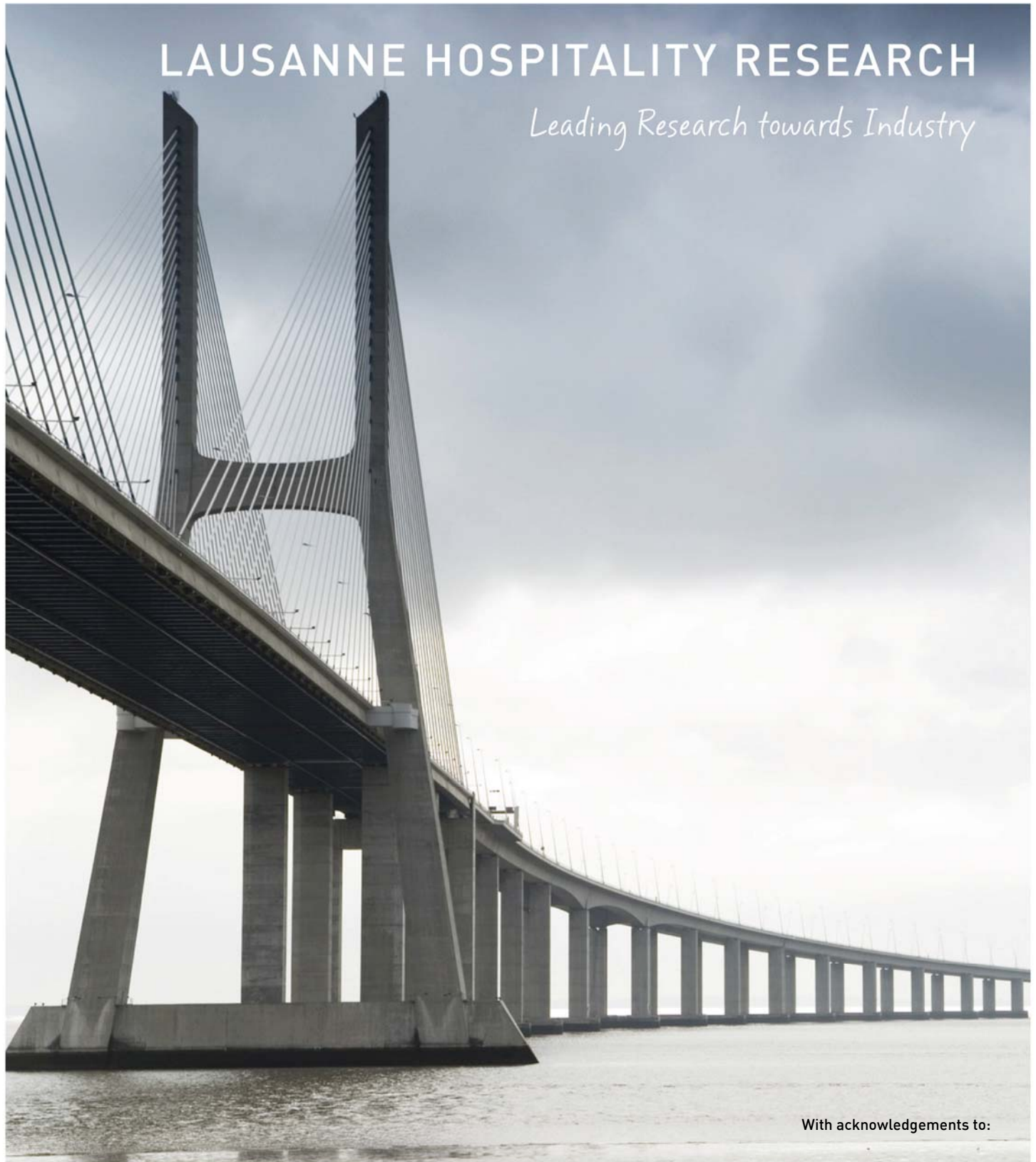


# ACTIVITY REPORT 2007

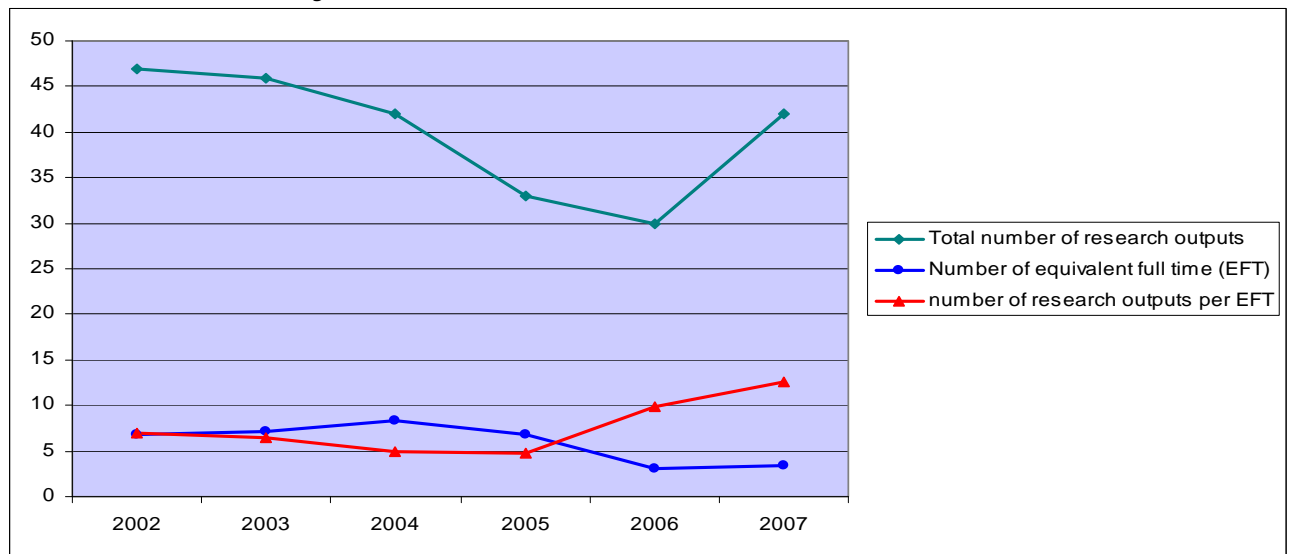


The Lausanne Hospitality Research (LHR) had known a series of events and accomplishments in 2007. You will find a summary of these activities on the following document as well as on the *Research Publications Book*.

## 1 – RESEARCH PERFORMANCE

In 2007, Lausanne Hospitality Research has realized higher performance than in 2006. The number of research outputs obtained per equivalent full time professor (having hours available for research activities), was over 12 publications (please see tables here below for more details).

### Research Productivity:



### Research outputs :

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

\* 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 – La Revue Economique et Sociale**

A special edition of the Swiss scientific review “La Revue Economique et Sociale” has been lead by T. Gherissi Labben & A. Mungall. Through varied articles, this edition explains and suggests solutions for contemporary challenges in the hospitality industry. It includes at the same time, contributions from EHL professors (H. Murphy, E. Beaufils, A. Salamin, T. Gherissi Labben & A. Mungall), and from professionals (Nicolas Besse (Accor), Anne Cheseaux (CFB Network) and Estelle Papaux (hotelleriesuisse)). This special edition published in March 2007, was one of the “bestseller” of *La Revue Economique et sociale*.

### **2.2 – Research Day**

On the 26<sup>th</sup> of April 2007, the *Lausanne Hospitality Research* organized at the EHL a *Research Day* in order to make the various research activities known to both the EHL students and staff members. On this occasion, the research team, professors and management, took the opportunity to present their research projects and to answer questions.

This experience will be renewed annually for the benefit of both EHL members and professionals, in order to make known the advances in our research works.

### **2.3 - Hospitality and Leisure Conference**

On the 5<sup>th</sup> and 6<sup>th</sup> of July 2007, the EHL hosted the « The 1st Hospitality & Leisure : Business Advances and Applied Research Conference », organized by the Lausanne Hospitality Research in partnership with the *Department of Recreation, Park and Tourism Studies Administration* (Indiana University, USA), represented by Dr. Joseph S. Chen.

