

IMPACT2022

Embracing the New Normal

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SUMMARY NOTE

ORGANIZERS

**The Hong Kong Polytechnic University
School of Hotel and Tourism Management
Hospitality and Tourism Research Centre
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09:00 - 09:10 Opening Remarks

Prof. Jin-Guang TENG, President, The Hong Kong Polytechnic University (PolyU)

Distinguished guests, speakers, colleagues, and students. On behalf of The Hong Kong Polytechnic University, I would like to welcome you most warmly to the IMPACT 2022 conference, co-organized by the School of Hotel and Tourism Management and its Hospitality and Tourism Research Centre together with STR. The annual IMPACT conference is committed to bridging the gap between academia and industry practice thereby exerting a positive impact on the hospitality and tourism communities. This year, the conference is adopting the theme of “Embracing the New Normal”, a subject of great relevance for the international tourism industry today. Indeed, for more than two years COVID-19 has had an unprecedented impact on the momentum of the global hospitality and tourism industry. Despite the challenges the sector has faced, we can see that industry practitioners have been adopting innovative and path-breaking methods of conducting business to embrace the new normal. At this conference, we will be presenting research by academic staff and scholars from the School of Hotel and Tourism Management on topics that will have a major impact on industry practices and future policy decisions. At the same time, we are very honored to connect academia and industry experts from different parts of the world to discuss global industry trends, explore creative pathways and develop strategic frameworks toward sustainable practices and revitalization of the industry. I am also pleased to share with you that for the 6th consecutive year, our School of Hotel and Tourism Management has been recognized as the world’s number one school in the “Hospitality and Tourism Management” category of Shanghai Ranking’s Global Ranking of Academic Subjects. The School will strive to remain a global center of excellence for hospitality and tourism education contributing to the development and prosperity of Hong Kong, the Nation, and the world. Let me also thank all the distinguished speakers, delegates, and co-organizers for their support of today’s conference. My appreciation goes especially to the undergraduate students from the Special Event class of SHTM who formed the organizing committee and did a wonderful job staging this meaningful event. I wish you all a most fruitful conference and I sincerely hope the tourism industry will bounce back very quickly. Thank you.

Prof. Kaye CHON, Dean and Chair Professor, Walter & Wendy Kwok Family Foundation Professor in International Hospitality Management, School of Hotel and Tourism Management (SHTM), PolyU

Good morning distinguished guests and all conference delegates. Welcome to IMPACT2022! The School of Hotel and Tourism Management, the Hospitality and Tourism Research Centre (HTRC), and STR, jointly organize this yearly event. The theme of the IMPACT conference has two meanings: to review significant events in the environment and the impact of those events, and more importantly to review the kind of impact our research will create on society and the industry. As mentioned by President Teng, our School has been ranked number one in the world consistently for six years. This ranking is largely based on academic and research activities. Last year, our school produced 126 refereed journal papers published in top journals in the world. All these papers have significant implications, but often these articles are not well transmitted to the industry for two reasons. First, they are written in scientific language, and second, industry practitioners may not have the time to read these rather incomprehensible articles. So we came up with the idea of selecting a group of papers published last year with significant impact on the industry and society, and translating them into a comprehensible industry language. We found Dr. Stanley McGahey to do the task. Dr. McGahey, whom I have known for a long time, has a Ph.D. in tourism and has been a journalist. He has been very kind to read, summarize, and rewrite these articles into easy-to-understand industry terms. The book will be launched at the end of today and all participants will get an e-copy. We have chosen 17 articles from the pool of articles published last year to be presented at this conference. We are very grateful to the industry leaders, who came not only from Hong Kong but also from Australia and other places, to speak to us through their keynote and panel presentations. This year's theme is "Embracing the New Normal". The term "new normal" has been used much in the last two years. Some of this new normal can be temporary but some can be lasting. Together we discuss how we can embrace this new normal in the future. This conference has been organized by a group of very talented students studying hospitality and tourism management within the subject of Special Event Management. I thank our students for having done a very good job. I also thank our sponsors. Thank you and have an enjoyable and fruitful conference.

Ms. Elizabeth WINKLE, Chief Strategy Officer, STR

We have confronted and conquered many challenges and it's beginning to feel normal again. We are different today than we were in 2019. We are older, wiser, and more appreciative, and our industry is recovering and in some geographies, excelling. Two years ago, Bill Gates predicted that 50% of business travel will disappear in a post-COVID world. It was a scary prognostication for the industry. Reflecting on those comments today, I think Mr. Gates was both right and wrong. What he got right was that business travel as we knew it and defined it in a pre-COVID context has disappeared. But what he got wrong is that it didn't disappear completely, it has simply been redefined and we now have a new normal. This is just one of the many examples of the new normal in our industry and is a reflection of our versatility, adaptability, and resilience. As Dean Kaye Chon said, some new normal is fleeting and others are long-lasting. I hope throughout your time in IMPACT2022, you reflect on our theme "Embracing the New Normal". Have a wonderful conference. Thank you for being with us today and thank you for having me. Goodbye.

09:10 – 10:40 Opening General Session - Embracing the Changes in Post-pandemic Era

Session Chair

Prof. Cathy HSU, Chair Professor, SHTM, PolyU

Session Commentator

Prof. Haiyan SONG, Associate Dean and Chair Professor, Mr. and Mrs. Chan Chak Fu Professor in International Tourism, SHTM, PolyU

Featured Speakers

Dr. Jennifer CRONIN, Former President of Wharf Hotels, and Chairman of the SHTM Advisory Committee

“Vision for Change”

I am very proud to be associated with SHTM. My topic is Vision for Change and I would like to focus on three areas: the “headwinds”, the “opportunities”, and “be the change”. One of my favorite Chinese words is “*wei ji*” the two characters represent danger and opportunity. It can be an opportunity to do things differently and do them better which I think we have learned so much from. We have seen many crises in our industry over the last twenty years and earlier, from 9/11 to SARS to COVID. Terrorism has sadly come to our hotels as a soft target, whether at Taj Mumbai or Shangri-La in Colombo in 2019. We become more adept at crisis preparedness and have a greater level of flexibility and agility in everything that we do.

The Headwinds. We need to make sure we are ready to adapt to the changing business environment whether socially, economically, or environmentally. Socially, we know that consumer behavior has changed, travel agency has shorter lead time, Zoom meetings for people working from home, and therefore less business travel. On the other hand, there is more leisure travel or revenge travel. Everybody wants to get out there and travel again. There’s a tectonic shift in the way we do things. Economically, everyone is talking about recession, inflation, the Chinese economy slowing, Brexit, the COVID recovery, the Ukraine war affecting the food and energy crisis, and the rising fuel cost. Environmentally, we have floods, typhoons, and hurricanes. We are battered by these issues of weather events, which is a danger sign for our planet. ESG practices and plans have become an important part of all jurisdictions around the world. Renewable energy is also going to change the way business is done. We have a few headwinds, but we are managing, we are surviving, and definitely some issues to be dealt with. UNWTO during the World Tourism Day in September under the theme “Rethinking Tourism” presented six pillars of action: 1) mainstreaming tourism in the global agenda, 2) promoting sustainable tourism development, 3) fostering knowledge, education, and capacity building, 4) improving tourism competitiveness, 5) advancing tourism’s contribution to poverty reduction and development, and 6) building partnerships. Will there ever be a new normal? The normal will never exist anymore because we will be constantly changing and that’s what crises do to us. The exciting news is that international travel is back! We are moving forward, from January to July this year we are seeing a rise in international tourism in the continents. The World Travel and Tourism Council has predicted that 160 million new jobs will be created in the next decade. However, in Europe, the issue of being able to fill the vacancies has hampered economic re-development. We need to ramp up faster than we currently are.

The Opportunities. An interesting survey was done by the World Economic Forum earlier this year, where they asked some of the world's largest employers which skills will be key in years to come. Here's what they said: 1) Creativity – solving problems in new ways and thinking imaginatively across disciplines; 2) Digital skills – mastering new forms of digital technology, algorithm design, and data handling; 3) Collaboration – the ability to work with others on complex tasks and adjust actions concerning people's needs; 4) Global citizenship – the universal respect of other people's cultures and the willingness to embrace diversity, equality, and inclusion; and finally 6) Environmental stewardship – understanding the fragility and finiteness of natural ecosystems and interacting in sustainable ways. This is something we need to embrace more seriously today. I love how Hotel Icon has removed bottled water and introduced water filters in the tap, I would love other hotels to do the same. The “war for talent” is a huge and great opportunity for students and graduates and make a career change. But the talents are looking for companies that have a purpose, that is meaningful, and about the salary scales, the “slasher” phenomenon where people might be starting up their own business, job sharing where people share a role, and reverse mentorship. I love reverse mentorship where I learn from the next generation of hoteliers, what they can teach me. But to build long-term hospitality careers, make sure you know how to communicate and listen, be up to date with trends, be digitally savvy, and have the drive for lifelong learning. Integrity has to be your moral compass. Previously, the customer is king, but today the customer and employees are kings.

Be the Change. The Employee Value Proposition (EVP) is an important part of the change. What are the compensation, benefits, career opportunities, and culture of that group that you want to join? If you get the balance right, EVP will become the talent magnet, it will help retain, grow, and accelerate the talents. The concept of a 4-day work week has come, and it is successful in many Nordic countries. Can it be done in our industry? The 4-day work week will deliver productivity, innovation, and sustainability, enhance well-being and work-life balance, attract and retain talent, meet customer service standards, and meet personal and business goals and objectives. The challenge is who can do it? Be the change! SHTM is already there, and so can you! As the UN Secretary-General Antonio Guterres said: “There is no time to waste. Let us rethink and reinvent tourism and together, deliver a more sustainable, prosperous, and resilient future for all”. The world is your oyster!

