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## Understanding Hospitality

### Results of a Literature Analysis and Empirical Studies

Version No. 1, February 2, 2021

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**Abstract.** The concept of hospitality has a long history and the term has been used for both the act of being hospitable as well as for services offered by the hotel and tourism industry. Many researchers have developed definitions and models of hospitality. However, there is still a lack of agreement of what hospitality per se really is. In the context of the 200-year anniversary of tourism in Central Switzerland and a corresponding research project, the current state of literature has been analysed and is presented in this paper. The paper suggests a conceptual framework of hospitality in tourism as a general basis for empirical research in this field. The framework reflects the fact that hospitality requires a broad discussion and takes place in multiple social contexts. Employees of the tourism industry as well as the host community both influence the hospitality experience of guests. To gain deeper insights into the topic of hospitality, qualitative and quantitative studies have been conducted. The main results of these studies are presented in this paper.

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## 1 Introduction

This section introduces the reader to the motivation that created the need to investigate hospitality as part of a research project in Central Switzerland (also called tourism region Lucerne/Lake Lucerne).

### 1.1. Strengthening hospitality in Central Switzerland

In today's experience-based economy, emotionally laden concepts such as hospitality become increasingly important for service providers' success (Tasci and Semrad 2016; Pijls et al. 2017). This holds particularly true in the tourism sector, in which guests' experience of hospitality increasingly influence their satisfaction and thus also the providers' business performance (Ariffin and Maghzi 2012).

In 2015, Central Switzerland celebrated the 200-year anniversary of its touristic activities. In the light of its growing importance, hospitality was chosen to be the motto of the festivities. During this anniversary various projects were launched. As one of these projects, the innovative research project 'Strengthening hospitality in Central Switzerland' was started. Involved in the project were an interdisciplinary team of researchers, representatives of the five cantonal tourism organisations as well as one tourism service provider per canton. It was the first time such a collaboration to strengthen hospitality of an entire tourism destination (Central Switzerland) had been formed.

### 1.2. Hospitality: a concept with a long tradition but no common definition

The term 'hospitality' has a long history. A social obligation to host and protect people and travellers already existed in the ancient world (Bausch 2013; Hiltbrunner 2005). Over time the term developed many different meanings, though. In the ancient world the welcoming and hosting of travellers was an important social moral imperative (Bausch 2013). The commercial form of hospitality, however, was condemned (Durst 1993, p. 105 cited in Perathoner 2000, p. 32). In early Christianity, the numbers of pilgrims continuously increased and consequently, the welcoming and hosting of pilgrims became a transaction (Bausch 2013).

Since the advent of commercial accommodation, the term 'hospitality' is associated with the hotel and tourism industry and is often referred to as commercial hospitality (Lashley 2000). The fact that industrial organisations and universities use 'hospitality' to describe a service cluster consisting of the provision of food, drink and accommodation, and thus describe the activities of the hotel and catering industry is criticised by several researchers (Brotherton and Wood 2008; Lashley 2000). According to Brotherton and Wood (2008) the hospitality industry is just one of many forms and manifestations of hospitality. In more recent definitions (see also section 0) 'hospitality' is not only reduced to the accommodation sector. According to Pechlaner and Raich (2007) 'hospitality' includes the feeling of experiencing special interactions and relationships that go beyond the paid value of products and services.

Those statements show that researchers in hospitality face a major problem: There is no general agreement or accepted definition of what hospitality per se really is. While critically reviewing the definitions of hospitality, Brotherton (1999) summarises this problem by asking: "How can we have a theory of hospitality knowledge if we are unclear of what constitutes the very essence of hospitality" (p. 165).

### 1.3. Aims of the project

Due to the lack of a clear understanding of hospitality, one of the main aims of the project is to define a concept that describes hospitality's dimensions.

A theoretical understanding of hospitality is needed in order to strengthen Central Switzerland together with the above-mentioned project partners (representatives of the five cantonal tourism organisations as well as one tourism service provider per canton) and further tourism stakeholders who must be appropriately sensitised on the subject hospitality with knowledge about hospitality (conceptual framework) as well as suitable measures and instruments (tools) that support them in their daily business.

Therefore, the three main objectives of the overall project are 1) to create a common definition of hospitality based on a theoretical concept (framework), 2) raise awareness of the various stakeholders for the topic of hospitality and 3) to develop specific tools for improving and strengthening hospitality.

Due to fuzzy concepts of hospitality the research questions of the project (mainly sub-project 1) are:

- What elements does hospitality consist of?
- How is hospitality perceived (by experts and by guests)?
- How can hospitality be measured?

The methods used to meet the objectives are described in section 3. The focus of this paper lies on the first objective and the sub-project 1 though.

In the context of this study, the term 'hospitality' refers to commercial hospitality in a tourism service context.

### 1.4. Background information about the project

In 2015 the cantons of Lucerne, Schwyz, Uri, Obwalden and Nidwalden joined forces to celebrate 200 years of tourism in Central Switzerland (tourism region Lucerne/Lake Lucerne). One goal of this year long festivity was to sensitise the local population and the tourism service providers for the importance of the tourism industry for the local economy. The campaign aimed at improving the hospitality in a tourism service context through all of Central Switzerland. One important pillar of this initiative was this study carried out by the Lucerne University of Applied Sciences and Arts and its partners. The project ran from March 2014 to October 2017 and received funding from the Federal Department of Economic Affairs, Education and Research. Additionally, the project partners supported this project financially as well as with nonpaid working hours. The team project partners consisted of representatives of the five cantonal tourism organisations in the cantons of Lucerne, Schwyz, Uri, Obwalden, Nidwalden, as well as one tourism service provider per canton (Swiss museum of transport, Lucerne; Stanserhorn-Bahn, Nidwalden; Seminar- und Wellnesshotel Stoos, Schwyz; Andermatt-Sedrun Sport AG, Uri; Brünig Park, Obwalden). To acknowledge the interdisciplinarity of the project a group of researchers from different fields contributed. The scientific research team consisted of researchers from three institutes of the Lucerne University of Applied Sciences and Arts: the institute of tourism, the institute of communication and marketing, the institute of socio-cultural development and additional independent researchers

## 1.5. Structure of the paper

Primarily the aim of this study was to develop a conceptual framework aimed to define hospitality. Subsequently, this paper is structured accordingly to take the reader through the development process step by step. Thus, the paper is structured as follows. In section 2 an introducing to the context of the study is provided. This is of particular importance since this study was carried out in a geographically limited area, which has a rich tourism history nevertheless. In section 3, we outline the overall structure of the methodological process. The following sections then provide detailed information on each methodological step. In section 4 the literature review and its results are presented and in section 5 the reader is guided through the exploratory qualitative analysis steps and its subsequent conclusion. Then, in section 6 we present the process of the confirmative quantitative studies. Finally, the conceptual framework is presented in section 7, whereas section 8 concludes the paper with a discussion of the results.

## 2 Context of the study

The Lake Lucerne is situated at the heart of Central Switzerland, which geographically connects the five neighbouring cantons (Lucerne, Schwyz, Uri, Obwalden and Nidwalden) to a unique tourism region. The city Lucerne is the urban centre of the region. Therefore, this tourism region is officially called *Lucerne/Lake Lucerne* and is one of the 13 officially defined tourism region of Switzerland.



**Figure 1: Tourism region Lucerne/Lake Lucerne**



Tourism is deeply rooted in the history of Central Switzerland reaching back into the late 18<sup>th</sup> century. Thanks to its tourism icons such as mount Rigi and its infrastructure projects like the railroad, steamboat and mountain railroads demonstrated a pioneer role in the tourism development of whole Switzerland. Compared to the rest of Switzerland and Europe the tourism industry developed early on into an important economic sector (Flückiger Strebel, 2013).

Tourism today still is a significant economic sector in the region and also still plays an important role in overall Swiss tourism. The gross added value of the Lucerne/Lake Lucerne tourism industry amounts to more than 2 billion Swiss francs per year whereas half of the value added is recorded in Lucerne highlighting the city's importance in this tourism region. The tourism industry is also an important employer, with around 23'550 full time employees in the region. (Götz et al., 2019). In 2017, the region Lucerne/Lake Lucerne recorded 2'065'396 arrivals and 3'648'506 overnight stays thus, belonging to the top three tourism destination after Zurich and Bern in Switzerland (Bundesamt für Statistik BFS, 2017). Lucerne has also been rewarded the most successful destination in the Alpine region in 2015 and 2017. The corresponding "BAK Top Index" developed by BAKBASEL evaluates Alpine destinations on a yearly basis according to their market power, occupancy rate and profitability. The most important source market in the tourism region is Switzerland (40%), followed by Europe and Asia (each 24%) and the United States (9%). The strongest growth over the last five years came from the international markets Asia (+25,9%) and the United States (+21.1%) (Bundesamt für Statistik BFS, 2017). The guest structure is divided into leisure individuals, leisure groups, and MICE guests. Especially the group segments (mainly from China and India) are becoming more important. Around half of the groups that are touring different European destination within a short period of time (usually between 10 and 14 days) are also staying overnight in the Lucerne/Lake Lucerne region. Furthermore, the value added is not only generated through overnight guests but also through a considerable amount of day visitors which are estimated between 24 and 28 million per year.

The popularity of this tourism region is strongly linked with the broad and diverse offer of tourism attractions. For example, the city Lucerne offers an attractive combination of culture, historic old town and a scenic lake surrounded by alpine mountains. The city also is a great point of departure for different excursion to mount Rigi, mount Pilatus, mount Stanserhorn, Engelberg, Alpine mountains, cultural cities and the scenic Lake Lucerne which is fragmented into nine different lake basins. Therefore, also the transport sector including the Lake Lucerne Navigation Company and the many mountain railways are significant players for the attractiveness of the tourism offers.

### 3 Methodology

The section ‘methodology’ shows the structure of the overall project which is divided in two sub-projects. As the working paper focuses on the research part, the sub-project 1 is explained in detail.

#### 3.1. Project overview

The following figure illustrates the overall methodological design of the project. The project is divided into two sub-projects as it is an applied research project which includes a research part (sub-project 1) as well as an application part (sub-project 2)

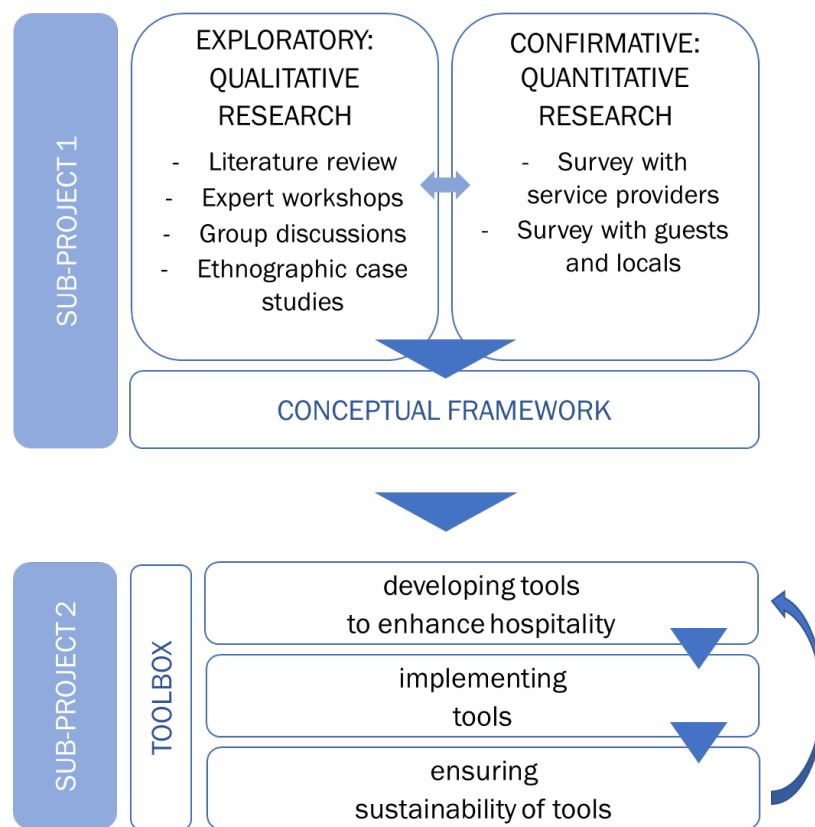


Figure 2: Project overview

#### Sub-project 1: Conceptual framework

To have a better understanding of the concept of hospitality and to realise the vision of an improved hospitality in Central Switzerland, a conceptual framework that describes and illustrates the characteristics and drivers of hospitality is developed on the basis of qualitative and quantitative research.

On the one hand this framework is the basis for the development of a toolbox to strengthen the commercial and traditional hospitality (sub-project 2), on the other hand it also constitutes the basis for future research and monitoring.

## **Sub-project 2: Development of toolbox and pilot tests in Central Switzerland**

Based on the conceptual framework of hospitality, tools for strengthening the latter are developed in collaboration with the project partners. The tools aim at recognising potential for improving hospitality. In a second step, the defined gaps from step one are now aimed to be closed by conducting workshops and implementing other measurements. Furthermore, tools are developed that help tourism organisations to sensitise their members as well as the local people regarding hospitality (e.g. a charta of hospitality, videos, stories, workshops). The project and its results are described in the Appendix.

This paper focuses on the empiric research of the project and the development of the conceptual framework (sub-project 1). As stated above, sub-project 2 is summarised in the Appendix.

### **3.2. Research design of research parts (sub-project 1)**

As shown in Figure 3 a mixed-methods approach was used for sub-project 1 to increase the study's level of validity (Creswell and Clark, 2007). The sub-project 1 consists of two phases: the exploratory phase with qualitative methods (a literature review, two qualitative studies plus several workshops with project partners) to define what hospitality means and the confirmative phase with quantitative methods (two quantitative studies) to validate the conceptual framework of hospitality and measure the importance and performance of hospitality respectively its characteristics. On one hand the mixed-method approach was chosen to increase the level of validity regarding the definition of a conceptual framework of hospitality. On the other hand the content and results of the project must meet the expectations and feasibility of the project partners and is therefore designed as an applied project that takes into account the experience of tourism stakeholders.

To develop a comprehensive conceptual framework, qualitative as well as quantitative studies were conducted. As the surveys were carried out simultaneously and findings were shared throughout the process within the research team, the identification of the relevant dimensions that constitute the framework was an iterative process.

| Phase        | Stage  | Methodology                                    | Sample  | Data collection  | Type of analysis                          | Results   |
|--------------|--|--|---|--|---|---|
| Exploratory  | Search for definitions of hospitality and its dimensions                           | Qualitative study<br>Literature review         |   |  | Content analysis                          | Initial collection of dimensions relevant for the experience of hospitality   |
|              | Search for definitions of hospitality and its dimensions                           | Qualitative study<br>Expert workshops          | Representatives of five cantonal tourism organisations as well as five tourism service providers<br>Interdisciplinary research team   | Expert discussions   | Content analysis                          | Validation and adaption of hospitality dimensions and framework   |
|              | Study 1: identifying dimensions and their items                                    | Qualitative study<br>Group discussions         | Primary service providers<br>Locals & secondary service providers<br>1 group each in Lucerne & Engelberg<br>Total of 4 groups<br>(6-8 participants per group)                         | Focus groups   | Content analysis                          | Observing behaviour influencing concepts & perception & habits related to hospitality to identify dimensions and items relevant for the experience of hospitality |
|              | Study 2: identifying dimensions and their items                                    | Qualitative study<br>Ethnographic case studies | Director of mountain resort (cable car, cog railway & restaurants)<br>Director of touristic family museum<br>11 employees (total both locations)<br>16 guests (total, both locations) | Interviews<br>Participatory observation                          | Conversation analysis<br>Content analysis | Further identification of relevant dimension and items by analysing linguistic behaviours   |
| Confirmative | Study 3: Evaluating the identified items from the perspective of service providers | Quantitative study<br>Survey                   | 114 service providers attending tourism convention in Central Switzerland   | Face-to-face, paper-based questionnaire                          | Importance-Performance-Analysis (IPA)     | Ranking the dimensions according to their perceived importance from the service providers' perspective  |
|              | Study 4: Evaluating the identified items from the perspective of guests and locals | Quantitative study<br>Survey                   | 887 guests (of tourism service providers and tourism organisations/information centres)<br>496 locals   | Online questionnaires (partly adapted to specific target groups) | Importance-Performance-Analysis (IPA)     | Ranking the dimensions according to their perceived importance from the guests' and locals' perspective   |

**Figure 3: Overview research design of sub-project 1 (research part)**

### 3.2.1. Exploratory phase: qualitative studies

#### **Literature analysis**

In a first step, literature discussing concepts of hospitality was analysed aiming at collecting the different understandings and definitions of hospitality and in particular also at identifying the relevant dimensions and items that constitute the hospitality experience. It was a mostly sequential review at the beginning of the project and the literature reviewing process. Nevertheless, minor updates based on additional searches were made during the project. Especially after the dimensions and items constituting hospitality had been discussed with experts and had to be operationalized for the surveys. The literature review comprised of keyword searches as well as backward and forward searches. First of all, scholarly databases and information systems were searched using keywords. Additionally, further sources were searched and used to define and operationalize hospitality. Also the reviewing of the references of articles found during the search and the reviewing of additional sources that have cited in articles were included. The literature search was done rather comprehensively as on one hand a large variety of definitions of the term ‘hospitality’ existed, on the other hand only a few publications containing empirical research of perception of hospitality were available. Although implicitly following the guidelines for literature search (e.g. vom Brocke et al. 2015), the process of the literature search was not written down given its iterative process (databases and keywords used, numbers of articles found etc.). Therefore, the reader will not find a literature review documented in line with the corresponding research methodology. However, the chosen methodology was sufficient for this kind of applied project as the content and results of the project had not only to meet scientific aims but also the expectations of the project partners. Additionally, the content and results were validated by experts and surveys in later steps.

Despite this constraints, the literature analysis as the first main step of the project, resulted in a preliminary list of hospitality core dimensions (as contribution to objective 1 and research question 1 of the project). At the end of the literature analysis 11 dimensions were derived. Results see sections 4 and 5.

#### **Expert workshops**

These dimensions, and later the framework, were discussed in several steps with experts from the tourism industry as well as persons who are experts in the field of communications, economics as well as social and tourism sciences (the experts were our project partners, see section 1.4). The expert workshops were designed as an interactive method with which hospitality (its definition, dimensions and concept) as a complex problem could be discussed within a group of experts. The workshops took part in several steps according to Delphi method (e.g. Linstone and Turoff, 1975; Okoli and Pawlowski, 2004). The identified relevant dimensions constitute the basis for the project’s qualitative and quantitative studies and contribute to the first two objectives of the project (definition of hospitality/framework and raise awareness for the topic) as well as to the research question “what elements does hospitality consist of?”

## **Focus group discussions**

As part of the project a total of four group discussions with representatives of tourism service providers as well as representatives of the local population were carried out in Engelberg and Lucerne in November and December 2014. The objective of the group discussions was to identify behaviour influencing concepts and images as well as habits regarding hospitality.

