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From the Editors

Rapid changes in technology impact the tourism and hospitality industries, opening new ways of learning and teaching, but mostly of operating businesses. This issue of HOSTEUR™ will feature articles and essays about technology as it applies or will apply to the hospitality industry. This issue of HOSTEUR™ follows a new structure which acknowledges different types of submissions about the issue’s theme or general topics. Also, starting with this issue, submissions are assigned a hyperlink to advance interactivity, if the author(s) agree.

In the new ‘Expert Commentary’ section, two invited experts share their views on the theme of ‘Technology and Hospitality’. Dr. Miyoung Jeong of the University of Massachusetts highlights advanced technology already or close to be adopted by the industry to meet its operational needs. Mr. Timucin Dis, CIO of Rixos Hotels Group outlines technology strategies of his hotel chain in Turkey to increase managers’ time with guests.

Two submissions from the University of Delaware in the new ‘Applied Research & Case Studies’ section deal with applications of technology in the hospitality business environment. Undergraduate student Tracy Iudica and Dr. Frederick DeMicco deal with innovative applications of the I-phone in the hospitality industry, while a contribution by Master’s student Kunwei Lin, Certified Financial Planner Richard Jakotowicz and Dr. Frederick DeMicco deals with the use of Reuters’ software to target clients for hotels.

In the ‘Research Articles’ section, the research team of Dr. Ozer Alpar, PhD student Seden Algur and Research Assistant Funda Cengiz from Akdeniz University in Antalya, Turkey, explore the content of websites set up by hotels in the Alanya region of Turkey to sell their products and services. An article by Dr. Cynthia Mayo and Dr. William Allen of Delaware State University investigates teaching strategies for better knowledge retention by students.

In the new ‘Contributions From Campus’ section, an article by Undergraduate student Fides Hoefling, Dr. Michael Vieregge and Dr. William Samenfink about the history of Eta Sigma Delta (НΣΔ) sheds some light on the development of the hospitality honor society over its first 30 years.

We hope that you enjoy this issue and the new sections of the magazine with different types of submissions. Instead of just having static information, we strongly encourage you to get involved in online interactive discussions by following the hyperlinks of the submissions. Send us your feedback on these changes!

The next issue’s theme is ‘Destination Development and Management Trends’ and submission deadline is July 16, 2010. Please send us your submissions and encourage your colleagues and students to also submit to HOSTEUR™.
International CHRIE is excited to offer the new, online Guide to College Programs in Hospitality, Tourism and Culinary Arts. Just like the previous printed resource used by parents, students, counselors and advisors, the online Guide to College Programs offers information in an easily searchable database.

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The Future of Hospitality Technology &
Students’ Preparedness for the Changes

By Miyoung Jeong, Ph.D.

We can create whatever we can imagine!

This is where we live in the world of technology. The hospitality industry is not a technology laggard any more. Instead, the hospitality industry is becoming one of the fast-paced, advanced technology adopters. Motivated by their operational needs, hospitality companies are implementing various types of advanced technologies such as web-based check-in, online ordering, RFID (radio frequency identification) locator bracelet, biometric check-in systems, self-service technology, just to name a few. Thus, one thing that is certain is that technology never stops but keeps evolving. Can we see the limit of technological advance and evolution? The answer is definitely, “No.” So, what kinds of technology do we expect to have in the next five to six years and what will be their potential impacts on the hospitality industry?

With its unprecedented capabilities coupled with the state-of-the-art technology, the Internet keeps evolving into the second generation of the Web (Web 2.0, Communication), the third generation (Web 3.0, Collaboration), and the fourth generation (Web 4.0, Integration). As an example of Web 2.0, social media is like a cyber ballpark where people can be actively engaged in various activities to know more about not only games but also the overall community’s whereabouts so that all participants are building a strong bond and sharing common interests through such media as Facebook and Twitter. The Internet has been offering a firm foundation for a move toward the next stage of technology advancement. With the constant development of the Internet, the future technology will be more focused on mobile platforms, robotics, and guest experiential technology.

Mobile media communications. Armed with Internet-enabled capabilities, mobile media communications will continue to be a key technological revolution in the hospitality industry. Mobile media such as cell phone, podcast, iPod, and other handheld devices will be key applications that can transform the way hospitality companies reach out to their customers. Smart phones, for example, will become a new global information hub that makes all people connected and engaged in business. With added features such as directional GPS, Near Field Communications, Nano Emissive Displays (NEDs), and Organic Light Emitting Diode (OLED) displays (Bender, 2007), smart phones...
promise a sure success as a potential digital marketing medium. All these features of smart phones will enable hospitality companies to deploy personalized, engaging, and interactive digital marketing techniques to capture their customers and fulfill customers’ needs instantaneously. Efficient and effective use of mobile media communications will require the reliable, fast, and secure fourth generation wireless networks.

**Robotics on board.** Due to increasing labor costs and difficulty in finding qualified labor forces, the hospitality industry will look for an alternative to fill the gap of human labor. Roomba or Scooba used in home cleaning will be adopted for guestroom cleaning. A visionary group of young entrepreneurs in the field of robotics has developed two robotic products for hospitality operations: robot housekeeping (gridAIDE) and robotic surveillance (gridSURV) (Dev, 2010). According to Pulkit Gaur, founder of the company, gridAIDE, with its map interface and various sensors installed, will be a possible housekeeping option that can clean 10 or more rooms than a human housekeeper and be able to understand and interact with its surrounding environment. Also, it will take orders from guests by using its touch panels. gridSURV, on the other hand, has unique features to detect any unauthorized person around the hotel premise and immediately inform the person to the front desk through an email alert; it can be monitored via any PC and mobile technology. Besides these two options, robot chefs and robot bartenders will be available in the market for restaurant operations. Even though these technologies are not yet prevalently implemented in hospitality operations, they may be feasible options to accommodate customers in a clean and safe environment with high consistency and effectiveness offered by robots, with limited labor power and costs.

**Guest experiential technology.** Future guests of the hospitality industry will experience a new spectrum of the staff-free business environment. All activities range from reservations through check out will be scheduled and completed by individual guests’ fingerprint by the time they make a reservation. The mobile technology or a laptop that is enabled with the biometric technology can access a hotel’s CRM (customer relationship management) through its website to update a guest’s status at a hotel. Before he/she arrives at the hotel, the guest will be able to select and arrange all detailed activities including their preferred location of guestroom, a city tour on the second day, a therapeutic massage service at the spa on the third day, and childcare service during the entire stay. When the guest arrives at the hotel, he/she can check the room number at a self-service kiosk by touching the biometric sensor and enter the assigned room by using the same technology. The room temperature and brightness of room light have been already set up when the guest accessed the self-service technology at the hotel lobby. The room will offer different styles of music or aroma dependent upon the guest’s emotion captured by the in-room emotion sensitive technology which is connected with the biometric technology. The future hotel will not issue any key to guests but require them to be present in the hotel.

The future of hospitality technology will be evolved with extensions of the mobile media communications, integration of biometric technology into the mobile device, and enhancement of guest experience. It will be unpredictable what the hospitality industry will face with its technological advancement in the next five to six years. However, what is certain is that the current trends of hospitality technology will continue to evolve and offer a simple, convenient, and speedy technology. Of a variety of predicted future technologies for hospitality operations, only three key technological innovations have been highlighted in this paper. The hospitality industry must be ready to deal with new technological trends and potential challenges caused by adoption of new technologies. In order to handle these new technological changes wisely, the upper level management’s strong commitment to and participation in this new technological change is a must. In particular, the hospitality management should be actively involved in minimizing employees’ potential apprehension caused by the presence of robots in the workplace. Second, a company-wide clear standard for new technology implementation plans should be set so that all employees can be informed and encouraged to participate in adopting these new technology initiatives. Finally, when hospitality companies face some resistances to change, they should call for a series of meetings to openly discuss potential benefits, appropriateness,
Hospitality students should react to the technology trends positively and proactively. The current generation of hospitality students is believed to be a technology savvy group and quick adopters and thus they are expected to aptly adjust to these changes. However, students do have their own comfort zone to accept new technologies. If their acceptance level of technology overpasses their boundary, they would feel apprehended and exhibit strong resistance to change. Adopting new technologies is believed to give hospitality students both opportunities and challenges. To turn the challenges into new opportunities, students need to maintain an innovative mindset to keep up with the up-to-date technology. In preparing for a promising career in the near future, first, hospitality students must be well equipped with the well-rounded hospitality education, second, they have to clearly understand key roles of hospitality technologies in current hospitality operations and the directions they are headed for, and finally, they have to remember what the hospitality industry is for and maintain service integrity in this digital marketplace.

References


Interview Cheat Sheet

by Carole Martin | Reprinted from salary.monster.com

Relax—a cheat sheet is not really cheating. It’s a checklist to make sure you stay focused before, during and after the interview. Creating a cheat sheet will help you feel more prepared and confident. You shouldn’t memorize what’s on the sheet or check it off during the interview. You should use your cheat sheet to remind you of key facts. Here are some suggestions for what you should include on it.

In the Days Before the Interview

1. Draw a line down the center of a piece of paper. On the left side, make a bulleted list of what the employer is looking for based on the job posting. On the right side, make a bulleted list of the qualities you possess that fit those requirements.
2. Research the company, the industry and the competition.
4. Write at least five success stories to answer behavioral interview questions (“Tell me about a time when…” or “Give me an example of a time…”).
5. List 10 questions to ask the interviewer about the job, the company and the competition.
6. Research salary data and determine your worth.
7. Determine your salary needs based on your living expenses — what is your bottom line?
8. Get permission from your references to use their names.

Upon Arrival

1. Arrive early—enter the building 10 minutes before your appointment.
2. Review your prepared stories and answers.
3. Go to the restroom and check your appearance one last time.
4. Announce yourself to the receptionist in a professional manner.
5. Stand and greet your interviewer with a hearty—not bone-crushing—handshake.
6. Smile and look into the interviewer’s eyes.

During the Interview

1. Try to focus on the points you have prepared without sounding rehearsed or stiff.
2. Relax and enjoy the conversation. Learn what you can about the company.
3. Ask questions and listen; read between the lines.
4. At the conclusion, thank the interviewer and determine the next steps.
5. Ask for the interviewer’s business card so you can send a follow-up letter.

After the Interview

1. As soon as possible, write down what you are thinking and feeling.
2. Later in the day, look at what you wrote and assess how you did.
3. Write a follow-up thank-you letter, reminding the interviewer of your qualities.

Prepare answers to the ten (10) most common interview questions:

• Tell me about yourself.
• Why did you leave/are you leaving your last position?
• What are your goals?
• What are your strengths and weaknesses?
• Why do you want to work for this company?
• What has been your most significant achievement?
• How would your last boss and colleagues describe you?
• Why should we hire you?
• What are your salary expectations?
In order to succeed in today's business world, hospitality managers must have a wealth of knowledge when it comes to technology. Based on over 15 years of experience with Information and Communication Technologies in Hospitality Industry, I try to give an overview of the subject from the point of view of the practitioner. Covering the technology used in each segment of the hospitality industry - lodging, foodservice, and tourism this essay emphasizes the management decisions necessary to purchase, implement, and execute technology initiatives in hospitality operations. To allow easy follow-up, all relevant subjects are grouped into topic areas as follows:

1. Industry management problems and Management Information Systems
   The following issues are the main areas of industry management problems and concerns seen by Rixos Hotels and solutions lead to Management Information Systems (MIS) use.
   i. The lack of qualified labor in lodging business in regards to competition requires systems to address labor needs in order to gain a competitive edge. MIS are used to develop talent Measurement Systems; to sharpening of the Hiring Process; and training for all levels of hotel operations beyond the common orientation templates;
   ii. Increasing labor costs due to higher demand than supply for professional hospitality labor (Quantitative Perspective);
   iii. Lack of seamless information flow between units and departments leads multi-property company to follow architecture based on same departmental structure for all hotels, and divisional and department structures comply with all other systems. For example from Human Resources perspective all payroll cost centers are overlapping with back office accounting Chart of Revenue/Cost Centers; and from PMS Perspective all revenue centers are overlapping with back office accounting Chart of Revenue/Cost Centers.
   iv. Lack of direction in hoteliers' vision. In order to service business segments such as Luxury, Full Service, Limited Service, etc., business models should be sharpened by clear borders between the segments’ offer in technology. Hotel guests will keep offerings and service quality in their minds and recognize service quality versus price;
   v. Increased competition should drive differentiation of products and services, unfortunately limited hotelier knowledge drives the competition to cost management, rather than new features; and
   vi. Highly competitive business environment forces merging of brands, Profit=Revenues -Cost, this basic formula is mostly perceived to managing the cost part. There are a lot of hotel properties in too weak a position to manage the revenue part which has forced them to move under the bigger hotel brand umbrellas.

