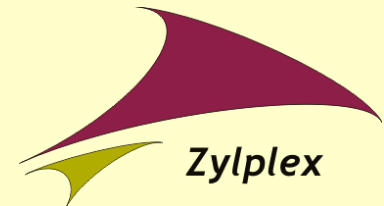


# ***Exploring a conceptual small tourism enterprise performance model***



Chris van Zyl  
3<sup>rd</sup> July 2008



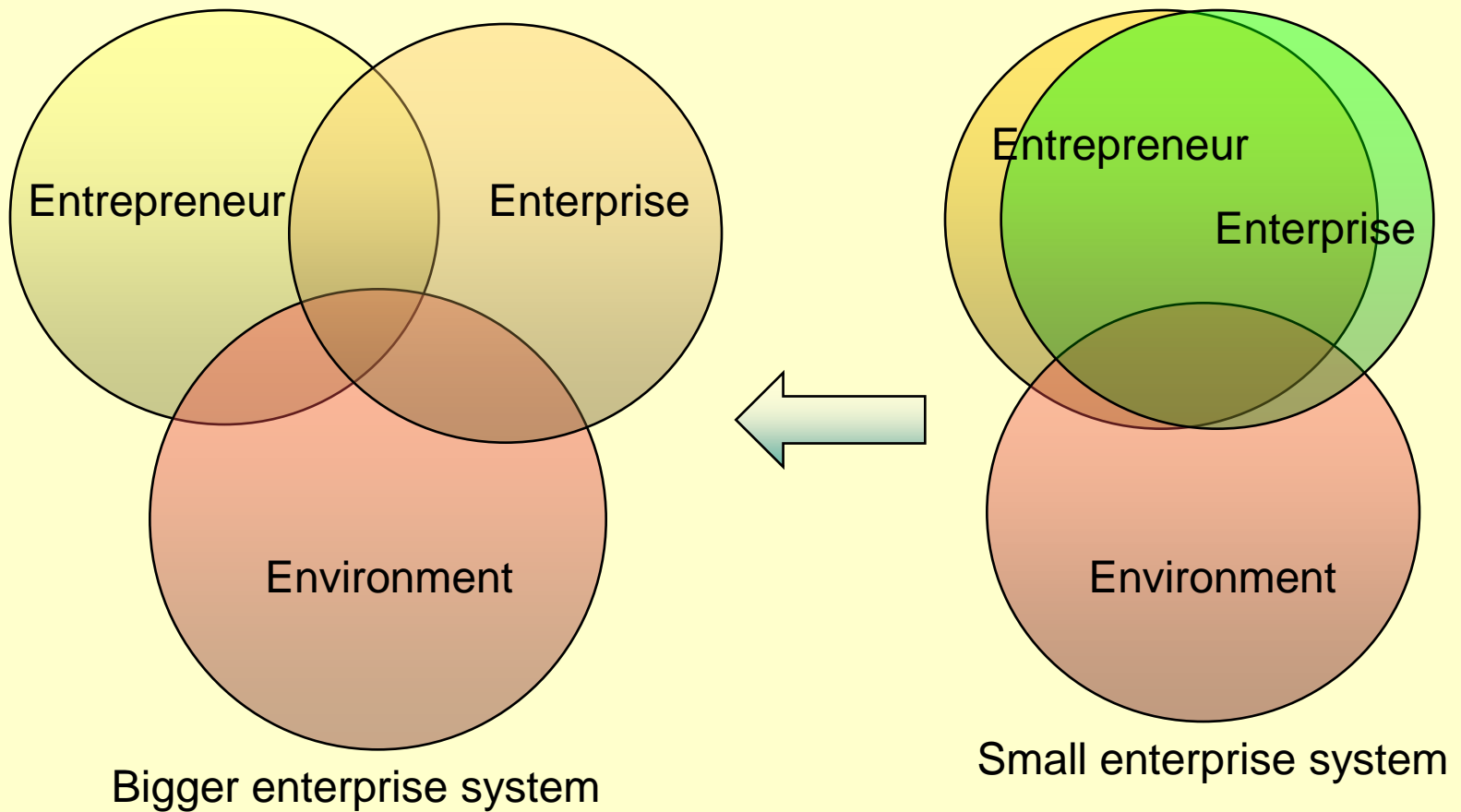
# Contents

- Systems context
- Conceptual model
- Owner-manager performance
- Customer satisfaction
- Enterprise performance

