

ACTIVITY REPORT 2009



LAUSANNE HOSPITALITY RESEARCH

Leading Research towards Industry

With acknowledgements to:

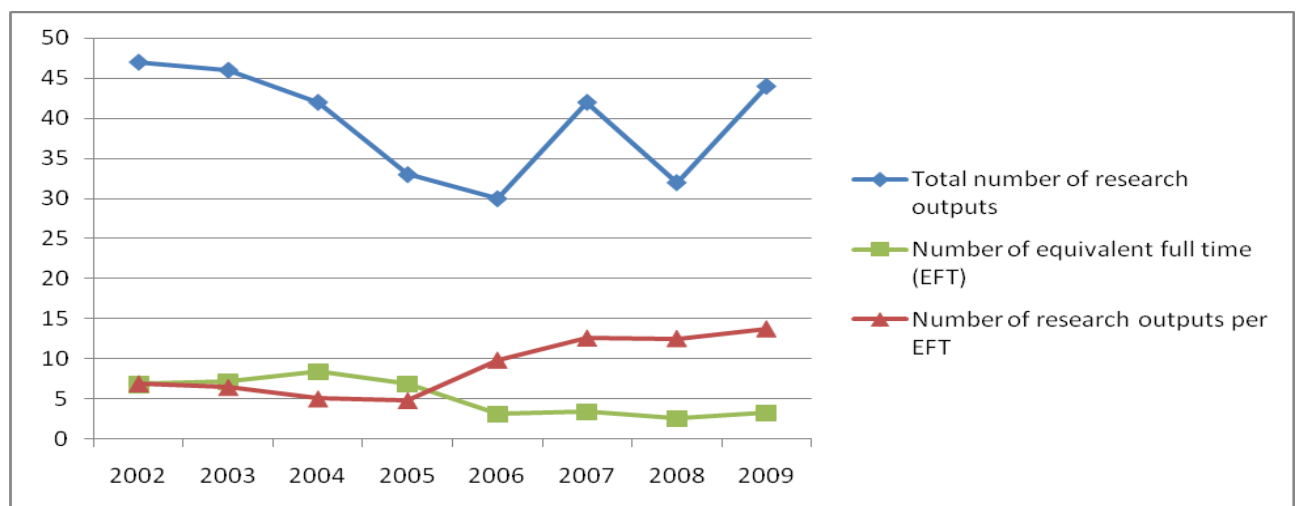
The Lausanne Hospitality Research (LHR) has achieved a series of events and accomplishments in 2009. You will find a summary of these activities in the following document as well as in the *Research Publications Book*.

1 – RESEARCH PERFORMANCE

In 2009, the Lausanne Hospitality Research has achieved a better performance than in 2008.

The number of research outputs obtained per equivalent full time professor (having time release for research activities), was over 13 (please see table here below for more details).

Research Productivity:



Research outputs	2002	2003	2004	2005	2006	2007	2008	2009
Academic articles*	4	4	3	4	4	6	3	6
Professional articles*	18	15	11	8	6	13	12	6
Projects reports/industry reports*	0	1	1	1	1	1	3	6
Books*	0	0	0	0	1	10	0	1
Papers in international conferences**	12	0	6	8	7	5	7	15
Papers in national conferences**	2	10	1	0	0	0	0	1
Book chapters*	4	0	3	2	3	0	0	1
Research projects***	7	16	17	10	8	7	7	8
Total number of research outputs	47	46	42	33	30	42	32	44
Number of equivalent full time (EFT)	6.80	7.15	8.38	6.87	3.05	3.33	2.55	3.20
Number of research outputs per EFT	6.91	6.44	5.01	4.80	9.84	12.6	12.54	13.75

* Published during the corresponding year.

** Paper presented during the corresponding year.

*** Every project in progress, achieved or starting during the corresponding year.

NB: The table doesn't include other research activities (ex: moderating round tables, speaker at a conference, etc.)

For the total content of publications, please see the Research Publications Book.

2 – EVENTS AND ACHIEVEMENTS

2.1. I-CHLAR 2009 – The Hague

The second edition of the conference I-CHLAR (International Conference on Hospitality and Leisure Applied Research) founded by Dr. Thouraya Gherissi-Labben (Lausanne Hospitality Research and Dr. Joseph Chen (Indiana University) has been organized at the Hague Hotel School (Netherlands) on 16th and 17th July 2009. The theme of the conference was: "Value creation through a customer centered management".

