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URBAN LOCATION AND THE SUCCESS OF CASINOS IN FIVE STATES

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ABSTRACT

Over the last 30 years or so, many states in the US have legalized casino gambling/gaming in an effort to boost tax revenues. Four mid-western (Illinois, Indiana, Iowa, and Missouri) and two southern (Louisiana and Mississippi) states adopted legalized gaming in the form of riverboat casinos due to legal restrictions originally against land-based casinos. Following changes in state laws, land-based casinos and racinos (a combination of a casino and a racetrack) have since appeared in these states, although riverboat casinos still compose the majority of the establishments in most of these states. Although the scholarly literature is replete with articles on whether casinos make a difference in state tax revenues or cause an increase in crime, bankruptcies or other negative externalities, few if any have been written about the efficiency and effectiveness of casino operations and what external factors (location, size of market, etc.) are important to casino success. With so many states relying on casino revenues and others recently enacting or trying to permit casino gaming, it would be desirable to know those factors which influence casino success. Tax dollars often hinge on the type of casino permitted and related location decisions. Hence, such decisions have public policy implications, and this article is the first to pinpoint factors that determine casino success.

JEL: R11; R12

KEY WORDS: Casinos, data envelopment analysis, gaming and gambling, urban economics

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INTRODUCTION

It is well known in the retailing and urban economics literature that location is a crucial variable in a business enterprise's success or failure. Especially important is the ease of access that customers have to a firm's products or services and how much time they have to make in their journey to the site, whether within a small city or large metro area (O'Sullivan, Chapter 5, 2003). Whether location has an impact on a casino's efficiency in operations and success is explored in this paper. First, a literature review discusses what has been written previously about casinos with regard to their proliferation and success in generating state tax revenues. Next, a methods section discusses which variables are important to the analysis and how data from various casinos are to be analyzed. Then, in a results section, the findings of the analysis are elaborated, which is followed by a discussion of the results long with concluding remarks that have some public policy recommendations.

LITERATURE REVIEW

Starting in the late 1970s, more than two dozen state governments in the US enacted laws permitting legalized casino gambling, racinos (a combination of a casino and race track), state lotteries, electronic gaming devices at bars and entertainment centers, and tribal casinos. The increased presence of various forms of gambling comes in reaction to more tolerant attitudes toward gambling, the need to raise more

EXPLORING TRUST AS AN INFLUENCING MECHANISM OF INTRAPRENEURSHIP

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ABSTRACT

Managers and employees in four diverse organization settings were interviewed with semi-structured methods to provide grounded insight about the potential role of trust as a contributor to intrapreneurial behavior. The data suggest that several different dimensions of trust influence intrapreneurial behavior. Transcription analysis identified dimensions of trust as “downward trust-in,” “upward trust-of,” and “upward trust-in.” In addition, lateral trust, reciprocity and the cascading effects of managerial trust, are explored. Study results are examined within the theory of intrapreneurship in organizations and directions for future research are outlined.

JEL: M10

KEYWORDS: Intrapreneurship, trust.

INTRODUCTION

Modern for-profit and nonprofit organizations are moving into “new territories and exploring uncharted waters,” (Dees & Anderson, 2003, p. 16) as they respond and adapt to diverse challenges, uncertainty, and environmental turbulence. Pressing problems such as competitive pressures (Thornberry, 2002), environmental hostility (Zahra, 1991), technological and marketplace changes (Miller & Friesen, 1985) and global competition (Kuratko & Hodgetts, 1998) force for-profit companies to reconsider their strategic approaches. Nonprofit organizations face an environment of decreased funding sources, rising demand for services, competition from the for-profit sector, increasing competition for philanthropic resources (Dees & Anderson, 2003; Salamon, 1997) and calls for more accountability (Alexander, 2000).

Practitioners and scholars in both sectors have called for new operating practices to meet these challenges. Morris and Kuratko (2002) propose that the implementation of entrepreneurial practices within organizations can help meet pressing challenges and transform firms into revolutionary companies. Observers in the nonprofit field have argued that organizations must address challenges facing the sector by identifying more effective and sustainable ways to address social problems, including the adoption of business-like methods (Dees & Anderson, 2003) and innovative, entrepreneurial approaches (Dees, 1998).