Mr. Steve HOOD, Conference Co-Chair, SVP of Research, STR, and Director of SHARE Center

“Hotel Industry in Post-Pandemic Era”

To set the stage from a performance point of view, let's take a look at the hotel industry in the post-pandemic era from the metrics of the September 2022 data and compare the current performance back to the baseline in 2019. The occupancy numbers shown in the figures are index numbers, not actual occupancy, to show how close we are to the baseline of the 2019 level. We start with the worldwide data of September Year-to-Date (YTD) 2022. The occupancy is closer to normal across most regions but fairly slower in Asia. The Asia Pacific (APAC) recovery is the slowest among the world regions, especially NE and SE Asia. The ADR recovered quicker than occupancy, most regions are in record ADR territory with index numbers dramatically reaching above 100, while Asia is still below but is catching up. The US,

Middle East, and Europe are leading the way in occupancy recovery with a range of 66 to 102. China is still having some challenges, but all are heading and getting closer to the 2019 level. For ADR, most are above 2019 levels except China. Zooming into APAC countries, Maldives is at the top in occupancy recovery, and India bouncing back very quickly. But the recovery of some countries is slower even by APAC standards such as New Zealand, Japan, Vietnam, and Thailand. In general, APAC occupancy recovery is slowly returning, note the monthly vs YTD differences, big changes just in the last couple of months. ADR recovery in APAC is better than occupancy but still a little less than in the rest of the world. In most APAC countries ADR recovery is above 100 but mainland China is still trailing behind. For daily occupancy, from mid-November, data from just last week, a wide range of performance and some close to the 2019 level, and a fairly consistent recovery in Hong Kong and mainland China. For APAC ADR, the range is 78-130, which is less impacted, and diverse and several are above 2019 levels including Australia, South Korea, and India, while Hong Kong and mainland China are still a little bit below. ASEAN occupancy recovery is slower for most countries, some countries are still at the bottom like the Philippines and Vietnam, while Indonesia is above the baseline. ASEAN ADR is also less impacted, still diverse, and several above 2019 levels, with the Philippines, Vietnam, and Indonesia just a little bit below, while the F1 event in Singapore caused a huge boost in October.

Here are some of the major market data of APAC-selected markets. Market occupancy varies widely, major markets have been more impacted and we are just beginning to see recent increases. Occupancy varies widely, with recent increases which have led to ADR growth in most areas, now at or near 2019 levels. We look at the top 10 APAC markets and the bottom 10, still different than normal, the same when it comes to ADR. Three years ago these areas are trading places, and that's part of the new normal. These give rise to research opportunities and lessons to be learned. Let's take a quick look at China, since 2019 data, in 2020 a drop in February, and in 2021 fairly consistent recovery, the same pattern in 2022 but most recently showing a bit of an upturn. Here is China by region, and the northern region is lagging. Some of the Tier 1 cities are traditionally below the country average but now they are above the country average. That's great news because it shows that the tourism business is coming back, and you see some positive signs. For Tier 2 cities, most of them coming back, with Hangzhou very strong. I want to share APAC Pipeline by country based on the number of rooms, China is leading, followed by Vietnam. APAC Pipeline by city, almost all are mainland China cities. For APAC Pipeline by project phase and scale, the upscale and upper midscale chains are leading in the construction phase. Looking ahead APAC RevPAR recovery is very close in 2022 and finally surpasses the 2019 level in 2023.

Prof. Billy BAI, Sam & Mary Boyd Distinguished Chair Professor and Associate Dean for Research & Graduate Studies, William F. Harrah College of Hotel Administration, University of Nevada Las Vegas

“Industry Transformation Toward New Normal”

Wonderful to be back at my alma mater. I present a case study to demonstrate how our industry transforms itself toward this new normal, using Las Vegas as an example. There's no doubt our hospitality and tourism industry has been shattered by the COVID pandemic, and we're trying to come out of it but we are not there yet. Our industry is resilient, the future is promising.

But what's with us that's going to be part of the new normal is to show visible evidence of being clean and hygienic. We need to show the people a sense of security and safety. Pent-up demand, 2019 we received over 1.5 billion visits generating 1.7 trillion US dollars in revenue. Now we are over 16 % compared to 2019. But once international travel restrictions are lifted, this is where we are going to see things taking place. Technology has helped the industry survive in this challenging time, it has been there to lift us. At MGM Park Hotel Las Vegas, you see separate kiosks for check-in, so you're on your own. This is something we may have to embrace for the future whether you like it or not, technology is there. Travel is a human need, not a luxury, but unfortunately over the last three years, travel has become a luxury. But it shouldn't be as human beings, we are connected to nature, environmentally friendly, and sustainable. This is something that we have to live with. The spirit of hospitality is compassion and the passion to serve others. I don't think technology will completely replace the human task, but we are experiencing labor shortages. The industry needs to revisit its strategy and practices on how to attract young people back to the industry. During the pandemic, Las Vegas has empty roads and no traffic. The city has done everything possible to help the industry out of the pandemic. Restaurants innovate, turning parking lots into dining rooms under the tent, and food trucks to take the product to you. ResortWorld, which is alien to the North American market, opened last year in the middle of the pandemic. They worked with the Hilton and Conrad brands so that the North American market gets familiar with the product. DMO tried to promote Las Vegas as the most desirable destination for leisure and business travel. Strategies implemented by the city: 1) Accessibility – loop system to travel to convention facilities within minutes; 2) Product development – over 80% of those who come to Las Vegas are repeat visitors, and they demand new products; 3) Data-driven precision marketing – know how you are and what your needs are, for a better understanding of customers and build long-term relationships; and 4) Integrated marketing – everything that we do conveys the same message in all advertising channels. The city has added a new dimension to sports. Last year, we opened an Allegiant stadium that can accommodate up to 65,000 people. Opened many VIP lounges to provide experiences to guests, and organized events and conventions. BTS hit Las Vegas and people from all over the world traveled to see them. We present the tagline “What happens in Vegas, only happens in Vegas”.

Mr. Dane CHENG, Executive Director of the Hong Kong Tourism Board

“Together Towards New Horizons”

Corporate travel recovery is only 50% compared to the normal year, which is quite interesting because in other activities the recovery is certainly much higher, which is 60-80%. As has been predicted, there is less frequency of corporate travel as people make use of online. One key thing that is hindering recovery is the lack of labor force, not enough people working. Yet the desire for travel remains very high despite the difficult economic outlook. The other thing is hotel occupancy in Hong Kong, staycation is doing quite well now. The occupancy rate reached 75-80% in August but in October went down to 60%. The whole recovery is going to take some time. Hong Kong is one of the few places in the world that has not reopened normally. A year ago, when I presented the recovery plan, our prediction was mainland China going to reopen first before the rest of the world. But now, Hong Kong will reopen first. In the latest outlook, the number is still very low for Hong Kong. Visitor arrivals come from mainland

China, although it is still below 0.2% of what we usually have. But the same thing happens in any country such as Singapore and Japan. It's a process and will take some time to recover, first, we take away the quarantine restrictions and requirement for testing. It will be a bumpy road of recovery considering the gloomy economic outlook, the depreciation of major currencies, intense regional competition, and capacity constraints. One of the biggest challenges for Hong Kong to reopen will be the currency, people are flocking to Japan and Thailand because of the currency. Across these regions, Japan and South Korea have little differences but Hong Kong and Japan have at least a 25% difference in currency. We will be having a very strong outbound. The other point is the capacity constraint, it's going to take time for labor to come back. The last two years, not only because people have left the industry but also because no new people joining the industry.

We have made positive changes, we are building strong foundations of accessibility, diversity, and authenticity. We also have new and revitalized tourism offerings including the West Kowloon cultural district, the M+ Museum, and the Palace Museum. In the last couple of years, there have been a lot of new government policies that are relevant to our businesses, not only from the local government but also coming directly from the central government in Beijing and GBA. This Tourism planning is connected to cultural development, using tourism in everything that we do. Policy support comprises the National 14th Five-Year Plan including the integration of arts, culture, and tourism and the establishment of the East-meets-West Centre for International Cultural Exchange. There is also the culture and development plan for GBA and positioning Hong Kong as Asia's City of Culture and Creativity. We have also conducted our research on consumer behavior and trend. We predict those who are returning are VFR, business and MICE, and the young segment of 40 years old and below. The young segment is less influenced by the geopolitical situation and will be more willing to come to Hong Kong. For behavior, people will stay longer but less frequently. For Hong Kong, there will be a blurred reconnection for people who want to come back to Hong Kong. The visitor portfolio will comprise 80% from mainland China within which 60% is from the Guangdong area. We need to reconnect with the mainland and make them stay in Hong Kong for one night. Hotels could adapt the staycation program for GBA and mainland China. We also want to target South East Asia because of their bigger population, and growing opulence and they have a neutral perception of Hong Kong while the rest of the world still has a misconception about Hong Kong. When the government announces further relaxation, we are going to launch the "Hello Hong Kong Campaign", to create a sense of warm welcome with a simple, direct, and emotionally resonating message. The HKTB has rebranded Hong Kong and promoted marketing campaigns to attract visitors with city-wide welcome offers such as the Open House, attractions, several events and happenings, and offering half a million free air tickets. We are developing our new tourism brand, retelling the Hong Kong story. We have launched a new promotional campaign video, which I am showing you for the first time: "**Hello, Hong Kong!**" Hello from HK, to HK, and within HK.

Q&A session:

Prof. Hsu: I ask the bigger question to our four speakers: are we smarter with the help of technology? Where do you see it in terms of leading us moving forward, any examples?

Dr. Cronin: It is allowing mundane tasks to be quicker and easier, so we need less manpower for that, and it can allow people to come out and do their best in providing hospitality. Revenue management has become so much more data-driven and we use it as part of decision-making.

Prof. Bai: Technology is here to stay whether we like it or not. For the most part, it is driven by consumer demand. From the industry standpoint, technology has been very much used to improve management and operational efficiency, but still battling with the perfect combination between high tech and high touch.

Mr. Dane: Customize messages and offers. We developed a digital platform offering electronic vouchers to support the industry - retail, dining, and hotels. Knowing that Hong Kong consumers are most demanding, they find it very attractive and get the vouchers immediately. It also means we have an instant analysis of what deals and offers are useful and effective and we can adjust it along the way. We have to respond quickly to the market otherwise people simply do not deliver. The key issue for Hong Kong is a lot of small and medium-sized operators are not receptive to technology.

