

January 2000

## Lodging Marketing Literature: Analysis of Journals

Ravi Pandit

*The Pennsylvania State University*, null@psu.edu

Sara C. Parks

*The Pennsylvania State University*, null@psu.edu

Follow this and additional works at: <https://digitalcommons.fiu.edu/hospitalityreview>



Part of the [Hospitality Administration and Management Commons](#)

---

### Recommended Citation

Pandit, Ravi and Parks, Sara C. (2000) "Lodging Marketing Literature: Analysis of Journals," *Hospitality Review*: Vol. 18 : Iss. 1 , Article 4.

Available at: <https://digitalcommons.fiu.edu/hospitalityreview/vol18/iss1/4>

This work is brought to you for free and open access by FIU Digital Commons. It has been accepted for inclusion in Hospitality Review by an authorized administrator of FIU Digital Commons. For more information, please contact [dcc@fiu.edu](mailto:dcc@fiu.edu).

---

# Lodging Marketing Literature: Analysis of Journals

## **Abstract**

Unlike the services marketing literature, lodging research publications appear to be limited to a few general topic areas. The authors present a comparative analysis of the evolution of lodging marketing and services marketing research and provides direction for future research agendas.

# Lodging marketing literature: Analysis of journals

by Ravi Pandit and  
Sara C. Parks

*Unlike the services marketing literature, lodging research publications appear to be limited to a few general topic areas. The authors present a comparative analysis of the evolution of lodging marketing and services marketing research and provides direction for future research agendas.*

**T**he early roots of marketing as an area of academic study date back to 1910. At that time, the marketing field stressed agriculture markets, mining, and fishing industries. Marketing was seen as a social or economic process rather than as a set of managerial activities and responsibilities. This approach to the study of marketing was more descriptive than normative.

The managerial approach to the study of marketing, which evolved in the 1950s and 1960s,<sup>1</sup> defined marketing from a problem-solving or a decision-making perspective and relied on analytical frameworks of economics, psychology, sociology,

and statistics to explain marketing phenomena. The focus of the literature at this time was on general marketing and sales management. The evolution of services marketing and lodging marketing literature started almost at the same time in the early '60s and continued on into the '70s. The debate about services being different from products was the starting point of the evolution in services marketing theory.<sup>2</sup>

Services marketing literature provided key characteristics and definitions to assist in understanding the role marketing played in management decision-making.<sup>3</sup> However, at the same time, lodging marketing literature focused on the marketing professional rather than on empirical or theoretical protocols. The use of sophisticated analytical techniques and methodologies were used much less in the hospitality field than in other academic fields.<sup>4</sup>

Lodging marketing literature of the early 1980s, on the other hand, was characterized by significant interaction between academics and practitioners and consisted primarily of a few general topic areas such as the design of marketing programs.<sup>5</sup> Given the nature of the lodging industry, where there is overlap between operations and other marketing management functions such as sales and public relations, there appears to be a serious omission on the part of researchers in bringing these two concepts together in their protocols.

#### **Focus was lacking**

During this time a lack of theory and research existed on the interrelationship between marketing and other management functions. The literature had a singular external focus, but lacked a strong interdisciplinary orientation, especially in relation to consumer behavior and its impact on operations and strategic business management. The focus of lodging marketing literature on operational issues reflected its weakness in addressing corporate level issues such as strategy development, corporate culture, and care competence.

Strategic marketing needs of the lodging industry should be addressed in order to assist lodging industry professionals sustain competitive advantages. The focus of marketing researchers and practitioners has been on the management of the marketing

mix and short-run strategies (more tactics than strategies), which have been unproductive because they are based on more short-term financial indicators such as annual and quarterly profit goals. Additionally, the development of a research agenda specific to marketing issues in the lodging field has been sporadic at best.

#### **Study is needed**

Analyses of the contents and contributions of lodging marketing articles appearing in hospitality research journals have not been conducted prior to this study. Such analyses have been conducted in services marketing and, to a more limited extent, in hospitality publications.<sup>6</sup> It is important to undertake a similar study of lodging marketing research to help develop both a historical perspective and a future research agenda for the profession.

This study reports the findings of a content analysis of key topics in the lodging marketing field that have been published over the past 30 years in three major hospitality tourism research journals, *Hospitality Research Journal* (HRJ), *Cornell Hotel and Restaurant Administration Quarterly* (CHRAQ), and *Journal of Travel Research* (JTR). The review is limited to the last three decades because this time frame marks the emergence of hospitality research as a specialized field of study.

The study is designed to analyze the lodging marketing literature using the Fisk, Brown and

Bitner framework, compare the evolution of lodging marketing literature to the evolution of services marketing literature, and establish benchmarks and suggest new directions for outcome research agendas.