# Systems context

## *Broad business system constituents*

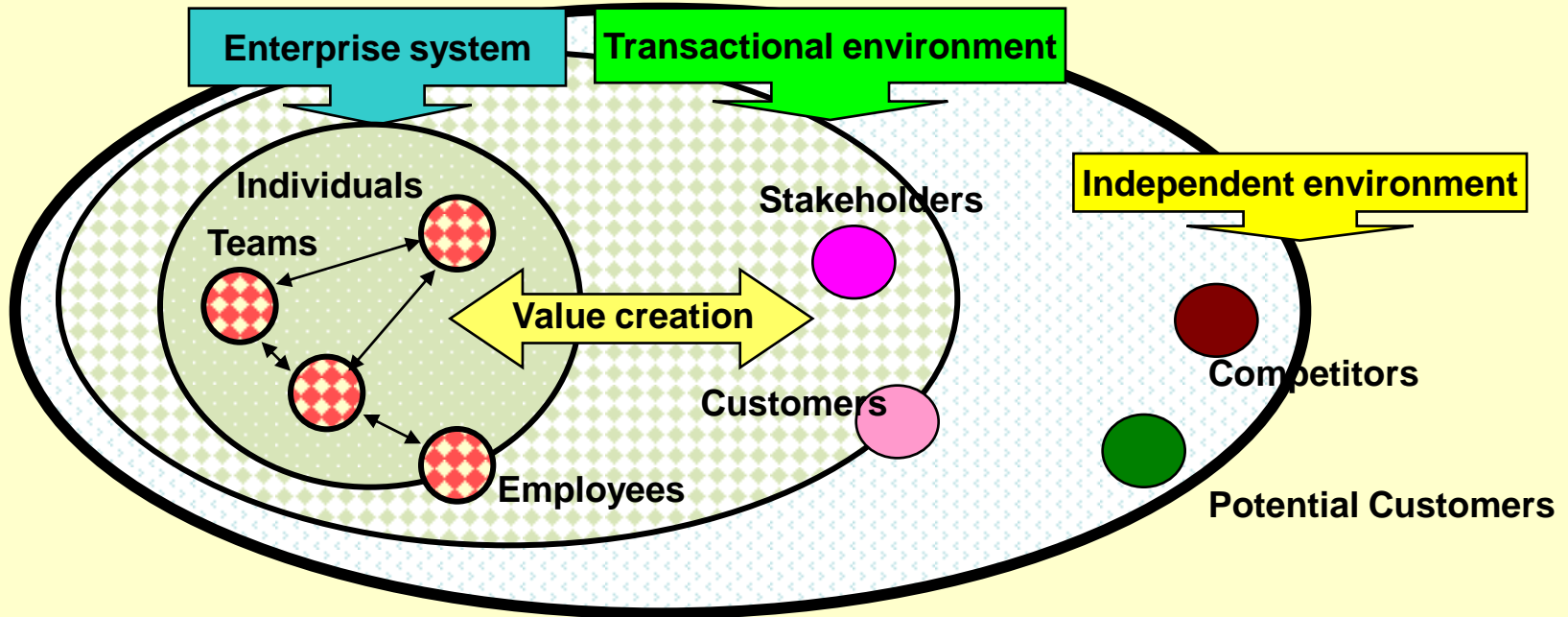
*(Adapted from Morrison, Rimmington and Williams, 1999: 194)*