Mr. Hood: Revenue management – the improvement and flexibility that it had during COVID, a lot of lessons learned by the hotel managers.

Prof. Hsu: What do you see moving forward in terms of human capital that we need in the service-oriented industry, there are a lot of challenges, so where do we start?

Prof. Bai: At this point, we are experiencing labor shortages, but even before the pandemic, there had been a hunger for top talents. In our industry, we may not have done a good job to recruit top talents. Think about this, our fresh graduates make less than what they make from retail and IT, so they will go elsewhere given the opportunity. For instance, our graduate was earning 45,000 dollars a year at Four Seasons but left for Amazon which offered 80,000 dollars a year. Our industry has to review the strategy not just to provide a package but a plan for career progression.

Dr. Cronin: The Employee Value Proposition has to be looked at very seriously in the way the employer offers the whole package.

Mr. Dane: We are a public agency and we face the same issue around the world of problems with recruiting new staff. Our offices are asking for a hybrid mode of working.

Mr. Hood: It has been a great wake-up call for the hotel companies putting a focus on the workforce and career progression. Joe Pine, of the experience economy, has now focused on the employee experience. It is a research opportunity for academics or companies to develop innovative practices.

Question from online addressed to Mr. Dane Cheng: How much budget has been allocated for promoting Hong Kong for 2023?

In the last couple of years, we have been given very generous funding from the government, but the problem is we haven't fully reopened so we haven't allocated that. Every year I returned some amount of money to the government. In due course, we will do the business plan, and

update you with what we think but this is all based on assumptions. The assumption is that early next year, I would like to see Hong Kong fully reopened as normal like the rest of the world, followed by mainland China,

For Mr. Hood: What is STR's forecast for mainland China and Hong Kong?

Slow, but getting closer to 2022 and 2023, and full recovery in 2024.

Prof. Song: I would like to summarize some of the key points that we can take away from the keynote sessions.

Dr. Cronin provided a highly strategic vision for the industry. Among the many points, I just want to highlight the “talent for war”. The world has lost 52M jobs in the hospitality industry over the last 2-3 years. According to WTTC, 160M new jobs in the hospitality industry will be created. But will these 160M jobs be felt, will they be supplied? To resolve the problem of labor shortages, one of the things to consider is the 4-day work week. Will it be eventually realized in the hospitality industry? At the same time, many people put forward working from home and also working while traveling. Can these new concepts be also realized in the hospitality industry?

One of the major trends emerging from the presentation of Mr. Hood from STR is that Asia is recovering slower than other regions in the world. That is mainly because China as a major source market is still closed. But if you look at the pipeline in terms of hotel openings, China still has the highest number, this tells us that the demand for travel to China is still very high. There is a potential that needs to be realized.

Prof. Bai used the example of Las Vegas in terms of a recovery strategy. Your tagline “What happens in Vegas, stays in Vegas” is not true, because when I went to Las Vegas, what happens to me stayed with me, especially the hospitality, excitement, tourism infrastructure, and the experience I gained in Las Vegas. They have stayed with me forever. Some of the strategies for recovery match quite nicely with what Hong Kong has been using to promote and rebrand tourism in the future. For example, accessibility, product development, data-driven precision marketing, integrated marketing, etc. All these strategies are not only applied to Las Vegas but also other places like Hong Kong.

Mr. Cheng mentioned that Hong Kong wants to rebrand itself into a new tourism destination but I did not get a clear message about what the new brand will be. But it will definitely be not the same as before. In the past, Hong Kong is a mass tourism destination with shopping as one of the main components of tourism products although there are many other things. But outside Hong Kong, people know that it is a destination for mass tourism mainly from China comprising 80% of tourists in pre-COVID-19. Hong Kong is going to rebrand itself through research that has collected a lot of information for the government and also HKTG further developed its brand. I'm sure Hong Kong will be a different destination.

The key point was the challenges and problems faced by the hospitality industry, and as academics, we need to work with the industry to find the solutions and strategies that we can use for recovery. Thank you very much.

10:40 – 11:00 Session Break

11:00 – 12:30 Parallel Session I - Smart Hospitality and Tourism Technologies

Session Moderator

Dr. Catherine CHEUNG, Associate Dean and Associate Professor, SHTM, PolyU

Featured Speakers

Dr. Hailey SHIN, Assistant Professor, SHTM, PolyU

“Redefining luxury service with technology implementation: the impact of technology on guest satisfaction and loyalty in a luxury hotel” (Hailey Shin & Miyoung Jeong)

How do you define luxury? Luxury hospitality products/services are expensive, exclusive, rare, and non-essential. Luxury hotels are enriching the guest experience by launching advanced technologies which offer more reliable, guest-centered, and personalized services at their convenience. However, technology is generally perceived as functional rather than exclusive and prestigious which conflicts with the notion of luxury. Luxury brands need to understand whether hotel guests perceive technology as a vital tool for their experience or is insufficient compared to the value paid for the hotel. Therefore, we pose the research question “Do technologies in a luxury hotel affect guests’ perceived value? If so, how can technologies in a luxury hotel enhance guests’ perceived value?” This study examines the impacts of task-technology fit (TTF) and luxury-technology fit (LTF) on luxury hotel guests’ perceived value enhancement, satisfaction, and loyalty. This study provides a further understanding of the distinctive characteristics of luxury hotel guests in their value evaluation. It also describes how technology enhances luxury hotel guests’ perceived value, thereby leading to satisfaction and loyalty. Finally, the study suggests that the luxury hotel industry considers the factors when implementing new technology.

The key findings of the study reveal that a substantial amount of variance (64%) in luxury hotel guests’ perceived value enhancement was explained by TTF and LTF. It also confirmed the significance of TTF and LTF in elevating luxury hotel guests’ perceived value enhancement, thereby increasing satisfaction and brand loyalty. We also found that LTF had a relatively stronger impact on value enhancement than TTF, and perceived value enhancement had a significant impact on satisfaction. Finally, luxury hotel guests’ loyalty toward the hotel brand is positively influenced by their satisfaction. For the implications, this study introduced a new concept of LTF and extended the boundary of TTF from general consumers to the luxury market, and enriched how consumers’ TTF and LTF influence value enhancement, satisfaction, and loyalty from technology-human interactions. From a practical perspective, luxury hotel brands must consider whether new technology is consistent with the luxury brand image to boost satisfaction and loyalty. Our study informs the luxury hotel industry that the majority of luxury hotel guests prefer human-staff interaction to technology-enabled services even though technology enhances their values.

Dr. Faye HAO, Assistant Professor, SHTM, PolyU

“Contactless service in hospitality: bridging customer equity, experience, delight, satisfaction, and trust” (Faye Hao & Kaye Chon)

Contactless service already existed in pre-pandemic times but the COVID-19 pandemic raised customers’ concerns about social distancing, hygiene, health, and sustainability. Thus, contactless service has become part of the “new normal” and has emerged as an innovative service design that is technology-enabled, touchless, and adaptable. We define contactless service as a contactless and hygienic service procedure and environment developed by leveraging a combined package of self-service, robotic services, and IoT-based technology implements. Contactless service in hotels is implemented at different points starting from pre-arrival followed by arrival to room service and other additional services, and finally, departure. When conducting our study, we received four criticisms that led to four related studies: “What if customers won’t accept? What if customers won’t buy? There is no warmth, there is no competence! There is no value in contactless service!” This study investigates the ROI of contactless service from the customer equity perspective and explores the impact of customers’ experience of contactless service on delight and the three dimensions of consumer equity: value equity, brand equity, and relationship equity. It further considers the influence of customer equity on the satisfaction and trust of hotels with contactless service. Value equity is defined as a customer’s objective evaluation of the usefulness of a brand, considering what is given up for what is received. Brand equity depicts the overall utility that customers place in a brand compared to its competitors. Relationship equity indicates the tendency of the customer to stick with the brand, above and beyond their objective and subjective assessments of the brand.

In this study, we explored the influence of contactless hospitality service on higher-order customer equity in the hotel sector, taking experience and delight as antecedents, and satisfaction and trust as consequences. We proposed six hypotheses: Customers’ experience of contactless service has a significant positive effect on delight (H1), customer equity (H2), and customer equity via delight (H3); customer equity has a significant positive effect on satisfaction (H4), trust (H5); and lastly, customer equity positively influences trust via satisfaction (H6). We collected data from mainland China, employing a Hong Kong-based survey company, and our data analysis method was PLS-SEM. Key takeaways from this study are: the hospitality service industry is shifting from brand equity to customer equity; customer equity is a powerful tool for maximizing marketing ROI; customer equity positively predicts satisfaction and intent to return and recommend. Managerial implications include contactless innovation and visionary design opportunities. Contactless service has emerged as an innovative service design that safeguards customers and staff while establishing stronger interaction and engaging experiences. Hospitality practitioners should systematize and visualize which design opportunities can and should be created. Human-centric is the design core for success in implementing contactless service. I end my presentation with this statement: “Hospitality” is more important than “technology” in hospitality technology development, and “service” is more important than “contactless” in the design of contactless service.

Dr. Abbie-Gayle JOHNSON, Assistant Professor, SHTM, PolyU

“Why are smart destinations not all technology-oriented? Examining the development of smart tourism initiatives based on path dependence”

One of the reasons why some innovations do not succeed is based on the concept of path dependence when we are so ingrained in pushing these rigid processes based on past events which define our future. This is the research that I’m embarking on and particularly focusing on the small city of Ljubljana, the capital of Slovenia. It was awarded in 2019 and 2020 the European Capital of Smart Tourism, known to have over 45 smart initiatives. But unlike other smart initiatives in the Asian context, they are very different. In Ljubljana, although they are progressing with their initiatives, they have encountered several issues in pushing for a change in terms of digital transformation, where they are still moving away from this human-centered orientation. The issue of transformation has come up, not just for Ljubljana, but also for other smart cities and destinations in terms of smart development, whether to shift from a tech-oriented perspective to a human-oriented one. How do we define smart? Its definition has evolved from a utopic and functional approach to surveillance, and scholars have started to question to move from surveillance to the human approach to technology. But the conclusion was that companies that continue with the tech-oriented perspective become path dependent and technologically locked-in. Is this the same thing that happens to smart destinations? This study examines the development of smart destinations drawing on three areas of the literature: smart tourism, the development of smart destinations, and the development process of smart tourism in general.