There have been 50 attendees coming from different countries.

Mr. Russell Kett (Managing Director of HVS Consulting London), Mrs. Anne Cheseaux (Managing Partner at CFB Network Ltd & chairman of the board for Swiss International Hotels), Mr. Walid El Abed (CEO & Founder at Global Data Excellence Ltd) and Mr. Paul de Weger (Managing Director and Founder of Amplixs Interaction Management) were the 4 keynote speakers for the conference.

A panel discussion has taken place about Dutch city marketing in times of economic crisis, with the participation of representatives of Dutch economic and tourism associations.

25 research and professional papers were presented in the different parallel sessions and two of them have been awarded. The "best research paper-golden award" has gone to Ms. Cathy Enz and Linda Canina, from Cornell Hotel School, for their contribution entitled "Pricing Strategies for Revenue Enhancement" and the "best research paper-silver award" has been given to Mr. Olaf Hermans and Mr. Frans Melissen, from NHTV University of Applied Sciences of Breda (Netherlands), and Mr. Rob Van Agteren, CEO and Senior Consultant of Ackinas (Belgium), for their paper entitled "Customer Relationship Management & Performance Management: Exploring an Actionable Link in Hospitality".

2.2. Forum Professionnel

A professional forum has been organized at EHL on 10th February 2009. The theme was "creating value through the customer relationship management".

There have been 60 attendees. The audience was quite diverse: professors-researchers, specialized practitioners, and representatives from institutions offering innovative solutions in this area.

This forum has been organized around three main questions:

- What are the role and the impact of the new information and communication technologies on the client relationships, from customer acquisition to loyalty programs?
- How should the customer knowledge be extracted and translate the existing customer data into business opportunities?
- What are the key performance indicators of the customer relationship management?

These issues have been addressed in the presentations of the two keynote speakers: Mrs. Andrea Bianchi, head of business development in Micros-Fidelio, and Mr. Mike Meier, head of technology & information for the Touring Club Switzerland.

Practical examples on these areas have been also discussed in five workshops where representatives of five companies have presented the experience of their respective institutions: Mr. David Sadigh (Manager of IC-Agency), Mr. Martin Demierre (CEO & founder of Touchmind), Mr. Rolf Pfister (member of the management board of SPSS (Switzerland)), Mr. Claude Jabès (CEO & founder of leLab) and Mr. Remi Chadel (professor at EHL, CEO & founder of Chadel & Cie).

2.3. New Strategy LHR

LHR being currently the hub of knowledge development (pure research activity) will extend its activity to become service provider. Competences used to lead research called transversal, should be developed by students and professors through the implementation of the new curriculums. These competences will be developed through 4 new/ improved support services (see figure 1):

- **Library:** The mission wouldn't be only to buy references and databases according to professors' needs but to have a proactive role in anticipating these needs. The library's mission is to be main partner in providing relevant information to all EHL stakeholders.
- **Writing (and Editing) Centre:** Provide assistance to students in accomplishing their different assignments (SBP, research projects, etc.) needing specific writing or oral communication. The professors will benefit from this last service but also from the exclusive service of edition offered for their research or business paper to be published.
- **Hospitality Innovation and Trends Tracking (HITT) Centre:** Provides proactively EHL students and professors, as well as industry, with the future trends and innovation in the hospitality industry.
- **IT and IM Studio:** Aims to develop students' and professors' knowledge and competences in Information technologies and Information management which are either directly in relation with hotel industry or with more generic domains/disciplines. The studio will have a web presence as well as physical presence.

The integration of the four services will lead to the creation of "**Learning Centre**".

For LHR as a content provider (see figure 1) students, through dissertations and "innovation and trend projects" are now more involved in research activities as well as the professors: even professors without any time release for research will be able to contribute through LHR activities. Moreover, a newly created chair in F&B would be effective from next year on. Finally, we are planning to introduce an "incentive proposal" for professors, and also to have some visiting PhD students contributing to our research activities.