# Systems context

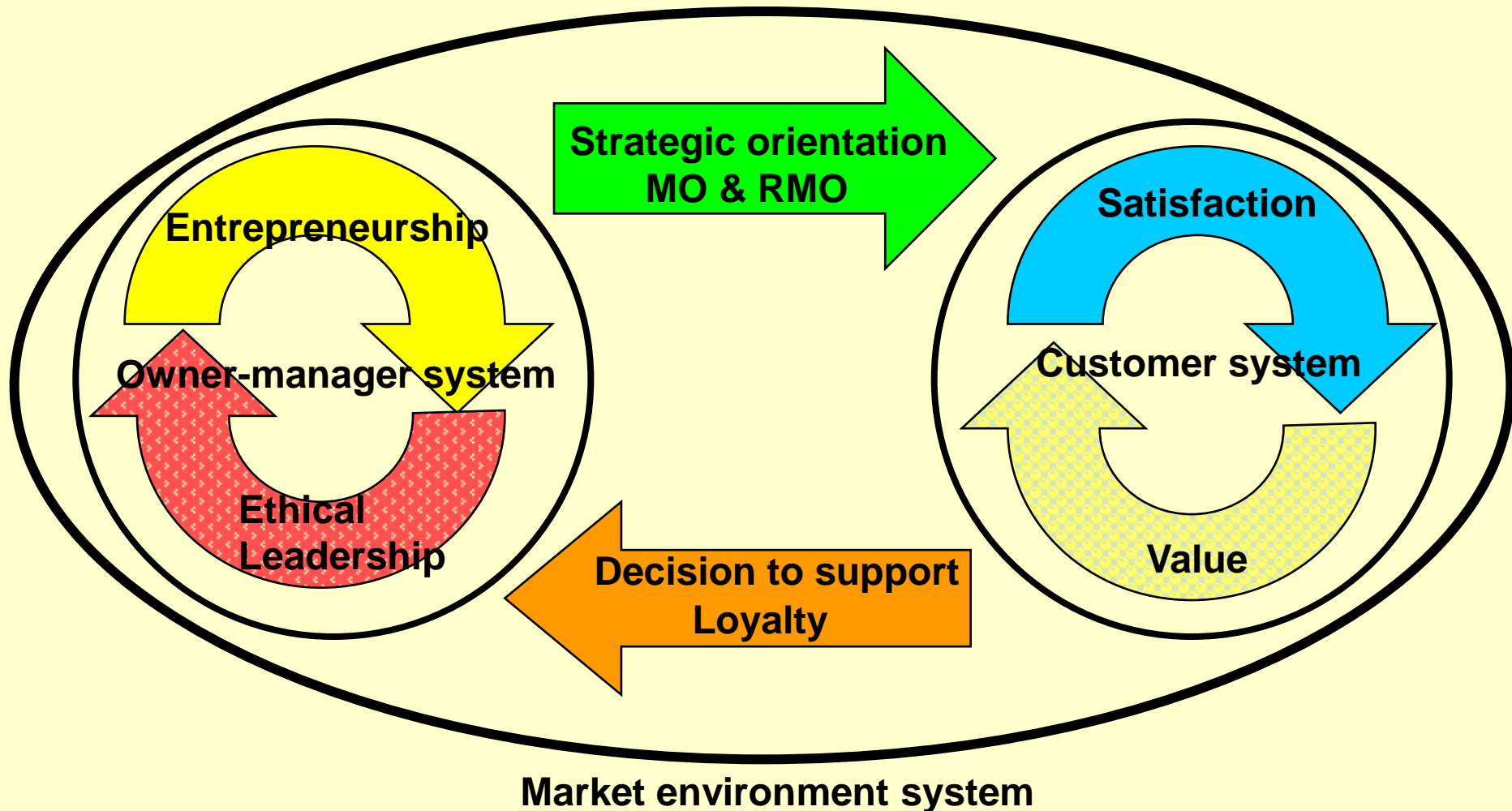
## *Organizational systems in their environments*

(Adapted from Conti, 2006: 304)