We propose a linear two-step process, from designing and developing the initiative to executing the project. But the problem is we continue to look at it from a very narrow perspective that applies only to technology designers, and we are not able to provide the practitioners with a more in-depth understanding of how to develop smart destinations. So, we further provide a process-based approach from an evolution perspective, incorporating path dependence. One of the findings is that smart is being equated to sustainability and this implies path dependence. To confirm this, we draw a path constitution analysis comprising five path constitutive features: 1) level of interrelatedness, where the activities that stakeholders engage in are in tandem with what’s happening at the microenvironmental level, 2) destination lock-in, 3) triggering events, 4) self-reinforcing processes, which are reinforcements by persons within the locality, and 5) multiple stakeholders. DMOs may find many approaches and initiatives that they want to embrace, but over time they need to settle on one. This is what happened in Ljubljana where they had so many perspectives but eventually settled on sustainability. To reach the point of lock-in, there was a trigger event that happened when they created their sustainable tourism strategy when they mentioned for the first time the term “smart” which allowed them to gain visibility. This reinforced that destination lock-in was very important which allowed them many opportunities to test smart initiatives. But practitioners within the destination need to understand that the lock-in does not allow them the flexibility to develop their smart initiatives. Several practical implications are discussed.

Dr. Catherine CHEUNG, Associate Dean and Associate Professor, SHTM, PolyU

“Are Prior Smart Hotel Visiting Experience and Personal Innovativeness Critical to Future Visit Intention?” (Huijun Yang, Jieqi Guan, Hanqun Song, and Catherine Cheung)

If you have prior visiting experience with a smart hotel and you have personal innovativeness, will you visit that hotel again? We define a smart hotel as a hotel that implements ICT to increase efficiency in guest services. Some examples of smart hotels in mainland China are Henna Hotel, Leyeju, and Flyzoo Hotel. We use the Technology Acceptance Model (TAM) which has been broadly adopted to investigate customer acceptance and use of technology-related applications. TAM postulates that a user’s acceptance of new technology is influenced by perceived usefulness (PU) and perceived ease of use (PEOU). TAM is designed to measure the adoption of new technology based on customer attitudes. We extracted the Personal Innovativeness (PI) scale from the literature. PI refers to the extent an individual adopts new technology earlier than other people and users who love to try new technologies may have a high level of innovativeness. High PI guests are more likely to have a positive perception of technological innovations and the ability to overcome uncertainties related to using new technology. Our research model examines that prior visit experience and Personal Innovativeness influence technology amenities perception (TA), TAM, and future visit intention.

We selected two groups of participants who are Chinese travelers: one group with prior visit experience in smart hotels and one without. We found that PEOU and PU are significant mediating variables that affect the intention to use innovative technology. Prior visiting experience moderates the relationship between TA perception, PEOU, PU, and visit intention. Surprisingly, PI does not have a moderating effect on guests’ technology usage at smart hotels. For implications, hotel operators should consider consumers’ prior visit experience with providing TA in smart hotels. Hotels should tailor their smart hotel technologies to different consumer needs. From the marketing perspective, for consumers with no prior visiting experience, hotels should advertise the interactional aspects and ease of using hotel amenities, while for those with prior visit experience, they should enhance their belief in the advantages of TA by highlighting their trustworthiness, reliability, and other advantages. Hotels might also assume their customers are comfortable with using the technology amenities without considering their high or low level of Personal Innovativeness. In conclusion, prior visit experience in smart hotels matters while Personal Innovativeness doesn’t. Closing statement from an online quote: “The technology you use impresses no one. The experience you create with it is everything”.

11:00 – 12:30 Parallel Session II - Firm Performance and Tourism Development

Session Moderator

Dr. Qu XIAO, Associate Professor, SHTM, PolyU

Featured Speakers

Dr. Michael LIN, Assistant Professor, SHTM, PolyU

“Firm Performance During a Crisis: Effects of Adhocracy Culture, Incremental Product Innovation, and Firm Size” (Breffni Noone, Amit Sharma, and Michael Lin)

The COVID-19 pandemic had devastating consequences, particularly for the restaurant industry in the early stage of the crisis. This forced the operators to reimagine and refine their product offerings, testing their ability to effectively innovate. Innovation can enable a firm to regain its competitive advantage and market leadership. What triggers innovation? Does innovation help firm performance? Hospitality innovation research specific to the COVID-19 crisis setting has primarily focused on incremental innovation. Our study focuses on incremental product innovation because it is highly relevant to restaurant firms' response to the restricted business model induced by the COVID-19 crisis. The organizational factor is an important resource that includes values, beliefs, and norms. Innovation-firm performance relationship is inconclusive. Meta-analysis reveals only a moderate correlation between product innovativeness and firm performance. Contextual factors could influence this relationship including firm size. We propose that the degree of incremental product innovation will mediate the adhocracy culture-firm performance relationship, and firm size will moderate the positive and indirect effect of adhocracy culture on firm performance through the degree of incremental product innovation.

We employed a mixed method design, the qualitative study (Study 1) to validate the elements of our theoretical model through in-depth interviews with eight executives, and the quantitative study (Study 2) to test the hypothesis via a self-administered online questionnaire completed by 140 executives in 38 states in the USA. Results reveal that an adhocracy culture is a driver of the degree to which firms engage in incremental product innovation which was implemented alongside efficiencies in terms of menu pricing, staff layoffs, and furloughs. Regarding firm size, the greater the number of restaurant units, the more likely the organization has access to the interconnected resource network to support rapid innovation diffusion. Adhocracy culture positively, and indirectly, affect firm performance through a degree of incremental product innovation, but the magnitude of that effect depends on firm size. Our study's most important takeaway for the industry is to invest in creating an adhocracy culture orientation in their firms. This can be achieved in two ways: 1) create an environment that allows employees to share ideas, and 2) hire personnel who fit the characteristics of an adhocracy culture, i.e. innovative, creative, and entrepreneurial thinkers. Larger firms need to foster an adhocracy culture to overcome innovation barriers, while smaller firms could, in the short term, strategically partner with marketing and distribution vendors and consider franchising in the long term. Upscale and fine dining restaurants, by offering greater personalization of products and services than fast

food/casual restaurants, have a greater opportunity to leverage incremental product innovation practices in a crisis setting, thus they should capitalize on this advantage.

Dr. Linda WOO, Assistant Professor, SHTM, PolyU

“The asset-light business model and firm performance in complex and dynamic environments: The dynamic capabilities view” (Kwanglim Seo, Linda Woo, Sung Gyun Mun, and Jungtae Soh)

After the economic crises, lodging firms have increasingly adopted an asset-light strategy which allows them to expand through franchise and management agreements, thus allowing more flexibility and they achieve steady cash flow. On the other hand, an asset-heavy strategy has the rigidity of financial management and is less flexible in transforming internal and external resources. Despite the popularity of the asset-light strategy, empirical evidence is inconsistent. The asset-light strategy has a positive effect on financial performance but insignificant effects on long-term performance. Mixed findings imply that the asset-light strategy is questionable and there is a lack of theoretical explanations. We argue that the asset-light strategy's effect on performance is determined by environmental factors such as the complexity of service operations and economic downturns. The purpose of our study is to develop a theoretical framework for an asset-light strategy and provide a comprehensive analysis of the performance of lodging firms that are committed to an asset-light strategy. We adopt the theory of dynamic capability (DC) which refers to a firm's processes that use resources to match and create market change. DCs are organizational and strategic routines by which firms achieve new resources and configurations as markets transform. DC involves the reconfiguration process of existing resources and adaptation to dynamic and complex environmental changes.

Knowledge management and transfer are the essence DCs for hotels. Empirical studies identified specific DCs that enhance firm performance but none has analyzed whether DCs provide hotels with a competitive advantage or how DCs influence their financial performance. We propose that there is a positive relationship between an asset-light business model (ALBM) and firm performance. We also propose that the positive effect of ALBM on performance is stronger for lodging firms that include more full-service hotels in their portfolios and during economic downturns than upturns. The study sample is US lodging firms publicly traded between 1998 and 2019. Quarterly accounting and financial data were collected using two main databases. Results reveal that an asset-light strategy is positively related to firm performance. Our findings highlight the critical role of DCs in achieving competitive advantage and improved performance. The asset-light strategy has stronger effects on full-service hotels. We suggest that firms will likely benefit most from the development of DC when their operational and procedural processes are more complicated, i.e. full-service hotels. Asset-light strategy is an effective risk management strategy during economic downturns in addition to a profit-maximizing strategy. We recommend that full-service hotels need the integration of service-centric perspectives into the asset allocation process such as investing in systems and processes that support continuous development and improvement of services. Finally, embracing an asset-light strategy will likely reduce the negative impact of external turbulence compared to more-intensive competitors.