#### **Literature evolution is traced**

To allow for comparisons with the evolution of general services marketing literature, the organization and review of the lodging marketing literature was based on the framework used by Fisk, Brown, and Bitner<sup>7</sup> since it addresses issues specific to services marketing and it was easily adaptable to lodging marketing. The evolution of services marketing literature was described in three stages: Crawling Out Stage, Scurrying About Stage, and Walking Erect Stage.

The Crawling Out Stage (pre-1980) saw the peaking of the debate over whether “services marketing is different from product marketing” and was characterized by services marketing scholars struggling to publish their work. The Scurrying About Stage (1980-1985) saw increased contributions to the rapid development of multiple topics such as service quality, service encounters, and service recovery. Finally, the Walking Erect Stage (1986-1992) saw services marketing as an established field within the marketing discipline; publications included topics such as service quality, service design, customer retention, internal marketing,

and relationship marketing. The three journals were selected because they possessed at least a 20-year publication history and they published hospitality research exclusively. Articles on lodging marketing from books, conference proceedings, hospitality trade journals, newspapers, magazines, dissertations, and other marketing journals were not included.

The methods for searching the literature followed the approaches used by Kluge and Fish, *et al.*, and included scanning indexes, bibliographies, and electronic databases.<sup>8</sup> The table of contents of the three journals were manually and electronically reviewed to identify all articles related to marketing in the lodging industry. ABI/INFORM, the leading electronic business database, and the Hospitality Index were used to verify the journals searched. The bibliography in each article was reviewed to identify additional resources related to lodging marketing.

#### **Marketing definition is broad**

Marketing was defined as all the activities of the lodging business that encompassed the general marketing functions, including marketing management, strategic marketing planning, market research, and consumer behavior. Key words such as “lodging marketing,” “strategic marketing,” and “lodging and hotel” were used to identify the articles, resulting in the identification of 184 articles.

The literature was sorted by number of publications by period, by publication type, and by research topic area. The resulting lists were used to track the chronology of marketing literature and to organize this analysis. The articles were further evaluated based on type of research, theoretical/conceptual (those grounded in theoretical constructs), empirical/methodological (those that used experiments on primary data to test theories, concepts, or methodology), and practical (applied)/feature (narrative, scholarly thoughts, or descriptive/historical analysis, general trends, and market environment analysis). A typology based on the evaluation criteria and chronology was developed for the purpose of analysis.

#### **Literature exhibits styles**

The evolution and progress of lodging marketing research as reflected in the literature can be described in three stages: Pre-Boom Period (pre-1980), Boom Period (1980s), and Post-Boom Period (1990-present). These periods parallel both the stages of the industry's life cycle and the stages in services marketing used by Fisk, et al.<sup>9</sup>

In the Pre-Boom Period (pre-1980) the hospitality industry was beginning to show signs of rapid growth, and major educational institutions responded to manpower demands by incorporating hospitality curricula into their programs. Hospitality programs

in the U.S. grew from just a few in the late 1970s to more than 160 baccalaureate degree programs by the late 1980s.<sup>10</sup> This Pre-Boom Period saw hospitality marketing publications based on general marketing and services marketing frameworks. However, research publications were primarily descriptive and frequently lacked an empirical framework. New concepts and management formats were emerging to shape the competitive environment of the lodging industry.

#### **'80s is boom period**

In the Boom Period (1980s), the political and economic environment facilitated the building boom in the hotel industry. Hotels and lodging establishments were built at a rate faster than the demand for those facilities. Contributions to the lodging marketing literature during this period primarily focused on key topics within the general marketing mix: product, price, place, and promotion. Again, the research was primarily descriptive or exploratory.

In the Post-Boom Period (1990s to present), many empirical studies with new theories and methodologies have been published. The concepts of service quality and consumer satisfaction are being addressed using the SERVQUAL, DINESERV, and LodgServ models.<sup>11</sup> Advanced statistical methods such as cluster and conjoint analysis are used to analyze and evaluate empirical data. The publications

during this period reflect a much more rigorous and empirical research orientation.

The identification and selection methodology was based upon articles having titles that reflect content related to marketing, as defined for this study, in the lodging industry. Articles that did not indicate content of lodging marketing literature in their titles, but might have been implicitly related to the general area of the review, may have been overlooked in the identification process. The omission of such articles, if any, was in no way intentional, nor did it reflect upon the credibility of the articles and their authors.

The number of the marketing articles from the three major journals identified in this report are presented in Table 1, a total of 194. The Fisk, et al. study identified 524 journal articles as of 1992 in the services marketing literature (see Table 2).<sup>12</sup>

The *Cornell Hotel and Restaurant Administration Quarterly*

(CHARQ) carried almost 81 percent of the publications, followed by *Hospitality Research Journal* with 11 percent, and the *Journal of Travel Research* with 8 percent over the three periods. This was as expected, since the CHARQ has a much longer publication history and is more targeted to the lodging industry than the other two publications.