Figure 1: New organization of Lausanne Hospitality Research



2.4. Master in Advanced Studies Partnership

The Ecole hôtelière de Lausanne through the Lausanne Hospitality Research is one of the main partners of the *Master in Advanced Studies in Luxury Management* of the Geneva School of Business Administration.

This collaboration is led by professor and researcher Dr. Samad Laaroussi. The implication of the LHR covers teaching as well as research activities in the hospitality luxury industry. This program has started in October 2009.

2.5. Partnership with the ITHQ - Institut de tourisme et d'hôtellerie du Québec

In October 2009, a partnership agreement has been signed between the LHR and the ITHQ. This partnership is of both academic and research nature:

- The academic partnership aims to improve the knowledge in the hospitality industry and to facilitate the mobility between our two institutions for professors and students.
- The research partnership aims essentially at developing common projects including the PhD thesis co-direction.

3 – APPLIED RESEARCH PROJECTS

3.1 – Projects with the industry

- ***U-Telecom***

The main objective of this project is to develop with U-Telecom, a French company, a web solution for the hospitality industry in order to simulate financial and budget planning. This solution should help the industry in financial/strategic making-process decisions. This project, which started in June 2009, is led by both Professors Fabien Fresnel and Bernard Jaquier.

- ***IT Benchmark***

The report analyses and interprets data from an independent survey of European, African, and Middle-East (EAME) property level hotels (and, in some cases, Asian properties). It reports IT benchmark figures for 2008 IT spend and provides an overall view and directional indicators of EAME and Asian properties. Apart from IT spend (CaPex, OpEx) and general performance indicators (ADR, Occupancy, GOP, GOR, EBITDA, etc.), the dataset contains information on hotel size, distribution in regions, service level, ownership structure, and ownership/leasing of IT systems.

This benchmark report added to last year's one enabled us to do some comparison in terms of IT spend, but data over two years only are not enough to make robust affirmations/conclusions. Over time we hope to collect enough information to analyse the development of IT spend on the long-term and patterns could emerge. Nevertheless, the report gave us the opportunity to compare some of the big hotel chains results (i.e. Kempinski, Rezidor, and Starwood) against the rest of the industry in 2008. This project is led by Dr Hilary Murphy.

- ***Kempinski***

This project has started in 2008. The main objective is to develop a "Customer Satisfaction and Complaints System" for Kempinski Hotels SA. The customer satisfaction questionnaire has been finalized this year, and we are entering into the next phase which is the data collection. Professor and researcher Samad Laaroussi as well as Adriana Centeno Gil, LHR Research Associate, are working on this project.

3.2 – New funded projects in 2009

A new applied research project, funded by the HES-SO, has started in September 2009:

- **An Investigation of the data management in hotels with particular emphasis on the role of the Property Management System (PMS)**
Karolin Kokaz (project leader, EHL) & Hilary Murphy (EHL).

3.3 – Projects submission in 2009

Four new projects have been submitted to the HES-SO in September 2009, through the RCSO in Economics & Management. Three of them were accepted by the scientific committee and are currently being evaluated by the economic experts.

- **Humanisation des sites web d'achats : une exploration de la création de valeur dans la relation entre fournisseurs «Food & Beverage » (F&B) et leurs clients hôteliers/restaurateurs en Suisse**
Pablo Diesbach (project leader EHL) & Martin Demierre (Touchmind).
- **Outil de veille sur les tendances et les prescripteurs des secteurs horloger et hôtelier**
Nicolas Babey (project leader HEG-Arc) & Samad Laaroussi (EHL).
- **Création d'entreprises et succession : un potentiel à exploiter pour les entrepreneurs âgés**
Mathias Rossi (project leader, HEG Fribourg), Christine Demen Meier (EHL) & Frank Halter (Saint Gall University).

3.4 – Achieved projects in 2009

Four projects have been achieved during 2009. Several outputs are expected to come out from each of them.

- **Senior Tourism in Switzerland: future communication and marketing strategies for hoteliers and other tourist service industries in Switzerland.**
Horatiu Tudori (Project Leader, EHL), Andrew Mungall (EHL), Thouraya Gherissi Labben (EHL), François Courvoisier (HEG-Arc), Roland Schegg (HEG-VS) & Markus Jufer (SRG SSR idée Suisse, economic partner).
- **The opportunity of introduction of Swiss hotels SME into the stock exchange: a new financial solution for the sector.**
Thouraya Gherissi Labben (Project Leader, EHL), Emmanuelle Beaufilets (EHL), Andrew Mungall (EHL), Inès Ghorbal (EHL) & Vincent Dousse (HEIG-VD).