Dr. Jinah PARK, Research Assistant Professor, SHTM, PolyU

“A Model for Cross-border Tourism Governance in the Greater Bay Area” (Jinah Park, Serene Tse, Sherry D.B Mi, and Haiyan Song)

With advances in smart technologies, geographical and administrative barriers are increasingly breached and various cross-border cooperation have burgeoned. New regional institutions for cross-border collaboration demonstrate a “functional” demarcation of boundaries rather than a “territorial” orientation. However, as it encompasses a variety of governmental and organizational systems within respective regions, cross-border collaboration poses multiple challenges to governance. Cross-border tourism collaboration requires shared governance mechanisms. Empirical findings from European countries have contributed to the growing debate on shared tourism governance structures. The Chinese Central Government defines GBA as a world-class tourism destination and a cultural exchange hub of the East and the West. Developing GBA into an integrated destination without compromising the unique aspects of each place is a long-standing goal. Tripartite actions across subregional borders are essential for managing network co-opetition and developing co-branding strategies. The GBA consists of nine cities in Guangdong province and the two Special Administrative Regions (SARs) of Hong Kong and Macao. These constituents share common culture but different developmental trajectories due to the Canton System, British and Portuguese imperialism, and reform and opening-up policies. Borders in the GBA generate socio-political differences, but also serve as USPs for tourists. GBA development projects have established physical interconnectivity across borders but cross-border governance that harmonizes different systems and encourages efficient tourist flows has yet to be developed. Our study aims to: 1) identify actors and dynamics involved in the changing configuration of GBA’s governance; 2) identify ways to stimulate cross-border tourism collaboration through shared use of common resources; and 3) present holistic, long-term mechanisms for the governance of cross-border tourism. We conducted semi-structured in-depth interviews with tourism-related government officials, academics, and industry executives from Guangdong, and Hong Kong and Macao SARs from November 2020 to May 2021. Secondary sources of information such as policy statements, blueprints, and newspapers, were collected to triangulate the interview data. The theoretical guidelines of Ostrom’s Institutional Analysis and Development (IAD) framework and Common-Pool Resources (CPRs) design principles are adopted.

We have identified contextual factors in the GBA as common opportunities and challenges. Common opportunities include connective infrastructure development, an enormous domestic market, and the unwavering support of the central and local governments. Common challenges include diverging priorities and interests, differences in working practices and business environments, and social development. In the complex action arena, governance configurations of the GBA tourism involve multi-level governments and various actors: the governments, public and private actors, and DMOs. Cross-border resources (infrastructure, human and tourism resources) as common-pool resources (CPRs) are shared by regional and stakeholders (insiders), and those successful experiences are further increasing connections across borders. Optimum utilization of common resources as the main preliminary outcome embodies the fundamental goal of cross-border tourism governance: an integrated cross-border tourism system. Breaking of borders between local tourism systems will be achieved through effective shared management of common resources and institutional processes. Since the outbreak of the COVID-19 pandemic, border restrictions in the GBA have put a pause on cross-border

collaboration. We suggest that cross-border governance is not only important for successful collaborative promotions or the utilization of tourism resources during normal times but also for recovery in the new normal. We suggest key takeaways of developing an integrated destination without compromising the unique aspects of each place and embracing and enlightening regional stakeholders. For achieving an integrated tourism system under umbrella planning and branding, supra-regional authorities should be established to voice common interests and adopt more inclusive collaboration.

Dr. Qu XIAO, Associate Professor, SHTM, PolyU

“What drives cross-border acquisitions of hotel companies based in an emerging economy? A study on Chinese hotel corporations” (Fan Zhang, Qu Xiao, and Seoki Lee)

China is the world’s largest emerging economy and Chinese hotel corporations initiate the most cross-border acquisitions (CBAs). Emerging economies are countries or markets that satisfy two criteria: low to middle per capita income and rapid economic growth and reforms, such as Brazil, Russia, China, and India. In 2017, emerging economies-based companies made 56% of international acquisitions. In our study, “Chinese hotel companies” comprise hotel-management-oriented (HMO) companies, investment-oriented (IO), and real estate-oriented (REO) companies that own hotel properties. Our study aims to reveal the driving forces and objectives of emerging economies-based companies’ cross-border acquisitions within the context of Chinese hotel companies. Mergers combine two or more companies into one, wherein the companies lose their identities. Acquisitions are one company gaining majority interest in another. Our research only focuses on acquisition which is part of a comprehensive study of the entire acquisition process. Existing theory and previous studies have only partially explained the acquisition phenomenon and Chinese hotel companies’ international acquisitions’ driving forces and objectives were unrevealed. Earlier studies overlooked the impacts of specific hotel industrial features and emerging economies’ institutional conditions. We conducted three rounds of in-depth interviews between November 2017 and August 2018 using purposive and theoretical sampling for recruitment. Participants were senior corporate executives of Chinese hotel companies. The key interview question was “Why did you acquire overseas hotels/hotel companies?”

Our findings reveal the main host market economic factor was the 2008 Financial Crisis which severely damaged US and European economies and companies. ROI, favorable exchange rates and abundant capital were the three main economic driving factors for Chinese hotel companies’ CBAs while the social/cultural factor was the booming outbound tourism and the consumption upgrade trend. Chinese hotel companies had three main acquisition objectives: economic, strategic, and personal. Economic objectives are creating value by increasing ROI. Strategic objectives are efficiency, brand, asset, management, and market objectives. Personal objectives were those of the chairman, not the company. The three types of Chinese hotel companies focus on different objectives. HMOs and IOs focus on strategic objectives, where HMOs focus more on management-seeking while IOs on the efficiency-seeking objective. REOs focus on economic and personal objectives. In summary, Chinese hotel companies’ cross-border acquisitions were influenced by: hotel industrial features, emerging economic conditions, and the typology of acquisitions. Our study provides insights for the acquiring and

acquired companies in understanding the reasons, beliefs, and actions for seeking cooperation opportunities.

12:30 – 14:15 Lunch

14:15 – 15:45 Panel Session - Embracing the New Normal

Session Moderators

Dr. Nicholas THOMAS, Visiting Associate Professor, SHTM, PolyU (NT)

Good afternoon everybody! We are here to guide you through the practical application of the topics discussed this morning. We focus on three topics, chosen very strategically because of their applicability and the combined experience of our panelists. We will talk about human capital - HR, employment; the changing customers - their evolution, trends, and preferences which were already changing before COVID but the pandemic has accelerated them; and finally, the strategy.

Dr. Pearl Ming-Chu LIN, Associate Professor, SHTM, PolyU (PL)

Thank you. The format of this panel is Q&A for 20 minutes per topic.

(The brief profiles of the panelists were read).

Panelists

Mr. Martin DONOVAN, Publisher, MIX (MD)

Ms. Katy FOK, Director of Human Resources, Regent Hong Kong (KF)

Mr. Tasos KOUSLOGLOU, CEO, Hotel Division, Sun Hung Kai Properties Ltd (TK)

Mr. John LUI, Brand and People Director APAC, Pizza Express (JL)

Ms. Winnie WOO, General Manager, The Mariners (WW)

NT: Human capital is an area that has come up so much today. What are the things that keep you up at night? Usually top of the list is HR issues. There is also the service profit chain that focuses on internal customers, the employees. The role of employees is of paramount importance. As we start embracing the new normal, HR issues remain a challenge. How are we addressing this?

JL: One of the main problems is human capital. Hospitality is a people-service industry. For us in the restaurant sector, way back in 2019 during the social unrest, many of our frontline staff changed their mind about the industry, and COVID exacerbated it. Now there is a slightly different problem – and that’s competition in terms of poaching, finding the same group of people. When it comes to recruitment and retention, our problem for the last couple of years is more of a mental health issue, of how we deal with problems. Few things worth highlighting, such as the brand culture that carry some weight. At Pizza Express, we have a strong family

culture that has always been ingrained in our company. But very much in use during that moment when people were completely lost. We had to bring this internal branding down to the people and the experience that they offer to our customers. On the one hand, it is internal to motivate but on the other hand, it exerts an external image for the customers to feel that you are trustworthy.

TK: Our industry is recovering, especially outside of Hong Kong and mainland China, most hospitality groups have reported recovery compared to 2019. When Singapore reopened its borders, it didn't have the people to serve the demand. Many hotels were capping occupancies at 60-70% because they couldn't cope with the demand. What does it take to retain them? It's about the constant and open communication practiced daily, empowering, providing decent salary and benefits, and giving opportunities for career growth. It's a global problem, about 15-20% have left hospitality in the last few years. Good news for your students! If you have a passion to be in the hospitality industry, you have a tremendous opportunity to be in senior management in the next 10 years. There are so many hotels opening, and there is so much need for talent, so it's an amazing industry to be in. However, we have to retain the talents. Our hotels are working with universities to find the sources for this recruitment. Looking at Singapore, the government has relaxed the quotas for hotels to hire talent from overseas. During the crisis, our owners were very supportive and did not fire people. Customers are primarily locals and local employees know the culture.

KF: Recruitment was my biggest worry. We had to hire about 650 new colleagues and we are just left to fill about 30 vacancies now, it just happened 3 months ago. What did we do, what happened? Our hotel is iconic, we had a lot of previous employees which provide us with a good base and they kept referring new people. This brings in the issue of culture, a lot of people have a sense of belonging here and they want to come back and bring along their friends because this company cares. Culture is most important, we put people first more than the bottom line. We were innovative, we used interactive ways to reach out to different groups of people. The best employees we got were referrals.

WW: The workforce in the hospitality industry is constrained right now. The key point is how to retain your workforce. People are looking for equality, how we treat our customers and team members, how to engage our staff and how we want our staff to be engaged with our customers.

PL: Let's look at external marketing, we talk about consumer trends and demands. Customer profiles and preferences continuously evolve, from the ease of assessing information to rethinking our priority when making a travel decision. This concept is nothing new, but the pandemic seems to have increased the sense of urgency to truly know what our customers are going to expect. When looking at your particular segment of the industry, how has the customer evolved during the pandemic and how has the evolution impact shown in long-term practice that was considered the norm pre-pandemic?

To MD: For the business traveler, what are the MICE attendees looking for?

There are a lot of decisions made in the board room and the restaurants. When you have a regulation that denies you access to the venue, that makes them get exasperated.

PL: What can you see as the future for the business traveler?

MD: When it comes to business travel the chief accountants are happy to see expensive things in the expenditure. There's a tussle between business travelers going to luxury hotels and some to mid-tier hotels. There are a lot more mid-tier brands that cater to business travelers, especially pharmaceuticals that do not want to be seen.

To TK: How can we anticipate customers' expectations for luxury hotels?