The Pre-Boom Period (1960-1979) in the lodging industry produced 60 publications, as compared with 59 publications during the Crawling Stage (pre-1980) of the Fisk, et al. study. During this time, 1960-1979, hospitality education experienced a growth period and was developing rapidly as a distinct field of academic study. This growth paralleled that of the hospitality industry which, in turn, created a demand for hospitality management personnel and for a more sophisticated research agenda.

Over these decades, the *Cornell Hotel and Restaurant Admin-*

**Table 1**  
**Articles focusing on lodging marketing**  
**in three hospitality research journals 1960-1997\***

	<i>Hospitality Research Journal</i>	<i>Cornell Hotel &amp; Restaurant Administration Quarterly</i>	<i>Journal of Travel Research</i>	TOTAL
Pre-Boom Stage 1960-1979	0	55	5	60
Boom Stage 1980-1989	1	65	4	70
Post-Boom Stage 1990-1997	19	29	6	54
TOTAL	20	149	15	184

\*Ending period June 1997

**Table 2**  
**A comparison of the number of lodging marketing articles**  
**in services marketing and lodging marketing literature**

Stage	Number of services marketing articles	Period	Number of lodging marketing articles
Crawling Out (Pre-1980s)	59	Pre-Boom (Pre-1980s)	60
Scurrying About (1980-1985)	104	Boom (1980-1989)	70
Walking Erect (1986-1992)	361	Post-Boom (1990-1997)	54

Period dictates research

*istration Quarterly* (1960) and the *Journal of Travel Research* (initially the *Journal of Hospitality Education*, (1976-1980) were established as major journals for publication of hospitality research. Sixty marketing publications in the lodging area extended across the 20-year period. The services marketing literature was also in the evolutionary stage during the same period. About 55 of the hospitality publications appeared in the *Cornell Hotel and Restaurant Administration Quarterly* and five in the *Journal of Travel Research*.

As of 1979, the *Journal of Hospitality Education* included no published articles related to lodging marketing or general hospitality marketing. This journal was in the evolutionary stage and its focus was primarily on hospitality education and educators rather than on applied marketing research that would be of benefit to the industry.

A summary of articles classified on the basis of four types of research (theoretical, empirical, practical, and descriptive) appears in Table 3. Most of the articles published in the CHARQ were theoretical or practical in nature and were written by industry professionals and analysts; a few were provided by academics. The articles were adaptations of speeches by industry professionals, primarily given at major conventions and conferences and addressed to hotel managers. There were fewer contributions from academics, which was understandable because the research focus during this period was still on operations and finance.

Yesawich, Grohmann, and Coffman emerged as the leading authors with two or more publications in the established journals during the pre-1980 stage.<sup>13</sup> All three authors were industry consultants and their contributions were focused on general marketing concepts as applied to the



**Table 3**  
**Number of publications by journal and research type**

Research Type	HRJ <sup>a</sup>	CHARQ <sup>b</sup>	JTR <sup>c</sup>	TOTAL
Theoretical/Conceptual	6	53	5	64
Empirical/Methodological	13	14	10	37
Practical/Feature Articles		65		65
Descriptive/Historical	1	17		18
TOTAL	20	149	15	184

a. HRJ = *Hospitality Research Journal*

b. CHARQ = *Cornell Hotel and Restaurant Administration Quarterly*

c. JTR = *Journal of Travel Research*

lodging industry and were generally descriptive. Hospitality research was new and the publishing outlets for the early literature were limited primarily to the three hospitality research journals reviewed.

The five articles published in the *Journal of Travel Research* during the Pre-Boom Period were also descriptive in nature. Six of the publications during this period included empirical investigations, while 15 papers had a conceptual or theoretical underpinning. The literature was rooted in the general marketing literature as opposed to services marketing literature and the approach, though applied to the hotel industry in general, was still product-oriented and narrative. The articles discussed basic marketing concepts such as sales, advertising, location, and consumer demand as applied to the lodging business. Industry professionals were the primary target audience. The hotel industry was

developing into a dominant section of the travel services industry. However, just as in the services marketing discipline, the development in the lodging marketing discipline received little notice.

In the services marketing literature the majority of the publications in the Crawling Out Stage were conceptual. Definitional assertions about the nature of services and their marketing were often key parts of these articles. Few publications included empirical investigations in the services marketing literature.

#### **Number of articles increases**

During the Boom Period (1980-1989), there were 70 articles in the lodging marketing discipline, as compared to 104 articles in the services marketing literature in the Scurrying About Stage (1980-1985).