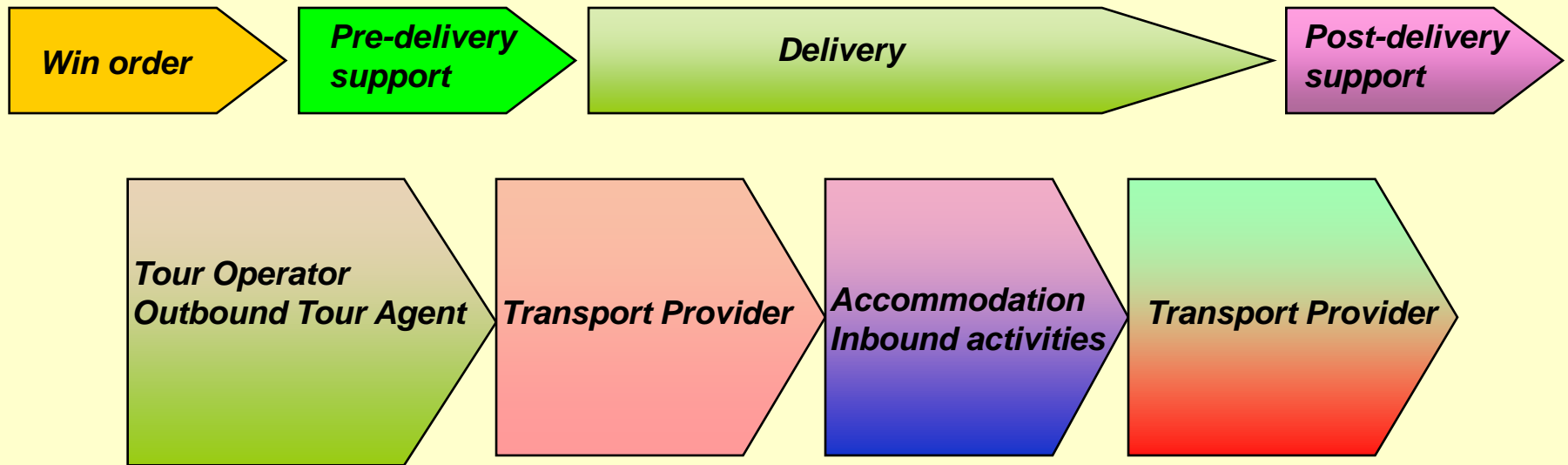
# Systems context

*(Tourism) SME systems*

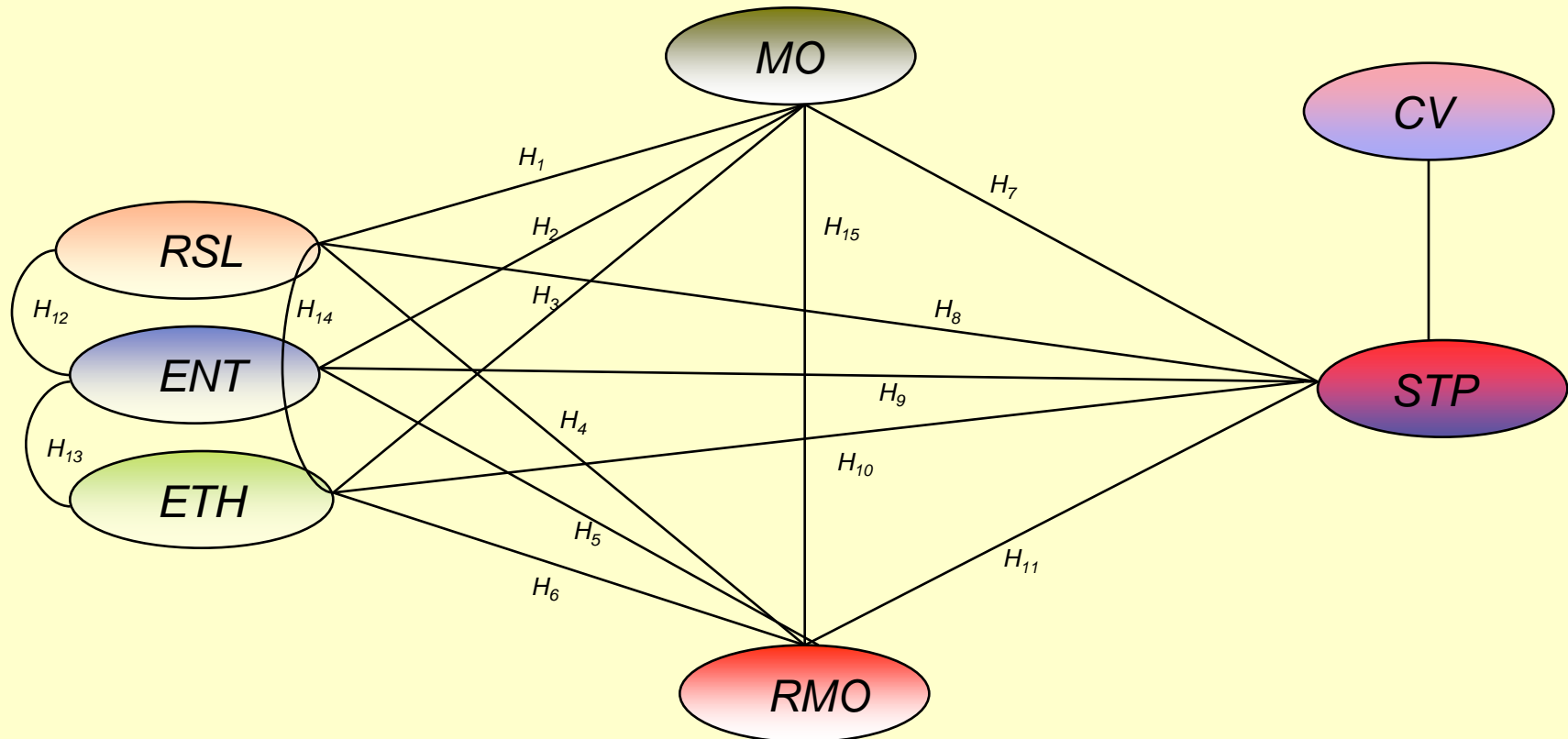


# Tourism value chain

(Adapted from *Yilmaz and Bititci, 2006: 343*)