2. Management information systems- from guest history, inventory control, payroll modeling, sales mix analysis to forecasting and accounts

The war between Travel Agencies and Hotels is about owning hotel guests. Local brands and even more resort hotels are in a weak position to increase revenues by managing their own sales forces. Either these hotels will recognize the guests’ preferences and offer customized services, or will be forced to continuing outsourcing the sales force to tour operators. Outsourcing the sales force means to continue losing clear and accurate understanding of guests’ preferences.

Timucin Dis is Group Director of Information Services at Rixos Hotels.

(continued on Page 10)
preferences. Tour operators do not like to create guest loyalty to a special brand in order to keep their own future safe. Hotels should create guest loyalty to their brands to ensure their business is growing. But this is obviously the undeclared war between hotels and tour operators.

3. Property management systems
For guest history, rate cards, bookings, CRS, forecasting, back office, yield management, reservations, marketing the hotel company has been implementing PMS customization for our company to establish

i. “The way Rixos is doing business”;
ii. A System Architecture re-designed around the PMS, to put the guest in the center of the company’s efforts;
iii. Guest contact details, profile information and preference history as the most valuable asset in the Management Information System;
iv. A way to overcome Turkish lodging businesses’ weaknesses in sales processes starting from Rate Management, Revenue Management, CRS design, and Reservations; and
v. Quality data in the PMS to support future sales opportunities and overcome start up difficulties due to lack of quality data from mass tourism activities.

4. The role of the internet
For E-Marketing, Rixos Hotels uses the internet abilities for Second Life, e-newsletter, Company Web Site, Search Engine Optimization. For Sales, the company uses online Sales, Room booking, and campaign management. In regards to Wide Area Network, having the Virtual Private Network on the internet allows the company to run below listed services to create cost effectiveness and synergy between properties.

For Service Oriented Architecture (SOA), Rixos has been using firstly Software as a Service (SaaS) with our CRM program with SaaS license from Microsoft and to let our hotels use service over the internet for: E-Mail, Microsoft Dynamics CRM Program, Microsoft Office Communicator Service (Enterprise Instant Messenger), Material Resource Planner software (Fidelio Material Control Program for Purchasing & Procurement), Accounting Software, Sales Management (Newmarket Co., Delphi), and Hospitality in Motion (PMS over the Blackberry). Secondly, for Communication as a Service (CaaS), again, a centralized data center is able to provide telephone service over the Internet Cloud reducing the need for capital expenditures.

5. Legacy systems and the future of information technology within these industries
Increasing SaaS & CaaS applications by SOA, will be achieved with Cloud Computing and Cloud Communication. More important is SOA for ITIL (Information Technology Infrastructure Library) with need for more service providers in ITIL services; and for ITSM (Information Technology Service Management) with need for more service providers in ITIL services.

6. The managerial implications of selecting an information system
The following issues are Rixos Hotels criteria for selecting the components of the Information System as a Framework:

i. Cloud Computing;
ii. Virtualization;
iii. Service Oriented Architecture:
   1. Software As a Service,
   2. Communication as a Service; and
iv. Competitive Advantage,
Other than the above mentioned items, from the Information System department management’s involvement comes a ‘Decision matrix’ with criteria and all criteria’s ranking points. Complying with all respective expectations and rank values will be used for decision support systems within the above listed I.S. Framework.

7. The role of information systems in achieving corporate targets
To achieve corporate targets, Information Systems are run on best possible technology. The systems are well designed, but, most important, help to create a ‘Know-How’ company in this ‘Information Resources’ age. ‘Information Resources’ age means that the Information Resources department is structured to work in collaboration with all other departments to energizing the ‘Know-how’ company, and at the same time the ‘Collective Wisdom’ by departments will be tailored by Information Resources Department.

8. Information needs within the management context
The organizational structure layers’ needs for the Information needs include:

i. Strategic information needs (Executive Layer):
   This layer’s information need has been built based on Management Information}

Outsourcing the sales force means to continue losing clear and accurate understanding of guests’ preferences.
Systems mostly Financial Performance and Operational Performance indicators are used. Operational Performance Key indicators are based on Customer Satisfaction Levels, and Employee Satisfaction Levels and should show correlation with Financial Performance. Examples of used indicators include monthly basis Profit & Loss Report summaries; Monthly Basis Customer Satisfaction Index with benchmarking Competitors Index; and Monthly Basis Employee Satisfaction Survey Results Index.

Management information needs (Management Layer):
Management layer information needs are based on monthly and detailed reports around indicators such as Owners return; Guest satisfaction; and Employee satisfaction; and

Operation information needs (Operational Layer):
On daily basis Business Application Report is needed.

9. Imaginative and creative use of information technology to provide business solutions

The HIM (Hospitality In Motion) project is a unique application by Rixos company worldwide. It is a Java application we have been using in our blackberries. This business application is connected to the Property Management Systems (Fidelio Front Offices) in all hotels to show all operational needs on a daily basis. Applications include:

i. **Property based Applications like**
Fidelio Manager Report; Forecast Lists of Occupancy; Guest Lists; VIP Guest List; Arrivals Expected; Departures Expected; Today’s Guest Birthdays; and Meetings & Events.

ii. **Corporate Level Reporting** like Consolidated Financial Reports; and Consolidated Occupancy Reports.

In addition, the Blackberry Enterprise Service already contains E-Mail Services; Contact directory; Tasks; and Calendar. **Rixos Hotels mirrors and advances the PMS information flow to the mobile platform in order to keep operational managers present in the hotels and not in front of the computer.**

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**Great Introduction to Hospitality & Tourism Education!**

For libraries, classrooms, & personal collections—this publication makes an excellent addition!

The Hospitality Pioneer series is a tribute to those dedicated individuals who have shaped the hospitality industry through their colorful lives, their foresight, & their leadership. These luminaries share common characteristics: innovator, visionary, philanthropist, statesman, & entrepreneur. Together, they offer a rich history of the development of the hospitality industry, & the nature & timing of their contributions mirror historical developments in key markets around the world. These profiles offer readers the opportunity to analyze successful leadership & entrepreneurial characteristics, & to evaluate the significance of their contributions.

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*Shipping & Handling: US-$7.50; International - $20-First Class US Mail (alternate shipping method may cost extra)*
1. What is your job like?
   - A typical day?
   - What are the duties/responsibilities of your job?
   - What kind of problems do you deal with?
   - What kind of decisions do you make?
   - How does the time use vary? Are there busy & slow times or is the work activity fairly constant?

2. How did this type of work interest you & how did you get started?

3. How did you get your job? What jobs & experiences have led you to your present position?

4. Can you suggest some ways a student could obtain this necessary experience?

5. What are the most important personal satisfactions & dissatisfactions connected with your occupation?
   - What part of this job do you personally find most satisfying?
   - Most challenging?
   - What do you like and not like about working in this industry?

6. What things did you do before entering this occupation?
   - Which have been most helpful?
   - What other jobs can you get with the same background?

7. What are the various jobs in this field or organization?

8. Why did you decide to work for this company?

9. What do you like most about this company?

10. Do you find your job exciting/boring? Why?

11. How does your company differ from its competitors?

12. Why do customers choose this company?

13. Are you optimistic about the company's future & your future with the company do to contribute to its employees' professional development?

15. How does the company make use of technology for internal communication & outside marketing? (Use of e-mail, Internet, intranets, World Wide Web page, video conferencing, etc.)

16. What kind of changes occur in your occupation?

17. How does a person progress in your field?

18. What is a typical career path in this field or organization?
   - What is the best way to enter this occupation?
   - What are the advancement opportunities?
   - What are the major qualifications for success in this occupation?

19. What were the keys to your career advancement?
   - How did you get where you are & what are your long-range goals?

20. What are the skills that are most important for a position in this field?

21. What particular skills or talents are most essential to be effective in your job?
   - How did you learn these skills?
   - Did you enter this position through a formal training program?
     - How can I evaluate whether or not I have the necessary skills for a position such as yours?

22. How would you describe the working atmosphere & the people with whom you work?

23. Is there a basic philosophy of the company or organization and, if so, what is it? (Is it a people-, service-, or product-oriented business?)

24. What can you tell me about the corporate culture?

25. What is the average length of time for an employee to stay in the job you hold? Are there incentives or disincentives for staying in the same job?

26. Is there flexibility related to dress, work hours, vacation, place of residence, etc.?

27. What work-related values are strongest in this type of work (security, high income, variety, independence)?

28. If your job progresses as you like, what would be the next step in your career?

29. If your work were suddenly eliminated, what kinds of work do you feel prepared to do?

30. With the information you have about my education, skills, & experience, what other fields or jobs would you suggest I research further before I make a final decision?

31. How is the economy affecting this industry?

32. What can you tell me about the employment outlook in your occupational field?
   - How much demand is there for people in this occupation?
   - How rapidly is the field growing?
   - Can you estimate future job openings?

33. What obligations does your employer place have on you outside of the ordinary work week?
   - What social obligations go along with a job in your occupation?
   - Are there organizations you are expected to join?
   - Are there other things you are expected to do outside work hours?

34. How has your job affected your lifestyle?

35. What are the salary ranges for various levels in this field?
   - Is there a salary ceiling?

36. What are the major rewards aside from extrinsic rewards such as money, fringe benefits, travel, etc.?

37. From your perspective, what are the problems you see working in this field?

38. What are the major frustrations of this job? What interests you least about the job or creates the most
The iPhone Impact on the Hospitality Industry
By Tracy Iudica & Fred DeMicco, Ph.D.

We are now living in an age where fast is not fast enough and having technology in the palm of the hand is the standard. Apple Inc. has been ahead of this concept by providing the world with the iPhone. The iPhone has not only drastically changed the lives of its users, but businesses as well, including those in the bar and restaurant sector of the hospitality industry.

Steve Jobs came up with the idea for the iPhone after deciding that tablet PCs and PDAs were not the markets in which Apple Inc. would enter. He then announced the iPhone to the public at the Macworld Convention on January 9, 2007 and the first commercials for the phone appeared in February. Merely five months later it was announced that the iPhone would support third-party applications such as Safari, a huge step forward in technology. The smartphone officially went on sale June 29, 2007 and was priced between $500 and $600 but was only available to customers who signed up for a 2-year contract with AT&T. A few months later, in November, the iPhone was released in Europe and has since been released in other countries. Today AT&T is not the only carrier to supply the iPhone. Companies such as T-Mobile and Vodafone have signed contracts with Apple, further expanding the market for iPhone (Wikipedia.com).

Since the original release of the iPhone in 2007, it has become an item of need. What’s more is the iPhone has given the power to consumers, not carriers, on what a phone should contain and provide. The iPhone has blown up the wireless industry (Wired.com). The success of the iPhone has created competitors such as Blackberry or the new Motorola Droid, yet Apple still dominates the smartphone market.

Due to its success as both a phone and mobile web device, the iPhone has greatly affected the way people interact and do business. Not only can someone make calls on their iPhone, but they can also send email, update Facebook or Twitter, and even purchase that new sweater they have been eyeing. These capabilities are fairly common in most phones, so what makes the iPhone special? Other than being the pioneer in these trends, the iPhone has over 85,000 apps available from the App Store (Business Week). The iPhone dominates this playing field with gaming, business, news, and travel apps, etc. Because yes, there’s an app for just about everything and every industry. And because there is an app for just about every industry, the hospitality industry is not excluded.

