future step is to conduct further research informed by the literature reviewed. Principally, the research would critique of the works of Lockyer (2006) and his model of testing five approaches to menu description. Whilst his study illuminated many previously unexplored areas of language in menus, it did not establish whether there are new approaches that perhaps have not been included in the five options he examined that would be influential. In addition, further study would not intend to categorise entirely the description approaches, by acknowledging that the approaches taken can be integrated; this study would be, in contrast to Lockyer (2006), open to the idea that one set approach may not be exclusively effective or ineffective, and that this can be subjective depending on what menu items are, and the environment in which they are presented.

As Lockyer (2006) suggested, one idea for further development may be to find an establishment(s) that would be willing to change the description of menu items weekly, and analyse the respective changes in sales. Perhaps a longitudinal study is therefore required so that multiple and integrated approaches can be evaluated over time. However, this in turn would create challenges, as it would be difficult to persuade restaurant business to give permission to do this- it may impact on revenue negatively or disrupt the brand consistency of the restaurant. Nevertheless, menu description remains a fascinating subject area for further study. The search for meaning within words on a menu, and exploration of how the guest interprets them, deepens our understanding of our core purpose; to augment and enrich the customer experience.

Reference List


Krishna A., Cian L., Sokolova T, (2016), ‘The power of sensory marketing in advertising’ Current opinion in psychology, 10, pp. 142-147