What we see now is that they stay on Hong Kong Island a bit longer. We talk about "bleasure", this trend of combining business and leisure. We see a lot more business customers coming first, the middle management. What are their needs? Business customers are very different – they stay in standard rooms and their dining habits in good restaurants. But from recovery in Singapore, everything is back to normal, the meetings are fully back. Many people are looking forward to returning to Hong Kong. Going back to the fundamentals, the most important is to understand the customer, prepare our staff with the right training, and maintain our service standard.

To KF: How does the issue of labor shortage affect your HR management in terms of training? Have you faced any difficulty?

All of our staff is in training. One of the things that we want to prepare them is the new type of luxury client. What exactly do they want? Of course, efficiency. I was looking at an article that says 54% of the new generation are luxury clients, especially in mainland China. They are more into low profile but refined quality with a touch of decadence on luxury. This is the type of education that we are giving to our colleagues. For instance, what's the story behind the 'tea'? The new type of luxury client is into that, so we are focusing on the story behind the product. Two things are very important, one is the ESG. How do we contribute towards sustainability, of being part of the force of protecting the earth? Are hotel products sustainable? Another thing is privacy, you give them enough space, respectfully stay at a certain distance, and be very discreet.

To JL: In the F&B business, have you observed any change in terms of customer demand from your diner?

From a restaurant point of view, no difference from hospitality. For Pizza Express, tourism is a key part of our business and a big chunk of it comes from China. In tough times, there will be creativity. I always tell our team to turn the negative into the positive. There is a lot of re-tooling, reconnecting, and empowering in a particular way. Another trend is experiential or contextual service. Hotels need, but also restaurants, particularly in Hong Kong, our demand from customers is the same for hotels. We learn from the hotels. When customers look for service, it's not about luxury or good service in the face but it's about the story behind the line.

To WW: What are you thinking right now in terms of innovation?

We are planning some innovations in our properties to give our target guests, something in the line of convenience and health concerns, and customers are conscious of their well-being, we need to have innovations in this area, especially in the spa and gym. We still have to get our staff to interact with our customers, and not completely rely on innovation.

To MD: We look at the importance of the MICE industry for Hong Kong, as we come out of the pandemic, what we should band together and bring the MICE back to HK?

Making HK the capital of Asia again. With so much going on in terms of infrastructure, the HKCEC is expanding itself for more exhibition space. The airport express connects Asia World Expo to other hotels.

To TK: As you start strategically, where is your company's focus now?

We're opening a few hotels next year in mainland China. We are in the mood of preparation for recovery. We need to be ready because the whole world is open. We need to be ready to recover and deliver the service and work hand-in-hand with universities to find the staff. Also to understand the customers better, and their preferences, and support our staff in the use of technology. Hospitality is lagging in terms of customer preferences, we still need to catch up. We learn from independent restaurants, they do a lot of surveys on what the customer wants. We want to be flexible and leverage on short stays and long stays, extended stay, and service apartments. Innovation when we renovate, to cater to other segments that we were not focusing on before.

To JL: From the F&B perspective, do you see stability, or is it "strike while the iron is hot"?

When times are tough, you re-sharp your tool. When it comes to strategic innovation, advertising is the last step of the whole brand journey. Our company is focusing on HR, restructuring people into different functions, and cross-pollinating different skills within functions. Of course, technology is growing.

To KF: What strategy or innovation do you see on the horizon regarding retention?

Building a culture of "we care". It doesn't start now, it starts from the moment the recruitment advertising goes out. How did we build our culture? The entire management is in line with a set of values and we walk the talk every day, and we touch the employee every day. One of the constant questions I ask during the interview is "What makes you want to leave your current job? Interestingly, 99.9% of the employees say similar reasons related to the company's culture. The caring culture, open communication, the small touch, and being inclusive.

NT: Finally, each one of you please give us a quick answer: What inspires you about hospitality and tourism?

MD: The knowledge that hotel organization is the fusion and the meeting of minds in different departments, as well as technology.

WW: Engagement with guests and staff.

TK: The opportunity to grow some amazing professionals.

KF: You join the industry only if you love serving people because it's a lot of hard work but very rewarding.

JL: This industry is not replaceable by technology, it's people to people, the purest form of emotion to emotion. Looking after a lot of people gives me a thrill.

Online question to the whole panel: Can any of you share the experience with your mentor and how it benefits you in your career?

JL: I've had a lot of good and bad bosses. I had worse bosses but I learned about myself and handling issues going through that. In Pizza Express, we reinforce the buddy system, we help the person feel integrated within the company.

WW: Mentorship is very important in our industry, especially in operations. The new staff needs to be familiar with the standards and workflow.

TK: I've had some amazing mentors but every time I serve as a mentor, I learn a lot from the mentees. The young people never realize how much I learn from them.

Dean Chon: When I started working in the industry there used to be a personnel department with the function of hiring, recruiting, training and firing. Now we hear about Human Resource management, human capital, talent development, and culture. Don't you think it is time for us to change the name of the Human Resources department? Rosewood has called it the Department of Talent and Culture. What's your reflection on this trend?

KF: I also ask myself the same question, from personnel to HR department, seems like you're not just shoveling papers, but looking after people. Human capital, yes it's a great idea because we are the heart of the organization, we take care of people. What is the next move?

JL: In Pizza Express we call it People Development. We acknowledge that human beings are not just pieces of machinery, they are assets that we invest in.

MD: In Hong Kong, the events industry involves a whole series of individuals, employees, and sub-contractors. There's a difference between HR and personnel.

TK: What's important is the culture that leaders develop other leaders, regardless of the name.

Dr. Cheung: Customers are looking for value for money, in a hotel context what would that be?

TK: Not only value for money but also value for time. That's why it is very important to understand your customer and get real-time data to know your customer's preferences so you can constantly refine your value proposition to serve them better.

WW: Travellers are also looking for experiential value, not only rooms but the total package.

JL: Value for money is relative. It's not just the money but the experience. Today is the best time to unbuckle all these things. Research is available and our industry needs to respect data. We use a lot of lip service, but how do we use data?

NT: When you talk about data, the academics in this room got excited. On behalf of Dr. Lin, thank you, everyone.

15:45 – 16:00 Break

16:00 – 17:30 Parallel Session III – Consumer Behaviour

Session Moderator

Prof. Basak DENIZCI GUILLET, Professor, SHTM, PolyU

Featured Speakers

Dr. Neil LI, Assistant Professor, SHTM, PolyU

“Is a picture worth a thousand words? Understanding the role of review photo sentiment and text-photo sentiment disparity using deep learning algorithms” (Hongbo Liu, Neil Li, Haipeng Ji, Danting Cai, and Huicai Gao)

The industry wants to use data-driven research to market and investigate consumer preferences. So it is important to use different modalities of data to know customers' preferences. Studies have shown that user-generated content (UGC) contributes substantially to ongoing growth in tourism consumption, including destinations, hotels, and restaurants. Surveys show that 92% of consumers trust UGC, 83% of travelers derive travel inspiration from such content, and 79% of people perceive UGC as offering a closer look at products to inform purchase decisions. Consumers rely on online reviews to reduce perceived risk before making decisions. However, previous studies on review usefulness mainly focused on review volume, rating, and review text, and few studies explored the influence of user-generated photos (UGPs) on the review usefulness. Visual content has become an integral part of consumers' experience sharing and UGP arise in popularity for several reasons. Among other reasons, technological developments have made photography more accessible and photos are the preferred mode of information exchange. Images provide greater information, aesthetic, and self-enhancement value than textual content. It serves as a reference point for the authenticity of the text content to prevent the review from being fabricated. It is an effective tool to further deepen the emotional intensity of comments and enhance the persuasive effect. We propose the following objectives of the study: 1) to examine whether reviews with photos contribute to review usefulness and enjoyment; 2) to calculate review photo sentiment based on a deep learning model and to explore its impacts on review usefulness and enjoyment; 3) to test the boundary effects of review photo sentiments by considering the moderating effects of the number of photos in a review; lastly, 4) to test the boundary effects of review photo sentiment by considering the moderating effects of review text-photo sentiment disparity. We highlight several research gaps.

We propose that online reviews containing photos have a positive effect on review usefulness and enjoyment. Sentiment refers to an individual's opinions, attitudes, or judgments that are prompted by feelings. It captures the valence of an opinion, falling along a continuum that ranges from negative to neutral to positive. Neutral sentiment can adversely affect review

helpfulness due to a lack of clear opinions. Therefore, we propose that reviews with extremely negative or positive photo sentiments are more likely to be perceived as more helpful than reviews with moderate photo sentiments. Photos with positive sentiment can elicit positive emotions while those with negative sentiment can elicit negative emotions among viewers. Furthermore, the number of photos in an online review can strengthen the curvilinear effect of review photo sentiment on review usefulness and the linear effect on review enjoyment. Online review text photo disparity can weaken the curvilinear effect of review photo sentiment on review usefulness and the linear effect on review enjoyment. We collected online review data with different data sets from restaurant-level data, review-level data, and reviewer-level data, and we designed a website for data labeling using a deep learning algorithm. We used the post-training BERT model to test the text sentiments and GoogLeNet for photo sentiments, and the econometrics model to test our hypotheses. All hypotheses were supported. We conclude that estimation results present a U-shaped relationship between review photo sentiments and review usefulness, with review photo sentiment having a linear positive effect on review enjoyment. Sentiment disparity between review text and photos can reduce the impact of review photo sentiment due to the uncertainty of text-photo sentiment inconsistency. Finally, the number of UGPs can strengthen the effects of review photo sentiment on review usefulness and enjoyment. On this basis, we provide the following implications to restaurant managers to deepen their understanding of customers' opinions derived from UGC. Online review websites should develop scalable image- and text-processing algorithms to detect the most useful and enjoyable reviews. Businesses should pay close attention to reviews with negative review photo sentiment because these are extremely useful.