Let’s start with the purely business side of things. In an advertisement, “Helping business get down to business, one app at a time” (Wall Street Journal), there are 16 applications shown that cater to helping businesses run more efficiently. Actually these 16 listed are just a few of the applications created to help entrepreneurs. Some include, Oracle Sales Assistant, FedEx, MobileMe iDisk, and Salesforce Mobile. Allow me to explain these applications. The Oracle Sales Assistant is a free application that can be utilized to give the company sales team secure access to real-time vital leads, contacts, and appointments. The FedEx app allows a company to track packages, create labels, and get rate quotes as well as find the nearest FedEx office. MobileMe iDisk is another free app that allows for access to important files anywhere. Lastly, Salesforce Mobile lets executives “manage customer relationships” (Business Week). Financials can be done anywhere and at anytime from the iPhone. These ap-

(continued on Page 14)
applications make the tedious “To Do” lists of any organization easier to accomplish and more efficient in the process. Executives and front line staff are no longer required to be sitting at a desk or in their office to conduct business, but can do it from anywhere in the world at the press of a button on their iPhone.

Diving deeper into the world of hospitality specific applications, let’s take a look at something called MogluRBN. Created by Moglumedia, a company that focuses on developing iPhone applications for business purposes, “MogluRBN is a mobile solution for restaurants, bars and nightclubs combining a custom-designed iPhone application with managed content updates, strategy consulting and first-class customer support” (Moglumedia.com). This application is specifically designed for the hospitality industry and provides customers with the ability to view menus, daily specials, and upcoming events in real time as well as download mobile coupons (HTMagazine.com). It helps the bar or restaurant stay in touch with customers and clients more efficiently and effectively than say Facebook or Twitter updates. Customers can even fill out “comment cards,” which are received by management immediately. This makes managing customer relations much more efficient and effective because customers know that the applications are being updated by the company and not someone pretending, which happens frequently on social media websites.

Another application that is just getting started in the bar and restaurant scene is “My Order.” This application allows for people to order drinks right from their phone and pick them up at designated locations. No longer do customers have to hang on the bar waiting to get the bartender’s attention. They can sit at their table and order another drink all while never interrupting the conversation or leaving their guests. Soon, they will even be able to pay for their drinks from their iPhone. This application is also beneficial for restaurant and bar owners because they can collect information such as client demographics, drink preferences, number of visits, etc. If the customer is a VIP they can deliver the drink to the table and provide them the special treatment. More importantly they can monitor and cut off intoxicated customers electronically (Youtube.com).

Another new application is the Vantage Gold Card. It not only provides a customer with VIP treatment and access, but also gives establishments real-time capabilities to set VIP settings and send updates about events or promotions (Youtube.com). This is another excellent application for companies to utilize for managing customer relations. There is no longer any excuse for not understanding customers’ wants and needs or for not fixing a problem the moment it arises.

There are also plenty of different apps that provide cocktail recipes, wine reviews, cookbooks, and the like. Bartenders and chefs can easily use these recipe apps on the fly if a customer requests something off the menu or to try something different, say for a Friday Night Special or to help move inventory.

Or instead of just catering to consumers and clients, there are apps to help companies keep open communication between managers and employees. One such application is iSchedule. Developed by HotSchedules, this application allows managers to change and post work schedules and employees to access them from their phone, whenever they need too (HTMagazine.com). This application is extremely convenient because employees can stay up to date with schedule changes and organizations can easily communicate with their employees, whether they have a few days off or vacation time, etc.

On the consumer side, there are apps for just about everything (are we seeing a common theme here?). Where to eat, where to shop, making reservations, ordering take-out, browsing potential places to dine, and the like. One such application is the OpenTable application. Created by OpenTable Inc., it “allows diners to check the real-time availability of multiple restaurants in the area, get the restaurants’ location, make free, confirmed reservations, and then follow directions to the restaurant” (HTMagazine.com). OpenTable has been a very successful program for restaurateurs to use all across the United States and should prove to be more convenient and successful with its appearance on the iPhone. Or try the Zagat Survey app, ZAGAT TO GO. The application allows users to access Zagat’s “ratings and reviews for over 40,000 restaurants, hotels, nightspots and shops in over 100 countries” (HTMagazines.com). All these apps are begging for people to forget cooking and to go out to eat.

The possibilities for consumers and companies to quickly interact are endless. With so many apps that work in real-time, organizations can update information anywhere and consumers can receive it anywhere.

The possibilities for consumers and companies to quickly interact are endless. With so many apps that work in real-time, organizations can update information anywhere and consumers can receive it anywhere. One application that is designed specifically for this sort of feedback is Medallia for iPhone. Medallia is a global leader in Software-as-a-service
technology (Saas) customer experience and enterprise feedback management. In early November 2009, the application was released and provides “enterprises unprecedented access to valuable customer feedback in real-time” so they may make important decisions and resolve customer service issues as they arise (HTMagazine.com). Much like the Vantage Club Card, there is no excuse for not taking care of customer service issues or complaints.

Adding these applications to your iPhone is not difficult either. In July 2008, Apple Inc. opened its “App Store,” a single place to purchase and download apps. Once again, everything is in the palm of your hand. Also in 2008 a Software Development Kit (SDK) was created for the iPhone. This allows developers to create applications and submit them to Apple to be signed (Wikipedia.com). A restaurant or bar can create an application customized to their business needs to further enhance their performance, much like Pizza Hut has successfully done.

The apps craze will not end here. It will continue on with more convenient apps and better-created apps. The apps will continue to help improve customer service, feedback capabilities, and a company’s bottom line. How about the iPhone as a “push” technology? For example: A conference room is booked by a staff member “A” from 2 - 3pm and staff member “B” from 3 - 4pm. At 2:55pm, staff member A gets a push notification that the meeting room is booked by someone else and they should start wrapping up their meeting. If there are no subsequent room bookings, no (push) alert is sent” (iphonecto.com).

Or this idea: On leaving the office, your iPhone disconnects from the Wi-Fi network for a certain period of time. Since it’s outside of business hours, a message is sent to your computer to power it down. The following morning, you arrive into work. Your iPhone automatically connects to Wi-Fi as you enter the building and your computer is sent a Wake On LAN message. By the time you get to your desk, you’re computer is waiting for you to log in (iphonecto.com).

Lastly, according to an article from macworld.com in March 2008:

- iPhone software 2.0 will see many enterprise-level improvements, including “push-based” e-mail, calendar info and contact management;
- additional support for Virtual Private Networks (VPNs) including Cisco IPsec; and two-factor authentication, certificates and identities.
- Apple also sees “enterprise-class” Wi-Fi with WPA4/802.1x support and tools to enforce security policies as critical. IT managers will also be able to deploy iPhones, set them up automatically, and, perhaps most importantly, wipe the devices when necessary (macworld.com).

It is evident there are big possibilities for enterprises coming in the future from the iPhone. It can be utilized to improve employee relations, performance, organization and security, thus improving the overall company.

Aside from the great things the iPhone can do, there are a few negative aspects. One problem with the iPhone being used as a business tool is that although there are many apps to help conduct business efficiently and effectively, the iPhone has yet to take data and create information. Currently the iPhone is a great tool to communicate numbers and values and thoughts as to how to help a customer who may not be satisfied with their meal, but the iPhone has yet to act as an executive information system (EIS) or a decision support system (DSS). “An EIS is more than a reporting and communications tool. It can be used for analysis, troubleshooting, and scenario building” (Nyheim, McFadden, Connolly p. 217). And a “DSS has many of the same capabilities of an EIS, but it is more robust and sophisticated for more heavy duty data analysis, manipulation, and trends forecasting” (Nyheim, McFadden, Connolly p. 218). As of now, the iPhone does not have these capabilities. It can be utilized as an excellent communication tool, whether it is a phone call or email, but it does not have the capabilities of some of the more sophisticated computer systems used in the hospitality industry.

Another problem with the iPhone and conducting business is that there is not a way to back up anything. These small smartphones can only hold so much information and being that they are phones first, you have all your contacts, then your applications, the internet, and the like. The iPhone is not yet meant to hold all your important business files and a loss of those files could be extremely detrimental to your company.
A third potential problem is the possibility of eliminating the human factor completely. With the creation of applications such as the “MyOrder” app or the Pizza Hut app where a customer can order take out can or delivery, there is essentially no need for the “middleman” or the server. Could this mean a loss of the “personal touch” so many consumers enjoy when going out? Will this ultimately revolutionize the way we interact with each other since more and more of our business and dining needs are being met with technology and less with human interaction? The hospitality industry will probably never see a complete loss of the human factor because most consumers still enjoy the face-to-face service. It is easy to assume that human interaction will always be a part of the hospitality industry. The iPhone makes doing business more accessible and enhances the capabilities of employers and employees, but it does not replace excellent customer service.

Does this story have a happy ending for the iPhone in the future? Of course it does. Yes, there will be more competitors in the smartphone industry. Yes, there will be more competitors in the application industry. But Steve Jobs and Apple Inc. are continuously moving forward and looking ahead to the future—witness the recent iPad. Our next paper will look at the applications of the I Pad to the Hospitality and Travel industries. They make smart business decisions about what markets to enter and the smartphone market is one that will not be going away anytime soon. Thanks to the iPhone, the world has everything they need in the palm of their hand.

References:


http://www.youtube.com/watch?v=JFvZ_QdoKqQ.


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ICHRIE Events Calendar
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Using Thomson Reuters as a Strategic Tool: A case study for increasing sales in the hotel industry
By Kunwei Lin, Richard Jakotowicz & Fred DeMicco, Ph.D.

Abstract
The economic crisis has brought many businesses into a downturn. Consumers have cut down on their travel expenses for business and leisure, therefore, the hotel industry currently faces one of its greatest economic challenges. Finding and utilizing additional methods of indentifying potential clients becomes a necessity in the present climate. Most people think financial information is only useful for investment decisions, but it can also help search for potential hotel guests.

This study will introduce how to use the information that Reuters, a financial information service provider, supplies to identify those companies that are still doing well despite the economic downturn. This information helps hotels to make more informed decisions, regardless of economic situation they face, by considering the identified companies as target clients. Consequently, they can focus marketing and sales efforts, such as conferences, meetings, or other activities, on these companies.

Introduction
The co-alignment model by Olsen, West, Tse (2008) was utilized for this paper as an underpinning for scanning the environment to increase hotel revenue. Using Reuters, the environment of publicly traded companies was scanned, and then a strategy was employed to identify potential hotel clients according to the companies’ stock performance during the previous six-months and one-year ranges, and their estimated earnings per share (EPS) in the future two years. The strategy organizes industries by price performance to select firms that can be targeted by the hotel marketing and sales department. These hotels can develop specific marketing campaigns for these companies. Finally, the return on investment will be assigned in the future based on hotel performance following the target selection process.

Prior to the current credit crisis many hotel operators added financial software to their business centers at the request of their clients. Software packages such as Bloomberg, Reuters and Factset have become available to financial businesspeople while they travel. Hotel operators do not normally utilize these expensive complimentary services that they are providing. This paper illustrates one method for hotel operators to utilize Reuters; however, the process works with the other financial software packages as well.

Figure 1: Open “PricePerfAnalysis” file in Thomson Reuters

The Exelon Trading Center
The Exelon Trading Center at the University of Delaware utilizes a variety of financial products and services. All computer terminals in the center are set up individually for student use or can be controlled by an instructor to coordinate class exercises. It is also equipped with an audio video conferencing system so that guest speakers located globally can be connected. The Center also has the familiar “Bloomberg” double-screen terminals that are now located in many business centers of hotels. The Reuters software found on

(continued on Page 18)
these terminals provide access to historical and real-time data on stocks, bonds, commodities, futures, currencies, real-estate, options, and other derivative products. Additionally, a variety of analysis both fundamental and technical can be accessed through the software. (http://www.lerner.udel.edu/centers/etc)

Reuters 3000 Xtra

Reuters 3000 Xtra is a high-speed, integrated information and transaction service. It provides users a view of the global real-time financial arena. It also provides a combination of news, information, and insight as well as access to the global Reuters trading community. Its integrated price discovery and trading capabilities across all asset classes means that decisions can be made and executed from a single desktop.