The starting point of the group discussions was the idea that hospitality in commercial as well as in everyday life is unconsciously practised: In general people do not think about or discuss hospitality – they just act hospitably. Daily tasks and routines are shaped by unconsciously existing images, ideas and habits. Therefore, the interviews were evaluated using the documentary method of interpretation (Bohnsack 2014), whose main focus lies on the participants' practical, milieu-specific, and collective orientation knowledge (also called tacit or conjunctive knowledge). This knowledge is implicit and can be reconstructed based on narratives and descriptions. Implicit knowledge constitutes a group or milieu's shared horizons of values and is an important component of the group's shared spaces of experience. The researcher's task is to explicate rule knowledge that guides behaviour, which participants are familiar with but not fully aware of (it is not explicit knowledge on their part) (Bohnsack et al. 2013, p. 12). The documentary method is a suitable approach to render these unconsciously existing images, ideas and habits explicit and enables reconstructing the milieu-specific and collective knowledge regarding hospitality based on the respondents' stories.

In a first step the evaluation on an explicit level was summarised in a table. The aim was to list the main topics of the group discussions and show their significance for the conceptual framework of hospitality and possible tools to improve hospitality (objectives 1 and 3 of the project). In a second step, the interviews were evaluated in more depth on an implicit level.

## **Case studies: ethnography of communication**

Even though there are two recent empirical studies concerning the psychometrics of hospitality (Tasci and Semrad 2016; Pijls et al. 2017), there is still a lack of insights, specifically concerning possible cultural differences (see section 4.2). To shed light on the current situation in Switzerland as well as to include all relevant perspectives (hosts, host community as well as guests), two empirical case studies were designed to complement the other surveys. The case studies departed from the assumption that hospitality actually arises in the interaction i.e. the communication between hosts and guests. Accordingly, hospitality can and should be examined in the dialogues that take place between these interlocutors. Thus, this part of the empirical analysis aimed at determining empirically how hospitality itself is expressed in specific communicative situations which guests, hosts or observers classify as hospitable. The survey was carried out in two local professional tourism enterprises.

Objectives:

- Analyse real interactions in which hospitality occurs by means of conversation analysis
- Identify communicative factors of hospitality in the conversation material; e.g. politeness, linguistic manners, friendliness, etc.
- Complement the conceptual framework of hospitality by a (regional) empirical analysis

- Enrich the conceptual framework with multiple perspectives on hospitality, including the guest's perspective
- Enrich the tools for strengthening hospitality with linguistic material from host-guest-interaction (cf. Appendix)
- Enrich the discussion and raise awareness about (local) hospitality (cf. Appendix)

The ethnography of communication is a sociolinguistic approach, which examines linguistic actions in concrete communicative situations. It considers communication as social and cultural actions in an enlarged social context. Communication in this context is defined as understanding and being able to apply linguistic norms and rules for social participation and for solving the tasks of daily life. The ethnography of communication tries to elicit structures and linguistic patterns as well as their specific functions in communication. These structures and patterns typically emerge in social networks, in groups of the local population or among tourism service providers for example (cf. Hymes 1974; Gumperz and Hymes 1986; Kallmeyer 1994).

Within the approach of ethnography of communication, the triangulation of different perspectives on the object of investigation is essential. The method of triangulation aims at connecting the etic perspective (e.g. of the researcher) with the emic perspective (e.g. of the local population or tourists) to obtain valid data and interpretation (cf. Gumperz 1982, p. 15ff.). This can be achieved by using and combining different instruments such as interviews, discussions and field observations.

The data collection was carried out in the form of two case studies. On several days once in autumn 2014 and once in spring 2015, data was collected both at a mountain top destination and in a large museum. The locations are situated in Central Switzerland.

Some of the data collection was supported by students. The main survey instruments were a participant observation in concrete communicative situations and recordings of the corresponding field notes. The observed conversations were recorded to transcribe and analyse them in more detail later on. Furthermore, open-ended interviews with the managers of the venues (the organisation running the mountain resort and the museum) as well as short interviews with employees (hosts) and guests were conducted. Thus, observations from the etic perspective of the researcher could be triangulated with the emic perspective of the hosts and guests and interpretations of the conversation could be validated. In the interviews with the guests it was also possible to ask for their specific conceptualisation of hospitality in their experiences at the visited venue.

The organisations running the venues were partners of the overall project. The mountain top destination in particular was chosen as a case study because its organisation had been working for some time on the topic of hospitality and is considered a best practice example for the implementation of high hospitality by several tourism experts.

To analyse the conversations and in particular certain "key sections", in which hospitality is especially present, the method of conversation analysis was applied (Deppermann 2000 and 2008). By carrying out conversation analysis, the concrete implementation of the dimensions that are regarded as fundamental for hospitality could be described, such as 'friendliness', 'cordiality', 'attention' and 'empathy' and reflections on a 'communicative style' and 'communicative problems' or 'intercultural communication' could be outlined and connected to specific communicative situations. The aim was to show what really happens in conversations between guests and hosts; which norms and routines are present when guests, hosts or observers classify a situation as hospitable.

### 3.2.2. Confirmative phase: quantitative studies

#### **Survey among service providers**

At the Lucerne tourism convention “Tourismstag 2014”, the participants – all tourism service providers – were invited to answer questions about hospitality from their expert view. The survey involved the importance of hospitality in comparison to other dimensions influencing the booking decision as well as the importance and performance of different hospitality dimensions (Importance-Performance-Analysis IPA (cf. Martilla and James 1977)).

The questionnaire was pretested by the project team (8 researchers and project partners took part) and slightly adjusted according to the feedbacks. The survey was carried out online, using the software Questback (Unipark). Persons who had registered for the convention received an e-mail asking them to take part in the survey. The gross sample included 164 participants, whereof 114 completed the questionnaire, leading to a completion rate of 69.5%. The mean duration for answering the questionnaire was 8min 40sec.

The results of this survey – together with the surveys among guests and locals described below – provided additional in-depth knowledge about hospitality in Central Switzerland. It helped to validate the concept of hospitality (contribution to objective 1 and research question 1 of the project). It was also an attempt to measure hospitality or rather to measure the satisfaction with the perceived hospitality (contribution to research questions 2 and 3).

#### **Survey among guests and locals**

The quantitative survey among foreign guests and locals aimed at assessing the level and importance of hospitality in Central Switzerland (Importance-Performance-Analysis IPA).

The researchers were not only interested in the level of hospitality overall, but also in the importance and performance of the individual dimensions of hospitality. In addition, the survey provided further insights into differences in terms of the level of hospitality within the tourism service chain. This methodological step was carried out regarding research questions 2 and 3.

The questionnaire was pretested by the researchers and tourism project partners. After a minimal revision of the questionnaire, the survey was conducted in winter 2015, before the start of the festivities of the 200-year anniversary of hospitality in Central Switzerland. The online questionnaire of the survey was sent to the contacts (guests and locals) of the partner companies of the project (five tourism service providers and five tourism organisations).

Among guests, only those that had been to Central Switzerland in the previous two years were allowed to participate in the survey. There were two types of questionnaires that were slightly different regarding content:

- Questionnaire for guests of tourism service providers (main focus: hospitality in that specific company)
- Questionnaire for guests of tourism organisations / tourist information (main focus: general hospitality in Central Switzerland)



In total 1,383 persons answered the questionnaire, whereof 218 completed the questionnaire for tourism organisations and 1,165 the one for tourism service providers.

Of the 1,383 participants, 887 were guests and 496 were locals.

## **4 Literature Review**

The following chapter gives an overview of the different meaning and concepts of hospitality. First of all, three different focuses ‘hospitality as a cultural obligation’, ‘hospitality as the provision of overnight accommodation, food and drink’ and ‘hospitality as a behaviour and attitude’ are presented. Thereafter, it is shown that the culture and interaction of hosts, guests and host communities influence the quality of hospitality. Additionally the terms ‘Gastlichkeit’ in contrast to ‘hospitality’ is introduced and associations with the term hospitality from the guest perspective shown to explain the difference between the two terms. The third sub-chapter shows that hospitality lies somewhere on the axis between service quality and friendship and therefore depends on the relationship between host and guest. Finally, the literature review discusses the two perspectives of hospitality: commercial hospitality in the service content of a destination and traditional hospitality of the host-community.

### **4.1. Different interpretations of hospitality**

As mentioned above, the term ‘hospitality’ has a long tradition and has been used for different purposes. Considering the various definitions of hospitality, different focuses can be distinguished (cf. Buck 2005):

#### **Hospitality as a cultural obligation**

In many definitions, hospitality is seen in the context of tradition or custom. Schrutka-Rechtenstamm (1998, p. 45) defines hospitality as "cultural obligation of reception, protection and hosting of people". Similar is the definition in the Encyclopaedia Brockhaus (2005-06) that describes hospitality as "the custom to accommodate strangers and to grant them protection."

#### **Hospitality as the provision of overnight accommodation, food and drink**

A large number of traditional definitions of hospitality focus on the aspect of overnight accommodation, food and drink; e.g. Jones (1996): "Hospitality is made up of two distinct services – the commission of overnight accommodation for people staying away from home, and the commission of sustenance for people eating away from home" (p. 1). The definition of Pfeifer (1983 cited in Cassee and Reuland 1983) is similar: "Hospitality consists of offering food, beverage and lodging, in other words, of offering the basic needs for the person away from home" (p. 191). Brillat-Savarin (1825 cited in Buck 2005, p. 69) defines hospitality as follows: "To entertain a guest is to make yourself responsible for his happiness so long as he is beneath your roof".

#### **Hospitality as a behaviour and attitude**

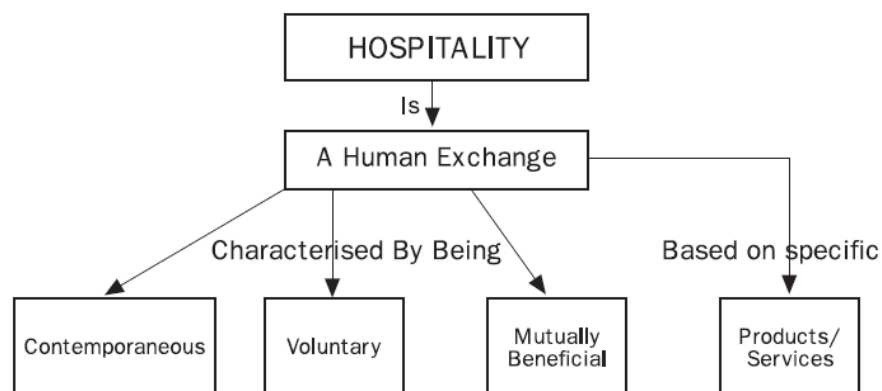
Cassee and Reuland (1983, p. 144) add the behaviour of people to their definition of hospitality: “a harmonious mixture of food, beverage, and/or shelter, a physical environment, and the behaviour and

attitude of people“. According to Pechlaner and Raich (2007) hospitality comprises the feeling of experiencing interactions and relationships that go beyond the paid value of products and services.

In addition, Perathoner (2000) highlights reciprocity and the interpersonal aspect of hospitality. Thus, hospitality is a form of human contact based on mutual respect, goodwill and a recognition of fundamental human values. This definition expresses the idea that hospitality is not just an issue for the host, but that guests also have to play their part.

When focusing on the social, cultural or behavioural aspect of hospitality some researchers mention the term ‘hospitableness’. According to Lashley (2008), ‘hospitableness’ is concerned with "host behaviour and the personal qualities used to ensure the well-being and comfort of guests" (p. 4). In order to achieve hospitableness "the guest needs to feel like he or she is a guest in a private setting – genuinely valued and welcomed – while the host needs to be motivated by the desire to ensure the happiness and well-being of that guest" (Rochungsrat 2010, p. 316). However, according to Slattery (2002), host-guest relationships taken from the home setting should not be applied to a professional business as the relationship in the hospitality industry is one between sellers and buyers and not between guests and hosts.

Furthermore, Brotherton (1999) remarks that some researchers do not define hospitality per se as "they confuse hospitable behaviour, or hospitableness, with hospitality and fall into the trap of suggesting that one of the important features of hospitality is making the guest ‘feel at home’" (p. 167). According to Brotherton (1999), hospitable behaviour can be displayed in many different contexts and thus, hospitality must include something that other industries do not offer. The distinction is the inclusion of product components. This means that hospitality does in fact include hospitable behaviour but it also encompasses the product parameters (accommodation, food, drink). Thus, Brotherton (1999) defines hospitality as follows: "A contemporaneous human exchange, which is voluntarily entered into, and designed to enhance the mutual wellbeing of the parties concerned through the provision of accommodation and food or drink" (p. 168-167). The following figure illustrates Brotherton’s understanding of hospitality.

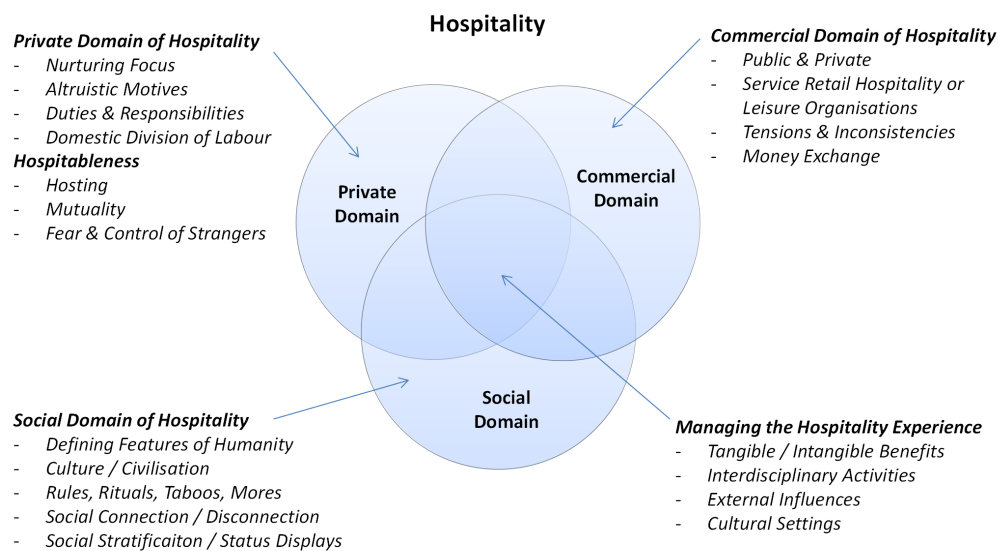


**Figure 4: The dimensions of hospitality by Brotherton (1999, p. 169)**

Rochungsrat (2010) mentions that the two perspectives of hospitality (hospitableness and commercial business) might not be mutually exclusive. While on the one hand hospitality is recognised as a ser-

vice sector that must be profit-oriented in order to be economically viable, there is a need to deliver added value in form of hospitable behaviour which also depicts the special characteristics of the hospitality industry.

One of the most famous, but also most controversially discussed concepts of hospitality, is the so called three domain approach of Lashley (2000). This approach distinguishes between social, commercial and private hospitality which are at the same time independent and overlapping.



Source: Lashley (2000, p. 6)

**Figure 5: Three Domain Approach by Lashley and Morrison**

The model is understood as a starting point for future in-depth studies in hospitality and is not based on an empirical survey. Consequently, for a proper analysis the individual areas would have to be further operationalised. Lashley (2000, p. 15) puts forward that hospitality is not just “a cluster of services provided by a variety of organizations in different sectors of the industry” but is also “essentially a relationship based on host and guest”. Lashley (2000, p. 15) claims further that “to be effective, hospitality requires the guest to feel that the host is being hospitable through feelings of generosity, a desire to please, and a genuine regard for the guest as an individual”. Lashley (2000, p. 4) suggests to explore the concept of hospitality across three domains: “cultural/social, private/domestic and commercial domains”, and “each domain represents an aspect of hospitality provision which is both independent and overlapping”.

Within the social domain, society defines to what extent the value is placed “on being hospitable, caring for strangers, assisting the poor and providing hospitality to those in need” (Lashley 2000, p. 15). A host’s moral imperative and the duty to entertain, protect neighbours and guests, to provide food and drink, accommodation, and to act with generosity depends on the society’s value system and cultural context in which the hospitality activities are practised and “any failure to act appropriately is treated with social condemnation” (p.6). The social domain therefore includes the analysis of the so-

cial context in which the activities of hospitality take place. These include aspects of culture, norms, rituals, taboos, etc. and their change over time and the impact on hospitality.

The private domestic settings of hospitality, such as “the rules, rituals, norms and mores” during provision of food, drink and accommodation experienced in the “nuclear family” (p.10), shape directly or indirectly expectations of the commercial hospitality activities. Therefore, it is important to study the private context of hospitality since it serves as a benchmark to evaluate the level of hospitality offered by the service providers in the commercial setting (Lashley 2000; Lashley et al. 2005). (Telfer 2000) suggests that when sharing one’s own home with a guest, a host accepts responsibility for a guest’s overall welfare, safety, happiness through entertaining the guest with the giving of pleasure and meeting of his or her need.

Lashley supports Telfer’s distinction between being a good host and being hospitable ” (Telfer 2000). According to Telfer “being a good host involves skills as well as effort” (Telfer, 2000, p. 40), in other words, providing guests with plenty of food and drinks, and being skilful and attentive. But being genuinely hospitable requires an “appropriate motive”, and a genuine desire to please guests by entertaining them, and make them happy (Telfer 2000, p. 42). Blain and Lashley (2014, p. 2) call this altruistic form of hospitality "genuine hospitality" and define it as follows: "Hospitableness therefore involves host offering hospitality in a giving an generous way, without thought of repayment in kin or any other form of reciprocity".

The commercial context of hospitality, according to Lashley (2000), differs from the private context by the fact that in private context the hospitality is genuine as “the individual feels genuinely wanted and welcomed” (p.11). Therefore, the hospitableness in a private context is a moral virtue that is not possible to take place in a commercial context, but should be examined as the ideal of hospitality: “Treat the customers as though they were guests in your own home” (Lashley 2000, p. 13). “Feels like home” is the best evaluative judgement about the level of hospitality in a commercial context. Those hospitality organizations, developing staff and management in the values of hospitableness, might be better able to “establish a substantial base of loyal customers” (Lashley 2000, p. 14).

Lashley’s approach has been criticised by Slattery (2002) stating that it implies a devaluation of the commercial domain of hospitality because it is a business. According to Slattery "the three-domain approach explicitly excludes essential features of the industry so that what is left is a denuded and sterile conception of commercial hospitality and hospitality management (...)" (p. 23). For Slattery, the critical relationship in hospitality is a commercial one between buyers and sellers and not a philanthropic relation between host and guest taken from the social or private domain.

Slattery (2002) postulates a broadening of the term ‘hospitality’ from renting rooms, selling meals and drinks to cover all organisations supplying hospitality services such as leisure and sports venues. In this context he structures the hospitality industry into four divisions:

- Free-standing hospitality businesses (e.g. hotels, restaurants, cruise ships, etc.)
- Hospitality in leisure venues (e.g. casinos, night clubs, theatres, theme parks, etc.)
- Hospitality in travel venues (e.g. airports, bus and rail stations, aeroplanes, trains, etc.)
- Subsidised hospitality (e.g. workplaces, health care, education, retailers, etc.)