Dr. Richard QIU, Assistant Professor, SHTM, PolyU

“The Myth of Contactless Hospitality Service: Customers’ Willingness to Pay” (Fei Hao, Richard Qiu, Jinah Park, and Kaye Chon)

The COVID-19 pandemic has led to increased concerns among customers for social distancing, hygiene, health, and sustainability. Contactless service is adopted by the hotel industry to minimize COVID-19 transmission and provide the safest possible experience. We define contactless service as a contactless and fully disinfected service procedure and environment using a combined package of self-service, robotic services, and internet of things (IoT)-based implements. The COVID-19 pandemic has hastened the penetration of contactless technologies into the hospitality sector. Customers' willingness to pay (WTP) for contactless service is still unclear in the hospitality industry. Hotel amenities are considered to be the most significant determinant of customers' WTP for the room night. We propose that there are significant variances in the WTP for different contactless amenities. Hotel scale has a significant influence on the WTP for contactless service and customers' technological readiness has a significant positive influence on the WTP for contactless amenities. Characteristics of customers and their travel profiles effectively determine their WTP for hotel amenities. Customers' demand for contactless amenities increases due to the concerns about the COVID-19 pandemic, thus we assume that customers' health concerns have a significant positive influence on the WTP for contactless amenities.

We designed a stated choice experiment to understand how much customers are willing to pay for hotel contactless amenities, with six scenarios of hotel contactless amenities. We also

included a technology readiness survey in the major cities of mainland China. Two main findings can be observed: 1) on average, the hotel guests are willing to pay differently for different types of contactless amenities, and 2) different hotel guests have different levels of WTP. Guests in budget hotels are willing to pay less for contactless amenities. On the other hand, guests in luxury hotels have varied preferences in their WTP for contactless amenities. Frequent travelers are not willing to pay more for contactless amenities. Income has the biggest impact on WTP. Customers' WTP for various hotel contactless amenities are different, in terms of both WTP and heterogeneity of WTP. Amenities with higher exposure have higher WTP. Our takeaway: in short term, the hotels should focus their investments on amenities with high exposure while in the long term, they need to increase their customers' exposure to different types of contactless amenities. Luxury hotels should still keep the human touch in addition to contactless services. Technology readiness dimensions play significant roles in determining customers' WTP for hotel contactless amenities. Some negative WTP indicates the existence of a small proportion of "anti-contactless tech" customers. Surprisingly, the effects of COVID-19 concerns were only marginal, probably because of our data collection time.

Dr. Anyu LIU, Assistant Professor, SHTM, PolyU

"Social distancing, trust, and post-COVID-19 recovery" (Yoo Rim Kim and Anyu Liu)

There has been a declining footfall and increasing regional disparities in the UK because of technological advancement, and the outbreak of COVID-19 stimulated this trend. During the lockdown due to the pandemic, the tourism and hospitality industry was experiencing the "winter" for almost three years. We voiced concern about how we can bring people back to the hotel industry when the lockdown is lifted. Our study poses three questions: 1) how to recover guests' purchase intention post lockdown in the hospitality industry; 2) do social distancing measures work; 3) are there any other factors? We designed two scenarios, one for the hotel and another for restaurants. We want to test if social distancing in both hotels and restaurants can stimulate the customers' purchase intention. We also want to test the cash and non-cash promotion. We believe that trust is the mediator in the relationship between social distancing measures and purchase intention. We also assume that self-efficacy and risk tolerance can moderate social distancing measures and trust. Our findings reveal that the existence of social distancing measures after lockdown can enhance purchase intention. Social distancing measures influence the trust of guests in your hotel or restaurant. Then, because people trust you, they choose to come back after the pandemic. Promotion strategies, either cash or non-cash are not as important as social distancing measures after the lockdown is lifted. Our takeaway from this study: after the lockdown is lifted, we need to maintain social distancing for some time. Building and delivering trust is more important through clear communication and information transparency via digital tools.

Prof. Basak DENIZCI GUILLET, Professor, SHTM, PolyU

"The joint influence of the timing and framing of an online upselling message on consumer perceptions: the roles of construal level and reactance" (Bask Denizci Guillet, Lisa Gao, Anna S. Mattila, and Lavi Peng)

When and how should upselling messages be communicated to hotel customers? Upselling can be introduced to hotel customers at three different points. First is right after booking, second is a few days before check-in, and third is the traditional front desk check-in upselling. This particular study focuses on online upselling, with a focus on right after check-in and a few days before check-in. The overall purpose of our study is to understand what factors contribute to the success of online upselling in the hotel context. We also want to investigate the interactive effect of timing and framing of a hotel's upselling message on consumer attitudes toward the message, and to examine the mediating role of reactance between the timing of the upselling message and the consumer attitudes. We adopt the construal-level theory which explains how people construe the same persuasive information differently depending on the psychological distance. The decision attributes used during the initial information search became less important in the ultimate choice. We look at two extremes – the low-construal level and the high-construal level. At the low-construal level, consumers have a concrete mindset and focus on peripheral details, usually for near-future events. At the high-construal level, they have an abstract mindset, focus on central features, and mostly on distant future events. Putting this into the upselling context, psychological distance is smallest at the time of check-in and greatest at the time of the booking. While timing is important, message framing is equally important. Message framing influences consumer perceptions and behaviors. The price information is more abstract than information on product attributes. Applying the construal-level theory, we look at concrete framing versus abstract framing. Concrete framing exerts a greater impact on the judgment of psychologically near events, while abstract framing exerts a greater impact on the judgment of psychologically distant events. Near-future events favor a concrete hotel promotion message while distant-future events favor an abstract hotel promotion message. An upselling message involving specific room attributes can be viewed as a concrete message while one that highlights the price can be considered an abstract message. An upselling promotion aims to persuade consumers to buy a more expensive room, which can be viewed as a threat to perceived freedom, thus inducing reactance.

We propose that reactance mediates the timing effect on consumer attitudes toward the promotion. A concrete versus abstract message may elicit different levels of reactance. Concrete messages elicit higher reactance. We used a between-subjects experimental design for 250 participants from mainland China traveling to Hong Kong. We designed two different scenarios for the concrete framing condition and abstract framing condition. Our findings reveal a joint effect of upselling's timing and framing. For abstract framing, our hypothesis was not supported. But when framing involves specific room attributes (concrete framing), consumers show more favorable attitudes when receiving the promotion one week before arrival versus immediately after the booking. Reactance mediates the effect of message timing on consumer attitudes when the message framing involves specific room attributes. Such mediation is not expected when the message framing focuses on price. This study offers a deeper understanding of when and how to successfully sell online. We extend the upselling literature by shedding light on the joint effect of timing and framing of upselling promotions on consumer attitudes toward such messages. We recommend hoteliers provide room upselling promotions involving specific room attributes a few days before arrival rather than immediately after booking. Hoteliers need to consider consumers' reactance when developing an online upselling strategy.

16:00 – 17:30 Parallel Session IV – Organizational Behaviour and Resident Behaviour

Session Moderator

Dr. Vincent TUNG, Associate Professor, SHTM, PolyU

Featured Speakers

Dr. Crystal SHI, Assistant Professor, SHTM, PolyU

“Beyond the workday: The effect of daily customer interpersonal injustice on hotel employee experiences after work and the next day” (Crystal Shi and Xiaoting Huang)

Frontline employees encounter stressful situations such as unfair treatment in the workplace and customer mistreatment. Due to the stressful nature of customer contact encountered by frontline employees, their variability of moods is higher than employees with stable work routines. The spillover effects on employees' emotions and attitudes can be transferred from the work domain to the life domain. Abusive supervisors are another source of unfairness at work which, together with customer interpersonal injustice, influences employees' ego depletion. Ego depletion theory states self-regulation causes ego depletion. Regulatory focus theory identifies two self-regulatory systems that guide individuals' attitudes and behaviors: promotion focus and prevention focus. Our study presents three objectives: 1) to explore the role of daily customer interpersonal injustice in employees' response the next day through end-of-workday ego depletion; 2) to identify the moderating role of daily abusive supervision on the relationship between customer interpersonal injustice and end-of-workday ego depletion; 3) to investigate the cross-level moderating roles of employees' levels of promotion focus and prevention focus in the daily relationship between customer interpersonal injustice and end-of-workday ego depletion. Eighty-one full-time employees in guest-facing positions were recruited from two full-service hotels in northern China. Participants took daily surveys for 10 workdays, yielding 810 observations.

Our study reveals that on days when employees experienced higher levels of customer interpersonal injustice, they had higher levels of ego depletion at the end of the workday, and they negatively influenced employees upon awakening the next day often aggravated by insomnia. On days when employees experienced higher levels of abusive supervision and higher levels of customer interpersonal injustice, there was a stronger influence of customer interpersonal injustice on ego depletion. For employees with higher levels of prevention focus, a stronger positive relationship between daily customer interpersonal injustice and ego depletion exists. We highlight the managerial implications of our study. On days when employees are faced with both demanding customers and abusive supervisors, their personal resources are likely to be depleted at the end of the workday. One-time action plans do not apply to issues that arise frequently. Hotels can conduct well-being surveys more frequently to capture the immediate needs of employees. Ensuring a positive daily spillover across domains is more important to hospitality frontline employees. Hotels should develop training programs that help with stress recovery and improved sleep quality. Managers should avoid texting employees during off-hours and eliminate scheduling frontline employees for irregular work shifts. Employees with higher levels of prevention focus are more vulnerable to the detrimental effects of workplace mistreatment. Hotels could integrate regulatory focus surveys into well-

being surveys to inform employees about their own regulatory focus. Consultation sessions could also be provided to help employees better understand their fit with their work environment.