In addition to Reuters, there are various financial software packages available such as Bloomberg and Factset. These systems allow users to extract large amounts of data very easily. Additionally, these systems provide data with far greater accuracy and depth than the free financial services that can be found on the internet. The decision to utilize Reuters versus Bloomberg or Factset was based on user preference. Reuters was found to be a much easier system for a new user to learn in a short period of time.

For this study, a Reuters Kobra file named “PricePerfAnalysis” is used to support the research. The results of running the Kobra file help users review global real-time financial performance of all publicly traded companies in United States, Europe, Asia, etc. Additionally, the results provide users an additional method to make more informed decisions regardless of the economic situation. Hotels could utilize this technology to improve their performance.
Data Analysis Procedure

The Start Phase

To start the research procedure, users launch and log into Reuters from any terminal. Then a file named “PricePerfAnalysis” under “3000 Xtra Group Drive (G)” is opened. Figure 1 below demonstrates this (Note: The system administrators choose which drive, group or home, to store files).

In “PricePerfAnalysis”, the real-time data of the markets in United States, Europe, Asia and other regions are available to users.

For example, in figure 2 below, “S&P 500” represents the largest 500 companies in the US market, the “Hang Seng Composite Index” represents the Hong Kong market, and “Dow Jones EURO STOXX Index” refers to the European market. For any region, the procedure to identify the target companies will be exactly the same. In this paper “S&P 500” is taken as the example to illustrate the process. Later in this paper, the application to Asian markets will also be discussed.

<table>
<thead>
<tr>
<th>Industry Selection</th>
</tr>
</thead>
<tbody>
<tr>
<td>When users click on “S&amp;P 500”, it will show the S&amp;P industry sectors in the US market. The categories in different indexes vary according to the regions’ convention and the index itself. On the right side, there is a graph in which the industries are arranged by their index performance from the best to the worst. For the first few, the orange bars in the right side mean these industries have positive returns. In contrast, the orange bars in the left side indicate negative returns (see Figure 3).</td>
</tr>
<tr>
<td>The orange menu bar at the top of the graph indicates that there are eight options of time periods available for users to view the data. For this study the period of six-months and one-year are utilized. However, depending on the markets users may choose to use shorter or longer evaluation periods.</td>
</tr>
<tr>
<td>To select qualified industries, users can start from the six-month range (%6M). Initially, users can select the first quartile from the industry rank. There are 24 industry sectors; the first six will be selected. The names of these industries are recorded.</td>
</tr>
<tr>
<td>Then users can go to the one-year range, click on “%1Y”, and see the graph change. As shown in Figure 4, all of the industries’ returns decreased more or less in the past one year. This does not affect the procedure. Similarly to the %6M analysis, the first quartile will be selected and recorded.</td>
</tr>
<tr>
<td>The next step is to compare the first quartile of one-year industry rank versus the first quartile of six-month rank. As shown in Table 1, the Retailing Industry Group Index and Consumer Services Group Index rank in the top quartile in both time periods. These two sectors become the Target industries for hotels. Next, hotel managers can go through each of the target industries to determine the companies that would be the best candidates for specific marketing and sales campaigns by the hotel.</td>
</tr>
</tbody>
</table>

(continued on Page 20)
The Company Selection Phase

The following procedure could be carried out for each sector selected. However, only the procedure of searching within the Retailing Industry Group Index will be presented along with a final sample result recorded on May 6, 2009.

As shown in Figure 5, in order to go into the Retailing Industry Group Index, click on “Retailing Industry Group Index” in the left menu.

The page will change to industry details (see Figure 5). On the right side, there is a graph illustrating the rank of the companies’ stock price performance within the index. Similarly to the method used to identify the top quartile of industries, users can record the companies that perform in the first quartile.

In the one-year graph, users can see the seven out of twenty-eight companies that are arranged in the first quartile of the ranking.

After doing this, hotel marketers will have a set of the companies’ names. These companies then would be classified into three groups, the Target group, the Potential group, and the Double-Check group.

Table 2 presents a sample result that was collected on May 6, 2009. By comparing the companies in the “6M” column and “1Y” column, users identify the companies presented in both columns and assign them to the target group. For example in Table 2, O’Reilly Auto, Amazon.com, and Autonation Inc are the companies that hotel sales department can target for one-to-one marketing.
in the first phase of the procedure. After repeating this procedure with all the industries that have been targeted, hotel managers will have a final list of target companies and potential companies, as shown in Table 4.

Table 2: Retailing Industry Group Index Company Selection Sample Result 1 (05/06/2009)

<table>
<thead>
<tr>
<th>6M</th>
<th>1Y</th>
<th>Target</th>
<th>Potential</th>
<th>Double-Check</th>
</tr>
</thead>
<tbody>
<tr>
<td>Autonation Inc</td>
<td>Family Dlr Strs</td>
<td>O'Reilly Auto</td>
<td>Expedia</td>
<td>Family Dlr Strs</td>
</tr>
<tr>
<td>Expedia</td>
<td>AutoZone Inc</td>
<td>Amazon com</td>
<td>Best Buy</td>
<td>AutoZone Inc</td>
</tr>
<tr>
<td>Amazon com</td>
<td>O'Reilly Auto</td>
<td>Autonation Inc</td>
<td>Nordstrom</td>
<td>Sherwin-Williams</td>
</tr>
<tr>
<td>Best Buy</td>
<td>Amazon com</td>
<td></td>
<td>JC Penney</td>
<td>Big Lots</td>
</tr>
<tr>
<td>O'Reilly Auto</td>
<td>Autonation Inc</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Nordstrom</td>
<td>Sherwin-Williams</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>JC Penney</td>
<td>Big Lots</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

In order for hotel sales and marketing departments to further assess the companies in the Double-Check group, they need to change the templates of the data in the middle of the industry detail page. To achieve this, click on “templates” at the top, choose “Equity” in the drop-down menu, and then “Pricing Earnings” from the next menu to reach the estimated earnings per share (EPS) for the future two years for each company in this group. This is demonstrated in Figure 7.

In the “Price Earnings” template, the estimated two years EPS of every company in this industry sector is available to users. The hotel can follow the companies in the Double-Check Group. For example, in the sample result shown in Table 2, there are four companies, Family Dlr Strs, AutoZone Inc, Sherwin-Williams and Big Lots, that need to be double-checked. Companies that have been estimated to increase earnings growth in the future two years would be added into the Potential Group. On the other hand, those companies estimated to have negative earnings growth in the future two years would be deleted. As seen in Figure 8 below, all of the four companies listed in the Double-Check group in the sample result have a positive number and, therefore, have potential for future increases. Hotels can add these four companies into the Potential group.

By reorganizing the companies categorized during the procedure, users will have a new list of companies as shown in Table 3. Table 3 presents the sample result in the Retailing Industry Group Index, which is one of the industries targeted in the first phase of the procedure.

The Marketing Phase
In order to allocate resources more efficiently, especially during the current economic downturn, hotels can start with the Target group, then if hotels still have the capacity, they can include companies from the Potential group. If desired, users could be less restrictive when selecting industries and companies to generate a longer list.

The next phase after targeting a company is to identify the key contact person in that company. To view a company’s data in Reuters, users can right click on the company’s...
Table 3: Retailing Industry Group Index Company Selection Sample Result 2 (05/06/2009)

<table>
<thead>
<tr>
<th>Target</th>
<th>Potential</th>
</tr>
</thead>
<tbody>
<tr>
<td>O’Reilly Auto</td>
<td>Expedia</td>
</tr>
<tr>
<td>Amazon com</td>
<td>Best Buy</td>
</tr>
<tr>
<td>Autonation Inc</td>
<td>Nordstrom</td>
</tr>
<tr>
<td></td>
<td>JC Penney</td>
</tr>
<tr>
<td></td>
<td>Family Dlr Strs</td>
</tr>
<tr>
<td></td>
<td>AutoZone Inc</td>
</tr>
<tr>
<td></td>
<td>Sherwin-Williams</td>
</tr>
<tr>
<td></td>
<td>Big Lots</td>
</tr>
</tbody>
</table>

Table 4: S&P 500 Company Selection Sample Result (05/06/2009)

| Retailing Industry Group Index (7/28) | Target          | Potential       |
|--------------------------------------|-----------------|
| O’Reilly Auto                        | Autonation Inc  |
| Amazon com                           | Expedia         |
| Autonation Inc                       | Best Buy        |
|                                     | Nordstrom       |
|                                    | Family Dlr Strs |
|                                   | AutoZone Inc    |
|                                  | Sherwin-Williams|

| Consumer Services Industry Group' (3/12) | Target          | Potential       |
|------------------------------------------|-----------------|
| Darden Restaurant                       | Big Lots        |
|                                         | Starbucks       |
|                                         | Apollo Group    |
|                                         | McDonald’s      |

Footnote:
1 In S&P 500 index categories menu, “Consumer Services Industry Group” is generalized as “Hotel Restaurants & Leisure Industry Group”, however the listing companies are same.
name, which is listed in the industry detail page of “PricePerfAnalysis”, and then click “Related company data”, as shown in Figure 9.

A window of company information categorized into eleven groups will pop up, each with many sub-categories. Users can stay on this page to do more financial analysis about the company if it is necessary. There is one category named “Officers” in the menu at the top of the page, as seen in Figure 10.

In the “Officers” category, the information about the company’s current officers and previous officers is available to users, including the names and positions of the officers. Users can go further and learn about the specific position description and personal details by clicking on the officer’s name. The hotel sales team can decide whom to contact to do one-to-one marketing efforts according to the positions in the company. It might be more effective if they can communicate directly with the person who has the greatest influence in scheduling or booking important company activities in hotels. In many cases it may not be practical to contact the individuals listed in Reuters. Most of the individuals listed in Reuters are high-level executives who typically cannot be easily contacted. This particular piece of the exercise would be better executed by utilizing Bloomberg. Bloomberg’s contact lists have more depth that Reuters. This would allow users to target a more appropriate decision maker. The appropriate mnemonic to use in Bloomberg is <PEOP>.

Application in Other regions
The method also could be applied in other geographical regions. The way to categorize industry sectors could vary from region to (continued on Page 22)
companies, they can enlarge the population by selecting the first half of the results instead of first quarter, especially when there are fewer listing objects. If there is a company showing an outstanding increase, even if it is not arranged in the selection scope yet, hotels might want to target it as well because it is possible that the company might have a desire to celebrate their achievement.

In conclusion, even in downturns, industry leaders still need to “press the flesh” and have heart-to-heart business meetings (Cetron, DeMicco & Davies, 2009) financial tools such as Reuters and Bloomberg can be utilized in financial, strategic and marketing areas, especially for the hotel and hospitality industry. With the specific process and procedures described in this paper, hotels would be able to target clients by utilizing the Reuters tool to allocate their resources more efficiently and ultimately effectively to increase hotel revenue.

References


Content Analysis of Accommodation Establishment Web Sites in Alanya Region
By Ozer Aplar, Seden Algur & Funda Cengiz

Dr. Ozer Aplar is an Instructor; Seden Algur is a Ph.D. student; and, Funda Cengiz is a Research Assistant, all at Akdeniz University.

Abstract
With today's rapidly growing Internet use, companies are increasingly striving harder to reach their customers to sell their products, and this has lead to an increased importance in web site content. Companies are now paying close attention to their web sites, and have become aware that having a web site gives them the opportunity to easily reach potential customers, and by giving accurate and factual information, gain the trust of customers. The aim of this research is to examine the web sites from Alanya hotels and to propose solutions for the web sites determined to be inadequate. The research has 3 parts. In the first part, the developments of the Internet and its importance in the tourism sector have been explained. In the second part, the method of the research has been described, and in the third part, the main structure of hotel web sites has been evaluated and some advices have been shared according to the results.