- **Travel 2.0 : L'impact des nouveaux médias sociaux sur le comportement des acheteurs de produits touristiques : identification des défis et des opportunités pour les entreprises de l'industrie suisse du tourisme.**

Roland Schegg (Project Leader HES-SO-Valais), Hilary Murphy (EHL), Jean Philippe Trabichet (HEG-Genève), Patrick Bérod (Association Hôtelière Valaisanne, economic partner), Markus Jufer (MediaPuls, economic partner) et Vincent Bornet (Valais Tourism, economic partner).

- **Exploring opportunities for service optimisation in hotel processes (engineering with technology).**

Hilary Murphy (Project leader, EHL), Karolin Kokaz (EHL), Henri Röthlisberger (HEIG-VD), Quentin Ladetto (Géomatic Ingénierie SA, economic partner) & Bernard Tschopp (Société des hôteliers de Montreux-Vevey-Riviera et environs, economic partner).

4 – OBJECTIVES FOR 2010

4.1. Research Chair in F&B

Currently, LHR and one of its researchers, Dr. Christine Demen-Meier, are in collaboration with the Director of Development, Robert Trocmé in the process of setting up a new research chair in the domain of Food & Beverage. This chair is to be funded by three international big players in the F&B sector that have a common interest, which is exploring future trends in their area. Two of them have confirmed officially their participation. This research chair would be active early 2010.

4.2. Learning center

As explained in section 2, 2010 would be the year to finalize the implementation of LHR new strategy.

- Regarding the **Library**, it should suit the needs of the students and professors more efficiently. LHR is currently conducting a survey on the needs of the students and their use of the library. The analysis of their answers should help us to define more precisely the future potential changes that need to be done.
- The **Writing Centre** has opened in October 2009, and is already offering support to students and professors in different ways: tutorials on moodle, workshops and seminars on specific topics, individual or group coaching sessions. A tracking system of needs and quality has also been put in place. The definition of a more structured model of the Writing Centre is the next important step of the development plan.
- Concerning the **HITT Centre**, many achievements have been done, such as identifying the needs in terms of innovation tracking, testing the information tracking progress, defining the content of the student work (methodology, support, tutorial, delivery, etc.), testing a Knowledge Management Platform. Currently, we are in a period of selecting an information tracking solution. There are future opportunities for testing solutions with students (on a voluntary basis) and training them on these solutions. The recruitment of an "information tracker" is also planned and the definition of major themes, on a school level and a professor (programs) level, needs to be done.
- The **IT and IM Studio**: Discussions with technology/solutions providers (CRM, ERP, etc.) and a survey on the needs for learning in terms of solutions are currently being undertaken. Moreover, support services will be offered from February 2010 on, and we finally need to define priorities and strategies in terms of software acquisition and development as well as developing applied research partnerships/projects with the industry.

4.3. I-CHLAR 2011

The next I-CHLAR edition will be hosted and co-organized by the **Paul Bocuse Institute** in Lyon (France) in 2011.

4.4. Professional Forum

The 2010 edition will be held in March. The theme will focus on "social media impact on marketing practices".

The forum is still organized around plenary sessions and workshops.

4.5. Professors joining the LHR Team

As per September 2009, three new professors have joined the LHR team. They will be deeply involved in different projects in 2010.

- **Bruno Albietz, MSc, MBA, DBA (in progress)**

Teaching focus:

- Business processes and information systems

Research interests:

- Factors influencing the usage of Customer Relationship Management (CRM) systems
- The business value of information systems
- Integration issues in hospitality information systems

Academic qualifications:

- DBA, Grenoble Ecole de Management, France.
- MBA, University of Chicago Graduate School of Business, USA.
- MSc., Groupe INSEEC, Paris, France.