The 1980s saw a lodging real estate boom as a result of the economic and tax policies of the Reagan administration. There was

expansion in motels, time shares, condominiums, etc. Two significant events marked this period: the lodging industry expanded rapidly, and two additional prominent journals in the hospitality research field began publication, the *International Journal of Hospitality Management* (inaugural year 1982) and the *Florida International University Hospitality Review* (inaugural year 1983). These journals were not included in this review because they did not meet the selection criteria of 20 or more years of publication history. However, it should be noted that they have made important contributions to the literature. During the Boom Period the *Journal of Hospitality Education* was renamed *Hospitality Education and Research Journal* in 1980. The renaming was an indication of the direction of future publications.

Hospitality education continued to be the primary focus of most articles in the *Hospitality Education and Research Journal*. Only one article related to lodging marketing was published in this journal and it was a conceptual paper.<sup>14</sup>

#### **Industry, academics interact**

Once again, the Cornell Hotel and Restaurant Administration Quarterly was the leading publication during the Boom Period, with 65 articles published during this period. *Journal of Travel Research* had four articles to its credit. This period marked the

interaction between academics and professionals in the lodging marketing literature.

Scholars such as Lewis,<sup>15</sup> and Knutson and Makens,<sup>16</sup> were major contributors and are often credited for steering the lodging marketing field toward a distinct discipline. The majority of articles featured in the CHARQ were written by industry professionals such as Yesawich.<sup>17</sup>

During the Boom Period the *Journal of Travel Research* published four articles related to lodging marketing; three were conceptual and one was an empirical study by Filiatrault and Ritchie.<sup>18</sup> These researchers and industry professionals used conceptual and theoretical frameworks grounded in services marketing literature, and hence made significant contributions to the lodging marketing literature by laying the groundwork for future research.

The Post-Boom Period (1990-1997) saw 54 lodging marketing publications, as compared to 361 publications in the services marketing Walking Erect Stage (1985-1992).

Industry growth was hindered by the recession of the early 1990s and at the maturing of the lodging industry. The role of marketing within service industry firms, including the lodging industry, was transformed from being modestly important to being a core function vital to the survival of the organization. The Post-Boom Period saw the growth of scholar-

ly lodging marketing publications written primarily by academics for a more highly educated audience. The publications in CHARQ continued to be primarily conceptual and theoretical in nature, replacing the practical focus in the initial two periods. There were only a few empirical studies published in the CHARQ during this period. Dev, Lewis, and Makens were the established authors among the few contributors of empirical articles. Most of the articles focused on market segmentation and positioning.

During the Post-Boom Period, *Hospitality Education and Research Journal* was renamed *Hospitality Research Journal* in 1990 to indicate the broader scope of the publication. While this period saw a decline in the number of publications in the lodging marketing discipline, there was increased emphasis on empirical and theoretical rigor. Once again the CHARQ was the leading publisher with 29 publications, followed by the *Hospitality Research Journal* with 19 publications, and the *Journal of Travel Research* with six articles. The majority of the articles had a general focus of consumer behavior, customer satisfaction, and quality.

The *Hospitality Research Journal* saw a substantial increase in the number of articles, most of them empirical studies; 13 of the 19 publications had empirical or methodological foundations and five were conceptual or theoretical. The major focus was on cus-

tomers' satisfaction and service quality. All six articles published in the *Journal of Travel Research* were empirical investigations.

In general, the Post-Boom Period saw a radical change in the focus of the publications. The Walking Erect Stage (1986-1992) also saw increasing empirical and theoretical rigor in the content of services marketing publications. The cross-disciplinary and international nature of the services marketing field was becoming increasingly evident in the literature. The lodging marketing field was also taking a cross-disciplinary and international approach.

#### **Evolution focuses on academic**

The evolution of lodging marketing literature indicates that publications became more empirical and theory driven, focused more toward the academic than the practitioner. The initial publications, particularly during the first two periods, were narrative discussions rooted in the general marketing literature. The Post-Boom Period saw lodging marketing topics stemming from cross-functional areas such as psychology, operations management, human resources, economics, and statistics.

For the purpose of analysis, the themes and topic areas were grouped into five broad categories (see Table 4): consumer behavior (customer satisfaction/service quality, customer retention, customer feedback, customer attitude/choices and service encounters/processes);

marketing mix, product (packaging), price, place (location, layout and design), promotion (advertising, communications, public relations, sales, communications); strategic marketing (differentiation, competitive analysis, and cost strategies, segmentation/analysis positioning, general strategic marketing); market analysis (trends/market analysis, methods); and other (internal

marketing, global marketing, general marketing).

The categorization of specific topic areas in the publications was based on the broad areas in the general marketing discipline.