Keywords: Hotel Web Sites, Alanya

Introduction
Tourists have to travel to their destination of choice but cannot test the product in advance. They must agree upon the contract before being able to directly evaluate and make use of the product. Third-party information is the only means to assist them in the decision-making process (Scharl, Wöber and Bauer, 2004:257). In addition, tourists can make short-term confirmations for their reservations and cancel these reservations whenever they want via Internet. Availability and functionality significantly affect performance of an Internet site. Availability is defined as the site's ease of use and it is an important factor for commercial transactions made over an electronic environment. Conversely, functionality is the ease of finding necessary content on the site by the users within a short period of time.

1. Importance of Web Sites for Hotel Enterprises
The activities of the companies in their sectors, or other sub-sectors, use the Internet to convert their customers and target audience into their Internet customers. In addition, the practicality of shopping with ease and the time saving features offered by shopping over the Internet encourages the use of web sites for both companies and the groups that are not directly connected with customer-seller relationship; however, there are still some shortcomings with tasks such as searching, selecting and comparing items, and with making the final purchase. In a general sense, the Internet makes all users as Internet customers (Öncüer and Yılmaz, 2003:338). Internet access has become a global reality in developed countries and it is a strategic weapon which provides competitive advantage (Schegg, Murphy and Leuenberger, 2003:100).

As hotels invest more in marketing online, bookings increasingly will be made directly through the hotel and web sites. Virtual tours, information provided in a choice of languages, detailed comparison of rates, availability of rooms, amenities, and other services (continued on Page 26)
Table 1: Framework for e-relationship marketing through hotel company websites

<table>
<thead>
<tr>
<th>Three levels of relationships</th>
<th>Web Site Features</th>
</tr>
</thead>
</table>

**Level 1: Basic**

At this level, the company sells the product and encourages the customer to call whenever he or she has any questions. In this study, the basic level of relationship refers to product information online and web site features that allow customers to contact the company

- Company profile
- Product information
- Product preview (facilities layout or visuals)
- Narrative driving/transportation directions
- Product highlights (hot deals or special promotion packages)
- Online reservation
- Paid local telephone number
- Free telephone (1-800 number)
- Fax
- E-mail
- Postal address
- Visual display of hotel geographic locations (e.g. mapquest.com)

**Level 2: Accountable**

At this level during and after the purchase, the company solicits from the customer any product improvement suggestions and specific disappointments and keeps in touch with the customer with suggestions about improvements that have been made or creative suggestions for future events. In this study, the proactive level of relationship refers to web site features that are meant to hold customers accountable and build deeper customer relationships

- Customer service pages (FAQ)
- Complaint handling policy (indicating how and when the complaint will be handled)
- Internet privacy policy
- Change or cancel a reservation
- Security alert
- Annual report
- Most recent financial information update
- Free sign up for product information and promotion packages
- Local search engines (a search function for within the company site)
- Feedback (encouraging; customers to provide feedback)
- Chat (allowing customers to interact with each other and the site—a real time conferencing)
- Electronic bulletin board (allowing customers to share information publicly)

**Level 3: Partnership**

At this level, the company works continuously with customers to discover ‘nays to deliver better value. In this study, the partnership level of relationship refers to web site features that are geared up to add value to the company—customer relationship

- Loyalty program) (e.g. frequent stay program)
- Differential membership structure
- Hotline exclusively for members
- Personalized account for member only

are now an expectation of the customer. Photography and video that capture the ambience and beauty of a hotel, its rooms, the immediate surroundings, and the local attractions that visitors want must be part of web site information provided in a language that guests most frequently use. The Market Metrix Hospitality Index reported in 2006, that for the first time, hotel web sites scored higher in satisfaction than popular travel web sites. This increase was partially credited to improved navigation and booking ease (Spremic and Strugar, 2008:28). The ability to design a site well, that is measurable successful, and repeat this activity across future sites, should be the goal of every web site designer. Therefore, usability goals need to first be identified, and then they need to be quantified. To quantify them, a numerical value needs to be set for each goal. For example, one usability goal of a web site might be high task performance. In a subject domain other than web design, this goal might refer to the volume of transactions. In the context of a web site, the designer might define it as referring to the speed in which the web page loads and displays the requested information given a particular hardware configuration, bandwidth, and accounting for congestion in Internet traffic (Calogne, 2001:43).

A hotel web site is not merely an online channel for disseminating information about services and products, but also an electronic platform for profitability. Well-designed hotel web sites, with useful information and extra benefits available to customers, can help increase sales volume and improve the reputation of a hotel. If however, Internet users do not consider a hotel web site useful, then the resources invested in establishing and maintaining the web site will be wasted (Chung and Law, 2003:120). A hotel web site is not just an online channel presenting information about service and products, but also an electronic platform which generates profit. The web site which presents useful information and extra advantages for customers will help to increase sales and to make the hotel known (Bayram and Yaylı, 2009:351). The Jang et al. (2006) characterization appears in full in the following: “Table 1: Framework for e-relationship marketing through hotel web sites”. Three levels of relationship are detailed in the left hand column, while web site features relating to the level of relationship are itemized in the right-hand column.

W. Kim and Kim, along with Oh, Jeong and Gregorie, who carried out an empirical questionnaire, found that availability of the accommodation’s web site affects the purchasing intentions and online quality perceptions of the individuals who visit the site for the first time. Furthermore, Schegg, Steiner, Gherissilabben and Murphy, state that users want to reach whatever they are looking for within a maximum three clicks (Essawy, 2006).

According to a survey carried out on the web sites of five star hotels, in 95% of the hotels analyzed there are only short presentations about the most distinct features of the hotels. It was also seen that there was not any history and enterprise information which can strengthen brand image, yet these are the most apparent and principal features of hotels. Moreover, it was found that the number of hotel web sites giving detailed information about how to contact the hotel was only 15%, and the rate of hotel web sites in which sites tend to give more diverse and extensive information, (Vrana, Zafirooulos and Paschaloudis, 2004) state that web site quality determinants are; file loading speed, access to the web site, ease of use, and visual attractiveness. Investments are necessary to be made for hardware, software, and the staff needed to establish a qualified web site, but seeing a return on these investments may not happen within a short period of time. Therefore, it will be difficult for small establishments to make these investments (Özdemir, 2007:895). Most web sites of accommodation establishments in our country are presently informative, and it is a great advantage for an establishment to possess a web site on the Internet and present it to the entire world. However, it is clear that this in itself is not sufficient. Forming web sites and presenting their information to the world is a very simple procedure for establishments, yet it is rather difficult to create a web based establishment and maintain it (Yaylı, 2000).
there was a hotel map was 17.5%. Among the hotel web sites that were examined, in only 10% of them was there a date showing when an update was performed, which is the most important feature to prove the accuracy of information on a web site. However, the most serious deficiency was in terms of visual, where it was found that only 40% of the examined web sites had a picture gallery (Dalgın and Karadağ, 2007:298).

An additional research carried out by Yağcı and Gürkan (2007), determined that 40% of the examined web sites of accommodation and travel establishments have only general content information, and this has deemed to be insufficient by consumers. According to the same research study, only 10% of the web sites have a date showing when an update was performed. According to Chung and Law, “hospitality companies still do not have adequate knowledge to build a useful site, and many hotels have placed a lot of information onto their web sites, but do not include relevant information or arrange the information in an appropriate order”. Outdated information on the web site can decrease the clients trust and thus can be negative for hotel’s image. The consequence is that hotel companies nowadays redesign their sites on a constant basis in order to use their fullest potential (Spremic and Strugar, 2008:28).

**Research Method**

**Aim and Importance of Research**

Alanya is located on a peninsula which is bordered by Taurus Mountains in the north and the Mediterranean Sea on the south. This ancient city was named either Pamphylia or Cilicia because of it lies between the two regions, but there is no definitive information about the first founding of Alanya. Prof. Dr. Külc Kökten’s researches in 1957 in Kadiş Cave, which is located 12 km from the city center, shows the history of the region goes back to the late Paleolithic period (http://www.alanya.bel.tr/translationEN/alanya/tarihce.asp). In Alanya, there are 257 foundations which contain 30.886 rooms and 71.966 beds certificated by Tourism Ministry, and 513 foundations which contain the information features or services that are offered in the web site (Vasiliki, Costas and Savvas, 2006). The aim of this research is to examine web sites of active accommodation establishments in Alanya in terms of different categories, and to make a situation analysis by determining whether these establishments have met the needs of each category. This research is important since it is the first academic research about Alanya hotel web sites.

**Data Collection and Analysis Techniques**

There are plenty of factors that influence and determine web site success, and numerous papers have been written about the design of web sites regarding human engineering, user interface, business and usability perspectives. Additionally, many web design checklists have been developed for the purpose of identifying design and evaluation criteria of web sites. In this research, the data collection form shown in Table 3 has been used. Its aim is to make an evaluation about the web sites of accommodation establishments by using 32 features given by Murphy et al. (1996:70) abroad, and by Karamustafa et al. (2002:63) in Turkey, as examples, and developing them within the sample framework. The evaluation table which has been used in this research has been prepared in order to find out whether the above stated features are present or not on web sites within the frame of sample.

**Universe of the Research and Sample Framework**

The extent of the research is composed of all the active accommodation establishments in Alanya. 173 accommodation establishments on www.alanya.com.tr web site have been chosen as the sample. In Table 2, the categorical distribution of the sample is given, and in Table 3, it is shown whether the web sites are actively working or not.

**Discussion**

In this segment of research, data acquired about the web site features employed by accommodation establishments...
used in the scope of the research will be evaluated. During this evaluation, we have tried to determine the different features on the web sites.

When the active web site features of 142 accommodation establishments on www.alanya.com.tr are evaluated, it has been found that the rate of giving importance to functional information such as member login, information about owners and partners, promotion and special opportunities, direct e-mail to departments, FAQ (frequently asked questions), site map, satisfaction questionnaire, customer views, career, e-mail bulletin, rates, weather conditions, and information about the destinations are low. In addition, it has been determined that adding a web site to a favorites list, making it a home page, and suggesting the site to others, rarely take place on the sites.

Furthermore, the web sites of 19 establishments are not formed according to their establishment name because 17 of them use the chain name that they belong to, and the other 2 use completely independent names.

Even though using flash or pictures has a negative effect on web site optimization, it has been established that 30 of the examined web sites utilized flash on their homepage. These home pages are inaccessible by search engines that cannot read flash code; thus these web sites cannot be listed on search engines which do not have flash access. As a result, a home page which is composed of good-looking animations may leave a good impression on visitors, but this situation will pose some problems in terms of optimization for these sites.

When reservation services are analyzed, it has been found that only 19 accommodation establishments allow for online reservations, and in fact, 88 of the hotels give offline reservation services by utilizing the online reservation button. When a customer clicks the online reservation button they are met with a form that has all the information needed to make a reservation, and once the customer completes and submits this form to the relevant department, an authorized representative from the hotel makes personal contact with the customer. Only 2 of the accommodation establishment web sites make use of promotions for their hotels. The absence of special promotions on the examined web sites means an additional loss of business, since it has been determined that promotions are one of the most important factors affecting the purchasing decision of customers.

It has been found that only 63 of the web sites posted information about the destination local of their hotel. This is particularly important since information about the accommodation establishment location for first time visitors of the region has a positive affect on the customers purchasing decision. The number of web sites giving information about the concept of the facility is 14. An all inclusive system is used quite often in Antalya facilities, and recently there have been many different variations to the concepts being used. Although the concepts ‘ultra all inclusive’, ‘deluxe all inclusive’, ‘mega all inclusive’, and ‘premium all inclusive’ are based on the same all inclusive concept, the services included in the concepts differ from each other. Therefore, it will be useful for customers to be given detailed information about each hotel concept on the web sites of establishments. Of the 137 accommodation establishments that provide service in a different language, 23 of these provide service in just a single foreign language except Turkish, and it has been observed that this language is generally English. Also noted was that the number of agencies the establishments conduct business with listed on the web sites was 22. Therefore, some information may be obtained by tourists seeking knowledge about these affiliated agencies.