Despite the intensive debate between Slattery and Lashley (as well Morrison and Brotherton), Hammington (2007) states that "both seek to define hospitality within the context of the environments within which it takes place. Whilst Lashley and Morrison (2000) look at the wider contexts of private, social, and commercial hospitality, Slattery (2002) focuses on the contextual sub-divisions of commercial hospitality." (p. 5).

Even though Slattery (2002) speaks about commercial relationships between buyers and sellers he mentions experience as being an integral part of hospitality: "Hospitality customers not only buy products, but also facilities and services" (p. 25). Buck (2005) also emphasises the importance of service or experience in hospitality and mentions the concept of so-called 'touristic hospitality'<sup>1</sup> which especially highlights the service character and the attitude of the service personnel. According to Buck (2005), 'touristic hospitality' is not just about excellent service and the hospitable attitude of the people engaging in an interaction. Rather, it is about the special services guests do not expect and perceive to be generous. In this context, Hammington (2007) emphasises that for the effective delivery of hospitality products, adopting a customer perspective is essential: "customers do not buy service delivery, they buy experiences; they do not buy service quality, they buy memories; they do not buy food and drink, they buy meal experiences" (p. 6).

As it can be seen from the above literature review, there are debates in modern research regarding the extent to which the notion of hosts and guests is fundamentally different from that of service providers and customers. Comparing the motives of different hosts to provide hospitality, the hosts in a domestic or private context are considered to have often altruistic motives to serve and please their guests (Telfer 2000, p. 42) On the contrary, in a commercial setting, the motives for the host to be hospitable are mostly ulterior (Lashley 2000). Aramberri (2001) continues that the tourist experience in the context of current mass tourism is replaced by "financial contract" that demolishes the social value of host-guest interactions. The commercial providers desire to give away "not too much" in their hospitality operations but just that amount of hospitality that satisfies guests and generates profit (Lashley 2000). Therefore, Aramberri (2001) insists that providers of services and customers and host and guests are non-overlapping terms, and services provided by commercial host cannot be considered as hospitable.

Nevertheless, Telfer suggests that there are people who possess a spirit of hospitality or 'hospitable-ness': they enjoy making others happy. This attitude stems from their friendliness and benevolence: They like entertaining people and desire to meet people's needs out of compassion and concern. If such persons choose to work in the commercial settings and look after their guests "well out of a genuine concern for their happiness and charges them reasonably, rather than extortionately, their activities can be called hospitable" (Telfer 2000, p. 45). Indeed, during the personal interviews with the managers of the leading hotels, Pizam and Shani (2009, p. 142) discovered that "the managers did not see a contradiction between providing genuine service and receiving financial incentives". On the contrary, "in most cases they see the latter as an important factor for enduring the former" (Pizam and Shani 2009, p. 142).

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<sup>1</sup> Translation of the German term "touristische Gastfreundschaft"

#### 4.2. Host, host community and guest

Various studies (e.g. Müller and Boess, 1995) specify that the locals' attitude or consciousness regarding tourism influences the level of hospitality and the quality of service offerings. Tourism consciousness is in turn influenced by the host community's cultural identity. Consequently, regional values, norms and the traditions of the host community influence the way in which the host community encounters tourists. The model of Thiem (1994; Figure 6 below) illustrates that the interaction between host and guest also includes an encounter of different cultures.

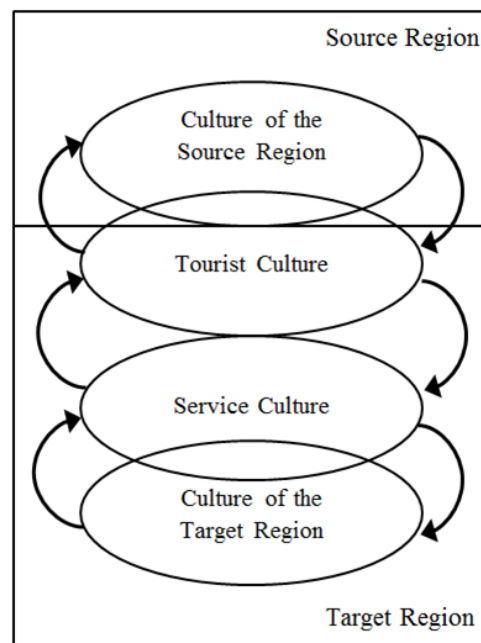


Figure 6: Four culture's model by Thiem (1994, p. 27; translated from German)

The culture of the source region is the culture of the tourists in their daily life, whereas the tourist culture is the specific way of life people practise while travelling. The culture of the target region encompasses everything that is typical for the people living there (in a tourism destination). The service culture is the culture that locals practise in their role as hosts or employees of a tourism business. The model illustrates that in a tourism destination, people from different cultural systems, in different roles and with different expectations interact with each other.

Although the guest perspective is crucial for the perception of hospitality, few studies have empirically explored what hospitality means for visitors and what dimensions they associate with hospitality (e.g. Ariffin and Maghzi 2012; Brotherton 2005; Nameghi and Ariffin 2013; Tasci and Semrad 2016; Pijls et al. 2017).

So far, most research has not focused on hospitality or hospitableness in a narrow sense but on service quality. According to Romeiss-Stracke (1995), hospitality is to be understood as one of several components of the quality of tourism services. This issue is also illustrated in the SERVQUAL concept of Parasuraman et al. (1988). Parasuraman et al. identified five dimensions as main components of high quality services (p. 23):

- Tangibles: Physical facilities, equipment, and the appearance of personnel
- Reliability: Ability to perform the promised service dependably and accurately
- Responsiveness: Willingness to help customers and provide prompt service
- Assurance: Knowledge and courtesy of employees and their ability to inspire trust and confidence
- Empathy: Caring, individualised attention the firm provides its customers

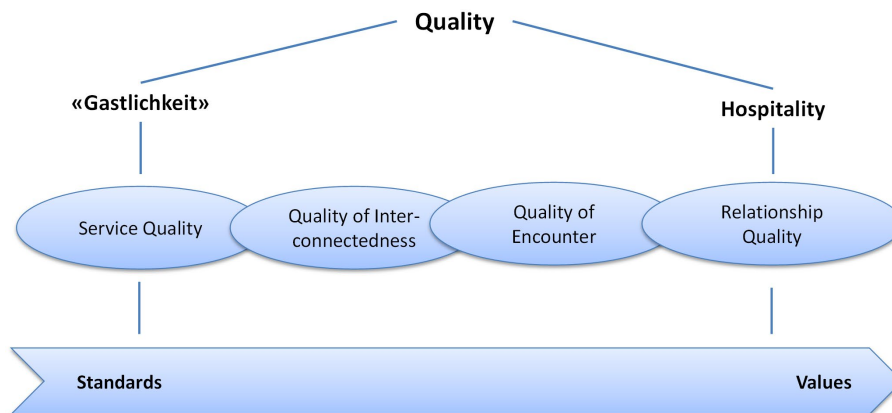
Three of the five SERVQUAL dimensions are directly related to hospitality or the behaviour of hosts (responsiveness, assurance and empathy) and are an important starting point for measuring or evaluation of hospitality.

In multiple case studies carried out in hotels and fast-food restaurants, Brotherton (2005) interviewed guests about their association with the term ‘hospitality’. The results showed that there was no statistically significant difference regarding the nature of the words associated with hospitality in relation to age, gender, occupation, ethnicity etc. The study results also showed that the "words the respondents associated with ‘hospitality’ were overwhelmingly behavioural in nature with only a minority relating to the physical or temporal dimensions (...)" (Brotherton and Wood 2008, p. 49). Table 1 provides an overview of those words associated with hospitality.

| <i>Behavioral</i>   | <i>Physical</i>  | <i>Temporal</i>  | <i>Spatial</i>  |
|---|------------------|------------------|-----------------|
| Pleasantness/politeness/manners/courtesy/helpfulness (82) | Comfort (14)     | Travel, Tourism  | Hotels (8)      |
| Service – great/good, customer, quality (71)              | Cleanliness (12) | and Holidays (3) | Restaurants (3) |
| Friendliness/Warmth (66)                                  |                  |                  | Home (2)        |
| Welcoming (46)  |                  |                  | Hospital (2)    |
| Care/attention/being looked after (33)                    |                  |                  | Bars (2)        |
| Kindness/hospitableness/generosity (23)                   |                  |                  |                 |

**Table 1: Words associated with hospitality (Brotherton and Wood, 2008, p. 50)**

According to Pechlaner et al. (2015), “Gastlichkeit” and hospitality are part of a comprehensive quality strategy for the encounter of host and guest. As there is no corresponding word in English, the German term will be used in this paper. “Gastlichkeit” means a kind of service quality or professionalism of the service providers in a destination and is based on service standards. While “Gastlichkeit” corresponds to the professionalism of the service providers in a destination, hospitality includes also personal know-how and attitude and is based on shared values.



**Figure 7: “Gastlichkeit” and hospitality as a quality strategy (Pechlaner et al., 2015; translated from German)**

The basis for “Gastlichkeit” is service quality and the quality of interconnectedness: Professional service quality is a basic requirement for customer satisfaction. However, in order to enhance customer loyalty, a professional customer relationship management is necessary (the quality of interconnectedness).

Guests need to be provided with the unexpected which means that the service provider has to address the customers’ individual needs without exceeding the boundaries of the interaction (quality of encounter). Hospitality, however, consists not only of the quality of the encounter but also of the relationship quality between guest and host which is in turn highly influenced by an inner attitude and reciprocity as well as values and norms.

The exploratory factor analysis of Nameghi and Ariffin (2013) identify four main dimensions of airline hospitality which they label ‘courtesy’, ‘appreciation’, ‘socialising’, and ‘comfort’. In their study of hotel hospitality, Ariffin and Maghzi (2012) define the following five dimensions that explain hotel hospitality: ‘personalisation’, ‘warm welcoming’, ‘special relationship’, ‘straight from the heart’, and ‘comfort’. All these dimensions are again behavioural in nature.

Afanasyeva and Ivanova (2013) conducted empirical surveys with guests in order to analyse which aspects mostly influence guest experience in Central Switzerland. They identify the following dimensions:

- friendliness
- politeness
- service quality
- cleanliness
- professionalism
- interaction with locals
- authenticity



Another study from Heinze et al. (2013) examines how international guests perceive the interaction with locals and with local volunteers (called ‘friendly hosts’) that help and inform guests in the city of Lucerne. The survey, which includes 120 guests, shows that the most important dimensions of the guest-host interaction are ‘pleasantness’, ‘politeness’, ‘friendliness’ and ‘communication competences.

Brotherton and Wood (2008) mention that empirical analysis of hospitality is still in its infancy and that it is important to gather as many perspectives and insights as possible. Furthermore, they suggest conducting more studies in a wider range of hospitality environments and to also consider cultural differences.

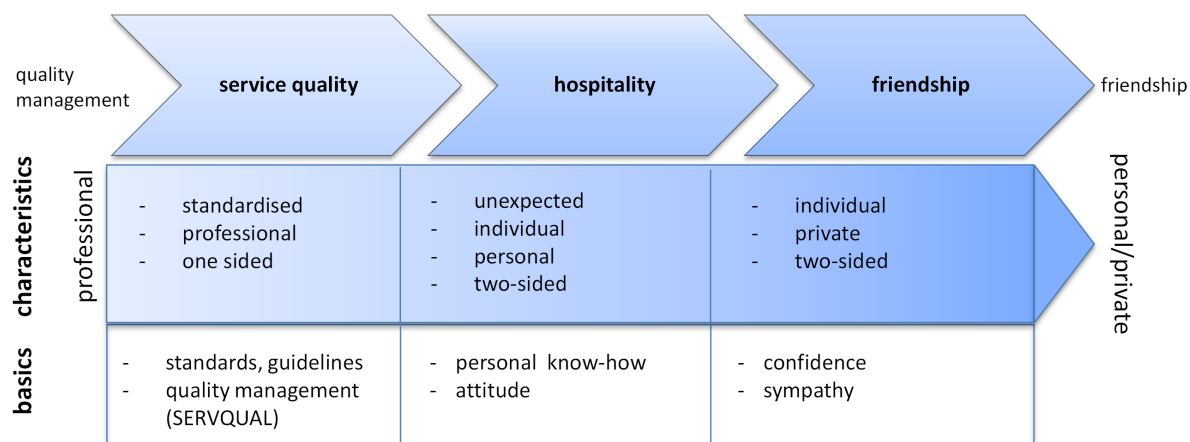
#### 4.3. Hospitality: between service quality and friendship

The literature review shows that on the one hand there is a large variety of definitions of the term ‘hospitality’; the concepts focusing on different aspects of hospitality. On the other hand, only a few researchers have conducted empirical research of how guests perceive hospitality (e.g. Ariffin and Maghzi 2012; Brotherton and Wood 2008; Tasci and Semrad 2016; Pijls et al. 2017). Consequently, more in-depth research is necessary to know which factors or dimensions of hospitality are the most relevant for guests and how hospitality can be positively influenced.

As we have seen from various studies, hospitality may be looked at from a quality management perspective only but it is more than that. Starting from the concept of Pechlaner et al. (2015), the following framework can be put forward, positioning hospitality on a continuum between quality management and friendship as well as between professional and private/personal relationships. In Figure 8, service quality is on the left side of the continuum, building the framework or basis for an interaction between host and guest. Service quality refers to standardised, professional services, which are in general mainly uni-directional – meaning that the host delivers services to the guest. Professional service quality is consequently based on standards and guidelines from the specific service providers as well as a general understanding of quality management (e.g. SERVQUAL).

Going one step further means that the quality of the relationship between host and guest should be focussed. Hospitality in this conception means providing something special that the guest does not expect. In doing so, the host as well as the guest pour something personal into that specific interaction so that the relationship develops into something individual and personal. Consequently, hospitality is bi-directional (in contrast to service quality) and only emerges from the interaction between host and guest.

Therefore, hospitality is based on personal know-how as well as attitude (willingness to deal with guests’ wishes and needs). In some cases (e.g. with a loyal guest), the hospitality relationship between host and guest further deepens and evolves into private friendship based on mutual confidence and sympathy.



**Figure 8: Hospitality relationship (own illustration)**

The focus of this research project is on the first and middle part – i.e. service quality and hospitality. The literature review revealed the importance of analysing hospitality from the guests' perspective (e.g. Hammington 2007) and that hospitality includes more than commercial interaction between guests and hosts within the tourism business but that cultural components and the behaviour and attitude of locals play an important part (Lashley 2000; Müller and Boess 1995). Lashley's (2000) three domain approach as well as Slattery's (2002) wish to broaden the term hospitality from renting rooms, selling meals and drinks to all organisations supplying hospitality services such as leisure and sports venues, are important starting points to identify the relevant dimensions which form the basis for this project's empirical surveys.

#### 4.4. Traditional and commercial hospitality, different roles and perspectives

The review of literature further shows that in tourism destinations, two perspectives of hospitality can be distinguished: commercial hospitality in the service content of a destination and traditional hospitality of the host-community.

#### **Commercial hospitality in the service content of a destination**

As mentioned by Romeiss-Stracke (1995), hospitality is a crucial component of the quality of tourist services. In addition, the SERVQUAL model by Parasuraman et al. (1988) illustrates the importance of a person's behaviour for the quality of services. Commercial hospitality therefore refers to the hospitality of the employees from tourism service providers that guests experience during their stay in a destination. In contrast to traditional definitions of hospitality, the experience of hospitality is not limited to businesses offering accommodation, food and drink but also includes for example entertainment or various leisure activities along the entire service chain of a destination as suggested by Slattery (2002).

## **Traditional hospitality of the host community**

Müller and Boess (1995) as well as Thiem (1994) have explained the importance of the locals' attitude or consciousness to tourism for the hospitality behaviour. To optimise service quality and hospitality in a destination, one must not only consider the commercial hospitality within the whole tourism service chain but also the traditional hospitality of the residents of the host community. Traditional hospitality takes place either within the family (hosting guests at home) or within other social contexts (e.g. offering tourists any help) (compare also Lashley 2000). However, these perspectives are not mutually exclusive but rather constantly influence each other. E.g. employees working in a hotel live commercial hospitality when doing their job but at the same time their professional behaviour is also influenced by the traditional hospitality of the local community they are a part of.

Pechlaner et al. (2015) mention that in highly developed economies, professionalism as well as service quality are at an especially high level. However, regarding the quality of an encounter as well as of a relationship, there is still potential for improvement. High quality tourism experiences can only be created if the whole service chain is optimised. The same applies for hospitality: A memorable and authentic hospitality experience can only emerge if both traditional and commercial hospitality are at a high level.

## **5 Exploratory qualitative analysis**

The following chapter describes the dimensions of hospitality that were derived from literature, from expert opinions, from focus groups with service providers and locals and from ethnographic analysis. Thereafter, the chapter presents the results of the two special qualitative studies (focus group discussions and ethnographic case studies) in detail.

### **5.1. Dimensions of hospitality**

Based on the qualitative research (literature review, expert opinions, focus groups, ethnographic case studies) a set of fundamental dimensions that influence commercial hospitality can be identified and grouped into three layers.

#### **General dimensions**

As mentioned by Müller and Boess (1995) and Thiem (1994), aspects such as culture, norms, traditions but also political issues and laws (e.g. employment laws) influence tourism attitudes and consciousness. Many of those dimensions, e.g. traditions or norms, are deeply rooted within the lifestyle of the host community and therefore influence both the way hosts display hospitality in their role as employees of tourism service providers as well as in their role as private persons. Furthermore, those basic dimensions not only influence the host community but also the guests and the way in which they expect and perceive hospitality. Mill (2008) also mentions that hospitality is not a static concept but "is subject to a variety of religious, political, social and economic influences over time" (p. 103).

### **Supporting dimensions of hospitality**

Based on the concept of SERVQUAL (Parasuraman et al. 1988) and supported by the findings of Brotherton and Wood (2008) as well as Afanasyeva and Ivanova (2013), there are different (physical) dimensions that can support the way in which customers perceive hospitality. For example:

- The management must act as a model of good hospitality. The employees should receive clear guidance from the management and policies regarding the interaction with customers. (King 1995).
- Service processes must be designed so that they are guests oriented and allow employees to provide excellent service (King 1995).
- Cleanliness or a comfortable interior can be perceived by guests as inviting and hospitable and therefore as a service factor that is able to positively influence the perception of the hospitality experience (Reid and Bojanic 2009).
- Guests usually appreciate it when they receive appropriate information and guidance on their whereabouts of their yet unfamiliar destination. In addition to the competent information they personally receive from their hosts, brochures, visitor management systems etc. are important (Ritchie and Crouch 2003).
- Also the architecture that is appealing and aligned to the needs of guests can significantly contribute to improving the well-being of guests (Parasuraman et al. 1988).
- Even the appearance of employees that are in contact with customers has an impact on the perception of hospitality. A neat and pleasing appearance is a sign of respect and appreciation towards the guest (Saleh and Ryan 1992).