Dr. Yitong YU, Research Assistant Professor, SHTM, PolyU

“It's not just the victim: Bystanders' emotional and behavioral reactions towards abusive supervision” (Yitong Yu, Yanning Li, Tracy Xu, and Gang Li)

Abusive supervision is defined as subordinates' perceptions of the extent to which supervisors engage in the sustained display of hostile verbal and nonverbal behaviors. A bystander in abusive supervision is defined as a colleague who directly knows about the abusive supervisory incident, regardless of their position. Bystanders can be co-workers or other supervisors who are “secondary victims”, although they do not directly experience abusive supervision. The study on abusive behavior remains underdeveloped in the hospitality and tourism field. We explore bystanders' emotional and behavioral reactions towards abusive supervision. We look at relations between abusive supervision and bystanders' prosocial behavior, exclusionary beliefs about the victim, and its spillover effects. We also examine the moderator of abusive supervision from a victim's perspective in the context of power distance. The bystander's reaction is assumed to be influenced by the power distance level in the workplace. Lastly, we investigate the bystanders' attribution style in response to abusive supervision. Attribution refers to how individuals determine the reason for an event and how they react to it. The three attribution styles for abusive supervision are dispositional, situational, and relational. Victims' attribution style is related to how they perceive and react to abusive supervision. Bystanders' attribution of abusive supervision may also influence their emotions and behaviors, leading to changes in their behavior in the workplace.

We used convenience and snowball sampling to conduct in-depth semi-structured interviews to investigate Chinese bystanders' perceptions of abusive supervision over nine months. Our results identified bystanders' emotions as afraid, sad, empathetic, angry, content, and unconcerned. We also identified bystanders' behavioral reactions as supporting the victim, avoiding the abusive supervisor, gossiping with colleagues, self-protection, and learning. We highlight important factors influencing bystanders' emotional and behavioral reactions to abusive supervision as trust, power distance, socio-cultural context, tourism and hospitality context victims' spillover, and bystanders' attribution. From this study, practitioners should note that abusive supervision negatively affects not only victims but also bystanders. Therefore, supervisors should receive sufficient training to eliminate abusive behavior. Organizations should focus on offering help not only to victims but also to bystanders. They should create regular activities and opportunities to encourage employees to speak up about any negative experiences and emotions and offer counseling support to a wider group of the workforce when abusive behavior is reported. Organizations should establish suitable policies to protect or improve employees' well-being, particularly when abusive supervision is reported, to reduce employee turnover intention.

Dr. Maxime WANG, Assistant Professor, SHTM, PolyU

“An implicit leadership theory lens on leader humility and employee outcomes: Examining individual and organizational contingencies” (Maxime Wang, Zihan Liu, Xueqi Wen, and Qu Xiao)

Humility is an important interpersonal characteristic, especially for leaders who could alleviate employees' job strains through leader humility practices. Leader humility facilitates an equal circumstance that encourages employees to voice their concerns. Previous studies reveal various positive impacts of leader humility on subordinates' attitudinal and behavioral outcomes. However, much is unknown regarding the individual and organizational factors influencing subordinates' perceptions of leader humility. Leader humility is defined as an interpersonal characteristic that emerges in social contexts that connotes a) a manifested willingness to view oneself accurately, b) a displayed appreciation of others' strength and contributions, and c) teachability or openness to new ideas and feedback. The bottom-up leadership style of leader humility is characterized by low self-interest, and others-orientation, and moral as well as pro-social behavioral tendencies. We adopt the Implicit Leadership Theories (ILTs) whereby the formation and activation processes related to leadership prototypes are functions of both followers' individual characteristics and organizational factors that involve social interactions. From the individual perspective, learning goal orientation refers to the tendency to develop one's competence via engaging in challenging tasks and learning new skills. This could influence the individuals' conceptions of the ideal leadership style and subsequently their assessment of humble leaders. From the organizational perspective, informational justice refers to employees' perceptions of workplace information or explanations provided as clear, reasonable, and appropriately detailed. This could create the most typical leadership prototype through information cues that correspond to the characteristics of leader humility. Leader benevolence represents leaders' affective attachment and positive personal orientations toward their followers. Affective commitment denotes employees' emotional attachment to, identification with, and involvement in the organization. Followers are inclined to emotionally cling to the organization as a response to the display of leader benevolence from humble supervisors.

Our study aims to explore how individual and perceived organizational factors influence employees' assessments of leader humility and the employees' subsequent job attitudes. Specifically, we want to understand employees' assessments of leader benevolence following leader humility, dependent on learning goal orientation and as an organizational factor. We also aim to investigate the impacts of leader humility on followers' affective commitment via leader benevolence. To achieve our objectives, we conducted two studies. Study 1 was to test the moderation of subordinates' learning goal orientation and the indirect effect of leader humility via leader benevolence on affective commitment. Study 2 was to replicate Study 1's findings and to test the moderating effect of informational justice. Results of both studies supported all our hypotheses: 1) leader humility is positively related to followers' perceptions of leader benevolence; 2) followers' learning goal orientations moderate the relationship between leader humility and leader benevolence; 3) followers' perceptions of informational justice moderate the relationship between leader humility and leader benevolence; and 4) followers' perceptions of leader humility are positively related to their organizational affective commitment via the mediating role of leader benevolence. We highlight the practical implications of our study. During the hiring process, human resources can ask situational

questions to scrutinize the candidates' leader humility tendencies. They can also provide learning goal orientation training in the job search context. Managers should provide employees with accurate and timely information in a caring fashion. They should consider communication with employees as constructive conversations rather than the unilateral handing down of decisions.

Dr. Vincent TUNG, Associate Professor, SHTM, PolyU

Dr. Serene TSE, Alumni, SHTM, PolyU

“Understanding residents’ attitudes towards tourists: Connecting stereotypes, emotions and behaviors” (Serene Tse and Vincent Tung)

Residents’ attitude is an important area that affects host-tourist interactions, tourists’ experiences, and destination image. They also influence the destination’s competitiveness and sustainability. Residents are valuable place ambassadors and co-creators of place branding. While residents’ positive behaviors foster tourists’ emotional attachment, their negative behaviors spark discrimination. Residents’ attitude reflects their stereotypes of and their emotions and behaviors toward tourists. Stereotypes are people’s preconceptions of members of another social group which affects their affective reactions and behavioral responses. Stereotypes, emotions, and behaviors are induced by group memberships. While tourism research has explored these three concepts independently, our study investigates their interrelationships for understanding resident-tourist dynamics. Tourist stereotypes include two positive dimensions - approachable and competence - and two negative dimensions - boastful and rude. Emotions refer to feelings elicited by cognitive evaluations (pleasant or unpleasant) that individuals experience at some point. Four distinct emotions include admiration, contempt, pity, and envy. Behaviors are actions performed by one individual towards another and are often influenced by the individual’s identity and stereotypes. We look at the four quadrants in a matrix of behavioral dimensions: active-facilitation, passive-facilitation, active-harm, and passive-harm.

Our study investigates the interrelationships among stereotypes, emotions, and behaviors (tripartite model) in residents’ attitudes from Singapore, Malaysia, and Thailand using an online survey. Results across the three ASEAN countries reveal “admiration” as the only emotion influenced by all four dimensions of stereotypes and affected the residents’ active and passive-facilitation behaviors. Results of all three countries found “rude” as the only stereotype that elicits intentions to perform passive or active behaviors. DMOs should provide “insider experiences” for tourists such as offering experiences where tourists learn local slang. DMOs and tourists should exert effort to reduce the possibilities of rudeness or unacceptable behaviors. DMOs can also endorse residents as destination ambassadors to educate inbound tourists on the destination’s social norms.

17:30 – 17:45 Closing Remarks

Prof. Kaye CHON, Dean and Chair Professor, Walter & Wendy Kwok Family Foundation Professor in International Hospitality Management, School of Hotel and Tourism Management (SHTM), PolyU

We have now come to the end of the IMPACT2022 conference. As I mentioned earlier, the conference is a product of the collaboration between SHTM, HTRC, and STR, which is the major supplier of hotel information data. Mr. Steve Hood, the VP of STR voiced the concern that our research is published in journals and is usually the end of the process. This creates very little impact in the industry because industry executives don't have the time to read these articles, and even if they do, they find it hard to understand because research articles are using scientific language. So we came up with the idea of creating a conference where we can translate our research into a more practical language so we can reach out to the industry. That's how the word "impact" was created. Then it coincided with social and political events that were happening in 2019, the social unrest in Hong Kong and also COVID-19. So each year, we wanted to address special issues created by social and political environment changes and what impact it is creating, and share our research with industry stakeholders in the last three years. This has been made possible because of the generous support of the family of the Mr. and Mrs. Chan Chak Fu Seal of Love Foundation. We are very grateful to the Seal of Love Foundation and the Chan Chak Fu family. I would also like to mention that we have participants from eight different countries in the world. I am particularly delighted with someone from Brazil who has been up all night attending online. We are very grateful to these online participants.

Next year, we will follow an entirely different format. First, it will be face-to-face. While online is useful, after three years we experience online fatigue. Second, with travel made easier and become normal, we are hosting another category. Whereas currently, papers are those of SHTM, next year we invite papers from other parts of the world that fulfill the specific criteria of having an impact on the hospitality and tourism industry. IMPACT2023 conference will be in the second half of next year because in the first half our school will be hosting an international Deans' Summit for hospitality and tourism. As the leading school of hospitality and tourism in the world, we want to convene Deans from around the world to redefine the future of hospitality and tourism education and research. The Deans' Summit will be on May 21-23, 2023. I hope to see many of you again here in May and at the IMPACT2023 conference.

I want to thank Dr. Cronin for having flown from Australia to join us. She is a clear example of a scholar-leader. We have been producing scholar leaders in our industry, those who have achieved higher postgraduate degrees. Dr. Cronin has a Ph.D. in hospitality with a thesis on crisis management in the hospitality industry. Ever since then, many crises have been happening in the industry and she has been managing these crises while President of Wharf Hotels. More importantly, she has been sitting as Chairlady of the SHTM Advisory Board. Thank you very much. I also thank the speakers, presenters, colleagues, and participants. Many thanks to our students who are the organizers of this conference. I told them that I am your client, and in the real world sometimes the client can be very demanding and also very nasty. I am not nasty at all. I'm very friendly but I am very demanding. The students have done a very good job. Thank you very much. To their lecturers, the IT team, and the support team, thank you very much. Thank you all and see you again next year.