When the findings of the research have been evaluated, it has been found that a large percentage of the web sites do give much importance to visual factor through the use of moving pictures. 56% of accommodation establishment web sites have moving pictures. At the same time, the audio factor was present on only 38 of the establishment web sites. When the informative factor, which is so important in terms of marketing, is taken into consideration, it is seen that accommodation establishment web sites perform well with conveying information. Only 2 of the accommodation web sites did not have any information about services and general features about their establishment.

Table 3: Working Condition of Web Sites

<table>
<thead>
<tr>
<th>Category</th>
<th>Web Site is Working</th>
<th>Domain Expired</th>
<th>Web Site is Not Working</th>
</tr>
</thead>
<tbody>
<tr>
<td>5*</td>
<td>27</td>
<td>1</td>
<td>4</td>
</tr>
<tr>
<td>4*</td>
<td>41</td>
<td>2</td>
<td>7</td>
</tr>
<tr>
<td>3*</td>
<td>46</td>
<td>2</td>
<td>7</td>
</tr>
<tr>
<td>2*</td>
<td>14</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>1*</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>Apart Hotel</td>
<td>10</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>Holiday Village</td>
<td>2</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Private Documented</td>
<td>1</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>142</strong></td>
<td><strong>7</strong></td>
<td><strong>15</strong></td>
</tr>
</tbody>
</table>

Results and Suggestions

Development in Internet technology has triggered competition throughout the tourism sector, and directly influences (continued on page 30)
Table 4: Features of Accommodation Establishments on Web Sites

<table>
<thead>
<tr>
<th>WEB SITEFEATURES</th>
<th>N</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Flash access to site</td>
<td>30</td>
<td>21%</td>
</tr>
<tr>
<td>2. Membership and user access</td>
<td>8</td>
<td>6%</td>
</tr>
<tr>
<td>3. General electronic mail</td>
<td>136</td>
<td>96%</td>
</tr>
<tr>
<td>4. Direct electronic mail to the relevant departments</td>
<td>10</td>
<td>7%</td>
</tr>
<tr>
<td>5. Electronic mail bulletin</td>
<td>10</td>
<td>7%</td>
</tr>
<tr>
<td>6. Online forum</td>
<td>0</td>
<td>0%</td>
</tr>
<tr>
<td>7. Chance to make group reservation</td>
<td>0</td>
<td>0%</td>
</tr>
<tr>
<td>8. Information about cancellation conditions</td>
<td>7</td>
<td>5%</td>
</tr>
<tr>
<td>9. Online reservation opportunity</td>
<td>19</td>
<td>13%</td>
</tr>
<tr>
<td>10. Offline reservation opportunity</td>
<td>88</td>
<td>62%</td>
</tr>
<tr>
<td>11. Online payment opportunity</td>
<td>18</td>
<td>13%</td>
</tr>
<tr>
<td>12. Special opportunities for those who make online reservation</td>
<td>0</td>
<td>0%</td>
</tr>
<tr>
<td>13. Guiding information about security</td>
<td>3</td>
<td>2%</td>
</tr>
<tr>
<td>14. URL address according to hotel’s name</td>
<td>123</td>
<td>87%</td>
</tr>
<tr>
<td>15. Information about the destination of the hotel</td>
<td>63</td>
<td>44%</td>
</tr>
<tr>
<td>16. News - what’s new section</td>
<td>24</td>
<td>17%</td>
</tr>
<tr>
<td>17. Promotions and notices about accommodation services</td>
<td>2</td>
<td>1%</td>
</tr>
<tr>
<td>18. Promotions and notices about food and drink services</td>
<td>0</td>
<td>0%</td>
</tr>
<tr>
<td>19. Promotions and notices about children</td>
<td>0</td>
<td>0%</td>
</tr>
<tr>
<td>20. Promotions and notices about business travels</td>
<td>0</td>
<td>0%</td>
</tr>
<tr>
<td>21. Promotions and notices special to groups</td>
<td>3</td>
<td>2%</td>
</tr>
<tr>
<td>22. Information about hotel concept</td>
<td>14</td>
<td>10%</td>
</tr>
<tr>
<td>23. Feedback form</td>
<td>5</td>
<td>4%</td>
</tr>
<tr>
<td>24. Frequently coming customer program (saluting with customer’s name, etc.)</td>
<td>0</td>
<td>0%</td>
</tr>
<tr>
<td>25. Different language choices</td>
<td>137</td>
<td>96%</td>
</tr>
<tr>
<td>26. Picture and copying information</td>
<td>125</td>
<td>88%</td>
</tr>
<tr>
<td>27. Job opportunities</td>
<td>23</td>
<td>16%</td>
</tr>
<tr>
<td>28. Audio features</td>
<td>38</td>
<td>27%</td>
</tr>
<tr>
<td>29. Motionless pictures</td>
<td>138</td>
<td>97%</td>
</tr>
<tr>
<td>30. Moving pictures</td>
<td>80</td>
<td>56%</td>
</tr>
<tr>
<td>31. 360 degree virtual tour</td>
<td>44</td>
<td>31%</td>
</tr>
<tr>
<td>32. Video</td>
<td>18</td>
<td>13%</td>
</tr>
<tr>
<td>33. Information about owners and partners</td>
<td>3</td>
<td>2%</td>
</tr>
<tr>
<td>34. Employee of the month</td>
<td>0</td>
<td>0%</td>
</tr>
<tr>
<td>35. Frequently asked questions</td>
<td>2</td>
<td>1%</td>
</tr>
<tr>
<td>36. Links to subsidiaries</td>
<td>3</td>
<td>2%</td>
</tr>
<tr>
<td>37. Opportunity of looking for other hotels</td>
<td>30</td>
<td>21%</td>
</tr>
<tr>
<td>38. Site satisfaction questionnaire</td>
<td>0</td>
<td>0%</td>
</tr>
<tr>
<td>39. Hotel satisfaction questionnaire</td>
<td>2</td>
<td>1%</td>
</tr>
<tr>
<td>40. “Suggest to your friend” section</td>
<td>4</td>
<td>3%</td>
</tr>
<tr>
<td>41. Making as home page</td>
<td>0</td>
<td>0%</td>
</tr>
<tr>
<td>42. Adding to frequently used</td>
<td>2</td>
<td>1%</td>
</tr>
<tr>
<td>43. Site map</td>
<td>2</td>
<td>1%</td>
</tr>
<tr>
<td>44. Information such as weather condition, rates, etc.</td>
<td>71</td>
<td>50%</td>
</tr>
<tr>
<td>45. Advertisements of different firms</td>
<td>2</td>
<td>1%</td>
</tr>
<tr>
<td>46. Date of update</td>
<td>0</td>
<td>0%</td>
</tr>
<tr>
<td>47. Guest book</td>
<td>55</td>
<td>39%</td>
</tr>
</tbody>
</table>
consumer demand. Although the use of the Internet is of great importance for accommodation establishments to reach their target audience, and has experienced an increase in use over recent years, the rate of this increase is lower than other sectors’ rates of increase. It is an obligation for the accommodation establishment to integrate with communication establishments, particularly with the availability of free wireless Internet, 3G technology, and an increase in tourists bringing their laptops on vacation.

According to the results of this research, the web sites of accommodation establishments in Alanya should be improved. For example, in some of the web sites there is only one different language choice that is generally English, and since a lot of tourists come to Alanya from European countries, mainly Germany and Poland, it will be useful to increase the language options. In addition, it has been found that only 5 accommodation establishment web sites have a feedback form through which users can share their opinions about the establishment and its web site. It should be an obligation for an establishment to make this simple form present on their web site so that they may be able to put their finger on the pulse of the consumers. Furthermore, it is seen that none of the web sites make use of opportunities such as promotion, discount, and package deals that can grab attention of the Internet user. The primary reason of this can be inferred as the accommodation establishments’ need to employ an intermediary firm for marketing their products. These promotions are deemed useful due to the fact that Internet users are increasing day by day, and the rate of users who prefer making their reservations directly from the web sites of accommodation establishments is also showing an increase.

It is not sufficient to just prepare and develop a web site. A web site should be enriched technically and always kept up to date. Web sites which are designed correctly and contain the proper information are listed at the top of search engines, and as a result they have a greater chance to reach customers. This will lead to an increase in their chances of attracting more customers in competition environment.

This research shows that hoteliers in Alanya are not very familiar with IT. For the hotel industry in Alanya, the very first step is to inform hoteliers about the current web significance in the international hotel industry. The tourist board has to take active role in this processes and to participate not only in simple information transfer about web’s importance for hotel management, but also in enabling better flow of information between regional Alanya tourist board offices and hotel web management staff. This could have significant influence on the hotel web site quality and accuracy. It could also increase the richness of hotel web site content and improve quality of information related with tourist destination.

References


(continued on page 32)
We must now think globally & ACT globally.

In every important step that you take, consider the global, not just local, immediate, regional or national, implications.

Consider the world.
Teaching Strategies that Promote Retention of Knowledge: Students’ perspectives
By Cynthia Mayo, Ph.D., MBA, RD & William H. Allen, Jr. Ph.D., MBA, CPA

Abstract
This study was conducted to determine business (hospitality, accounting and economics) students’ perception of teaching strategies that promote retention. The survey requested students to rank teaching strategies (interactive class discussions, lecturing by professors, power point presentations, group projects, individual projects, research projects, portfolio development, hands-on activities, individual instruction and internships) as Excellent, Very Good, Good, Fair and Poor. Three-hundred and twenty-five students enrolled in business courses from three universities received the 11-item survey. Two-hundred and fifty-eight returned the survey, giving a 79% response rate. Demographic data included students’ rank (freshmen, sophomore, junior or senior) and whether they were employed (full or part-time) or were full-time students. Eighty-four % of the students were employed, while 14 % were full-time students. The strategies that students perceived to help them retain knowledge in order of predominance were: interactive class discussions, internships and portfolio development. The findings are a signal to professors to evaluate the use of strategies that promote student engagement.

Introduction
Teaching strategies are designed to facilitate learning for long term retention. Retention of knowledge assures that students will know and will be able to perform in any industry of choice. In recent years, accrediting bodies, such as Middle States, Southern Association of Colleges and Schools (SACS) and others have strongly suggested that assessment of students must be designed to assure that students know and demonstrate what has been taught (Morse, 2008). This directive stimulated the need to assess teaching strategies and decide which strategies assure retention of learning.

Additionally, student development in the 21st century requires different strategies, due to the age of excitement, motion, colorful images, and sounds experienced during social and leisure events. These events render “going to school for education” as boring. The excitement infused in social and leisure events signal the need for new ways of teaching. This research study was developed to assess the type of teaching strategies students perceived as knowledge retention. Therefore the purposes of this study were: 1) to assess the teaching strategies currently used that provide retention of knowledge as perceived by business students; 2) to identify the best teaching strategy that help students retain knowledge. An 11-item questionnaire, using a Likert type scale was administered to students enrolled in three classes, during the fall 2008 semester.

Literature Review
The literature review focuses on teaching strategies included in the survey. As many know, learning for retention is changing behavior that is cumulative and can be demonstrated (El-Khawas, 1998). In order for learning to take place, teaching must occur. Teaching for retention is more than telling and learning for retention is more than listening. Many teaching strategies have been studied and analyzed. Some of the prominent methods used include: interactive class discussions, lecturing by professors, power point presentations, group projects, individual projects, research projects, portfolio development, hands-on activities, individualized instruction and internships. Each one will be discussed in the paragraphs to follow.

Interactive class discussions require students to use their higher order critical thinking skills, such as analysis, synthesis and evaluation to develop solutions or scenarios to
specific course related materials. In a study conducted by Richard Hake (1998), a comparison was made between interactive-engagement and the traditional method (lecture) of teaching with 6,000 students enrolled in physics classes. The results indicated that students who were taught using interactive strategies scored 20 points higher on assessment tests than those students who were taught with the traditional lecturing strategies.