Academic experience:

- Lecturer, Grenoble Graduate School of Business, France

Professional experience:

- EHL, IT Solutions Director
- IMD, project management and application development manager
- Reuters, project manager
- PricewaterhouseCoopers, principal consultant
- Hewlett-Packard, country support manager

Languages:

French and English

- **Christine Demen Meier, PhD**

Teaching focus:

- Hospitality Marketing,
- F&B Marketing,
- Strategic Management in SME's
- Entrepreneurship
- Case Study Workshops

Research interests:

- SME Hotel and Restaurant Strategies
- Hospitality Entrepreneurship
- Job prospective in food service industry
- Entrepreneurship and Entrepreneurs

Academic qualifications:

- PhD, University Basse Normandie, France
- Postgraduate certificate (DEA- Diplôme d'Etudes Approfondies) in Marketing and Research, HEC University, Geneva
- Bachelor in Hospitality Management, Ecole Hôtelière de Lausanne, Suisse

Professional experience:

- Creation, implantation and Management of new concepts in hospitality industry for more than 20 years
- Consulting in hospitality and restaurant management for many companies in Switzerland, Côte d'Ivoire, Turkey, Ukraine

Scientific activities:

- Visiting professor for several HES, ES and professional association in Switzerland or Canada
- Member of AIREPME (Association Internationale de Recherche en Entrepreneuriat et PME)
- Permanent scientific referee for entrepreneurship students projects in HES-SO and for AIREPME
- Referee for F&B Management (GastroSuisse)
- Member of Relève PME (a joint platform of research and training activities) in Switzerland
- Referee for pedagogical organisation of the ESSVA (Ecole Supérieure spécialisée du Vakinankaratra) in Antsirabe, Madagascar financed by IECD (Institut Européen de Coopération et Développement)

Languages:

English, French

- **Philippe Masset, MA**

Teaching focus:

- Financial management in hospitality industry
- Financial Markets and Investment Analysis
- Risk Management
- Empirical Finance

Research interests:

- Wine as an alternative asset class
- The performance and risk-profile of lodging firms
- Volatility stylized facts
- Risk management

Academic qualifications:

- PhD candidate, University of Fribourg (Switzerland)
- Master in Management – Finance Major, University of Fribourg

Academic experience:

- Lecturer, course: "Financial Markets and Investment Analysis", Ecole Hôtelière de Lausanne;
- Lecturer, course: "Interest Rate (IR) & FX Management", Swiss Accountancy Academy ;
- Teaching assistant, courses: "Investments", "Risk Management", "Portfolio Management", University of Fribourg (Switzerland);
- Research assistant, University of Fribourg (Switzerland).

Professional experience:

- Assistant of the COO, Distribution of Energy Division, Groupe E, Fribourg
- Financial analyst junior, UBS, Zürich

Scientific activities:

- Member of: American Association of Wine Economists
- Referee for the Eastern Finance Association annual meeting (2010)
- Member of the scientific committee of the "PhD Quantitative Finance Day", Zürich (2008)

Languages:

French, English, German

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DOMAIN 1: Human Behaviour in the Hospitality Industry

Initiative climate and emergent work role performance: A cross-level moderated mediation model

RAUB, S., & LIAO, H., (7-11 August 2009), Presented at the 2009 Annual Meeting of the Academy of Management, Chicago, Illinois, USA.

DOMAIN 2: Marketing & Information and Technologies (ICT)

An exploration of the key hotel processes implicated in biometric adoption,

MURPHY, H. & ROTTET, D. 2009, International Journal of Contemporary Hospitality Management, Vol. 21, No 2, pp 201-212.

Everything to lose

MURPHY, H., Hotel Management International, Summer edition 2009, pp 64-68.

When high tech meets low(er) budget

MURPHY, H. (December 2008), Hotel Yearbook 2009, pp 96-102.

Hey, small spender

MURPHY, H., (December 2008), Hotel Management International, pp 73-75.

An investigation of the impact of social network websites on hotel buyer behaviour at pre- and post-purchase stages

MURPHY, H. & HOLZGREVE J., (July 2009), Presented at I-CHLAR 2009, The Hague, The Netherlands.

The impact of the front desk IT System on the quality of the guest experience in the context of Korean luxury business hotels

MURPHY, H. & CHO, C., (October 2009), Presented at EuroCHRIE 2009, Helsinki, Finland.

Information Communication Technologies (ICTs), Entrepreneurship and SMTEs

BUHALIS D. & MURPHY H., (2009), Ateljevic. J. and Page, S., (Eds.).
Tourism and Entrepreneurship: International Perspective, Oxford: Butterworth Heinemann.