Customer satisfaction and service quality were the most frequently researched consumer behavior areas, with 11 total publications out of the 37 in this cate-

**Table 4**  
**Articles in research journals by topic areas**

Research topic/focus	HRJ <sup>a</sup>	CHARQ <sup>b</sup>	JTR <sup>c</sup>	TOTAL
<b>Consumer behavior</b>				
Customer Satisfaction/Service Quality	6	4	1	11
Customer Retention	2	5		7
Customer Feedback	2	5	1	8
Customer Attitudes/Choices	1	5	2	8
Service Encounters/Processes	2	1		3
<b>TOTAL</b>	<b>13</b>	<b>20</b>	<b>4</b>	<b>37</b>
<b>Marketing mix</b>				
Product		1	2	3
Price	1	3		4
Place	1	1	2	4
Promotion (Adv PR Sales Communications)	1	40	1	42
<b>TOTAL</b>	<b>3</b>	<b>45</b>	<b>5</b>	<b>53</b>
<b>Strategic marketing</b>				
Differentiation				
Cost Strategies		1		
Segmentation/Analysis		10		10
Competitive Analysis				
Positioning	1	4		5
General Strategic Marketing	3	5	2	10
<b>TOTAL</b>	<b>4</b>	<b>20</b>	<b>2</b>	<b>26</b>
<b>Marketing analysis</b>				
Trends/Market Analysis		22	1	23
Methods		10	3	13
<b>TOTAL</b>		<b>32</b>	<b>4</b>	<b>36</b>
<b>Other</b>				
Internal Marketing		2		2
Global Marketing		6		6
General Marketing		20		20
Technology in Marketing		4		4
<b>TOTAL</b>		<b>32</b>		<b>32</b>

a. HRJ = *Hospitality Research Journal*

b. CHARQ = *Cornell Hotel and Restaurant Administration Quarterly*

c. JTR = *Journal of Travel Research*

gory. Service encounters and processes were the least researched areas with only four publications, Nikolich and Sparks,<sup>19</sup> Sparks,<sup>20</sup> and Francese,<sup>21</sup> these authors were both academics and practitioners. The key articles on customer satisfaction were published in the late 1980s and early 1990s; Lewis,<sup>22</sup> Knutson,<sup>23</sup> Barsky,<sup>24</sup> and Almanza, Jaffe and Lin<sup>25</sup> were the main contributors.

Customer retention, customer feedback, and customer attitudes and choices was the second most published sub-category within the consumer behavior category. Most of the empirical studies in the lodging marketing literature have been published in this category. Knutson, Stevens, Wullart and Patton developed the "LodgServ" Model for measuring service quality in the lodging industry, which was subsequently reported in the *Hospitality Research Journal*.<sup>26</sup> This model was based on the popular SERVQUAL Model developed by Parsuraman, Zeithaml, and Berry.<sup>27</sup>

#### **Topics not researched**

Although the services marketing literature is rich with studies in topics such as service encounters and service processes, these topics have not been extensively researched in lodging marketing literature. Based on the extensive services marketing literature, there seems to be a potential for further studies in different topic areas.

#### **Marketing mix crosses periods**

Marketing mix articles, with 53 publications, provided the focus of most publications across the three evolutionary stages; 42 out of the 53 publications were devoted to the marketing function of promotion, which included articles in sales, advertising, public relations, and communications. Most of these articles were features and scholarly papers or debates based on the industry environment during the relevant stages. Industry professionals and not academics were the target audience for most.

During the three periods, there appeared to be a general lack of research in the product, price, and place components of the marketing mix. Only 11 articles were published addressing these components, and only four were rooted in theory and empirical evidence.

In this analysis, general marketing strategy refers to articles addressing one or more strategy dimensions not categorized otherwise in this study. There were few publications in the strategic marketing category. Out of the 184 publications reviewed, only 26 addressed strategic marketing. With the exception of a few empirical and theoretical articles, most of the articles were practical or descriptive and addressed general marketing concepts. There were no articles published on differentiation or competitive strategies; most focused on positioning and general marketing strategies.

### **Market analysis relates to industry**

With 36 publications, this category was the third most frequently published area of study. Once again, most of the publications were practical and featured articles with an industry-related audience, and all appeared in the *Cornell Hotel, Restaurant, Administration Quarterly* and the *Journal of Travel Research*. Most of the market research in this category was probably proprietary and, consequently, not published.

Sub-categories which could not be classified under the broad categories included internal marketing, global marketing, general marketing, and technology in marketing. Collectively, 32 publications contributed to this category, with the focus of most being general marketing and conceptual discussions or debates. Technology and global competition made it necessary for both industry and academia to look into their effects on marketing. There is a significant lack of focus on technology and global marketing in the literature. This is evident from the number of publications (four in technology and six in global marketing) in the past 30 years.

Internal and relationship marketing was least focused in the lodging literature. The basic premise of internal marketing is that satisfied employees (internal customers) will lead to satisfied customers. However, some of these publications were not included in this review because their titles

focused on human resources as opposed to marketing. The concept of internal marketing is commonly used, discussed, and written about in management rather than in the general and services marketing literature.