Felder and Brent (1996) found that students' time in classes was well spent when students were involved in active learning. The authors suggested that students can answer a question, sketch a diagram, participate in a think-pair-share strategy, in which the students work on something individually, and share with an individual or a pair of students. Students who complete assignments actively assume ownership of the knowledge received, which can be termed student-centered instruction.

The authors explored the change from a lecture-based format to an active-based format and each had key reservations about the benefits. Some of the reservations included: the ability of reducing the course coverage of materials, working with “at-risk” students, and effective ways to help students engage in active learning (Felder and Brent, 1996).

Lecturing by professors (lecture-based instruction) was found to be the predominant method of teaching economics according to a survey conducted by Benzing and Christ (1997). The study’s findings indicated that lecturing was supported by other resources, such as the textbook, blackboard and other resources. More than a third of the respondents indicated that they had participated in workshops designed to improve teaching effectiveness. Lecturing is designed to provide important facts, historical data in a logical manner and other key elements about certain topics. Lecture-based instruction involves the instructor talking to students and expecting the students to take notes to help them remember. Lecturing is a good technique for large groups. In many instances, the students see communication as one way and students usually do not ask questions for further clarification or understanding. The method serves to put students in a relaxed and passive role.

Power point presentations as a teaching strategy have been used by professors since its inception as a classroom tool in the late 80’s. Power point was developed in the early 1984 by Robert Gaskins (1984) as a tool to help business professionals make effective presentations as talking points. This strategy was designed to introduce color and media into the teaching process. There are some professors who use power point presentations to reinforce lecture components, while others use power point presentations solely for teaching. Many students complain when they see power point presentations every class period, they term the process as “boring” (Mayo, 2008).

Group projects/team work is an interactive process where all persons on the team assume roles that allow them to add information and critical analysis of the topic. Group projects allow members to share information with each other and thus serve to enhance learning. Group projects allow the participation of all students and serve to facilitate learning from each person in the group and they also foster consensus building (Bertsch, 2000).

Portfolio development, a relatively new concept for teaching serves as a means for students to store documents of performance related to key areas of the subject matter. Individual and research projects allow students to delve into a specific subject or any topic of interest. The strategy requires individual students to use a research-based strategy to gather specifics on a topic and summarize the information in an organized format. Students learn based on their ability to gather information to summarize, reflect and draw some conclusions. This strategy helps students to improve problem-solving skills and an awareness of research design and components. What is retained includes the steps for conducting research that increases new information or awareness.

Portfolio development, a relatively new concept for teaching serves as a means for students to store documents of performance related to key areas of the subject matter. Portfolios may be internet-based or they may be developed using a portfolio hard binder. Portfolios allow students to reflect on knowledge and skills learned in each course and assess how each of the competencies can add value in securing marketing skills and for securing a job. As reported by Mayo (2008), developing portfolios using LiveText internet-based format allows students to upload performance data throughout their years of matriculation. The LiveText portfolio is also available for one year beyond graduation (www.livetext.com).

“Hands-on or clinical and lab experiments” are always active because students are involved. The activities are usually designed to reinforce learning concepts either taught through a lecture or some other format. The students are actively engaged either by working with their hands or performing some other physical task, observing some action or writing the results of what was completed. Many subjects have not had lab components due to the nature of the course. Some
subjects are harder than others to develop lab activities. As reported by Felder and Brent (2003), students are assured to “learn by doing” and the technique increases the retention rate.

Individualized instruction is a technique where modules or units of instruction are prepared for students, specifying objectives and activities which must be completed. Evaluation strategies based on the completion of the module may also be included. John Zahorick (1999) found that individualized instruction is facilitated by smaller classrooms. Teachers can provide individualized assistance and the technique allows teachers to get to know students who may be challenged by the work, as well as, those who become frustrated. Attention, based on needs is critical in the learning process.

Internships are considered by industry professionals as a critical component of job readiness and preparedness. Internships provide the practical experiences needed to get a job. Internships also add to the knowledge and skill base of participants. They provide the “real world issues” that impact business operations (http://students.syr.edu/career/undergrad/int-benefits.htm). Internship experiences provide a competitive edge for students that build skills and professionalism.

Methodology
An 11-item survey was conducted during the fall 2008. The survey was given to the 325 students enrolled in business classes during the fall, 2008. Two-hundred and fifty eight students returned the survey, giving a 79 % response rate. The 11 items included the ranking of the techniques, the specific course the students were enrolled in and demographic questions. The demographic data included the classification of students, and employment status.

The students were enrolled at three universities taking hospitality and tourism management courses (75 students) and other business courses (economics (100) and accounting (83). The survey was conducted during regularly scheduled class periods. The students were requested not to write their names on the survey to protect anonymity. The survey instrument was reviewed for content validity by a panel of four educators and one student. Based on the panel’s assessment, changes were made to clarify instructions and better define response options. It was suggested to add an open-ended question to solicit other techniques that students perceive as strategies that retain knowledge. It was suggested that space is also allotted for comments. The final version of the survey instrument was designed with specific teaching strategies and the participants had to rank each one as either Excellent, Very Good, Good, Poor and Fair.

The strategies listed to be ranked included: interactive class discussions, lecturing by the professor, Power point presentations, group projects, individual projects, research projects, portfolio development, hands-on activities, individual instruction and internships.

SPSS statistical package version 13.01.01 was used to analyze responses. Descriptive statistics were computed using frequency distributions and cross tabulations. Statistical analyses also included the test of significance between each method. A ranking of the top three methods were assessed. The ranking with the scores in percentages will be presented in this paper. A summary of student comments is also included in the analysis.

Analysis and Discussion
Based in Table I, 157 or 61 % of the participants were seniors, while 24 % of the participants were juniors and the remaining percentages were sophomores (12 %) and freshmen (3%). The majority of the students had been engaged in teaching/learning process in higher education for more than two years, therefore, they would most accurately determine the best teaching strategies that helped them learn and retain knowledge.

| Table I: Demographics of Participants Classification, N=258 |
|---------------------------------|-----------------|----------------|
| Classification | Number of Participants | Percentage |
| Freshmen | 8 | 3 % |
| Sophomore | 31 | 12 % |
| Junior | 62 | 24 % |
| Senior | 157 | 61 % |
| Total | 258 | 100 % |

Most of the participants were employed either full-time or part-time. Eighty-six percent of the participants were employed either full-time or part-time and 14 % were full-time students and not employed. Of the 86 % of the participants who were employed, 80 % of them ranked the “interactive discussions” as excellent. Thirteen percent of the employed group ranked the lecture technique as poor. The participants who were employed indicated under the comments sections that they must be involved to “stay awake” after working either part-time or full time. The results of the study indicated that students perceived that the best way they retained knowledge in the order of predominance were: interactive classroom discussions (53 %), internships (47 %) and portfolios (36 %).

As indicated by Table 2, the strategies with the highest excellent rankings were: Interactive discussions, internships and portfolios, the most prevalent strategy for teaching is lecturing. Yet 24 % of the participants ranked lecturing as excellent for knowledge.

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retention. Yet the lecture method is the predominant style of teaching today. It does not rank in the top three choices of strategies that help retain knowledge.

Some of the comments made by the students who were employed included: “professors who lecture the entire class period are usually boring (20 participants);” “lecturing puts me to sleep after 20 minutes (35);” “interactive discussions are most interesting and learning retention is increased (75);” “Professors who read out of the text as a way of teaching are boring (69).” Ninety percent of the students (195) who were employed made comments. Ten percent (4) of the full time students added written comments. The students who were not employed made fewer comments.

Teaching has been an age old profession and lecturing seemed to always have been the mode of imparting knowledge. As students are exposed to many forms of interactive play, lecturing should no longer be a strategy of choice to assist students in knowledge retention. Teaching now requires the professor to design strategies that “always include and actively involve” all participants (Felder and Brent, 2003).

The results of the study indicate that new strategies are needed away from lecturing to assist students in knowledge retention. The participants did not list any new strategies that had been used by their professors in the spaces provided. Three of the respondents wrote: “I learn by being actively involved during class.” Studies cited in this research study were designed to measure teaching effectiveness, not retention of knowledge. Bertsch’s study focused on program assessment, Felder and Brent assessed student-centered instruction and “learning by doing.” Other research studies cited focused on assessment strategies (Gardiner, 1989 and Mayo, 2008 and quality assurance (El-Khawas, 1998, Pond, 2006). However, previous studies foci were not on students’ perception of knowledge retention, but on assessment of student learning based on specified teaching strategies. This study’s findings were focused on the students’ perception of retention of knowledge based on teaching strategies. The results are similar because all of the studies cited were related to teaching strategies, assessment and quality.

Limitations
Respondents in this study were students enrolled at three different universities. The results, however, cannot be generalized to all programs and certain limitations should be acknowledged when discussing the results of the study. The analyses of performance between the persons who are employed would be beneficial, as well as the analyses of perceived strategies based on the school the students attended. An assessment of differences between male and female may also provide additional insights. Other possible respondent biases may have occurred when preferred responses were given that may not be the actual perception of teaching strategies that helped students retain knowledge.

Conclusions and Recommendations
Based on the results of this study, further studies should be conducted to determine the best strategies, based on the student population, the college and a match of strategies with performance data: Grade Point Average. The study’s findings indicate that each professor needs to survey students at the beginning of the semester to determine the best strategies they perceive will help them retain knowledge. Based on the results of what each professor finds, strategies should be adopted based on specific groups of students. Once students provide the feedback, professors must adapt and adopt the strategies that meet student needs.

Since students are competing globally, the use of the portfolio is becoming an essential strategy to help students “market” their knowledge and skills to present a ‘competitive edge.

The strategies should be based on a Contingency Model which means: strategies that promote retention must be based on the needs of the current students! There is not one best strategy, but any strategy used must include student involvement activities, engagement and reflection.
It is further recommended that professors are charged to design strategies that meet the needs of students and provide documentation of strategies developed based on student needs.

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A Historical Account of Eta Sigma Delta—НΣΔ— & Is Membership of Any Use to Students?

By Fides Hoefling, Michael Vieregge, Ph.D. & William Samenfink, Ph.D.

Abstract
In 2008 Eta Sigma Delta (НΣΔ) celebrated its 30th anniversary, providing an impetus to assemble an official account and explore its usefulness to current hospitality students. A review of secondary literature established usefulness of НΣΔ membership to gain transferable skills. Very little of НΣΔ’s history is recorded and primary research is needed, before first generation members retire or even die. Feedback from nine key participants established a first historical framework.

Keywords: Eta Sigma Delta, CHRIE Honour Society, History

Introduction
While this study focuses on the role and history of НΣΔ, it is noteworthy to recall the value which service organizations as extra curricula activities bring to hospitality students and the industry. A model outlined by Stewart and Knowles (2001) focuses on transferable skills and qualities in students. Raybould and Wilkins (2005) refer to this model as the generic skill framework. It identifies transferable skills and qualities as part of the key skills which include, for example, motivation, interpersonal/social skills and problem solving skills. Furthermore, key skills, including transferable skills, are considered fundamental for further development of job specific skills in a rapidly changing environment (Raybould and Wilkins, 2005; Stewart and Knowles, 2001). Dickinson (2000) also stresses transferable core work skills’ importance for recruiters in the selection process. Companies usually search for a well balanced ensemble of core skills and transferable skills, with great emphasis on good communication and interpersonal skills for effective team work (Dickinson, 2000; Emenheiser, Clay and Palakurthi, 1998; Ley and Sandler, 1982; Pizam and Lewis, 1979; Stewart and Knowles, 2001).