# Conceptual model



# Self leadership sub-system

*Antecedent to team and follower performance*

*(Bligh, Pearce and Kohles, 2006)*

*(Neck and Houghton, 2006)*

## **Behaviour-focused strategies**

*(Self-awareness)*

Self-observation  
Self-goal setting  
Self-reward  
Self correcting feedback  
(punishment)  
Self-cueing

## **Natural reward strategies**

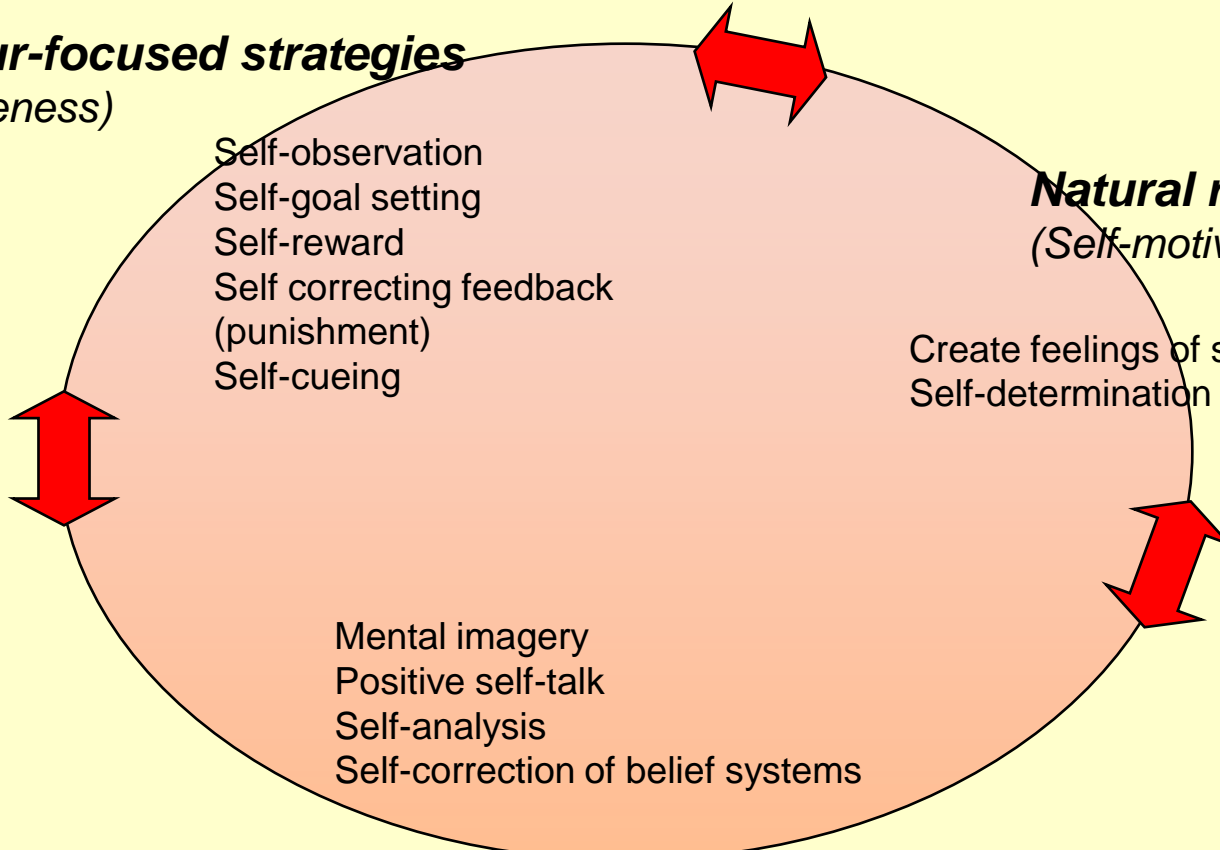
*(Self-motivation)*

Create feelings of self-competence  
Self-determination

Mental imagery  
Positive self-talk  
Self-analysis  
Self-correction of belief systems