### **Some areas need research**

This study seems to indicate that many critical areas in lodging marketing appear to have been given minimal attention. Strategic marketing (especially differentiation and competitive strategies), global marketing, technology in marketing, and internal marketing are areas which seem to require more attention from both academics and practitioners. Lodging marketing literature also needs attention in the following topic areas:

- **Strategic marketing** has been researched extensively in management and in the general and service marketing discipline. Lodging marketing researchers may consider incorporation of the concepts and methodologies tested and validated in the services marketing discipline into their work. A mature lodging industry needs better information and strategies to sustain competitive positions. New differentiation strategies need to be formulated with modern techniques and methodologies in cost and competitive analysis.

- **Global marketing** is another important area that warrants attention. A global marketplace has added to the intense competition in the industry. Unlike the services marketing literature, where an international dimension was part of the discipline's early development, this study did not find an international focus in lodging marketing literature. Other related fields such as services marketing should be looked at to draw solutions to problems and build theories and methodological approaches. The *International Hospitality Research Journal* and the *FIU Hospitality Review* have opened new avenues of support through contributions of international researchers and scholars. This could provide a rich theory base for these new publications.
- **Technology** in lodging marketing has so far been one of the areas that has received the least attention from academics. However, the new journals, such as the *International Journal of Hospitality Information Technology*, will provide additional opportunities for publishing research in this area. The nature of the lodging industry, with its high levels of human interaction, has influenced some authors to ignore the potential contributions of technology to lodging marketing. The impact of technology, especially on service processes and design, communications, and database marketing, needs further research.
- **Internal marketing** has been sparsely discussed in the literature and has been subjected to extensive research. Services marketing literature provides rich sources through topics such as service encounters and service experiences, which are influenced by internal customers (employees). Well-established theories and methodologies in the human resource and consumer behavior disciplines can provide foundations to internal marketing in the lodging marketing research.
- **Marketing models** and measurement methodologies are yet other areas that deserve attention. The need to develop alternative methods and measures to complement existing models such as the popular SERVQUAL Model should be considered; and principles tested in other disciplines such as social psychology, economics and finance, political science, and cultural anthropology should be contemplated.

- **Core competence and core capabilities.** New concepts and theories such as core competence<sup>28</sup> and core capabilities<sup>29</sup> are emerging areas that might be investigated for adaptations to the lodging industry. Core competence and core capabilities can become the foundations of differentiation strategies that will help firms sustain a long-term competitive position. Marketing managers and researchers should look at their core competencies and core capabilities to develop new markets rather than just increase and sustain market share in an established and mature market.

Finally, publications in lodging marketing should become more empirically based and theory driven as opposed to only being conceptual discussions, debates, and commentaries. While these latter publications have played an important role in describing the relationship among lodging variables, studies are needed to look at causal relationships. The topics studied so far have not been substantially rooted in published research. A critical mass of consumer behavior scholars and a cohesive core of research must be pursued.

Based on the observations and analysis of the publications reviewed in this report, one can say that the lodging marketing literature is finally evolving and the

Post-Boom Period can be termed as the beginning of serious lodging marketing research. It is certain that with the growing community of academics and practitioners, and the pioneers who published before them, the potential research areas and methods of studying and understanding them will continue to grow. Present and future contributions to the literature should provide a tremendous boost for the evolution of the next period and greatly enhance the lodging marketing discipline.

### References

<sup>1</sup> W. Alderson, *Marketing Behavior and Executive Action* Homewood, Ill.: Richard D. Irwin, Inc., 1957; K.R. David, *Marketing Management* (New York: The Ronald Press Co., 1975); P. Kotler, *Marketing Management: Analysis, Planning and Control* (Englewood Cliffs, N.J.: Prentice-Hall, Inc., 1967); E. J. McCarthy, *Basic Marketing: A Managerial Approach* (Homewood, Ill.: Richard D. Irwin, Inc., 1960).

<sup>2</sup> P. Eigher, E. Langeard, C. Lovelock, J. Bateson, and R. Young, *Marketing Consumer Services: New Insights* (Cambridge, Mass.: Marketing Science Institute, 1977); C. Lovelock, *Services Marketing* (Englewood Cliffs, N.J.: Prentice-Hall, Inc., 1984).

<sup>3</sup> *Ibid*; Eigher, et al.

<sup>4</sup> D. G. Rutherford and W. Samenfink, "Most Frequent Contributors to the Hospitality Literature," *Hospitality Research Journal* 16, no. 1 (1992): 23-29.

<sup>5</sup> *Ibid*.

<sup>6</sup> R. P. Fisk, S. W. Brown, and M. J. Bitner, "Tracking the Evolution of the Services Marketing Literature," *Journal of Retailing* 69, no. 1 (Spring 1993): 61-103; K. Cho, M. R. Evans, and D. Sutherland, "Trends in Hospitality Management Literature: A Content Analysis," *Hospitality Education and Research Journal* 13, no. 2 (1989): 483-491; Rutherford and Samenfink.