### **Core dimensions of hospitality**

As mentioned above, Brotherton and Wood (2008) as well as Parasuraman et al. (1988) in their SERVQUAL-model illustrate the importance of a person's behaviour for the quality of services or hospitality. The authors of this paper argue that the SERVQUAL model is not enough to measure hospitality as hospitality is not only service but rather an experience (cf. Hammington 2007). The SERVQUAL-model may constitute the basis of hospitality and is consequently part of the core dimensions. However, according to several researchers (see above) as well as experts whose opinion has been taken into account in the project, there are more aspects that have to be considered ('friendliness', 'helpfulness', 'courtesy', 'generosity' to name just a few).

These behavioural dimensions, which can be observed in the interaction between a host and a guest, are called core dimensions of hospitality. The following list may not be complete it contains, however, the main aspects of hospitality the research team has defined according to the qualitative research. Explanations and descriptions found during the qualitative research process are used for a better understanding of the dimensions. Later on, the dimensions will be used for the quantitative research (see section 6).

### **Service and professional expertise**

- Employees have the knowledge to answer customer questions (Zeithaml et al. 1993).
- Employees have a clearly identifiable hospitable attitude (Skandrani and Kamoun 2014).
- Employees have a clear, identifiable service mentality (expert opinions).
- Guests and their complaints are taken seriously (expert opinions).

### **Communication skills**

- Employees and guests are skilled in (intercultural) communication. They know about and are able to apply communicative rules and norms (Galliker Forthcoming)
- If necessary, employees have language skills to communicate well with guests from abroad (expert opinions).
- Employees use positive language, i.e. appreciative and positive formulations (expert opinions).
- The body language of the employees is positive, i.e., an open look, gestures with open hands etc. (Hockling 2013).

### **Openness to other cultures**

- Employees have knowledge about the culture of their most important guest groups (expert opinions).
- Employees know how to respond to the specific needs of their guests from various cultures and apply cultural sensitivity (Teng 2011).

### **Empathy**

- Employees have the customers' best interest and needs at heart (Zeithaml et al. 1993).
- Employees understand the needs of their customers (Zeithaml et al. 1993).
- 

### **Authenticity**

- The hospitable behaviour of employees is genuine and unsophisticated (Ariffin and Maghzi 2012).
- The hospitable behaviour seemed to be motivated by genuine needs to please and care for their guests and not to deliberately impress the guests (Ariffin and Maghzi 2012).

**Friendliness**

- Guests are given a warm welcome and goodbye at the doorstep (Ariffin and Maghzi 2012).
- Employees smile often and in an authentic manner (Nameghi and Ariffin 2013).
- Employees always maintain eye contact with guests during conversations (Nameghi and Ariffin 2013).

**Cordiality/Courtesy**

- Employees are constantly courteous (Zeithaml et al. 1993).
- Employees and guests know the norms of cordiality of the other culture, respect them and apply them (Galliker Forthcoming).
- Employees show a friendliness that is rendered as a natural extension of their characters (expert opinions).
- Employees are sympathetic to guests (expert opinions).
- Employees exhibit positive emotions (Asendorpf 2011).

**Generosity**

- Complaints and claims will be handled with the appropriate generosity (Brotherton and Wood 2008; expert opinions).

**Attention**

- Employees give customers individual attention (Zeithaml et al. 1993).
- Employees are attentive regarding the needs of guests (expert opinions).

**Reliability**

- Employees show reliable in handling customers' service problems (Zeithaml et al., 1993).
- Employees perform services promptly (Zeithaml et al. 1993).
- Employees provide services as promised (Zeithaml et al. 1993).

**Helpfulness**

- Employees are always willing to help customers (Reisinger and Turner 2003; Zeithaml et al. 1993).

- If employees see that a guest needs help, they offer assistance without hesitation (expert opinions).

### **Interest and openness**

- Employees have a genuine interest in their guests (expert opinions).
- Employees approach guests openly and without prejudice (Lynch et al. 2011).
- Employees are sociable / outgoing (expert opinions).

### **Appreciation and respect**

- Employees show appreciation towards guests (Pechlaner and Raich, 2007; Perathoner, 2000).
- Employees provide services with the necessary respect and sense of tact (King 1995; Pechlaner and Raich 2007).

## **5.2. Group discussion and documentary method**

To shed light on action-leading ideas, images and habits regarding hospitality, group discussions with locals and local service providers<sup>2</sup> were conducted in the two tourism regions Lucerne and Engelberg. The starting point of the group discussions was the idea that, in Central Switzerland, hospitality at work as well as in everyday life is often "just" lived. This means that people generally do not discuss or think about hospitality explicitly – it is simply part of life. By applying the documentary method to observe and analyse group discussions, these unconsciously existing images, ideas and habits should be disclosed.

### **General results**

The analysis shows a high similarity between Lucerne and Engelberg in terms of hospitality; a common position can be seen in terms of the professional approach to the guests.

This is particularly evident in a high role awareness, a high service orientation and clear ideas about the expected friendliness when dealing with guests. Examples of this are:

- Non-verbal communication forms (smiles)
- Personal contact with guests, such as remembering a certain guest and his/her habits and needs
- Sometimes friendly interaction with guests is even given higher priority than the product itself, i.e. the perception that a not entirely harmonious package can be compensated by friendly staff.

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<sup>2</sup> Service providers is defined in its narrow sense here, i.e. tourist information, hotels, cable cars etc.

Group discussion participants also mentioned situations that made it difficult to provide the expected professional friendliness, for example when dealing with guests which have a (yet) unknown or unfamiliar cultural background.

In all group discussions people generalised in terms of interactions with guests from other cultures. These generalisations can be interpreted as a kind of “simplification strategy”, which facilitates the interaction with these guests. In certain instances, these generalisations resulted in categorising guests into different groups, some of which were associated with a feeling of being overwhelmed because general ideas, images and prejudices hindered friendly interaction. However, professionalism becomes apparent in the fact that despite generalisation one tries to treat each guest as an individual as well as by noticing exceptions from “cultural patterns” in the behaviour of guests.

The participants’ experiences in dealing with guests plays an important part during the discussions. Furthermore, the exchange of experiences within the team about dealing with difficult guests and guests with different cultural backgrounds is assessed as helpful and valuable by the respondents.

Another challenge mentioned in the discussion is the balancing act between performance according to the guests’ wishes and the limits of hospitable behaviour. On the one hand, the host has to adapt to the guests’ needs and wishes – occasionally even beyond the limit of responsibility. On the other hand, hosts can address the limits of hospitality in case of demands that are perceived as inappropriate.

This balancing act is demanding and requires a high degree of self-competence and professionalism, i.e. an ability to interpret a situation correctly, to perceive oneself as well as the guest and to respond appropriately and at the same time to act out the role of the professional host as well as possible. According to the respondents, it is their concern as a host to preserve professional friendliness even in situations where they have to make the limits of hospitality explicit.

All persons interacting with guests claimed to have experienced limits of hospitality. However, these limits are different for each individual and consequently result in different ways of dealing with situations that are perceived as borderline cases. While locals (perhaps as a kind of self-protection mechanism) may be able to keep out of the guests’ way, service providers cannot avoid interactions with guests and have to react even to inconvenient situations. They have to be aware of the limits of hospitality and must be able to communicate them in a clear and friendly way.

Service providers are challenged on several levels as the encounter with guests is very demanding and requires a high degree of professionalism and reflection.

### **Difference between Lucerne and Engelberg**

In Engelberg, tourism is described by the respondents as economically important. The awareness of this economic importance is high. Furthermore, the participants were aware of the kind of interaction with guests and the guests’ reaction.

In Lucerne, the discussion among the service providers quickly led to the topic of the mass tourism in the city of Lucerne. The topic of hospitality was immediately linked to a discussion of tourism development, which is mainly perceived negatively (“mass tourism”). However, the respondents did not agree in their opinion on “mass tourists”. Some argue that it is still inappropriate to use the term ‘mass tourism’ but that the number of guests is increasing and there are certain city areas that are already problematic. Consequently, a need for action regarding the interaction with guests is clearly present.



As the discussion about group tourism overlaid the topic of hospitality, some participants also mentioned a necessity for political actions. They also searched for explanations why there was a critical attitude of the locals towards tourists – an in-depth and detailed analysis of what hospitality consisted of was not possible.

In the discussions in Engelberg, the respondents illustrated their statements with practical experiences and provided down-to-earth and vivid explanations. The contact with tourists takes place on a personal level. It turns out that in Engelberg, people identify with tourism in a comprehensive way and that tourism is the key economic engine of the mountain village. Nevertheless, the statements of the service providers show that they feel left alone in terms of responsibility towards their guests. This perception leads to the plea of the participants to raise the general awareness of tourism and its challenges throughout the village.

In Lucerne, contacts are less personal. Only few concrete examples were described, which shows a rather diffuse, negative feeling towards the development of tourism. Tourists tend to be perceived as a mass phenomenon and personal experiences are reduced to “fight one’s way through the crowds” to certain downtown locations. The perception is less focussed and the uncomfortable feelings are hardly linked to the concrete examples.

## **Conclusion**

The group discussions revealed a high level of reflexion and involvement with hospitality. Service providers as well as locals develop strategies in dealing with guests.

However, the statements of the participants also clearly show that there are limits of hospitality. Hospitality is a relationship between host and guest in which each one takes on a different role. The discussions also revealed that the aspect of friendliness can be considered as a construct of professional friendliness which contradicts the demand of authenticity.

### **5.3. Ethnography of communication on hospitality**

As described in section 3.2.1, two organisations were observed during the ethnographic study of the project. In the following, the most important results of this survey are summarised. Since the ethnography of communication is an empirical approach on the basis of several single observations of communicative interactions, the results will be presented in the form of one case study only. Two communicative examples of this case study which show as many different aspects of hospitality as possible are used to illustrate some of the results. However, the study describes a multitude of such situations observed at the two destinations, all of which were taken in consideration and the conclusions below are based on the triangulation of all of these observations.

The organisation used for the demonstration of the results is a destination on the top of a mountain in Central Switzerland. A cable car and a cog railway take visitors to the mountain top, where there are several view points and two restaurants, all run by the same organisation. This case was chosen because the observed organisation had been working on its hospitality performance already for several years and employees in question had been trained on various occasions. The company is regarded as a best-practice case for hospitality by various experts and also by guests. It also provides insights into the tourist industry apart from the hotel sector.

### Three perspectives on hospitality

The ethnographic approach implies that several different perspectives on the same object are taken into account and are then verified by observations of actual situations in the same context. The following data was collected in several interviews and field observations. It reflects the three points of view on hospitality at the same destination: the one of the director, the employees and the guests. These points of view are complemented by according field observations of the researcher who conducted the data collection.

**Director:** The director of the mountain top destination considers hospitality the most important management quality for his destination. He sees it as a sort of mentality or philosophy which should be the basis for all of the daily interactions between employees as well as between employees and guests. To him, the most important factor to evoke hospitality, are a positive attitude towards interlocutors and “open” gestures and mimics. Additionally, he especially encourages his team to use a confirmative language. This is a kind of “positive politeness”: guests are treated in a respectable, kind, and caring way rather than being intimidated by rules and regulations. Another form of “negative politeness” which is avoided as best as possible is not bothering guests with unnecessary information or ads. The director tries to minimise sponsorship and commercial ads at the restaurant, the cable cars and the train platforms.

When observing the communication of the whole service chain, the researcher could verify these intentions: even warning signs were explicitly expressed in a polite and confirmative way. All the employees were noticeably friendly, helpful and outgoing. Even the machine operators and the cleaning staff was remarkably friendly and attentive. The director himself acted as a role model: he welcomed his staff personally that morning, which seemed to be the usual procedure.

**Employees/hosts:** There are many different groups of employees at the destination, but almost all of them are in direct contact with guests: at the ticket office, on the phone at the booking office, on the cable cars, in the restaurant or on the viewpoints and platforms as rangers who give information and support to guests. Most of the different hosts interviewed look at hospitality as an important part of their daily business and as a quality of their service. They see it as a kind of relationship they enter into with their customers. According to them, the most important dimensions that influence hospitality are to have enough time for the guests and to become involved in friendly chats. In their opinion, communicative skills are very important for a hospitable atmosphere. Furthermore, it is fundamental to them that they are well informed about the guests’ information needs and that they can honestly admit if they do not know something.

The employees were quite aware of their own behaviour and aimed at making their guests feel comfortable. In their uniforms, they were easily recognised and their body-language symbolised that they are open for questions (gaze and body turned to arriving guests, welcoming gestures). In addition, they were attentive and looked around constantly for guests who seemed disoriented or in need of help. They proactively walked up to them for assistance. This was even observed for the staff that cleared away the dishes and cleaned the tables on the terrace and did not even speak German all that well. A detailed example to illustrate this behaviour will be given below.

**Guests:** There are different types of guests visiting the destination. The study focuses on individual tourists. One of the destination's main target group are retired Swiss who have the time and money to spend their days on such outings enjoying the view as well as the restaurant offerings. All respondents state to have experienced noticeable hospitality during their stay on the mountain. Most of them perceive the staff as very friendly. It seems easier for them though to give concrete examples of hospitality rather than pointing out abstract characteristics of the concept. In their stories, little details are important such as unexpected services, for example when the staff spontaneously added pepper or a missing fork to the tray at the cash register of the restaurant or when the rangers came up to them and informed them for free about the fauna and flora at the viewpoints. The guests notice that they are greeted individually and regular visitors state that their special requests are taken care of by the members of the team. The individual and attentive behaviour of the hosts, which the guests praise could also be observed during the field observations. Additionally, it is also noticeable how happy many of the guests were about this special service as well as the attention and that they repeatedly thanked the staff for this.

### **Preliminary conclusion**

If asked what hospitality actually is, the answers between various stakeholders and interlocutors of a destination differ. To the manager it is a management strategy and the most efficient tool to obtain it is the positive attitude and language of his employees. To the employees, it is an aspect of service quality, a type of relationship they enter into with their guests (time allowing). And to the guests it is a memorable and positive extra to their visit, personal attention, service and friendliness that exceeds their expectations.

These definitions all have in common that they are based on a successful interaction between hosts and guests.

The following examples illustrate, how such a successful interaction – how hospitality – was established in the communication between host and guests.

### **Example I: „foggy weather“**

The cable cars are accompanied by an employee who serves as both, the conductor and tour guide during the ride. This example looks at the information provided by the so-called “gondola masters” who accompany their guests on their way up and down the mountain top. Several such guided tours delivered by different employees were recorded for the study. The examples presented here all stem from the same female employee in her fifties, who was pointed out by the director as an experienced gondola master.

The gondola master is the second or third person the tourists meet on their journey up the mountain (after ticketing and taking the railway). The employees welcome their guests that come from the cog trains and continue their journey up the mountain by cable car. The gondola masters assign seats or places to stand on the upper and lower deck of the cable car and provide information about the places to see, the things to do and the daily menu in the restaurants on the mountain top. The trip lasts about seven minutes. The day the talks were recorded was one of the peak days in the autumn season. It was highly frequented because it promised to be a warm and sunny day above the foggy weather of the lower regions.

Most cable cars in Swiss mountain resorts are accompanied by conductors who – more often than not – are rather introvert and more concerned with technical details, security, and procedures of the journey than with acting as a touristic host. The observed case is different and will be described on the para-verbal, the non-verbal and the verbal level:

### **Para-verbal and non-verbal level**

The observed gondola master was very talkative, giving the guests the feeling of a warm welcome. Whenever the railway arrived at the station mid-way up the mountain, she was ready to receive the guests right at the door of the arriving railway. Her body was alert, she directly looked at the passengers and smiled at them. She greeted many of them personally and guided them the 20 meters to the cable car. Especially notable was the expression of her voice. One could feel her excitement: the pitch was high and clearly modulated – very charming and winning. Many of the guests responded to her greetings and smiled at her as well. They were encouraged to sit close to her and ask individual questions. The gondola master was very caring and checked twice if all of the passengers were on board. She helped elderly people to find a seat (there are only a few seats) and recommended them to stay on the lower deck because it was quite chilly and windy on the (open) upper deck that day. Even though she had a microphone, she tried to talk to the guests without using it and to address them face to face. Therefore, she needed also to visit the upper deck personally and repeat all the given information a second time. This shows her personal engagement. By doing so, she has to give her talk about 80 times a day instead of “only” 40 times. It was remarkable that also after a full day of continuously repeating the same information, her voice was still energetic and she did not falter in her interaction with her guests. She kept giving them the feeling of being special; to them it was as if they were her first and only guests.

### **Verbal level**

The linguistic strategy the gondola master used to fulfil this challenging task on this highly frequented day, is storytelling. She talked about the weather, for example, as if it was an exciting story and used a very individual communicative style to do so. During the day, the altitude of the fog was changing continuously. She wanted to inform the guests about this phenomenon without mentioning the chance of the top being in the fog as well. She started telling stories and was talking about the weather as if she had not been up there already 30 times that day. In the following, some examples, translated into English (by E. Galliker) are given:

- (1) “Now you can see something, then you can’t see a thing and then a miracle: sunshine!”
- (2) “It’s getting brighter and brighter, now it’s dazzling, and now the sun is coming out!” (like a countdown to the nice weather).
- (3) “Today the weather is very special – there’s something for everyone: fog and sun – you are very lucky!”
- (4) A guest is asking: “Is there something for free up there?” – Gondola master: “Hopefully the sun will be tickling your nose.”
- (5) “It’s a mysterious journey: the fog is coming and going.”

- (6) “Today Petrus has a special plan for you. Here you can see lots of things, then you won’t see a thing and on top the sky is blue and the sun is shining. We get everything we can think of.”

Remarkable are the spectrum of variation and the continuously positive expression of a possibly displeasing situation. In an empathic way she was trying to prepare the guests and comfort them, so they were less disappointed if there was fog on top of the mountain. During her talks she got a lot of positive comments from the guests – they seemed to like her way of communication. The individual, personal style and wittiness encouraged the guests to react and get into contact with the staff. This special effort (non-verbal, para-verbal and verbal) made the guests feel welcome and taken care of. They left with a positive and rememberable experience even if the weather was partially foggy: an experience of hospitality.

### Example II: “Santa Claus”

In the second example, one can see in more detail that not only the host’s skills, but the interaction and individuality of the interaction are a key for an experience of hospitality.

This conversation took place between the gondola master featuring in the example above and a couple of guests standing around her in the cable car riding back down from the mountain top. From the sunny weather they travelled through the fog and then came to be below the fog. The gondola master is commenting on the fog and one guests starts making jokes about it. She immediately joins in (translation to English by E. Galliker).

GOM = Gondola master

GU1 = Guest 1

GU2 = Guest 2

<< metacomment on communication > / starting from << ending with >

[description of non-verbal actions]

01 GOM: <<joyful> Soo? dear guests,  
02 now you can see something again?>  
03 GU1: Yes!  
04 GUX: [Surprised murmur of several guests.]  
05 GOM: It’s quite exciting, right?  
06 [Short pause]  
07 What did you experience today? Sun? Fog?  
08 GU1: Anything you want.  
09 GOM: Anything, right?  
10 It couldn’t be better!  
11 <<To another guest> Hello!>  
12 GU3: Did you smoke that much to cause all this fog?  
13 GOM: Yes! Hehe! Santa Claus is making a fire!  
14 GA1: <<Surprised> Really?>  
15 GOM: To bake some ginger bread or what?  
16 GU3: You also run [the cable car] during the winter?