## **Constructive thought strategies**

*(Cognitive self-regulation)*





# Ethical sub-system

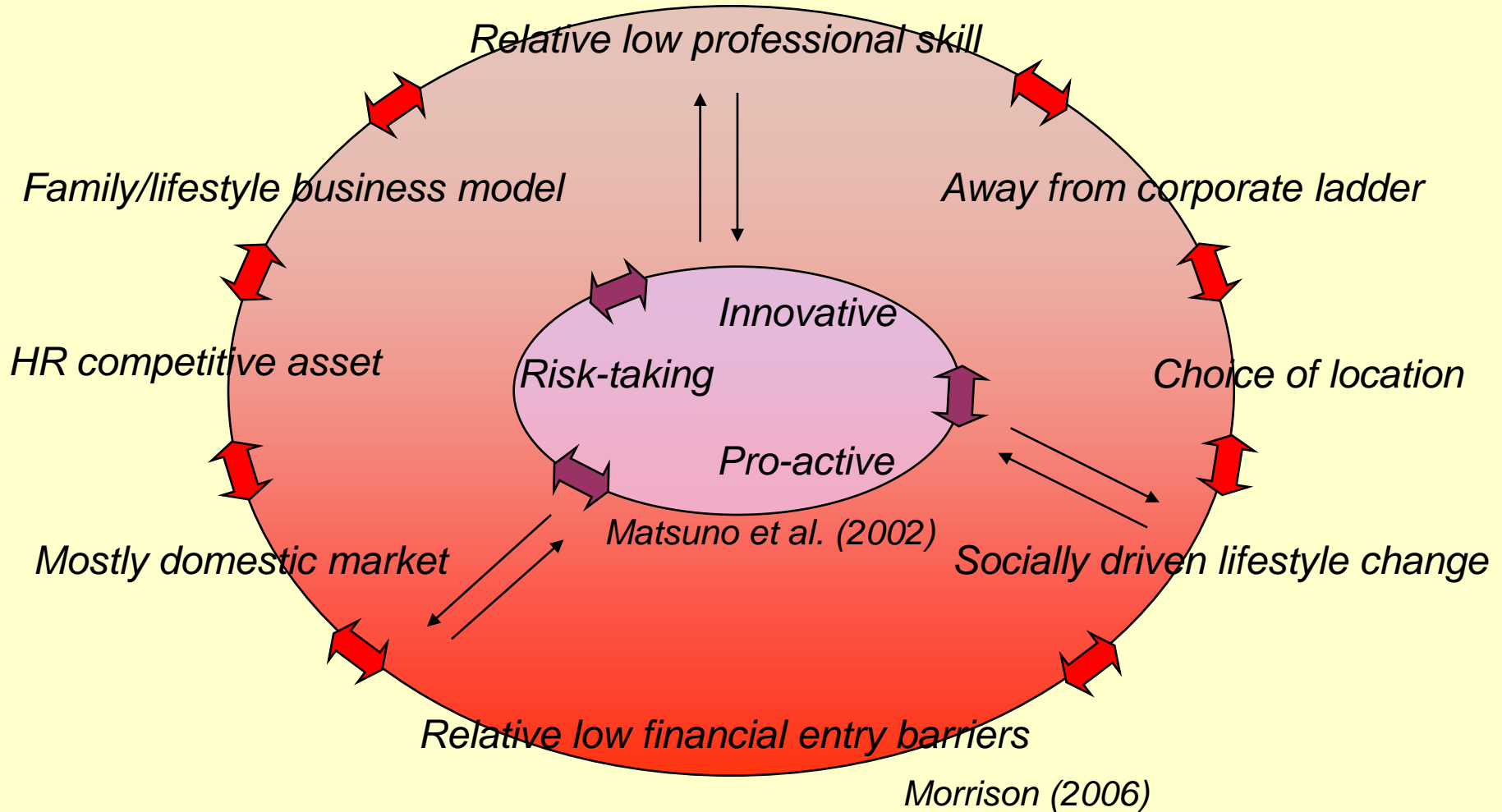
## *Forsythe's (1980) ethical taxonomy*

(Catlin and Maupin, 2004: 291)

	High relativism	Low relativism
High realism	<p><b><i>Situationist</i></b></p> <p>Rejects ethical absolutes; advocates individualistic analysis of each act in each situation; relativist.</p>	<p><b><i>Absolutist</i></b></p> <p>Assumes that the best possible outcome can always be achieved by following universal ethical rules; absolutist.</p>
Low realism	<p><b><i>Subjectivist</i></b></p> <p>Appraisals are based on personal values and perspectives rather than universal ethical principles; ethical egoism.</p>	<p><b><i>Exceptionist</i></b></p> <p>Ethical absolutes guide judgments, but pragmatically open to exceptions to these standards; utilitarian.</p>