<sup>7</sup> Fisk.



<sup>8</sup> A. E. Kluge, "A Literature Review of Information Technology in the Hospitality Curriculum," *Hospitality Research Journal* 19, no. 4 (1996): 46; Fisk.

<sup>9</sup> Ibid.

<sup>10</sup> C. D. Riegel, "An Introduction to Career Opportunities in Hospitality and Tourism," In CHRIE, *The Guide to Hospitality and Tourism Education*, Directory of CHRIE Member Colleges and Universities. (New York: John Wiley and Sons, 1989-1990).

<sup>11</sup> A. Parasuraman, V. Zeithaml, and L. Berry, "SERVQUAL: A Multiple-Item Scale for Measuring Consumer Perceptions of Service Quality," *Journal of Retailing* 64, no. 1 (1988): 12-37.

<sup>12</sup> Fisk.

<sup>13</sup> P. C. Yesawich, "Know Your Prime Prospects: Marketing Research for the Lodging Industry," *Cornell Hotel and Restaurant Administration Quarterly* 17, no. 4 (February 1977): 11-16; P. C. Yesawich, "Post-Opening Market Analysis for Hotels," *Cornell Hotel and Restaurant Administration Quarterly* 19, no. 3 (November 1978): 70-81; P. C. Yesawich, "The Execution and Measurement of a Marketing Program," *Cornell Hotel and Restaurant Administration Quarterly* 20, no. 1 (May 1979): 41-52; H. V. Grohmann, "Internal Promotions for Hotel," *Cornell Hotel and Restaurant Administration Quarterly* 2, no. 3 (November 1961): 29-34; H. V. Grohmann, "Ten Keys to More Successful Hotel Advertising," *Cornell Hotel and Restaurant Administration Quarterly* 16, no. 2 (August 1975): 3-7; C. D. Coffman, "In Front-Office Sales, Assumptions Don't Sell," *Cornell Hotel and Restaurant Administration Quarterly* 3, no. 3 (November 1961): 56-57; C. D. Coffman, "Analyze Your Potential Location," *Cornell Hotel and Restaurant Administration Quarterly* 3, no. 4 (February 1962): 52-54; C. D. Coffman, "The Full-House - A Hotel and Motel Promotion Primer," *Cornell Hotel and Restaurant Administration Quarterly* 4, no. 4 (February 1964): 79-112; C. D. Coffman, "New Ideas In Resort Promotion," *Cornell Hotel and Restaurant Administration Quarterly* 6, no. 3 (November 1965): 51-56; C. D. Coffman, "Marketing the Full House," *Cornell Hotel and Restaurant Administration Quarterly* 12, no. 4 (February 1972): 33-63.

<sup>14</sup> K. W. McCleary and T.C. Wilson, "The In-Room Questionnaire as a Mar-

keting Information Tool," *Hospitality Education and Research Journal* 15, no. 2 (1981): 45-60.

<sup>15</sup> R. C. Lewis, "The Positioning Statement for Hotels," *Cornell Hotel and Restaurant Administration Quarterly* 22, no. 1 (May 1982): 51-61; R. C. Lewis and A. Pizam, "Guest Surveys: A Missed Opportunity," *Cornell Hotel and Restaurant Administration Quarterly* 22, no. 3 (November 1981): 37-44; R. C. Lewis and T. J. Beggs, "The Interface Between National Tourism and the Hotel Industry in Promoting a Destination Area in Off-Season: The Bermuda Case," *Journal of Travel Research* 20, no. 4 (Spring 1982): 35-38; R. C. Lewis, "When Guests Complain," *Cornell Hotel and Restaurant Administration Quarterly* 24, no. 2 (August 1983): 23-32; R. C. Lewis, "Getting the Most From Marketing Research," *Cornell Hotel and Restaurant Administration Quarterly* 24, no. 3 (November 1983): 25-35; R. C. Lewis, "The Incentive Travel Market: How to Reap Your Share," *Cornell Hotel and Restaurant Administration Quarterly* 24, no. 1 (May 1983): 19-27; R. C. Lewis, "The Basis of Hotel Selection," *Cornell Hotel and Restaurant Administration Quarterly* 25, no. 1 (May 1984): 54-69; R. C. Lewis, "Isolating Differences in Hotel Attributes," *Cornell Hotel and Restaurant Administration Quarterly* 25, no. 3 (November 1984): 64-77; R. C. Lewis, "Predicting Hotel Choice: The Factors Underlying Perception," *Cornell Hotel and Restaurant Administration Quarterly* 24, no. 4 (February 1985): 82-96; R. C. Lewis, "The Market Position: Mapping Guests' Perceptions of Hotel Operations," *Cornell Hotel and Restaurant Administration Quarterly* 26, no. 2, (August 1985): 86-99; R. C. Lewis, "Customer-Based Hotel Pricing," *Cornell Hotel and Restaurant Administration Quarterly* 27, no. 1 (May 1986): 18-21; R. C. Lewis, "The Meaning of Marketing Mentality," *Cornell Hotel and Restaurant Administration Quarterly* 26, no. 4 (February 1986): 7; R. C. Lewis and C. Roan, "Selling What You Promote," *Cornell Hotel and Restaurant Administration Quarterly* 27, no. 1 (May 1986): 3-15; R. C. Lewis and S. V. Morris, "The Positive Side of Guest Complaints," *Cornell Hotel and Restaurant Administration Quarterly* 27, no. 4 (February 1987): 13-15; R. C. Lewis, "Hospitality Marketing: The