In this very short extract of conversation the following is happening: At first the gondola master joyfully addresses the guests on their ride down. She comments on the situation when they break through

the fog, and she directly addresses the guests (line 01, “dear guests”) and asks them in a friendly way, if they are able to see something again (lines 01-02). This is a rhetorical question, which serves to get in contact with the guests and gives them the opportunity to start a conversation with her. The guests answer with “yes” and are somewhat surprised to see the bottom of the valley again (lines 03-04). She comments on the weather again and calls the change between sun and fog exciting. At the end of each phrase she always raises the pitch and pauses briefly to give the guests the possibility to react (lines 05-07). One guest comments on the situation too. By answering with „anything you want“, he shows that he is pleased with what he experienced. The gondola master shows that she is excited about the weather and calls it perfect. At the same time, she is attentively greeting another guest (line 11). A third guest joins into the conversation by making a joke: He asks if the people on top were smoking a lot to cause this fog. The gondola master immediately reacts to the joke and interprets the fog as smoke too. She makes another suggestion: according to her, it was Santa Claus who caused the smoke making a fire. The first guest reacts surprised and entertained and gives her the chance to continue telling the story (line 14): she goes on and assumes that Santa was making the fire to bake ginger bread. Then the third guest takes the floor and wants to know if the cable car is also run during winter.

This very short interaction shows different aspects:

- The gondola master is actively involved in addressing the guests and gives them a chance interact with her (weather as subject, direct questions, pauses).
- She is still in a very good mood, even after a long and tiring day of work (pitch and modulation of voice, joking).
- She is enabling her guests to positively complete their visit and personally accompanies them on their way down.
- The guests react astonished about her (funny) comments, and her joyful attitude provokes them to make jokes about the fog (the negative part of their stay).
- She spontaneously reacts to the jokes of the guests and takes up their act of telling funny stories to entertain her guests.
- This strategy and atmosphere lead the guests to ask questions about the winter service of the cable car and then gives her the chance to talk about the services at the destination.

Remarkable is her joyfulness and the atmosphere she is able to create to motivate the guests to talk to her and be entertained on their way down. The guests left the cable car with this positive experience on their minds and the feeling of having been accompanied personally. As explained above, this is not always the case when riding cable cars in Central Switzerland, and the guests of this destination clearly appreciated this individuality and cheerfulness. They described it as a form of hospitality.

Even though most of the observed guests liked this gondola master’s speaking style and communicative behaviour, it is obvious that it probably would not entertain every guest riding up or down this mountain and even less suit all the tourists using cable cars in Switzerland or elsewhere. This quality of having to be adapted to each and every context, leads to the difficulties when trying to define hospitable behaviour, i.e. hospitable communication.

## **Difficulties when evoking hospitality**

This whole case is described as a successful way to enact hospitality in a commercial setting. In spite of that there are also difficulties the employees, guests and the management face when trying to create hospitable interactions. The most important ones observed in the case study are outlined in this section.

To validate the interpretations of the examples, various examples of the gondola master's utterances have been played at a linguistic conference as well as in a business administration class at the University. Many professors as well as students reacted quite irritated to her chatting. They classified the gondola master's style as "too motherly" and explicitly not funny. Especially the elderly professors rated the style as unacceptable for a professional tourism destination. They categorised it as a style to be used in nursing homes with old people. This assessment shows that even if the style of the observed conversations was rated positively by the guests themselves, this might not always be the case with different groups of guests. So even if there seems to be a homogeneous target group, the assessment of what is an appropriate style for a certain communicative setting might differ drastically between visiting individuals. This could also be observed in the cable car: there were always guests who did not want to be involved in small talk and who were making their own observations concerning the weather and did neither want to interact with the gondola master nor be entertained. The difficulty for the hosts is to deal with these different types of guests and be empathic enough to sense individual preferences. They also need to respect the guests' wish not to participate, even if this is one of the main goals of the destination's hospitality strategy. This can be a frustrating experience for the hosts and they need a professional attitude to deal with this situation. There were a couple of guests who mentioned that the hosts did not take notice of their mood and disinterest of being entertained or informed. The guests sometimes were too polite to end a conversation with the hosts and felt overwhelmed. The hosts need to learn to adapt their communication to the individual needs of the guests and that sometimes less is more. And finally, they need professional communicative strategies to not be disappointed or frustrated personally if some guests are not interested in what they would like (and are asked by their employer) to tell them.

Thus, there are no definite linguistic or communicative rules or norms. Even less so is there one certain linguistic style that guarantees a successful hospitality experience. Hospitality in this sense is a positive feeling that can only be evoked in a successful conversation and interaction between two or several interlocutors. This means that it does not only depend on the host's communicative skills but rather on both, the host's and the guest's mood and skills. The most promising but also challenging strategy for hosts is to permanently adapt their own communicative behaviour to the actual current needs and moods as well as the communicative preferences and norms of the guests and to maybe exceed the guests' expectations. This becomes increasingly challenging the more guests and the more (culturally) different the guests there are.

## **Discussion of findings**

As shown in the literature review, there are many different dimensions which influence the feeling of hospitality in a certain situation. In this section, these dimensions and exemplary observations of the case study will be analysed to show how they interrelate and why hospitality is such a complex phenomenon to describe and explore. Even the description above, which is based on concrete empirical observations, is a generalisation which to some point might be somewhat imprecise or assumptive. In

the following overview, several of the dimensions are illustrated with one example each. The analysis of only two brief dialogues selected from the corpus of qualitative data does not offer examples for all the dimensions. The dimensions are discussed in the order of their occurrence in the data.

**General dimensions:** According to the literature review and the surveys of this project, the general dimensions influencing hospitality are: politics and laws, cultural identity (traditions, values, religion, norms, rites) and tourism consciousness/traditional hospitality.

In the case study, the main target group of the destination are elderly and mostly retired Swiss guests. They enjoy spending their free time in the mountains. They are not very sportive and prefer using transportation to reach the top (rather than hiking), a good and polite service and restauration. Since they have much more time available than working tourists, they also appreciate being entertained and informed about the surroundings, fauna and flora or news on top of the mountain. Most of them know other Swiss mountain top destinations and chose the destination because they know about the individual and personal service. As Swiss tourists they are not really used to mass tourism and being in large and anonymous groups. They like being treated in a personal and friendly way but also to keep a certain amount of privacy. They do not really like to be talked into something or to be overwhelmed with information or chatting.

Furthermore, many of the hosts working at the destination have a similar profile: They are Swiss, in their fifties or older, retired or only working part time. The rangers for example are volunteers who work for free. They give their tours because they enjoy the interaction with people, informing and entertaining them. They speak the same language as the tourists and probably have similar ideas of courtesy, friendliness and service as their guests.

These first two groups, the guests as well as the hosts fit perfectly since they share many values and norms, such as their idea of traditional hospitality, communicative norms such as politeness and wittiness. This changes drastically if a group of Asian or Canadian tourists and their guides take the cable car, which occurs frequently. During the observation periods, there were two such groups, one of which was Asian, the other Canadian. With the Asian group it is basically impossible to communicate, because they hardly spoke English – nor did their guides. Besides, according to the tour guides, Asian tourists – in this case, Chinese – mainly expect to be guided by their group guide who organises everything for them. To them, individual treatment and communicative entertainment is far less important and not expectable on a cable car ride. The Canadian tourists who visited the destination, on the other hand, would have wished for more information about the infrastructure on top (toilets etc.) and found the gondola master friendly but not really outgoing and caring enough. They are used to more talkative and enthusiastic hosts and found it difficult to get in contact with Swiss people in general. The hosts were not able to meet these expectations because of missing language skills, which also hindered them from forming individual relationships with guests.

These two cases show that the expectations the guests bring with them mainly depend on what they are used to from their own culture. This is also illustrated by their respective ratings: The Asian, the Swiss and the Canadian tourists all rated the hospitality of the gondola master and the whole destination differently.

**Supporting dimensions:** According to the literature review supporting dimensions include cleanliness, information, safety/security, management processes, guidance, architecture and physical appearance.



As shown above, the destination's director looks at hospitality as a core element of the management strategy and he is eager to train his employees and improve their skills and attitude to act as good hosts. The whole service chain and many parts of the infrastructure have been optimised with the goal to evoke a feeling of hospitality: The access to the cog railway and the cable car is easy and safe, also for elderly people and people in wheel chairs. His staff is attentive to help people get on or off and to guide the guests. The staff wears uniforms to easily recognised and the signs and information boards are written in a simple and courteous way. The director himself welcomes the staff every morning and informs them about the weather, the number of expected guests and special events to have well informed hosts and a good atmosphere to start the day.

Most of these positive factors were challenged though, when the day was extremely busy or when there were fewer guests at the end of the season. When there were "too many" guests, there was not enough staff. Some tourists did perceive enough employees, were not guided personally or talked to face to face. That is also what the employees noted themselves and rated it as a difficult situation to do a good job concerning hospitality. When there were too few guests on the other hand, the staff tended to be bored, started chatting among themselves and showed less attention to new guest. When the first snow arrived, many roads on top had to be closed and one felt less safe and free to explore the mountain top, which reduced the feeling of being welcome and hosted well.

**Core dimensions:** On the basis of the literature review and the present findings, core dimensions include: service and professional expertise, communication skills, openness to other cultures, empathy, friendliness, cordiality, generosity, attention, helpfulness, reliability, openness and interest, appreciation and respect, authenticity.

**Service and professional expertise:** The hosts working at the destination were well informed about the available services, menus and also landmarks visible from the mountain top. They were eager to answer questions, and the rangers, for example, had little booklets with pictures to show the guests all the different flowers, trees and mountain peaks.

**Communication and language skills:** As shown in detail above in examples I and II, the gondola master was skilled in various linguistic strategies to be able to interact with the guests and to talk about the weather etc. in various and mainly positive ways. Her humorous style was appreciated by most of the guests. Furthermore, she was also able to adapt her speaking style when talking to different target groups – for example when talking to children.

It became more difficult though when she had to switch to another language: in English, for example, she was far less spontaneous and less agile making jokes – something that also the Canadian tourists noticed and which made them feel less taken care of than the Swiss tourists.

In addition, the non-verbal and para-verbal expression of the gondola master (the open and active gestures, the direct eye contact and the modulated pitch) were described above and seem to be important to create a feeling of hospitality. On the other hand, exactly the same traits were also interpreted as too aggressive, mothering or overwhelming by a minority of the guests.

Regarding other factors mentioned in the literature dealing with hospitality (see section 0), the following observations can be made:

**Empathy:** As shown, for example the gondola master was really empathic when she was estimating the expectations of her guests and prepared them to the possible fog on top of the mountain.

***Friendliness and cordiality:*** The gondola master’s communication was very friendly and often cordial.

***Courtesy:*** The gondola master (as well as most of the other hosts) was not only polite, but in many cases courteous – she helped people finding a seat and offered them hers if necessary.

***Generosity:*** The employees were trained to professionally deal with complaints and have coupons available to offer a guest a coffee as remedy for small mistakes. This can be seen as sign of generosity and at the same time it is a professional strategy to deal with complaints.

***Attention, helpfulness and reliability:*** The gondola master but also the staff cleaning the tables, for example, were attentive regarding the requirements of the guests and were trying to individually please their needs. They were also reliable, taking care of the guests and not hiding unpleasant facts as the foggy weather for example.

***Interest, openness, appreciation and respect:*** The above examples of the gondola master show that she is a really interested person, who is eager to get in contact with new people. This trait is also typical for most of the other personnel – especially the rangers who organise guided tours. Guests always pointed out, that they were appreciated and treated with respect.

On the other hand, sometimes missing language skills and maybe also missing knowledge about Asian cultures and large tourist groups made it more difficult to create an atmosphere of hospitality. At times, guides also failed to respect the guests’ wish for privacy or for not being bothered with information or entertainment.

***Authenticity:*** For the hosts (e.g. the gondola master) to be authentic in this context means to fulfil the expectations of the guests towards the role of a host, i.e. to be interested in her guests and their wellbeing and to do her best to make them feel comfortable. The examples of the gondola master show that she is perceived as authentic in her role as host.

#### 5.4. Conclusion of qualitative studies

The results of the focus groups as well as the analysis based on the method of the ethnography of communication and its case study confirm what a complex and multidimensional phenomenon hospitality is. There are many different aspects to be taken into consideration to study hospitality and also to train people in touristic destinations to improve their ability to “produce” hospitality. Many different dimensions have an impact on hospitality and the opinion on what it really is and at what point its quality is sufficient or excellent is varying according to the people asked. The directors of resorts, the hosts or the guests, even if they are all at the same and relatively small destination, all differ in their views. For destinations who want to improve their hospitality, it is advisable to accurately investigate the existing processes, the infrastructure and especially also single contacts of their employees with their guests. Thus, they will learn much about the capabilities and also the needs of the hosts as well as the guests. On this basis, they can individually and precisely work on what needs to be improved – meaning a high number of small details. In the end, what guests at a destination experience is one (hopefully positive) feeling about a large number of single encounters with many different employees and people, who all need to have communication and people skills as well as being able to adapt their behaviour situatively fulfil or exceed the expectations of their interlocutors.

## 6 Confirmative quantitative studies

While the qualitative data was gathered, two quantitative surveys were carried out. Even though the two research teams worked independently, a certain flux of information regarding preliminary results existed. The items tested in the quantitative survey represent the findings of that stage in the research process. In the following, the results of the two quantitative surveys are presented.

### 6.1. Survey among service providers

The perspective of the service provider was taken into account by inviting all participants of the Lucerne tourism convention “Tourismstag 2014” to participate in an online survey. Of the 164 participants of the convention, 114 completed the questionnaire (completion rate 69.5%). The mean duration for answering the questionnaire was 8min 40sec. The average age is 37 years. Gender distribution is 49% female and 51% participants. Most of the respondents are residents in Central Switzerland (46% canton of Lucerne, 7% Uri, 4% Schwyz, 13% Obwalden, 17% Nidwalden, 12% others).

The main focus – and challenge at the same time – of the survey lay on the participating tourism experts evaluating hospitality from the guests’ perspective, i.e. estimate how guests perceive hospitality.

The service providers participating in the study do not perceive hospitality as a crucial aspect for the booking decision, as Figure 9 below illustrates: Hospitality only reaches the sixth of total 10 ranks.

| Rank | Dimension                        | Mean rank |
|------|----------------------------------|-----------|
| 1    | Landscape                        | 2.88      |
| 2    | Local activities and attractions | 3.82      |
| 3    | Price                            | 4.34      |
| 4    | Accommodation                    | 4.89      |
| 5    | Accessibility of destination     | 4.90      |
| 6    | Hospitality                      | 4.94      |
| 7    | Weather / climate                | 5.97      |
| 8    | Food                             | 6.80      |
| 9    | Local culture                    | 7.29      |
| 10   | Sustainability                   | 9.18      |

Figure 9: Importance of hospitality for the booking decision according to service providers

Furthermore, the participants assume that the guests are satisfied with the hospitality they experience in Central Switzerland (Figure 10 below). They were asked to rate the estimated guest satisfaction with hospitality on a Likert scale of 1-7 (1 = completely dissatisfied; 7 = completely satisfied). The participants’ estimates resulted in a mean value of 4.7. 13.6% of the service providers rated the assumed guests’ satisfaction with hospitality with a value of 6 (= satisfied) and 60% with a value of 5 (= rather satisfied). No service provider estimated that guests are completely dissatisfied (= rating with 1).

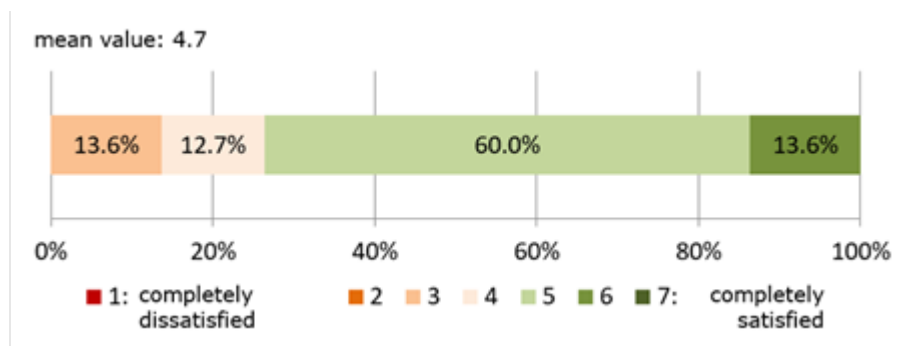


Figure 10: Overall satisfaction with hospitality

In addition to rating estimated guests' satisfaction, the tourism experts also evaluated the core dimensions of hospitality regarding their importance for the holiday or travel experience. Furthermore, they had to estimate the guests' satisfaction with these core dimensions. Figure 11 shows the result of this IPA (importance performance analysis) of hospitality.