# Entrepreneur sub-system

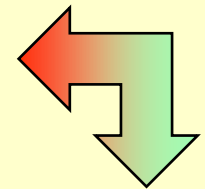
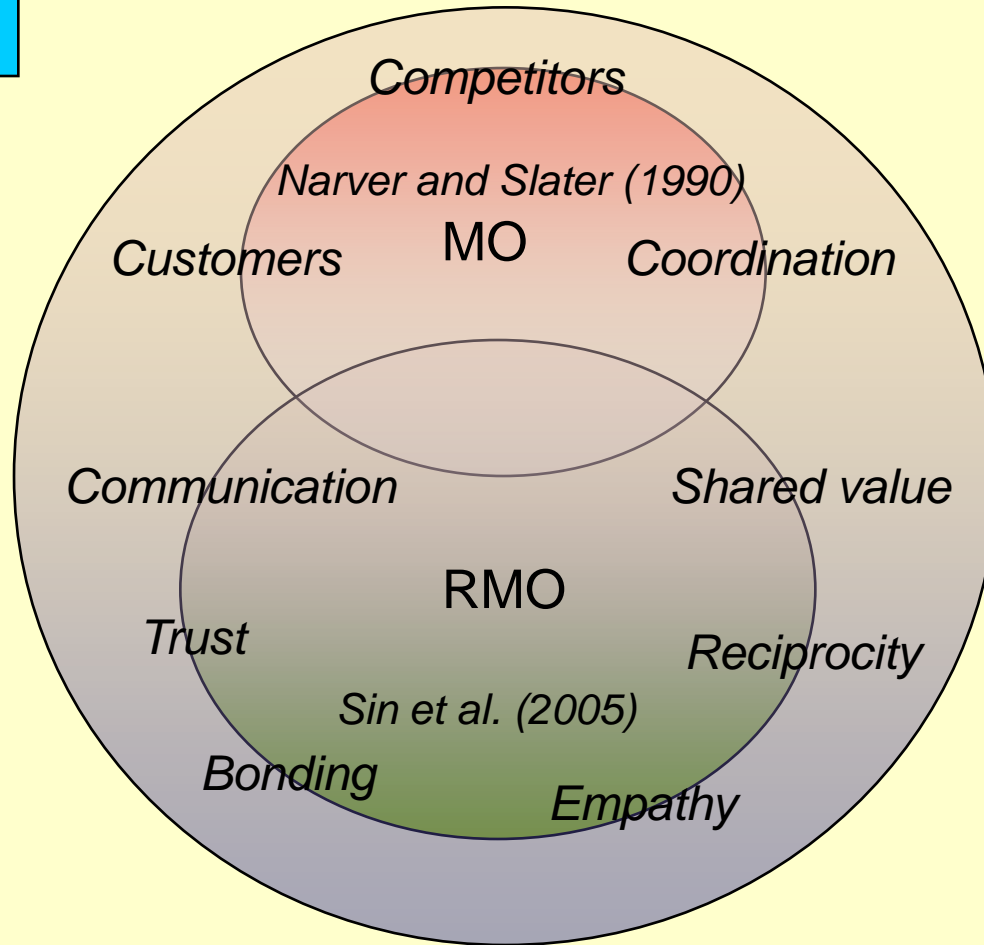
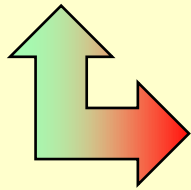
## *Small tourism contextualization*