The conference was attended by approximately eighty people coming from Europe, United States and Asia. Also present for the opening of the conference and as speakers, Marguerite Sequaris (CEO of HOTREC), Peter Lorange (IMD President), Eva Brechtbühl, (Member of the Management of Switzerland Tourism) and John A. Williams (Director of the Lester E. Kabacoff School of Hotel, Restaurant and Tourism Administration, University of New Orleans).

The main aim of the conference was to offer researchers and professionals in the hospitality industry an opportunity to exchange their points of view, and was a real success. The next edition is planned to take place in summer 2009.

### **2.4 – Research professors at international conferences**

Professors who are actively involved into the LHR research activities, have recently participated in several international renowned conferences.

This is the case of Hilary Murphy, who has been invited to make a presentation for the seminar « *The impact of the web 2.0 on the Tourist Sector* », last June in the Andalusia Center of Tourism Innovation (CINNTA) in Marbella, in Spain. In June, she has also participated to the annual conference HITA (Hospitality IT Association) where she has presented a paper entitled « *An Investigation into the Adoption of Biometrics Technologies by Hotel Guest* ».

Then, she has participated to the EuroChrie 2007 conference, which took place in October in Leeds, Great-Britain. It was also the case of Steffen Raub, who has also participated to

the annual meeting of one of the most renowned scholarly management association (see 2.5).

### ***2.5 – Award from the “Academy of Management”***

Professor and researcher, Steffen Raub (co-authored with Christopher Robert, University of Missouri-Columbia) has been honored by the prestigious Academy of Management. Not only was the paper selected by the Organizational Behavior division to be presented in August at the annual meeting of the most renowned and largest scholarly management association in the world, but it also received from a total of 565 submissions, the 1<sup>st</sup> prize in the “Outstanding practical implications for management” category. This award is sponsored by the international consultancy firm McKinsey & Company.

The paper investigates the concept of empowering leadership, its impact on “organizational citizenship behaviours” in front-line service employees, and the impact of cultural values. The paper demonstrates that empowering leadership may help front-line service employees to work in more flexible ways, and also suggests that this relationship is influenced by differences in employees’ cultural values.

This research was supported by Hilton Middle East & Asia Pacific. A sample of 640 employees and their supervisors was obtained from 18 properties in 11 different countries across the Middle East and Asia Pacific region.

### ***2.6 – Cluster Day***

The LHR has also been highly involved in the organization of the conference “Added Value Creation in the Hospitality Industry” which took place on June 20<sup>th</sup> at the EHL. This conference, related to the focus of the new BOS program, was essentially organized as a training day for our professors in this field.

This training day aimed to bring together the best specialists in this area and to encourage exchanges between professional and academic participants (over 120 participants).

### ***2.7 – Statistics Center***

The LHR has opened last May a Statistics Center at disposal for EHL’s professors and students. This center provides statistics software as SPSS (for various numeric statistical treatments), SPSS Text Analysis for Surveys (for textual data analysis) and MrInterview (for Online Internet Surveys).

In a near future, LHR would like to develop this center by offering services to the industry (Design of questionnaires (mailings, online, etc.), surveys, statistical analysis, consulting in research methodology, etc.)

## 3 – APPLIED RESEARCH PROJECTS

### ***3.1 – New Projects in 2007***

Five new applied research projects started in 2007:

- « Senior Tourism in Switzerland: future communication and marketing strategies for hoteliers and other tourist service industries in Switzerland », (H. Tudori (Project Leader, EHL), A. Mungall (EHL), T. Gherissi Labben (EHL), F. Courvoisier (HEG-Arc), R. Schegg (HEG-VS) & M. Jufer (SRG SSR idée suisse, economic partner))
- « The social responsibility of hotels and the effect on its value », (M. Bigler, (HEIG-VD, Project Leader), T. Gherissi Labben (EHL) & A. Mungall (EHL)).
- « Exploring opportunities for service optimisation in hotel processes (engineering with technology)», (H. Murphy & K. Kokaz, (Project leaders, EHL), H. Röthlisberger (HEIG-VD), Quentin Ladetto (Géomatic Ingénierie SA) & Bernard Tschopp (Société des hôteliers de Montreux-Vevey-Riviera et environs)).
- The strategic importance of affiliation with lifestyle consortia for small and medium-sized hotels (S. Holverson (Project Leader, EHL), A. Mungall (EHL) & J.D. Rolle (HEG-FR))
- The opportunity of introduction of Swiss hotels SME into the stock exchange: a new financial solution for the sector (T. Gherissi Labben (Project Leader, EHL), E. Beaufils (EHL), A. Mungall (EHL) & V. Dousse (HEG-VD))

### ***3.2 – Submission in 2007***

A new project has also been submitted to the HES-SO on August 2007, for an evaluation by the scientist committee and it has recently been accepted. The LHR would be involved as an academic partner for this project.

- « 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 », (R. Schegg (Project Leader HES-SO-Valais), H. Murphy (EHL), J.P. Trabichet (HEG-Genève), P. Bérod (Association Hôtelière Valaisanne, economic partner), M. Jufer (MediaPuls, economic partner) et V. Bornet (Valais Tourism, economic partner).

## 4 – OBJECTIVES FOR 2008

### **4.1 – PhD Students**

The LHR would like to develop a new activity, the co-direction of thesis, for mainly foreign students. Their theme has to fit with one of our research domains in order to obtain benefit for both parts.

As part of this activity, the LHR team will shortly welcome an Egyptian student. He will be able to take advantage of the EHL's structures and at the same time, will be co-directed in his research works.

Another student from China may also be given the benefit of this status in 2008.

In the case of success in these two collaborations, LHR may develop this activity in the future.

### **4.2 – Trends and innovation observatory in the hospitality industry**

The LHR, in collaboration with the program BOS director, will work on the creation of a "trends and innovation observatory in the hospitality industry". As the students will have an assignment to identify and then to implement an innovative lodging or F&B concept during the last year (New BOS program), students and professors will use this structure as a support.

### **4.3 – Applied research project proposal for the IAB - Follow up**

During the last meeting with the IAB members, it has been agreed that the following proposals, aiming to create benchmark tools for the hospitality industry, should be launched:

- IT Benchmarks for the Hospitality Industry (Hilary Murphy).
- Empowerment, employee flexibility and organizational effectiveness (Steffen Raub).

Rezidor Hotels Group has accepted to start working on these two projects. Another company (not IAB member), operating in the hospitality industry, has joined the first project.

Thouraya Gherissi Labben, PhD.  
Research Director  
Lausanne Hospitality Research  
Ecole hôtelière de Lausanne

**DOMAIN 1: Human Behaviour in the Hospitality Industry**

**Empowering leadership and organizational citizenship behavior: The mediating role of psychological empowerment and moderating role of cultural values**

Raub, S. & Robert, C. (August 2007), Proceedings of the Academy of Management, Philadelphia, USA.

**Encouraging employee flexibility through empowerment – Practical implications for international hospitality firms**

Raub, S. (5-6 July 2007), Proceedings of The First Hospitality and Leisure: Business Advances and Applied Research Conference, Lausanne, Switzerland.

**The relationship between empowerment and organizational citizenship behaviors of front-line service employees**

Raub, S. & Ahn, M. (October 2007), Proceedings of the EUROCHRIE conference, Leeds, Great Britain.

**Flexibility of service employees – The role of empowerment and culture**

Raub, S. (October 2007), Proceedings of the EUROCHRIE conference, Leeds, Great Britain.

**La rémunération et la motivation : coup de pied dans l'arrière train ou sac de billes**

Salamin, A. (March 2007), La Revue Economique et Sociale, Vol 65, pp 57-75.

**DOMAIN 2: Making New Technologies Matter in Marketing the Hospitality Sector**

**Strategic Issues in Hospitality Technology**

Baudrez, D. & Murphy, H. (March 2007), Ehlite Magazine, Issue 16.