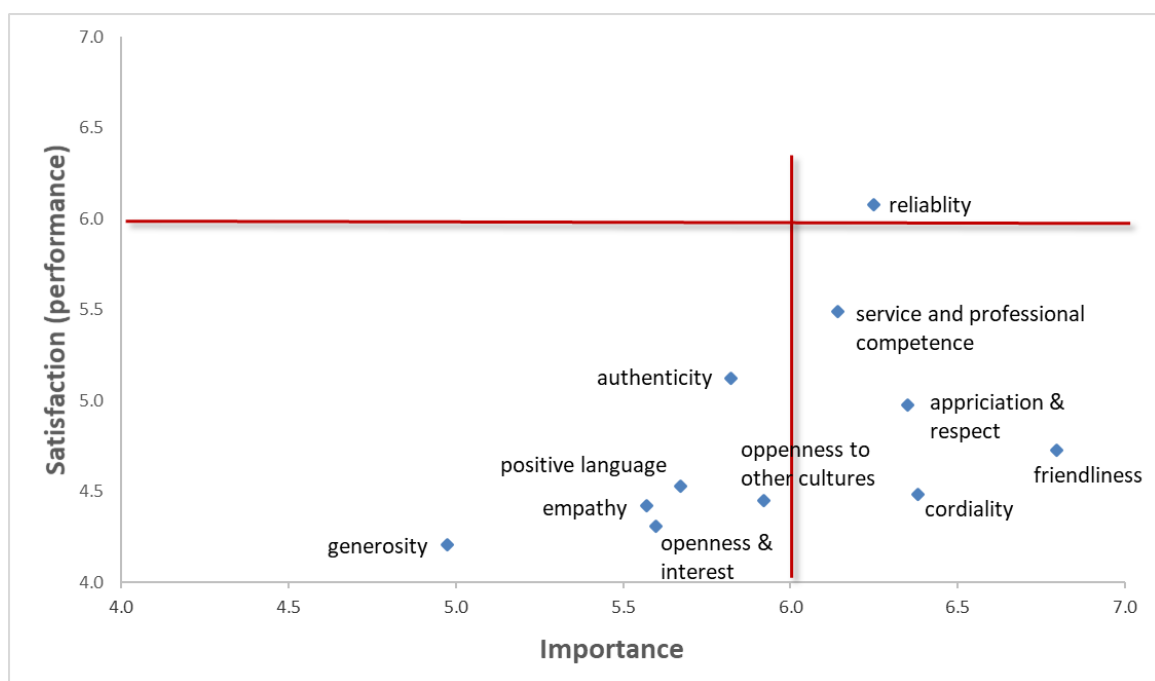
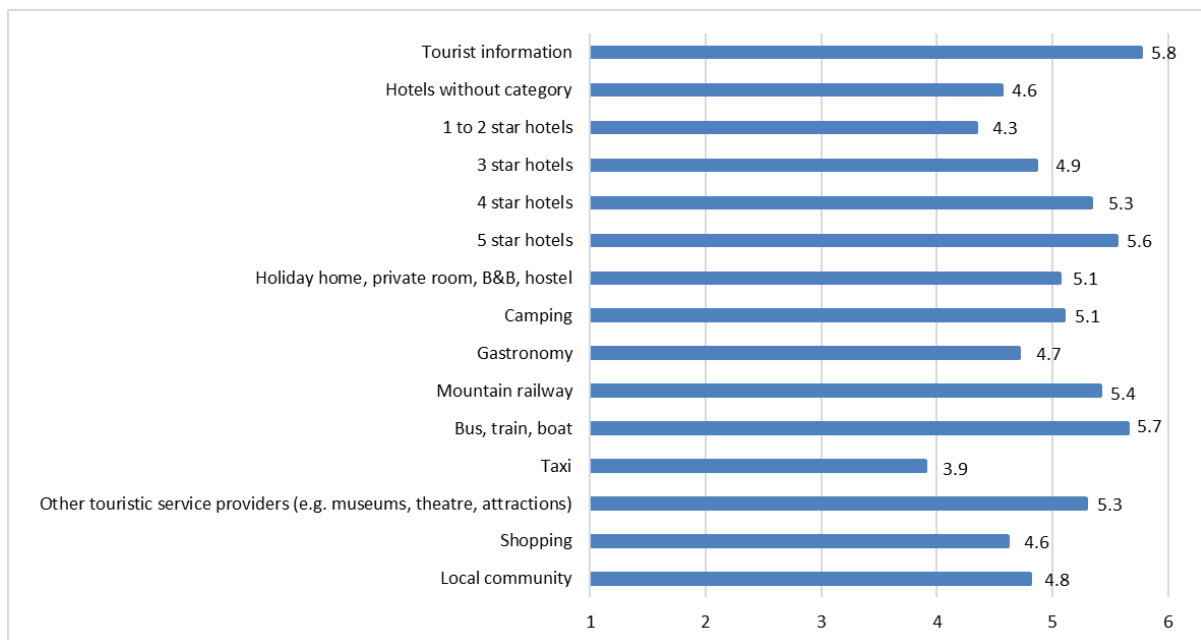


Figure 11: Importance-performance-analysis of hospitality according to service providers

The results show that the social competences such as 'friendliness' and 'cordiality', 'appreciation and respect' as well as 'service and professional competence' are of particular importance for the experience of hospitality according to the respondents. However, only the item 'reliability' was assessed to

have a satisfaction score above 6.0 (Likert scale: 6 = satisfied)<sup>3</sup>. Satisfaction is estimated to be lower with items such as ‘generosity’, ‘empathy’, ‘openness and interest’ as well as ‘positive language’.

In a further question the service-providers were asked to estimate the satisfaction of the guests with hospitality along the tourism service chain. Figure 12 below illustrates that satisfaction with hospitality are at the highest at: tourist information, four- and five-star hotels, mountain railways, busses, trains and ships. The lowest level of satisfaction with hospitality is estimated to be among unclassified hotels, 1- and 2-star hotels, taxis and when shopping, respectively in shopping areas.



**Figure 12: Satisfaction with hospitality along service chain according to service providers**

The service provider survey shows that the respondents do not consider hospitality to be among the most central aspects when it comes to booking decisions. However, the IPA shows that – while ‘service and professional competence’ as well as ‘reliability’ seem to be considered not only important but also reaching satisfying effects – ‘friendliness’, ‘cordiality’, ‘appreciation and respect’ might be worth closer inspection. Looking at the tourism service chain, there seems to be need for action regarding ‘taxi’, ‘shopping’, ‘gastronomy’ and ‘1-3 stars hotels’.

The above described assessment of guests’ expectations and satisfaction by tourism experts is completed by a survey among guests themselves. In addition to that, study described in the following includes also the perception of locals.

<sup>3</sup> This satisfaction level of guests was chosen to measure the performance of the hospitality dimensions.

## 6.2. Survey among guests and locals

To permit a comparison between the estimated and the actual evaluation of hospitality by guests, the data presented below was gathered by identical instruments (i.e. corresponding questions). As in the survey described above, an IPA was carried out regarding the hospitality items identified in the qualitative surveys up to this stage of the simultaneously carried out study-parts.

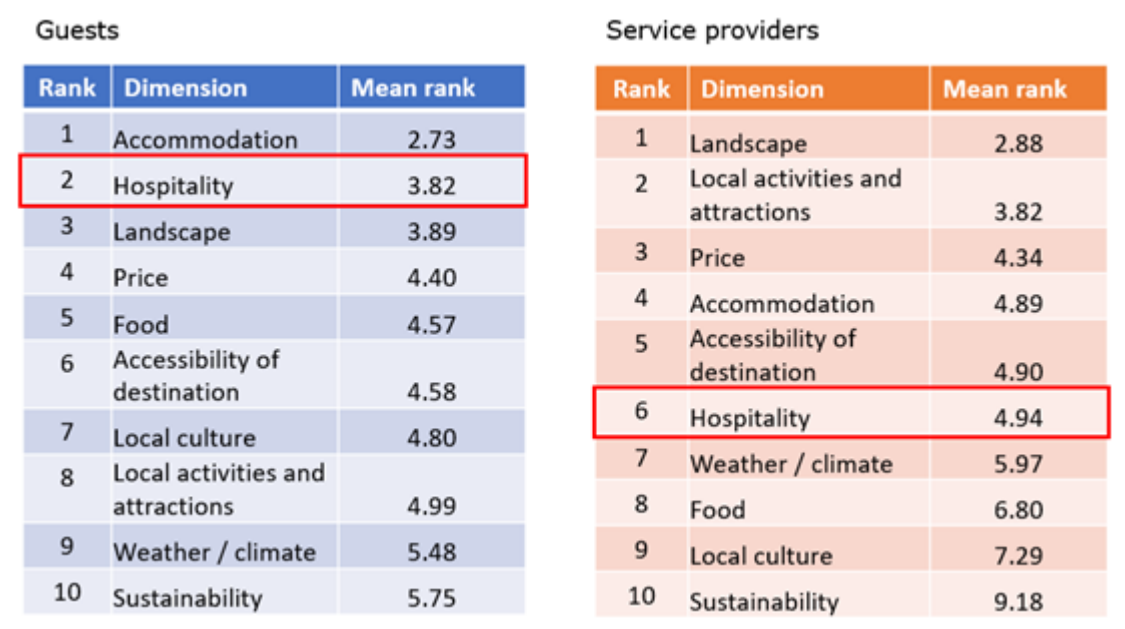
The links to the online questionnaire were distributed by research partners (i.e. five tourism service providers and five tourism organisations) in winter 2015. In total 1,383 persons answered the questionnaire, whereof 887 are guests and 496 are locals. Gender distribution is 61% female and 39% male interviewees. The average age of the sample is 37 years.

| Variables          | Total (n=1,383) | Guests (n=887) |
|--------------------|-----------------|----------------|
| Age (%)            |                 |                |
| Up to 19 years     | 1.6             |                |
| 20-39 years        | 33.2            |                |
| 40-64 years        | 57.6            |                |
| 65-79 years        | 7.3             |                |
| 80 years and older | 0.3             |                |
| Mean (age)         | 37.0            |                |
| Gender (%)         |                 |                |
| Male               | 39.0            |                |
| Female             | 61.0            |                |
| Origin (%)         |                 |                |
| Switzerland        | 95.0            |                |
| Germany            | 3.0             |                |
| Other              | 2.0             |                |
| Length of stay (%) |                 |                |
| 1 day              |                 | 7.3            |
| 2-3 days           |                 | 54.6           |
| 4-7 days           |                 | 24.5           |
| 8-14 days          |                 | 7.7            |
| More than 14 days  |                 | 5.9            |
| Travel reason (%)  |                 |                |
| Holiday/recreation |                 | 76.3           |
| Visiting friends   |                 | 10.6           |
| Business           |                 | 5.9            |
| Other              |                 | 7.2            |
| Companionship (%)  |                 |                |
| Alone              |                 | 9.7            |
| Family             |                 | 16.3           |
| Partner            |                 | 51.5           |

|                            |  |      |
|----------------------------|--|------|
| Friends                    |  | 13.1 |
| Travel group               |  | 0.3  |
| Company                    |  | 2.5  |
| Association/club           |  | 1.7  |
| Other                      |  | 4.9  |
| Accommodation (%)          |  |      |
| Hotel                      |  | 87.1 |
| Camping                    |  | 0.6  |
| Holiday flat/home          |  | 4.4  |
| B&B, private room, pension |  | 0.5  |
| Group accommodation        |  | 0.5  |
| Private (friends)          |  | 4.6  |
| Other                      |  | 2.3  |

**Table 2: Sociodemographics of respondents**

As Figure 13 illustrates, guests actually rate hospitality as much more important for their booking decision than the tourist experts of survey 1 estimated (cf. Figure 9 above): Guests rate hospitality as the second most important factor for the booking decision (scale/rank: 1 = most important factor, 10 = less important factor). The survey shows that for 26% of the guests, hospitality is among the top-3 of the relevant factors for the booking decision.



**Figure 13: Factors influencing the booking decision**

While the importance seems to be higher than experts (which were service providers) expect, the IPA suggests that there is ample room for improvement for a large number of hospitality items (cf. Figure

14 below). This applies in particular to items that score high on importance with scale values over 6 (Likert scale: 6 = satisfied) and low on satisfaction (scale value less than 6): ‘authenticity’, ‘service and professional competence’, ‘cordiality’, ‘appreciation and respect’, ‘friendliness’ and ‘reliability’.

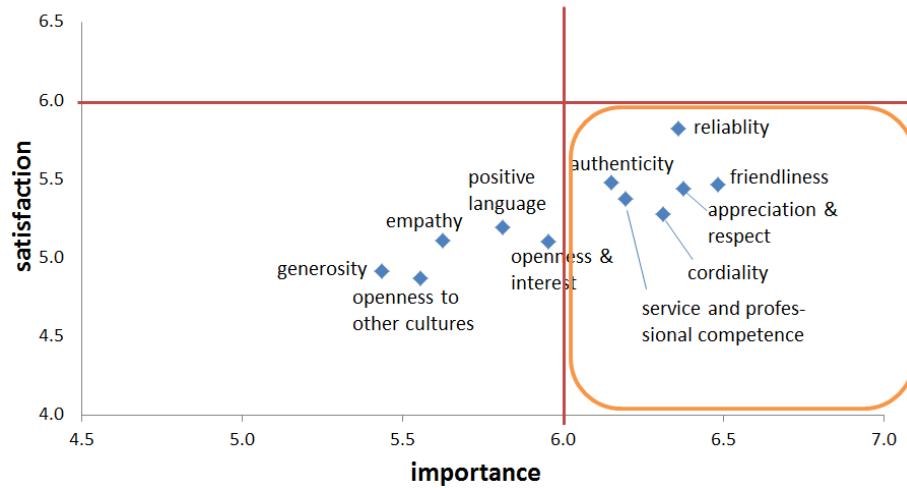


Figure 14: Importance-performance-analysis of hospitality among guests and locals

The results illustrated in Figure 15 below show that the participating guests and locals are quite satisfied with hospitality in general. Locals as well as guests were asked to rate their satisfaction with hospitality on a Likert scale of 1-7 (1 = completely dissatisfied; 7 = completely satisfied).

For guests, a mean of 6.2 resulted. Locals are slightly more critical regarding hospitality in Central Switzerland (mean: 5.6). As is illustrated in Figure 9 above, service providers (‘experts’) see even more room for improvement in terms of hospitality performance (mean: 4.7).

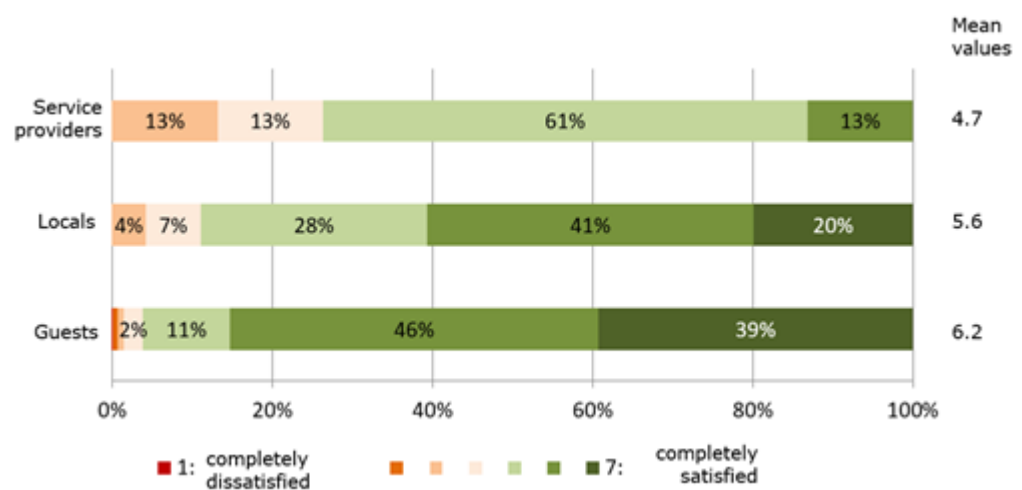
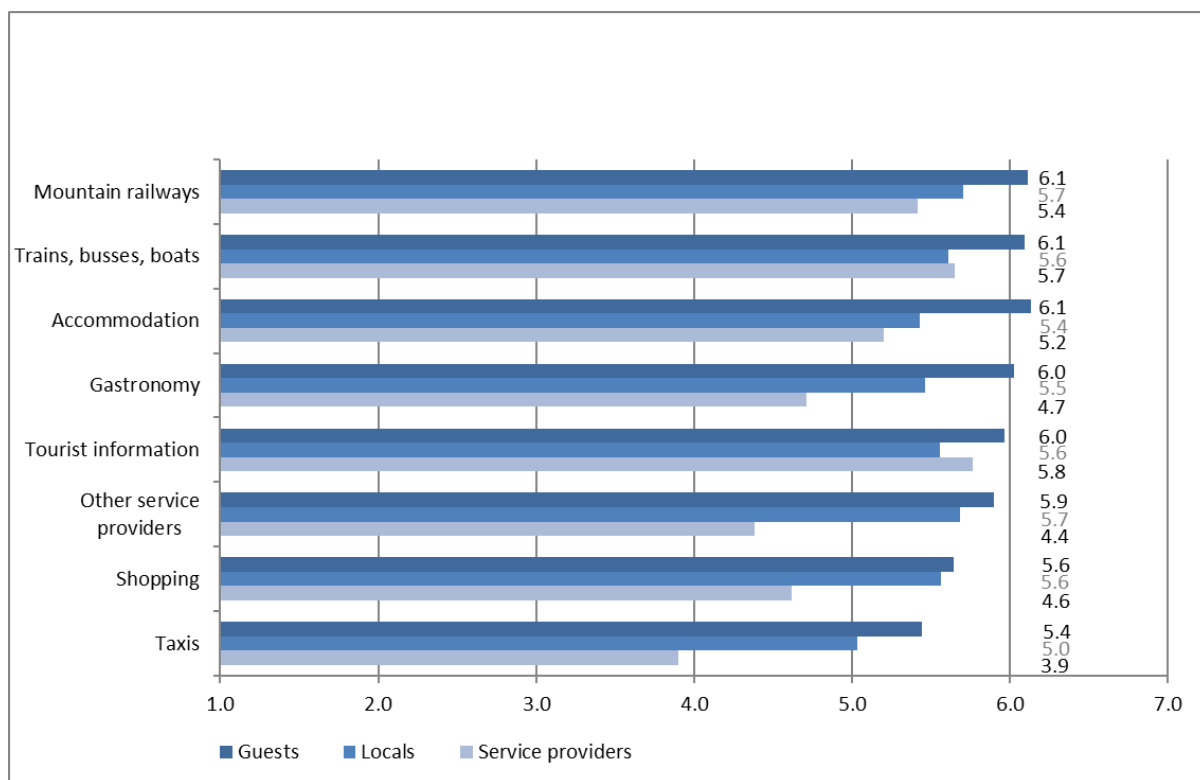


Figure 15: Overall satisfaction with hospitality among guests and locals

The two target groups ‘guests’ and ‘locals’ also rated their satisfaction with hospitality along the tourism service chain. Figure 16 below shows the results of both sub-samples.





**Figure 16: Satisfaction with hospitality of selected types of tourism guests, locals and service providers**

Most tourism industries were rated quite positively. Interestingly, guests tend to give slightly higher ratings than locals. The above chart also includes results from the survey among service providers presented above. Comparing the results of tourism guests with those of the service providers, statistically significant differences become evident: When it comes to selected tourism offers, guests rate their satisfaction higher than service providers anticipate.

### 6.3. Conclusion quantitative studies

In addition to identifying certain areas which seem to offer the most potential for optimisation (for example taxis or shopping), the findings shed light on a crucial problem: experts (or service providers in this case) seem to underestimate hospitality (Figure 13), while the results suggest that it plays an important role in guests' booking decisions. This result – together with more differences identified between the perception of the three target groups – suggests that there is a discrepancy between the assumed experience of hospitality by service providers and the actual hospitality experience reported by guests, which deserves further attention.

## 7 A conceptual framework of commercial hospitality

Based on the above described findings from our qualitative and quantitative studies, the following framework can be put forward. Certain dimensions of the quantitative study were renamed to capture the experience as described by participants of the qualitative study more precisely (e.g. 'service and

professional expertise’ was turned in ‘professional and service competences, ‘openness toward other cultures’ was renamed in ‘intercultural competences’ and ‘communication and language competences’ is now used instead of ‘communication skills’).

The framework is based on the presupposition that hospitality emerges in the interaction and communication between two or more involved parties. The framework illustrates the factors that influence hospitality when guests and hosts interact. It differentiates between three layers of hospitality dimensions: general conditions, supporting dimensions and core dimensions.