Internal Approach," *Cornell Hotel and Restaurant Administration Quarterly* 30, no. 3 (November 1989): 41-45.

<sup>16</sup> J. C. Makens, "Don't Let Your Sales Blitz Go Bust," *Cornell Hotel and Restaurant Administration Quarterly* 27, no. 1 (May 1986): 65-71; J. C. Makens and C. Y. Gee, "Building Sales Success with Travel Missions," *Cornell Hotel and Restaurant Administration Quarterly* 28, no. 3 (November 1986): 67-73; J. C. Makens, "Building Your Customer Base with Key Accounts," *Cornell Hotel and Restaurant Administration Quarterly* 29, no. 2 (August 1988): 24-29.

<sup>17</sup> Yesawich.

<sup>18</sup> P. Filiatrault and B.J.R. Ritchie, "The Impact of Situational Factors on the Evaluation of Hospitality Services," *Journal of Travel Research* 26, no. 4 (Spring 1988): 29-27.

<sup>19</sup> M. A. Nikolich and B. A. Sparks, "The Hospitality Service Encounter: Role of Communication," *Hospitality Research Journal* 19, no. 2 (1995): 43-56.

<sup>20</sup> B. Sparks, "Communicative Aspects of Service Encounter," *Hospitality Research Journal* 17, no. 2 (1994): 39-50.

<sup>21</sup> P. Francese, "Breaking the Rules: Delivering Responsive Service," *Hospitality Research Journal* 16, no. 2 (1993): 55-74; P. Francese and L. M. Renaghan, "Data-Base Marketing, Building Customer Profiles," *Cornell Hotel and Restaurant Administration Quarterly* 31, no. 1 (May 1990): 60-63.

<sup>22</sup> R. C. Lewis, "Advertising Your Hotel's Position," *Cornell Hotel and Restaurant Administration Quarterly* 31, no. 2 (August 1990): 84-91; R. C. Lewis, S. Ding, and U. Geschke, "Using Trade-Off Analysis to Measure Consumer Choices: The Full Profile Method," *Hospitality Research Journal* 15, no. 1 (1991): 75-92; R. C. Lewis and S. Shoemaker, "Price Sensitivity Measurement: Tools for the Hospitality Industry," *Cornell Hotel and Restaurant Administration Quarterly* 38, no. 2 (April 1997): 44-54.

<sup>23</sup> B. J. Knutson, M. Malk, and R. Schmidgall, "When It's Smart to Turn Away Business," *Cornell Hotel and Restaurant Administration Quarterly* 36, no. 6 (December 1995): 56-61.

<sup>24</sup> J. D. Barsky, "Customer Satisfaction in the Hotel Industry: Meaning and Measurement," *Hospitality Research Journal* 16, no. 1 (1992): 51-74.

<sup>25</sup> B. A. Almanza, W. Jaffe, and L. Lin, "Use of the Service Attribute Matrix to Measure Consumer Satisfaction," *Hospitality Research Journal* 17, no. 2 (1994): 63-76.

<sup>26</sup> B. J. Knutson, "Frequent Travelers: Making Them Happy and Bringing Them Back," *Cornell Hotel and Restaurant Administration Quarterly* 29, no. 1 (May 1988): 83-89.

<sup>27</sup> A. Parsuraman.

<sup>28</sup> C. K. Prahalad and G. Hamel, "The Core Competence of the Corporation," *Harvard Business Review* (May-June 1990): 70-91.

<sup>29</sup> G. Stalk, P. Evans, and L. E. Shulman, "Competing on Capabilities: The New Rules of Corporate Strategy," *Harvard Business Review* (March-April 1992): 57-69; C. Long and M. Vickers-Koch, "Using Core Capabilities to Create Competitive Advantage," *Organizational Dynamics* 24, no. 1 (Summer 1995): 6-22.

---

*Ravi Pandit is a Ph.D. candidate and Sara C. Parks is associate dean in the School of Hotel, Restaurant, and Recreation Management at the Pennsylvania State University.*