Sharing service experiences on-line

WILSON, A., MURPHY, H. & NEY, J., (October 29 - November 1, 2009), Presented at the 18th Annual Frontiers in Service Conference, Honolulu, Hawaii, USA.

Service operations management tools and technology in hotels- developing a benchmarking tool

KOKAZ, K. & MURPHY, H., (October 2009), Presented at EuroCHRIE 2009, Helsinki, Finland.

Architecturing enterprise information portals for navigation

SEFFAH, A. & ENGELBERG, D. (June 2009), Presented at AIM 2009, Marrakech, Morocco.

On the modeling of customer experiences and the identification of behavioral patterns in it-based services management and engineering

SEFFAH, A. & DEICHMAN, A., (July 2009), Presented at I-CHLAR 2009, The Hague, The Netherlands.

Usability testing of non GUIs: methodological findings from immersive and virtual environments

SEFFAH, A., MAMMAR, H. & BENN, J. (August 2009), Presented at INTERACT 2009, Stockholm, Sweden.

A measurement-based framework for adopting usability engineering methods and tools

METZKER, E. & SEFFAH, A., (August 2009), Presented at INTERACT 2009, Stockholm, Sweden.

Persona comme outil de design d'IHM pour des applications à base de services : principes et étude de cas en e-maintenance

SEFFAH, A., KOLSKI, C., IDOUGHI, D., (October 2009), Presented at IHM 2009, Grenoble, France.

Human-Centered Software Engineering: Software Engineering Models, Patterns and Architectures for HCI

SEFFAH, A., VANDERDONCKT, J. & DESMARAIS, M.C.
Springer Edition, June 2009.

Comprehension of visualization systems – Towards quantitative assessment

PADDA K., SEFFAH A. & MUDUR S.P., (2009), ACHI, pp 283-288.

Usability engineering laboratories: limitations and challenges toward a unifying tools/practices environment

SEFFAH A. & HABIEB-MAMMAR, H. (2009), Behaviour & IT 28(3), pp 281-291.

Reconciling usability and interactive system architecture using patterns

SEFFAH A., TALEB M., HABIEB-MAMMAR H. & ABRAN A. (2008), Journal of Systems and Software 81(11), pp 1845-1852.

DOMAIN 3: Strategic-Financial Decision Making Process and its Implementation for Value Creation in the Hospitality Industry

Hotel offer adjustments for senior citizen guest: Perception of Swiss hoteliers

MUNGALL, A. & GHERISSI LABBEN, T. (2009), Advances in Hospitality & Leisure, Vol. 5, pp 233-239.

Shaping the future communication and marketing strategies for the senior citizen travelers: implications of an exploratory study for Swiss tourism and hospitality service providers

MUNGALL, A., SCHEGG, R. & COURVOISIER F., (July 2009), Presented at I-CHLAR 2009, The Hague, The Netherlands.

Youth traveler's lodging and dining preferences

GHERISSI LABBEN, T., CHEN, J. & JOHNSON, C. (2009), Tourism Analysis, Vol.13, pp 499-509.

La résilience des grands crus

MASSET, P., (October 2009), Agefi.

Support for environmental scanning: Testing content analysis software on financial annual reports

GHORBAL, I. (August 2009), poster presented at I-CHRIE 2009 in San Francisco, USA.

Rejuvenating touristic consumption: From a cognitive approach to a symbolic intent of modelisation

MOINAT, V. & De DIESBACH, P. (September 2009), Presented at ATMC 2009, Bournemouth, Great-Britain.

A new service management perspective: The performance of business units in service firms and customer contact

ECHEVESTE, I. (July 2009), Presented at I-CHLAR 2009, The Hague, The Netherlands.

Contextual influences on the role of strategy tools within an international hotel firm

HODARI, D. & ROPER, A., (October 2009), Presented at EuroCHRIE 2009, Helsinki, Finland.

Four innovative new hotel concepts we'll see in 2009

HODARI, D., (December 2008), Hotel Yearbook 2009.

Dream holidays that become nightmares before your customers leave home

HOLVERSON, S. (Autumn 2009), Ehlite Magazine, Issue 26.