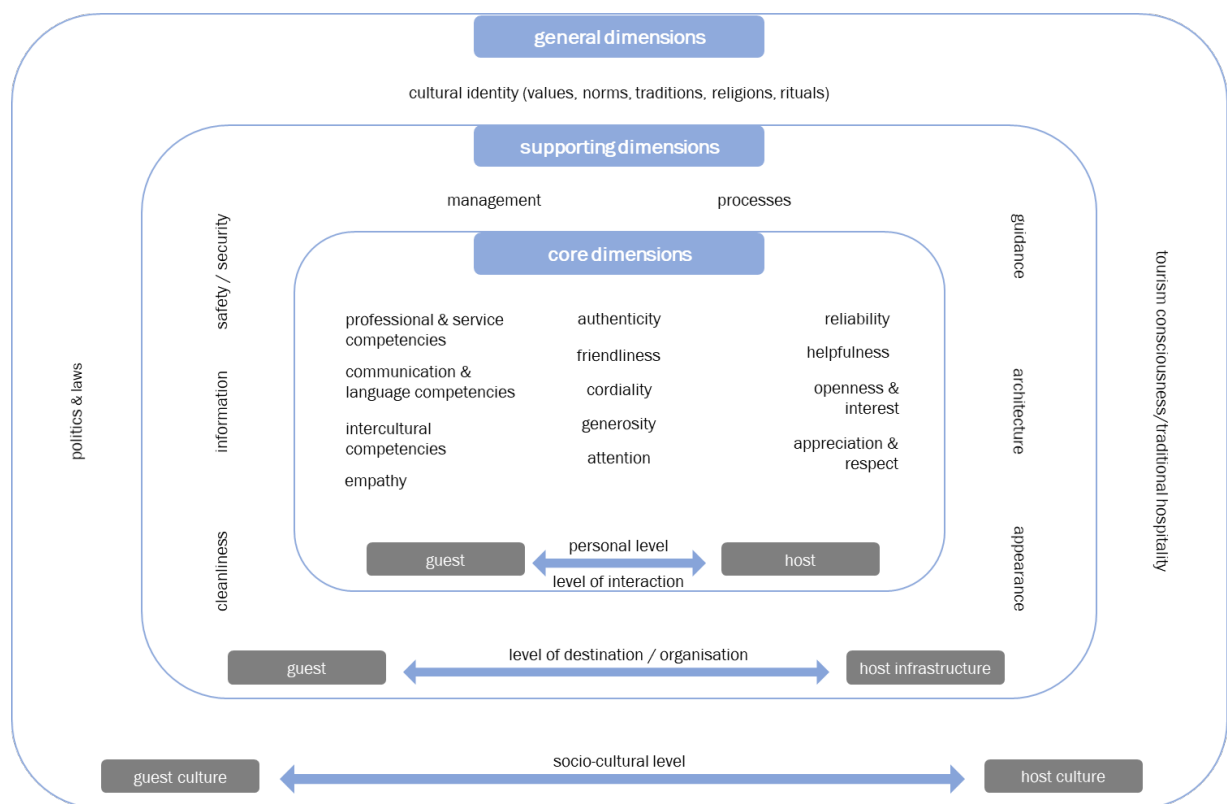


Figure 17: A conceptual framework of hospitality in a tourism destination (own illustration)

The experience of hospitality as illustrated in the conceptual framework above is constituted by a complex interplay of various dimensions. They may – however – be described as belonging to different “layers”:

**General dimensions:** Aspects that are anchored in the respective culture of host and guest form the first layer of the model and constitute the foundation of the experience of hospitality. Based on our literature review and the results of the qualitative and quantitative studies, the following dimensions belong to this category: *politics and laws, cultural identity (traditions, values, religion, norms, rites) and tourism consciousness/traditional hospitality.*

**Supporting dimensions:** The next layer is made up of dimensions, which are firmly linked to organisational aspects and/or a specific destination such as *cleanliness, information, safety/security, management processes, guidance, architecture and physical appearance*

**Core dimensions:** On the level of personal interaction, the most central dimensions may be determined. They include professional and service competences, communication and language competences, intercultural competences, empathy, authenticity, friendliness, cordiality, generosity, attention, reliability, helpfulness, openness and interest, appreciation and respect. The results of this study have illustrated that on this level, different perspective (hosts, guests, locals) as well as competences such as empathy and communication skills – the ability to situatively adapt one’s interactional behaviour – is crucial.

### **A definition of hospitality**

Based on the empirical work of the presented project the following definition of hospitality was developed:

Commercial hospitality is the product of successful interactions between guest(s) and host(s). It is a positive feeling, a relationship between two (most often) foreign parties, which emerges from their communication with each other. In this sense, it is more than mere service quality which guests expect in a certain destination. It is a reciprocal process in which both interlocutors are responsible for the success of their interaction and both benefit from it in a personal (a not only economical) way.

The hospitable interaction between guests and hosts takes place on several different levels: verbally (language/style), para-verbally (intonation, rhythm, pitch etc.) and non-verbally (mimics, gestures and proxemics). Therefore, the communicative competences and the attitude of the interlocutors towards unknown situations and people play a major role for the arising of hospitality (on a personal level). It is crucial in which situation and communicative context their interaction takes place (destination and corporate level). Furthermore, they are influenced by their culture and traditions (i.e. their traditional understanding of hospitality) as well as their political and legal surrounding (cultural level).

## **8 Conclusion**

The research questions of the study primarily aimed at defining hospitality and therefore developing a conceptual framework that shows the most important elements of hospitality. It should also look at how hospitality is perceived (by experts from the tourism industry and by guests) and how hospitality can be measured. The project as a whole aimed at creating a common definition of hospitality based on a theoretical concept, raising awareness of the stakeholders for the topic of hospitality and developing tools for improving and strengthening hospitality.

### **8.1. Content-related discussion**

The developed conceptual framework aimed at providing an overview of the large number of aspects that influence the host-guest interaction. As outlined in the literature review, hospitality encompasses the experience of a guest within the whole service chain. On the one hand the experience refers to the interaction within the tourism service chain, e.g. interactions with employees in hotels, restaurants or other touristic attractions. On the other hand, the hospitality experience is also influenced by interactions with locals.

The hospitality experience is the sum of experiences – including the feeling of satisfaction or dissatisfaction they trigger – a person gathers during his or her stay in a certain destination (Mill, 2008). What makes it difficult is that the satisfaction level of guests is very different and is determined by individu-

al subjective frames of reference (Mill, 2008). Consequently, it takes a high degree of sensitivity in order to recognise the needs and interests of guests and respond to the latter accordingly.

Guests always have certain expectations regarding hospitality, framed by their own culture as well as past experiences. These expectations meet the hosts' idea of hospitality, which might be a different one. Hospitality means adapting to the needs of the guests – however only up to a certain degree. Hospitable behaviour needs to remain authentic. Hospitality does not mean to become a different person, but to remain true to oneself. There is a proverb in German saying "The guest is king as long as he behaves in a royal way"<sup>4</sup>. This means that guests may not behave as they feel like but rather have to adhere to certain rules and behaviours which apply to the specific destination. Hospitality is always a two-sided process, in which both – host and guest – have to contribute their part to create a unique experience or encounter.

The conceptual framework of hospitality does not claim to be exhaustive. However, it is the starting point for different activities in the research project on hospitality: In the context of the 200-year anniversary of hospitality in Central Switzerland and the corresponding research project the conceptual framework of hospitality acted as an important starting point for an intensive discussion about the topic of hospitality. Furthermore, it formed the basis for the development of different tools and instruments for strengthening hospitality (sub-project 2).

The group discussions revealed that service providers share high awareness of their role, a high service orientation and a concrete idea regarding friendliness within the interaction with guests. At the same time service providers are aware of limitations of hospitality, meaning that there are situations in which it is difficult to show the expected friendliness, e.g. in the interaction with (still) unfamiliar groups of guests.

The empirical findings confirmed the high importance of hospitality in a destination context. Hospitality is an important criterion regarding the selection of a certain destination. Furthermore, the analysis showed that there is still room for improvement, especially regarding certain hospitality elements which are of high importance (e.g. friendliness, cordiality, appreciation and respect).

Based on the findings the conceptual framework was developed and fine-tuned in an interactive approach (adding, removing or renaming elements). The framework now offers the basis for various studies on hospitality and approaches that focus on measuring and comparing experiences of hospitality. However, the operationalisation of the framework remains challenging. Hospitality is a complex, multifaceted construct consisting of a large number of different dimensions.

Despite the remaining challenges, it can be said that all main objectives of the project have been achieved: 1) a common definition of hospitality based on a theoretical concept has been created, 2) awareness of the stakeholders for the topic of hospitality has been raised and 3) tools for improving and strengthening hospitality have been developed.

## 8.2. Limitations and further research

Although the mixed-method approach was chosen carefully, the methodology is not without its limitations. First of all, the methodological approach of the literature analysis (e.g. a list of keywords, data-

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<sup>4</sup> Der Gast ist König, solange er sich königlich verhält.

bases used, numbers of articles found) has not been recorded. To meet scientific expectations fully regarding a literature review, a proper protocol to guide and document the literature search process is needed (cf. vom Brocke et al., 2015). The way of determination of hospitality items has not been documented continuously as well. The research team has not always written down at which point and on what grounds single items were added, deleted or renamed. This process should have been documented trackably too.

Working together with project partners from the tourism industry was challenging as objectives of a common project and the willingness to invest time and manpower were not always congruent. Whereas the research team was (in a first step) primarily interested in defining hospitality and its conceptual framework including measuring the importance and performance of hospitality in Central Switzerland, the project partners preferred to develop supporting tools and manuals for their daily business (which was part of sub-project 2). Additionally, the support for the conduction of surveys was partially limited as the tourism suppliers were occupied with their own business and/or did not want to bother their guests with (too many) surveys. Therefore, the survey among guests and locals was difficult to conduct due to limited resources of the project and support by partners.

A further limitation is that the perception of hospitality is specific to time and place (Telfer, 2000) and people unavoidably have to think explicitly about aspects of service delivery that they normally process unconsciously. The longer the stay lies back, the more difficult it becomes for the survey participants to answer questions about the perceived hospitality in detail. Associated with that it becomes clear that it was a big challenge for tourism experts to evaluate hospitality from the guests' perspective (i.e. estimating how guests perceive hospitality) instead of evaluating hospitality according to their own and personally perception as a guest themselves. Furthermore, it is not guaranteed, that all items were understood equally by the participants – although there were pop-up-windows with definitions of the hospitality dimensions. The dimensions and the scale of hospitality used in the quantitative studies have not been quantitatively validated in a previous research.

Consequently, the operationalization of the hospitality core dimensions and their underlying relationships need to be further validated in future research. As the experience of hospitality seems to vary and to depend on one's cultural background, it would also be interesting to apply the framework in different cultural contexts and investigate further into culture-specific expectations and performance ratings.

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## **Appendix I: Hospitality Toolbox (Sub-Project 2)**

The research project described in this article was the first of two sub-projects, which was complemented by another project to complement sub-project 1 with an additional applied focus.

### *Aims*

The aim of sub-project 2 is to enhance hospitality in Central Switzerland by a toolbox in the form of an online platform. These tools should help to increase the overall awareness of the importance of hospitality as well as offer instruments supporting tourism organisations, companies and individuals to enhance hospitality as an organization or as an individual person. Furthermore, the tools should be created in a way that they could be used by various stakeholders (tourism organisations, companies) independently.

In organisations, the tools should help to discuss hospitality and to identify possible deficits in this respect, which should then be remedied by focused trainings. Ideally, the impact of these measures should be measurable. For tourism organisations, instruments are developed, which can be used by these organisations to sensitise their employees as well as locals.

In addition to enhancing hospitality within organisations (commercial hospitality), it was the aim of sub-project 2 to tackle hospitality and its importance for locals, i.e. traditional hospitality. This should raise the people of Central Switzerland's awareness and increase the willingness to personally contribute to an increased hospitality as experienced by guests visiting this region.

### *Method*

After an initial literature review, information about existing tools was collected. Ideas for new tools were then developed in workshops together with project partners. In a next stage, these potential new tools were evaluated and prioritised by experts. Those tools that had been selected were then developed and tested. After pilot-testing, the tools were revised and further developed to be implemented in the online toolbox (web platform).

### *Results*

The online platform [www.gastfreundschaft-zentralschweiz.ch](http://www.gastfreundschaft-zentralschweiz.ch) is open for anyone interested in the above described toolbox. The core of the website is the toolbox itself. Additionally, workshops or coachings may be booked via the platform, results of either – sub-project 1 or sub-project 2 – are presented, and a collection of current media reports on hospitality in Central Switzerland is listed.

The tools are grouped according the four stages described above: “understanding hospitality”, “identifying potential for improvement”, “enhancing hospitality”, and “measuring impact”. There are a number of tools listed which can be used independently and for free. How to use the tools should be self-explanatory. The website is, however, in German, so are the manuals that come with the tools.<sup>5</sup>

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<sup>5</sup> The website is in German as it was built in the context of the project for the tourism industry in Central Switzerland which is German speaking. In a further step, if there is a funding, it may be translated in other languages.

## Appendix II: Questionnaires

### A) Group discussions

#### A.1.) Guide for representatives of tourism service providers

### Gastfreundschaft in Luzern und Engelberg

Erklärung von Ablauf, Vorstellungsrunde Klären von Tonbandaufnahme in einer umschreibenden, der Situation angepassten Art und Weise:

- *Erklärung des Forschungsinteresses (umschreibend, umgangssprachlich):*  
Unser Projekt zur Gastfreundschaft in der Zentralschweiz steht in Zusammenhang mit dem im nächsten Jahr stattfindenden Jubiläum 200 Jahre Gastfreundschaft in der Zentralschweiz, dem Gästival. Um herauszufinden, was für die Leistungsträger/innen, aber auch für die Bevölkerung Gastfreundschaft ist, führen wir mit verschiedenen Leuten Gespräche. Sie sind in Ihrem Beruf ja in Kontakt mit Touristinnen und Touristen und haben sicher schon viel beobachtet und erlebt mit den Gästen. Um mehr über Ihre Beobachtungen, Wahrnehmungen und Eindrücke zum Thema Gastfreundschaft zu erfahren, haben wir Sie für diese Gruppendiskussion angefragt. Für Ihre Teilnahme bedanken wir uns jetzt schon herzlich!
- *Vorstellungsrunde*  
Damit wir einen Überblick haben, wer heute dabei ist, schlagen wir vor, dass wir zuerst eine KURZE Vorstellungsrunde machen. Könnten Sie also kurz Ihren Namen, Ihren Betrieb und Ihre Funktion sagen.
- *Aufnahmegerät*  
Da wir uns nicht alles merken können, würden wir das Gespräch gern aufnehmen, Das Gesprächsprotokoll dient uns als Grundlage für die Auswertung. Alle Aussagen werden selbstverständlich in den Auswertungen anonymisiert, so dass es nicht möglich sein wird, Rückschlüsse auf die Aussagen von Einzelnen von Ihnen zu ziehen.
- *Ablauf der Diskussion, Betonung offenes Ergebnisverfahren*  
Ich werde Ihnen eine Frage stellen, dann können Sie sich Zeit nehmen, Ihre persönlichen Wahrnehmungen und Eindrücke zu schildern, untereinander nachzufragen, Meinungen zu ergänzen oder eine andere Sichtweise einzubringen. Sie können gerne auch ganz konkrete Beispiele und Erlebnisse einbringen. Es geht nicht um richtig oder falsch, jede Wahrnehmung, jeder Eindruck ist wichtig und interessiert uns. Eventuell fragen wir dann auch mal nach – werden aber eher wenig sagen. Es geht darum, dass vor allem Sie zu Wort kommen und miteinander diskutieren. Die Diskussion wird insgesamt ca. 1 – 1.5 Stunden dauern.

### **Einstiegsfrage:**

„Wir interessieren uns, wie Sie als im Tourismus tätige Personen in ihrem Berufsalltag Gastfreundschaft so leben und erleben. Was ist Ihnen wichtig, was beobachten Sie so, was haben Sie so für Erfahrungen gemacht. Erzählen Sie einfach alles, was Ihnen dazu einfällt. Vielleicht fangen Sie einfach einmal an zu erzählen...“

### **Zusatzfragen:**

Weitere Themenbereiche, die spezifisch nachgefragt werden, je nachdem was nach der Einstiegsfrage von den Teilnehmenden diskutiert und zur Sprache gebracht wird:

Persönliche Ebene:

- Machen Sie sich manchmal Gedanken zu Ihrer eigenen Gastfreundschaft? Wann nehmen Sie sich als gastfreundlich wahr? Können Sie Beispiele schildern?
- Was macht für Sie Gastfreundschaft aus?

Betriebliche Ebene:

Und wie ist es in Ihren Betrieben so? Ist Gastfreundschaft ein Thema? (Richtlinien erst ansprechen, wenn es nicht von selbst kommt: „Gibt es Richtlinien oder so? Wird darüber gesprochen?“)

- Sind Ihnen in Ihrem Berufsalltag Veränderungen aufgefallen im Umgang mit Gastfreundschaft?
- Wie gehen Sie mit Situationen um, in denen es schwierig ist, gastfreundlich zu sein? Haben Sie Beispiele dazu?

Allgemein/Abschluss

- Haben wir noch etwas Wichtiges vergessen in der Diskussion?
- Wenn Sie nun noch einmal an die Diskussion und an Ihre persönliche Gastfreundschaft und die Gastfreundschaft in Ihrem Betrieb denken. Wo könnten Sie Unterstützung brauchen und in welcher Form?

## A.2) Guide for representatives of the local population

### **Gastfreundschaft in Luzern und Engelberg**

Erklärung von Ablauf, Vorstellungsrunde Klären von Tonbandaufnahme in einer umschreibenden, der Situation angepassten Art und Weise:

- *Erklärung des Forschungsinteresses (umschreibend, umgangssprachlich):*  
Unser Projekt zur Gastfreundschaft in der Zentralschweiz steht in Zusammenhang mit dem im nächsten Jahr stattfindenden Jubiläum 200 Jahre Gastfreundschaft in der Zentralschweiz, dem Gästival. Um herauszufinden, was für die Leistungsträger/innen, aber auch für die Bevölkerung Gastfreundschaft ist, führen wir mit verschiedenen Leuten Gespräche. Sie sind in Ihrem Beruf bzw. als Bewohner/innen von Luzern/Engelberg ja in Kontakt mit Touristinnen und Touristen und haben sicher schon viel beobachtet und erlebt mit den Gästen. Um mehr über Ihre Beobachtungen, Wahrnehmungen und Eindrücke zum Thema Gastfreundschaft zu erfahren, haben wir Sie für diese Gruppendiskussion angefragt. Für Ihre Teilnahme bedanken wir uns jetzt schon herzlich!
- *Vorstellungsrunde*  
Damit wir einen Überblick haben, wer heute dabei ist, schlagen wir vor, dass wir zuerst eine KURZE Vorstellungsrunde machen. Könnten Sie also kurz ihren Namen, Ihren Betrieb und Ihre Funktion sagen.
- *Aufnahmegerät*  
Da wir uns nicht alles merken können, würden wir das Gespräch gern aufnehmen, Das Gesprächsprotokoll dient uns als Grundlage für die Auswertung. Alle Aussagen werden selbstverständlich in den Auswertungen anonymisiert, so dass es nicht möglich sein wird, Rückschlüsse auf die Aussagen von Einzelnen von Ihnen zu ziehen.
- *Ablauf der Diskussion, Betonung offenes Ergebnisverfahren*  
Ich werde Ihnen eine Frage stellen, dann können Sie sich Zeit nehmen, Ihre persönlichen Wahrnehmungen und Eindrücke zu schildern, untereinander nachzufragen, Meinungen zu ergänzen oder eine andere Sichtweise einzubringen. Sie können auch gerne ganz konkrete Beispiele und Erlebnisse bringen. Es geht nicht um richtig oder falsch, jede Wahrnehmung, jeder Eindruck ist wichtig und interessiert uns. Eventuell fragen wir dann auch mal nach – werden aber eher wenig sagen. Es geht darum, dass vor allem Sie zu Wort kommen und miteinander diskutieren. Die Diskussion wird insgesamt ca. 1 – 1.5 Stunden dauern.