Recruiters expect graduates to bring complete sets of professional and transferable skills to the work environment (Dickinson, 2000; Raybould and Wilkins, 2005). A growing gap has been reported between the skills educational institutions develop and what industry demands (Dickinson, 2000; Emenheiser, Clay and Palakurthi; Pizam and Lewis, 1979; Raybould and Wilkins, 2005; Stewart and Knowles, 2001; Swanger and Gursoy, 2007). Furthermore, as Ineson and Kempa (1997) and Stewart and Knowles (2000) state, there is evidence that hospitality recruiters pay more attention to the general attitude, motivation and personal impression of the potential candidate, than to pure academic performance.

Although academic performance is of some importance, the literature continuously describes key skills and quality as the most desired attributes graduates should possess (Dickinson, 2000; Raybould and Wilkins, 2005; Stewart and Knowles, 2001). These highly desired skills should have been developed throughout the graduates’ education, often in extracurricular activities and by community work involvement. Therefore, participating in voluntary work or student clubs is a positive sign for recruiters that potential candidates are better equipped with the necessary skills and qualities required for the job, compared to graduates without any extracurricular experiences (Blackman-Dunham, 2007; Feldman, 2007). Feldman (2007) and Blackman-Dunham (2007) also state that especially for candidates with lower GPAs, being involved in other activities, apart from normal school work, often makes the difference for recruiters in the selection process. According to Dickinson (2000), Emenheiser, Clay and Palakurthi (1998), Stewart and Knowles (2001) and Swanger and Gursoy (2007), the identification of deficits regarding graduates’ skills has led to several

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research projects and trial programmes in the industry. These programmes specifically address broader extracurricular involvement for better skill development. Based on previous research, a change in educational institutions is required, to better equip graduating students for the industry and ΗΣΔ could provide one solution.

So what is the link to ΗΣΔ? As stated by the International Council on Hotel, Restaurant and Institutional Education (ICHRIE), ΗΣΔ represents an honour society which was founded to “recognise hospitality and tourism students for outstanding academic achievement, meritorious service and demonstrated professionalism” (p.1). Excellent academic achievements are prerequisites to becoming a member of ΗΣΔ (“Who is eligible”, 2008). Not only does ΗΣΔ recognise high academic performance, it also provides a variety of opportunities to develop key skills and qualities. This might include, organising induction ceremonies, establishing committees to raise funds for food banks, industry related projects or adoption of orphan children.

The importance of further developing skills and qualities, as well as academic achievements can also be seen in the five key values determined in the ΗΣΔ bylaws. The key values include excellence, leadership, creativity, service and ethics, and are the basis for all ΗΣΔ activities (ΗΣΔ Bylaws, 2003). Serving as fundamant for ΗΣΔ, the five values foster the development of skills which students are required to succeed in industry. Active participation in ΗΣΔ does not only form communication skills; students also develop leadership skills, experience group work with members from different cultures, as well as other managerial skills demanded by the industry (Dallas-Bandy, 1993). Dallas-Bandy (1993) further emphasises skill development as an essential part of ΗΣΔ to prepare students socially, emotionally, and academically for the multicultural environment in their future careers.

Although ΗΣΔ seems to be a positive approach to equip students for their careers, Pokorni (2007) revealed a lack of ΗΣΔ’s recognition among alumni of a hotel school as well as in the hospitality industry. Most alumni did not perceive a membership in ΗΣΔ as an important factor in their selection of their career development. Work experience in combination with level of education was identified as more important for career progression, than being a member of ΗΣΔ. However, alumni reported a close link to the overall impression of a potential candidate, including academic achievement, extracurricular involvement and appearance that recruiters look for (Pokorni, 2007).

As stated earlier, ΗΣΔ was defined as an organisation which includes all these components in its five key values. By assembling the history of ΗΣΔ, the researchers aimed to provide adequate base to show the relevance of ΗΣΔ to current and future students, educators and industry.

Methodology

The relatively uncharted nature of research about ΗΣΔ supported selection of an interpretivism philosophy with an ontology of subjectivism for data collection and analysis, and an inductive approach was aligned with this epistemology (Saunders, Lewis and Thornhill, 2007). Semi-structured telephone interviews, useful in situations where long distances prohibit face-to-face interviews, were used. The open-ended questions were designed by the authors and two independent validity tests were used, first an expert review and second a focus group with educators familiar with ΗΣΔ.

Unfortunately, no official number of ΗΣΔ members was available through I-CHRIE. Yet, one contact at I-CHRIE turned out to be the key person providing many new contacts. This snow-balling approach and intensive networking during the annual ΗΣΔ breakfast during the 2008 American Hotel and Motel Association show in New York yielded the names of 32 people who were closely involved in ΗΣΔ and could share significant information about the history. These 32 ΗΣΔ members were contacted and nine people (n = 9) agreed to participate, three agreed to telephone interviews, but six preferred the questions on-line. In a first step the collected data was summarised and then organised in a matrix to gain a better overview and to simplify the rather complex data into a chronological order (Saunders et al., 2007). The research followed human subject regulations and met informed consent requirements.

Findings and Discussion of ΗΣΔ’s History

All results of the primary data collection suggest 1978 as the year ΗΣΔ was founded at the University of New Hampshire’s Whittemore School of Business and Economics (“ΗΣΔ honour society information”, 2008). Most respondents reported that the society was established by a group of students, and also
identified one person (Eric Orkin) as the main initiator and founding member of HΣΔ. Eric Orkin, a graduate of Cornell University was in 1978 a faculty member at the University of New Hampshire (UNH). As a faculty member, Eric Orkin identified the need “to recognise achievement, character, and service in a manner that would assist hospitality management students in their careers or further education” (E. Orkin, personal communication, February 29, 2008). Nevertheless, it was quickly realised that organisations which address this issue, only existed in non-hospitality management programmes, for example Beta Gamma Sigma for business and management students (“About BGS”, 2007); and these organisations refused to include and accept hospitality and tourism students.

Orkin investigated further and found that the only honour society for hospitality management students was ‘Ye Hosts’ at Cornell University. He suggested that ‘Ye Hosts’ should “franchise” its concept to other schools, but this failed. This resulted in the establishment of an independent honour society, which became the first chapter of Eta Sigma Delta (HΣΔ) International Hospitality Management Society. Funding for the chapter was provided by the Whittemore School of Business and Economics where the initiator assembled a group of students in an independent study course to work on the development of the society. For legal issues, an attorney was approached who worked as adjunct faculty at UNH. Unfortunately, none of the students involved in the establishment could be contacted. The name HΣΔ was chosen by the initiator and represented Greek letters because of their tradition in academic honour societies. HΣΔ represent the first letters of three major attributes of achievement and character a member should possess, but participants could only remember that Σ stands for service.

For the next seven years, HΣΔ was further developed and managed at the University of New Hampshire, promoting HΣΔ by inviting other schools to open chapters. A successful platform for promotion was a booth at the Chicago Hotel and Restaurant Show which was funded by UNH. The initiator and his students approached anyone who appeared to be a student and explained about HΣΔ. Furthermore, large lapel buttons were distributed which said “Honour Me” combined with the three Greek letters to promote awareness. According to Orkin, in these early years of HΣΔ, academic performance was only one admission criteria and it was more important to have a good service attitudes. Moreover, discretion was given to the chapter advisors to admit students based on outstanding contributions to the school and to the community (E. Orkin, personal communication, February 29, 2008).

Resulting from the effort at the Chicago Hotel and Restaurant Show, the initiator stated that approximately six to seven new chapters were founded. Most of the major schools in the US were among the early chapters. Besides promoting HΣΔ at the Chicago Hotel and Restaurant Show, Orkin started to publish the HΣΔ newsletter as an essential tool to advertise the society. As a result, most US hospitality programs and schools established a chapter by the mid 1980’s. The HΣΔ newsletter was discontinued in 1999/2000, when the HΣΔ newsletter was integrated into CHRIE’s HOSTEUR™ magazine.

In 1985, the Council on Hotel, Restaurant and Institutional Education (CHRIE) took over HΣΔ’s administrative responsibilities and became the official umbrella organisation (Chesser, 1993). This transfer was possible at a time when CHRIE had matured and became a nationally as well as internationally recognised organisation. Interestingly, many people believe that CHRIE has been the governing organisation from the day HΣΔ was founded.

In 1989 the organisation Aristos Xenia Tourisimos was founded at Penn State University’s Berks campus. The founder intended to provide an organisation for hospitality students of associate degree programs. By 1995, Aristos Xenia Tourisimos had grown to 17 chapters. This was also the year, when Aristos Xenia Tourisimos was renamed Alpha Xi Tau (AXT). The merger under the HΣΔ name eventually took place in 1997 and is seen as a great success according to the responses given by the participants who followed the merger.

After CHRIE became HΣΔ’s parent organisation, an official Board of Governors was established, bylaws were created and revised, and HΣΔ became to a small degree interna-

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The ΗΣΔ’s initiator had the vision to create an organisation which recognises hospitality management students for their excellent academic performances, character and dedication to service.

According to I-CHRIE, ΗΣΔ has currently 80 chapters in the United States, as well as five international chapters in Switzerland, Hong Kong, and Spain. The first international chapter was started at Les Roches hotel school in Switzerland in 1999, followed by chapters at the University Centre “César Ritz” (UCCR) and the Glion Institute of Higher Education in 2001. The first chapter in Asia was set up at Hong Kong Polytechnic University in 2002. Another international chapter was established at Les Roches Marbella Swiss Hotel Association School in Spain in 2003 and currently the last international chapter is the one at IMI University Centre in Lucerne, Switzerland. Although ΗΣΔ has attempted to grow globally, only these six international chapters exist, which could be due to the perception among many educators and students that ΗΣΔ is more an US-American focused organisation. Table 1 provides a summary.

ΗΣΔ membership is growing! According to I-CHRIE, the annual number of students inducted into ΗΣΔ averages 1000 students annually, leading to an estimated of 25000 members. Alone in 2006 1350 students were inducted and in 2007 this number rose to 1600 new members (I-CHRIE, personal communication, March 14, 2008). One would expect a strong network behind this organisation, but most participants only partially agreed or even disagreed. Most participants added that ΗΣΔ has a much greater potential to build and maintain a strong network in the industry. A positive example for creating a network was a meeting at the New York Hotel and Motel Show with three hotel groups to determine what recruiters and the industry look for. Another attempt to strengthen the network involved the idea to get a corporate sponsor. Despite being an excellent ideas, after the initiators retired, this idea was not further developed.

In general, most participants expressed the opinion that chapters work rather on their own, representing a hurdle to setting up a common network.

Considering ΗΣΔ’s recognition by recruiters, most participants agreed that it is likely to be valued primarily by big companies. Especially, for companies requiring high GPAs, ΗΣΔ members would represent ideal candidates and ΗΣΔ membership on a resume could make the difference for recruiters.

Especially for operational positions, recruiters more likely select candidates with excellent service attitudes.

Conclusions, Limitations and Recommendations

The ΗΣΔ’s initiator had the vision to create an organisation which recognises hospitality management students for their excellent academic performances, character and dedication to service. Comparing key literature with the concept of ΗΣΔ similarities between industry requirements and skill development as a result of being involved in the organisation are apparent. As the primary data collection revealed, a variety of activities have been integrated in ΗΣΔ. Being a ΗΣΔ member does not only require excellent academic performance, but students are also expected to generate ideas, plan projects as well as execute them with success. Leadership as well as communication skills represent key skills for career success.

This study about ΗΣΔ and its historical development faced various limitations the researchers had to overcome. One major limitation presented the fact that no official written record about the development of ΗΣΔ existed, thus very little information could be obtained from secondary sources. Therefore, most information concerning ΗΣΔ resulted from the primary data collection. This fact indicates that to assemble ΗΣΔ’s historical development was overdue, but that this research is only a first step which needs to be complimented by feedback from others who hold pieces of information.

For a recommendation, the results of the primary data collection support the overall impression that ΗΣΔ has greater potential. Most participants mentioned the high value of the organisation, but relatively low recognition by the industry. The fact that recruiters generally are more concerned with students’ core skills and qualities than academic excellence, represents a chance of better promoting ΗΣΔ chapters and memberships.

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