# Strategic orientation sub-system

*Blend of MO and RMO*

Antecedents



Performance

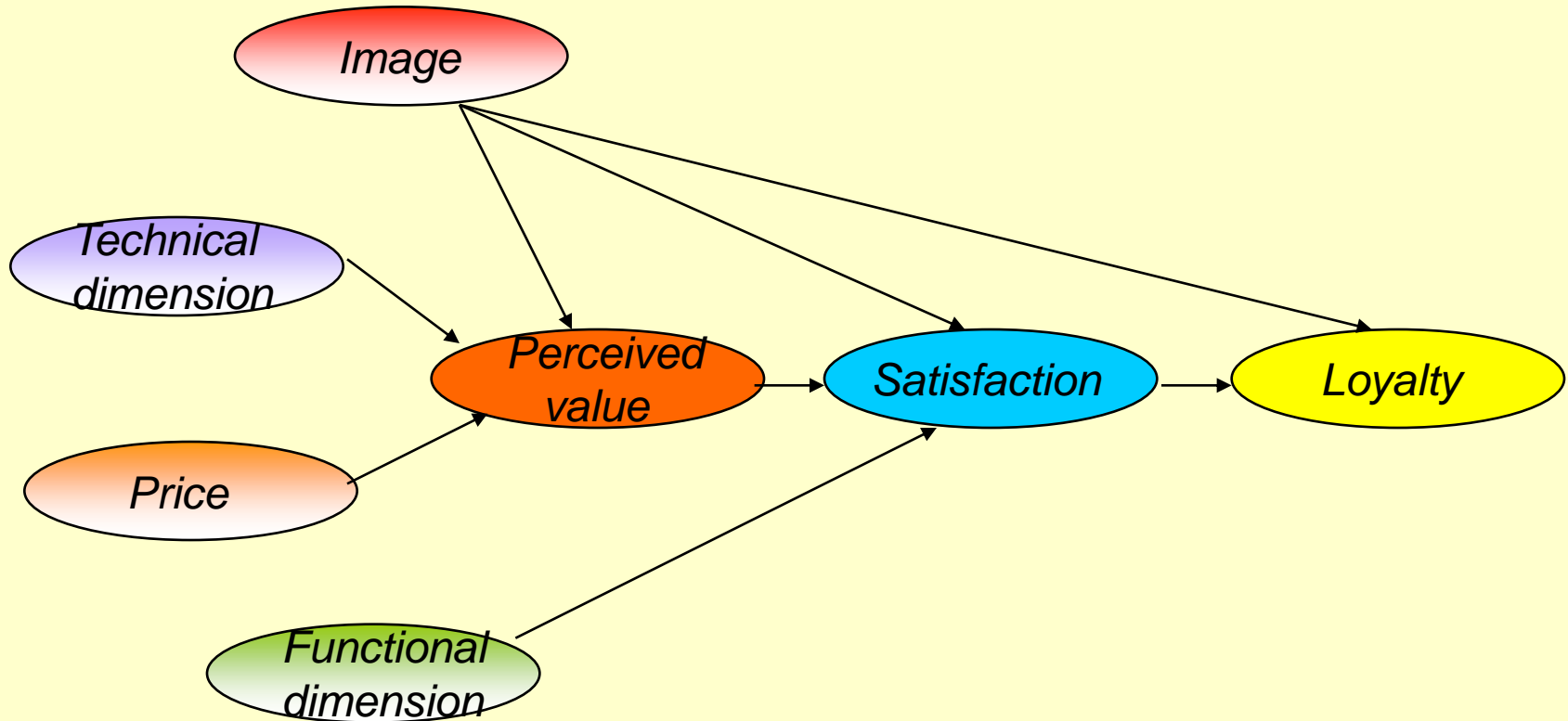
# SERVQUAL model

*(Parasuraman, Zeithaml & Berry, 1988)*

1. Reliability
2. Assurance
3. Tangibles
4. Empathy
5. Responsiveness

# ECSI model

(Adapted from Chitty, Ward & Chua, 2007: 575)



# Tourism SME performance

## *Measures used in other studies*

Source	Region	Performance measures
Atilgan <i>et al.</i> (2003)	Turkey	SERVQUAL (Assurance; Responsiveness; Reliability; Empathy; Tangibles)
Collins <i>et al.</i> (2003)	Europe	IT-enabled
De Búrca <i>et al.</i> (2006)	Ireland	IT-sophistication
Eraqi (2006)	Egypt	TQM
Esteban <i>et al.</i> (2002)	Spain	Market orientation with link to Customer satisfaction
Jogaratnam & Tse (2006)	Asia	Cash flow; sales level; return on sales; net profit; market share; sales growth
Lerner & Harber (2000)	Israel	No. of tourists (nights of accommodation)
Morrison & Teixeira (2004)	UK	Bedroom occupancy rate; annual revenue; B-E point; guest satisfaction
Nadiri & Hussain (2005)	Cyprus	SERVPERF (same dimensions as SERVQUAL of Parasuraman, 1988)
Peters (2005)	Austria	Job satisfaction of employees
Stokes (2006)	Australia	Network-based strategy: number/type/extent of network partners
Weiermair (2000)	Austria	Tourism value chain: service quality – value relationship; cultural norms
Wood (2002)	UK	<b>T/O; profit; growth in no. of employees; customer spend; no. of customers</b>
Wood (2006)	UK	Performance index: <b>revenue; profits; no. of customers</b> (+ control variables)
Yilmaz & Bititci (2006)	UK	Tourism value chain: Balanced scorecard; SERVQUAL; occupancy rate

# Control Variables

1. Age of the venture
2. Age of the owner-manager (main decision-maker)
3. Educational qualifications
4. Experience in the tourism industry
5. Gender
6. Language (home)
7. Number of employees
8. Motivation to be in business (survive; lifestyle; grow)
9. Location

Questions?