### **Einstiegsfrage:**

„Wir interessieren uns, wie Sie in ihrem Alltag Gastfreundschaft so leben und erleben. Was ist Ihnen wichtig, was beobachten Sie so, was haben Sie so für Erfahrungen gemacht. Erzählen Sie einfach alles, was Ihnen dazu einfällt. Vielleicht fangen Sie einfach einmal an zu erzählen...“

### **Zusatzfragen:**

Weitere Themenbereiche, die spezifisch nachgefragt werden, je nachdem was nach der Einstiegsfrage von den Teilnehmenden diskutiert und zur Sprache gebracht wird:

- Wann / wie kommen Sie mit Tourist/innen in Kontakt und was haben Sie dabei erlebt? Fällt Ihnen ein besonderes Erlebnis ein?
- Was macht für Sie Gastfreundschaft aus?
- Machen Sie sich manchmal Gedanken zu Ihrer eigenen Gastfreundschaft? Und was geht Ihnen dabei so durch den Kopf?
- Sprechen Sie in ihrem Familien-, Freundes- oder Bekanntenkreis über das Thema Gastfreundschaft? Was diskutieren Sie da so?
- Für diejenigen, welche in Ihrem Beruf in Kontakt mit Touristinnen kommen. Ist in Ihrem Betrieb Gastfreundschaft ein Thema? (nur wenn nichts dazu kommt fragen „Gibt es Richtlinien oder so? Wird darüber gesprochen?“)?
- Wie gehen Sie mit Situationen um, in denen es schwierig ist, gastfreundlich zu sein? Könnten Sie dazu ein Beispiel schildern?
- Wie sieht es aus, wenn Sie an die eigene Gastfreundschaft in Zukunft denken?
- Wenn Sie nun an die Diskussion und an Ihre persönliche bzw. teils auch berufliche Gastfreundschaft denken, wo könnten Sie Unterstützung gebrauchen und wie?
- Haben wir noch etwas Wichtiges vergessen in der Diskussion?

B) Case studies

B.1) Table for ethnographic fieldnotes

**Time:**

**Place:**

**Situation:**

**Participants:**

(Age, social background, education ...)

**Atmosphere:**

**Verbal communication**

**Non-verbal communication:**

**Hospitality:**

**Own role/postition:**

B.2) Open questions for interviews with guests

Have you experienced hospitality today?

How did you experience hospitality? What happened exactly?

What is hospitality for you personally?

Is communication important for hospitality?

Did you expect to experience hospitality when you came here?

## C) Surveys

### C.1) Survey among service providers

#### 1 Einleitung

---

Sehr geehrte Teilnehmende des Tourismustages 2014

Im Vorfeld des Tourismustages 2014 möchten wir eine **Expertenbefragung** zum Thema Gastfreundschaft durchführen. Die Resultate werden dann an der Tagung präsentiert.

Wir bitten Sie, sich in die Lage eines fiktiven Gastes zu versetzen und **einzuschätzen, wie dieser Gast die Gastfreundschaft im Raum Zentralschweiz beurteilen könnte.**

Wir sind uns bewusst, dass die Beurteilung schwierig ist. Trotzdem möchten wir Sie dazu motivieren, eine Einschätzung zu wagen.

Die Befragung dauert ca. 8-10 Minuten. Ihre Daten werden selbstverständlich anonym und mit grösster Sorgfalt ausgewertet. Mit Ihrer Teilnahme leisten Sie einen wesentlichen Beitrag zur Stärkung der Gastfreundschaft in der Zentralschweiz.

Dafür danken wir Ihnen herzlich.

#### 2 Wichtigkeit der Gastfreundschaft

---

**Bitte schätzen Sie, wie wichtig für die Gäste folgende Faktoren für die Buchung von Ferien/eines Aufenthalts in der Zentralschweiz sind.**

Platzieren Sie bitte den wichtigsten Faktor zuoberst und den unwichtigsten Faktor zuunterst. Sie können die einzelnen Kästchen durch Anklicken und Ziehen in die rechte Spalte verschieben.

|                                     |  |
|-------------------------------------|--|
| Preis                               |  |
| Lokale Kultur                       |  |
| Essen                               |  |
| Lokale Aktivitäten und Attraktionen |  |
| Gastfreundschaft                    |  |
| Erreichbarkeit der Destination      |  |
| Landschaft                          |  |
| Nachhaltigkeit                      |  |
| Wetter / Klima                      |  |
| Unterkunft                          |  |





### 3 Importance - Performance

Im Folgenden erscheinen zwei sehr ähnliche Fragen zu verschiedenen Elementen der Gastfreundschaft. In der ersten Frage geht es darum, die Wichtigkeit der Elemente zu beurteilen. In der zweiten Frage bewerten Sie bitte die Zufriedenheit mit diesen Elementen der Gastfreundschaft.

#### 3.1 Importance

Bitte schätzen Sie, wie wichtig für die Gäste folgende Elemente der Gastfreundschaft für ein gelungenes Ferien- oder Freizeiterlebnis in der Zentralschweiz sind.

Wenn Sie mit der Maus über die einzelnen Begriffe fahren, werden diese detaillierter erläutert.

|   | völlig unwichtig      |                       |                       |                       |                       | sehr wichtig          |                       | keine Angabe / weiss nicht |
|---|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|----------------------------|
| Freundlichkeit                                    | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/>      |
| Zuverlässigkeit                                   | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/>      |
| Offenheit & Interesse                             | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/>      |
| Herzlichkeit                                      | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/>      |
| Wertschätzung & Respekt                           | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/>      |
| Einfühlungsvermögen                               | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/>      |
| Echtheit  | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/>      |
| Grosszügigkeit                                    | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/>      |
| Service- und Fachkompetenz                        | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/>      |
| Offenheit gegenüber Menschen aus anderen Kulturen | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/>      |
| Positive Sprache                                  | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/>      |

#### 3.2 Performance

Bitte schätzen Sie, wie zufrieden die Gäste mit folgenden Elementen der Gastfreundschaft in der Zentralschweiz sind.

Wenn Sie mit der Maus über die einzelnen Begriffe fahren, werden diese detaillierter erläutert.

|   | völlig unzufrieden    |                       |                       |                       |                       | völlig zufrieden      |                       | keine Angabe / weiss nicht |
|---|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|----------------------------|
| Freundlichkeit                                    | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/>      |
| Zuverlässigkeit                                   | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/>      |
| Offenheit & Interesse                             | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/>      |
| Herzlichkeit                                      | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/>      |
| Wertschätzung & Respekt                           | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/>      |
| Einfühlungsvermögen                               | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/>      |
| Echtheit  | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/>      |
| Grosszügigkeit                                    | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/>      |
| Service- und Fachkompetenz                        | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/>      |
| Offenheit gegenüber Menschen aus anderen Kulturen | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/>      |
| Positive Sprache                                  | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/>      |

#### 4 Servicekette

Bitte schätzen Sie, wie **zufrieden** die Gäste mit der Gastfreundschaft in Bezug auf folgende touristische Angebote/Bereiche in der Zentralschweiz sind.

|  | völlig unzufrieden    |                       |                       |                       |                       | völlig zufrieden      |                       | keine Angabe / weiss nicht |
|--|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|----------------------------|
| Tourist Information  | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/>      |
| Hotels ohne Kategorie  | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/>      |
| 1- bis 2-Sterne Hotels   | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/>      |
| 3-Sterne Hotels  | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/>      |
| 4-Sterne Hotels  | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/>      |
| 5-Sterne Hotels  | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/>      |
| Ferienwohnung/-haus, Privatzimmer, B&B, Jugendherberge                     | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/>      |
| Camping  | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/>      |
| Gastronomie  | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/>      |
| Bergbahnen   | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/>      |
| Bus, Bahn und Schiff in der Destination                                    | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/>      |
| Taxi   | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/>      |
| Sonstige touristische Leistungsträger (z.B. Museen, Theater, Attraktionen) | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/>      |
| Shopping/Einkaufen   | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/>      |
| Bevölkerung  | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/>      |

#### 5 Beurteilung gesamt

Bitte schätzen Sie, wie zufrieden die Gäste mit der Gastfreundschaft in der Zentralschweiz insgesamt sind.

Bitte platzieren Sie den Schieberegler an der gewünschten Stelle.



#### 6 Sozio-demografische Variablen

**Wie alt sind Sie?**

Bitte geben Sie die Anzahl Jahre an.

Alter:

keine Angabe

**Sind Sie...?**

weiblich     männlich     keine Angabe

**In welchem Kanton wohnen Sie?**

- Luzern
- Uri
- Schwyz
- Obwalden
- Nidwalden
- übrige

## C.2) Survey among guests and locals (example of tourism organisation Lucerne)



**Bitte wählen Sie Ihre Sprache aus! Please choose your language!**

- Deutsch
- English

### Survey about hospitality

The survey examines your experience of hospitality (meaning "hospitable behaviour") in Central Switzerland and in particular in the region of Lucerne.

Therefore, we ask you to take 10 minutes to complete this survey and to consider your answers carefully. If you cannot answer any of the questions, please select "n/a; don't know". Your data will be analysed anonymously and with great care.

All completed questionnaires will be entered in a prize draw for which the following prizes will be awarded:  
Three guided city tours through Lucerne for two

By participating in the survey you will contribute significantly to the improvement of hospitality in Central Switzerland. Thank you very much.

Lucerne Tourism, Lucerne & Gästival

If you have any questions regarding the survey, please contact us by E-Mail: [olivia.amstad@hslu.ch](mailto:olivia.amstad@hslu.ch)

### For how many days are you staying in the region of Lucerne?

Please indicate the number of days.

### What is the reason for your stay in the region of Lucerne?

(You can choose more than one reason.)

- holiday / recreation
- visiting friends and relatives
- business
- other reasons

### With whom are you visiting the region of Lucerne?


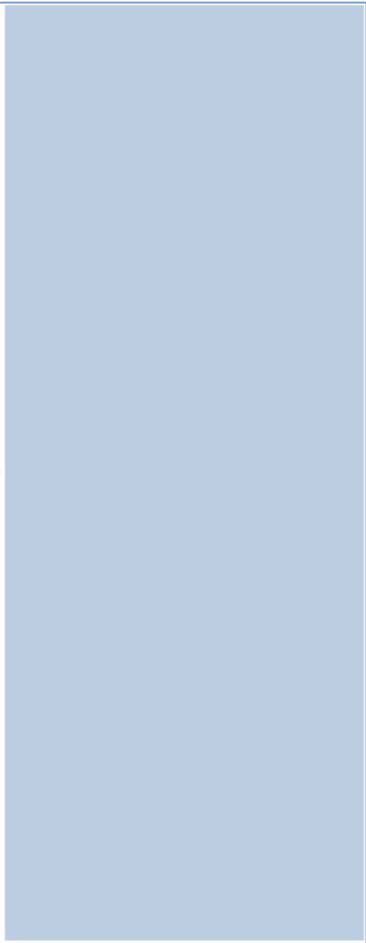
- alone
- with my family
- with my husband/wife/partner
- with friends
- with a travel group
- with a club / society
- with a business partner
- with ...

**What kind of accomodation do you have?**

- hotel without category
- 1-star hotel
- 2-star hotel
- 3-star hotel
- 4-star hotel
- 5-star hotel
- camp site
- holiday home / self-catering apartment
- private room, B&B
- group accomodation
- I am staying with friends or relatives
- Other:

**How important were the following factors when you booked your stay in the region of Lucerne?**

Please place the most important factor at the top and the least important factor at the bottom.

|                                  |  |  |
|----------------------------------|--|--|
| Accessibility of the destination |  |  |
| Landscape                        |  |  |
| Local activities and attractions |  |  |
| Hospitality                      |  |  |
| Local culture                    |  |  |
| Sustainability                   |  |  |
| Price                            |  |  |
| Food                             |  |  |
| Accomodation                     |  |  |
| Weather / climate                |  |  |

In the following, two very similar questions on your experience in the region of Lucerne are presented. The first question asks you to evaluate the importance of the elements. In the second question, you are asked to assess the satisfaction with these elements of hospitality.

**How important are the following elements of hospitality regarding a positive holiday or leisure experience in the region of Lucerne.**

If you move over the terms with the mouse, the terms are explained in more detail.

|   | completely unimportant |                       |                       |                       |                       |                       | very important        | n/a; don't know       |
|---|------------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| generosity                                    | <input type="radio"/>  | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| authenticity                                  | <input type="radio"/>  | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| cordiality                                    | <input type="radio"/>  | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| appreciation and respect                      | <input type="radio"/>  | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| reliability                                   | <input type="radio"/>  | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| openness and interest                         | <input type="radio"/>  | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| positive language                             | <input type="radio"/>  | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| openness to people from other cultures        | <input type="radio"/>  | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| friendliness                                  | <input type="radio"/>  | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| service competence and professional expertise | <input type="radio"/>  | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| empathy                                       | <input type="radio"/>  | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

Do you have any comments on the importance of hospitality or of specific elements of hospitality?

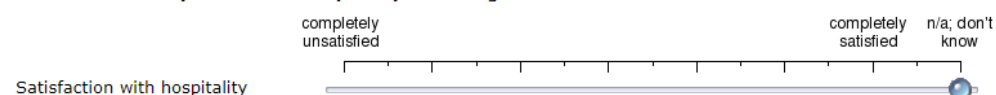
**How satisfied are you with the following elements of hospitality in the region of Lucerne?**

If you move over the terms with the mouse, the terms are explained in more detail.

|   | completely unsatisfied |                       |                       |                       |                       |                       | completely satisfied  | n/a; don't know       |
|---|------------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| friendliness                                  | <input type="radio"/>  | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| openness and interest                         | <input type="radio"/>  | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| authenticity                                  | <input type="radio"/>  | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| empathy                                       | <input type="radio"/>  | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| reliability                                   | <input type="radio"/>  | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| openness to people from other cultures        | <input type="radio"/>  | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| service competence and professional expertise | <input type="radio"/>  | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| positive language                             | <input type="radio"/>  | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| generosity                                    | <input type="radio"/>  | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| appreciation and respect                      | <input type="radio"/>  | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| cordiality                                    | <input type="radio"/>  | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

Do you have any comments on your satisfaction with hospitality or with specific elements of hospitality?

**How satisfied are you with the hospitality in the region of Lucerne?**



Would you like to evaluate the hospitality of a (tourism) service provider (e.g. tourist information, hotel, restaurant, taxi, museum, mountain railway, etc.) located in the region of Lucerne?

- Yes     No

I would like to evaluate the hospitality for:

- mountain railways
- bus, train and boat
- hotels and other accomodation
- taxis
- other tourism service providers (e.g. muesums, theatres, attractions)
- camp site
- restaurants, bars, cafés etc.
- holiday home / self-catering apartment / private room / B&B
- tourist information
- shopping

How important were the following elements of hospitality regarding a positive holiday or leisure experience at the company you are currently evaluating?

If you move over the terms with the mouse, the terms are explained in more detail.

|   | completely unimportant |                       |                       |                       |                       |                       | very important        | n/a; don't know       |
|---|------------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| appreciation and respect                      | <input type="radio"/>  | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| positive language                             | <input type="radio"/>  | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| openness to people from other cultures        | <input type="radio"/>  | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| openness and interest                         | <input type="radio"/>  | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| service competence and professional expertise | <input type="radio"/>  | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| authenticity                                  | <input type="radio"/>  | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| friendliness                                  | <input type="radio"/>  | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| generosity                                    | <input type="radio"/>  | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| reliability                                   | <input type="radio"/>  | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| empathy                                       | <input type="radio"/>  | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| cordiality                                    | <input type="radio"/>  | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

Do you have any comments on the importance of hospitality or of specific elements of hospitality?

**How satisfied were you with the following elements of hospitality at the company that you are currently evaluating ?**

If you move over the terms with the mouse, the terms are explained in more detail.

|   | completely unsatisfied |                       |                       |                       |                       | completely satisfied  |                       | n/a; don't know       |
|---|------------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| openness and interest                         | <input type="radio"/>  | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| reliability                                   | <input type="radio"/>  | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| openness to people from other cultures        | <input type="radio"/>  | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| service competence and professional expertise | <input type="radio"/>  | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| generosity                                    | <input type="radio"/>  | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| friendliness                                  | <input type="radio"/>  | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| cordiality                                    | <input type="radio"/>  | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| positive language                             | <input type="radio"/>  | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| empathy                                       | <input type="radio"/>  | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| appreciation and respect                      | <input type="radio"/>  | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| authenticity                                  | <input type="radio"/>  | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

Do you have any comments on your satisfaction with hospitality or with specific elements of hospitality?

**How satisfied are you with the hospitality at the selected company overall?**



**How satisfied are you with the hospitality of the following tourism service providers in the region of Lucerne?**

|   | completely unsatisfied |                       |                       |                       |                       | completely satisfied  |                       | n/a; don't know       |
|---|------------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| train, bus and boats in the destination                               | <input type="radio"/>  | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Tourist information   | <input type="radio"/>  | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| hotels and other accomodation   | <input type="radio"/>  | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Restaurants, bars, cafés etc.   | <input type="radio"/>  | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| mountain railways   | <input type="radio"/>  | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| other tourism service providers (e.g. muesums, theatres, attractions) | <input type="radio"/>  | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| shopping  | <input type="radio"/>  | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| local people  | <input type="radio"/>  | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| taxis   | <input type="radio"/>  | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

**How satisfied are you with the hospitality in Central Switzerland overall?**

Hospitality in Central Switzerland

completely unsatisfied | completely satisfied | n/a; don't know



**How old are you?**

Please indicate your age in years.

**Are you...?**

female    male

**In which country do you live?**

**If you have any comments, please write them in the box below.**

**If you would like to participate in the prize draw, please fill in your contact details, so that we can contact you if you win.**

|              |                      |
|--------------|----------------------|
| Name         | <input type="text"/> |
| Surname      | <input type="text"/> |
| Street / No. | <input type="text"/> |
| ZIP code     | <input type="text"/> |
| Place        | <input type="text"/> |
| Country      | <input type="text"/> |
| e-mail       | <input type="text"/> |

**Thank you for your participation in the survey!!**

If you have any questions regarding the survey, please do not hesitate to contact us.

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Institute for Tourism ITW

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