**La distribution électronique dans l'hôtellerie : états des lieux**

Murphy, H. (March 2007), Revue Economique et Sociale, Vol.65, pp. 39-48.

**European Technical Challenges: A Strategic View of I.T. in the European Hospitality Market**

Murphy, H. & Millar, I. (February 2007), Bottomline, Vol 22, n°2, pp. 16-20.

**Biometrics in Hotels: A Review of the Issues and a Framework for Future Research-part1**

Murphy, H. & Rottet, D. (June 2007), Ehlite Magazine, Issue 17.

**An Investigation into the Adoption of Biometrics Technologies by Hotel Guest**

Murphy, H. & Rottet, D. (June 2007), Proceedings of the HITA conference, Orlando, USA.

**Accommodating Technology**

Murphy, H. (September 2007), Hotel Management International, pp 38-41.

**Where is hospitality technology heading in 2007?**

Murphy, H. (December 2006), Hotel Yearbook 2007.

**The Leisure Customer's Adoption of Biometric Technologies in Hotels**

Murphy, H. & Rottet, D. (January 2007), HospitalityNet.

**Determinants of Adoption of Biometrics Devices- a Focus on Hotel Processes**

Murphy, H. & Rottet, D. (October 2007), Proceedings of the EUROCHRIE conference, Leeds, Great-Britain.

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

### **Opportunités d'externalisation des actifs hôteliers en Europe**

Beaufils, E., (March 2007), *La Revue Economique et Sociale*, Vol 65, pp. 17-28.

### **The influence of the intensity of collaboration and type of management on the performance of Swiss Hotels**

Gherissi Labben, T. & Mungall, A., (2007), *Advances in Hospitality and Leisure*, Elsevier Editions. Vol. 3, pp 151-172.

### **L'hôtellerie en Suisse : état des lieux et perspectives d'amélioration**

Gherissi Labben, T. & Mungall A. (March 2007), *La Revue Economique et Sociale*, Vol 65, pp. 9-16.

### **What is productivity**

Kokaz, K. (March 2007), *Ehlite Magazine*, Issue 16.

### **The Appropriate Use of Productivity Measures**

Kokaz, K. (June 2007), *Ehlite Magazine*, Issue 17.

### **An investigation of the relationships between technology partners and the hotel sector: Identifying and measuring the "value-added" elements**

Murphy, H. (5-6 July 2007), *Proceedings of The First Hospitality and Leisure: Business Advances and Applied Research Conference*, Lausanne, Switzerland.

### **Management hôtelier: Relever le défi de la concurrence**

Mungall, A. & Gherissi Labben, T., (April 2007), *AS Entreprises : Supplément de l'Agefi*, Agefi, No. 82, p.3.

### **A comparison of hotel real estate yields versus other classes of real estate for 2005 and 2006 based on a sample of public real estate companies**

Beaufils, E. (5-6 July 2007), *Proceedings of The First Hospitality and Leisure: Business Advances and Applied Research Conference*, Lausanne, Switzerland.

### **What has been done by Swiss hoteliers to host senior guests?**

Mungall, A., Gherissi Labben, T. & Chen. J. (5-6 July 2007), *Proceedings of The First Hospitality and Leisure: Business Advances and Applied Research Conference*, Lausanne, Switzerland.

### **The money keeps flowing**

Toman, A. (December 2006), *Hotel Yearbook 2007*.

## **Miscellaneous**

### **Labels on Lodging: Will Marriages between Fashion Designers and Hoteliers Succeed?**

Holverson, S. (June 2007), *Ehlite Magazine*, Issue 17.

### **Self-catering in Switzerland**

Nicod P., Mungall A. & Henwood J., (June 2007), *International Journal of Hospitality Management*, Special Issue on Self Catering Accommodations, Elsevier Editions, Vol.26, Issue 2, pp. 244-262.

### **Research in the Hospitality Industry**

Gherissi Labben, T. (October 2007), *En passant*, p. 29.