In light of these challenges and prescriptions from observers, many existing organizations are implementing internal entrepreneurial activity (Dess, Lumpkin & McGee 1999). Often described as corporate entrepreneurship (Burgelman, 1983; Guth & Ginsberg, 1990; Vesper, 1984) or internal corporate entrepreneurship, “intrapreneurship” (Pinchot, 1985) has been found to spur new corporate ventures, strategic renewal (Guth & Ginsberg, 1990; Kemelgor, 2002), innovation (Sharma & Chrisman, 1999), and overcome the staleness that affects many organizations (Thornberry, 2002). While definitions have varied, the broadest definition of intrapreneurship denotes that it encompasses entrepreneurship within existing organizations, whereby individuals inside the organization – typically managers and employees – behave in ways that result in the pursuit of new opportunities, the creation of new business

ENTREPRENEURIAL TENDENCIES: EVIDENCE FROM CHINA AND INDIA

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ABSTRACT

Discussed in this paper is the entrepreneurial intent of two cultures, China and India. The dichotomy exhibited in these two societies is vast--the history of the Chinese mores is of order and harmony with a defined hierarchy whereas the proud tradition of India exhibits a culture of pluralism, debate and dissent. Recent emerging markets have encouraged the people of both these cultures to proactively seek new opportunities, convert resources into marketable goods, and bear the risk associated with achieving profits. The risk-loving attitude of these entrepreneurs correlates with internal locus of control.

JEL: M1; M2; M3; N2

KEYWORDS: Entrepreneurship, global, economic development

INTRODUCTION

Economic activities are a factor in determining the development of any society; therefore, many countries promote entrepreneurship as a way to drive economic development (Rao, 1985). One of the central characteristics of entrepreneurship is a need for personal achievement. McClelland in 1961 was the first researcher to develop the social psychological inquiry into the predictors of entrepreneurship with his classical study of the need for achievement. The need for achievement in his Needs Theory concept links to risk-taking, individual responsibility, and entrepreneurial spirit and success. All are qualities associated with entrepreneurship. Achievement motivation is the result of using these concepts to initiate business activities for economic improvement. Subsequent studies have revealed that one concept of achievement motivation, internal locus of control, is an important characteristic of entrepreneurial tendencies (Ahmed, 1985). The concept of locus of control, developed by Julian Rotter in 1966, was devised to assess the extent to which individuals can deal with or control events that affect them (Rotter, 1966, 1990).

A type of personality analysis, locus of control refers to the way a person perceives the outcome of their efforts. A person with external control feels there is no personal control of outcomes while a person with internal control anticipates that they have control over the outcome of their efforts. According to Jungian psychological theory, different personality temperaments receive and process information differently. Personality types linked to decision-making correlate with the social dimension of market exchange as noted by Wright, Kacmar, McMahan & Deleeuw (1995). Being able to determine an individual's personality type gives some insight into how they will react in certain situations, how their temperament, character, and personality configure, and how they are predisposed to certain actions and attitudes. Individual personality determines communication practices through which individual needs are shaped and decisions made.

The Internal-External Locus of Control Scale developed by Rotter in 1966 forces choices between statements conveying internal locus of control and those conveying external locus of control. People with a strong internal locus of control believe they have a command over their environment. They see a reasonable chance of success and change is of little concern. Even if change arises because of external

LEADERSHIP IN THE HOTEL INDUSTRY: EVIDENCE FROM CANADA

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ABSTRACT

This research explored the relationships between demographic factors of gender, age, education and tenure on leadership competencies of Canadian hotel general managers and the impact of leadership competencies on hotel performance. This timely study captures general managers during times of extreme environmental challenges and used the New Zealand Institute of Management Capability Index to capture leadership competencies. A regression was used to analyze the relationship between demographics and leadership competencies and also between leadership competencies and hotel performance as measured by revenue per available room (RevPAR). Findings indicated that there was a weak relationship between tenure and People Leadership, one of the three leadership competencies. Visionary and Strategic Leadership had a statistically significant positive impact on RevPAR. This confirms leadership research in the field demonstrating that aspects of transformational leadership lead to improved organizational performance.

INTRODUCTION

The hotel industry falls within the realm of services and as such, carries with it all of the business characteristics of a service in contrast to a product. These differences include perishability, intangibility, variability, and inseparability (Kotler, Bowen & Makens, 2006). A hotel room is perishable as the inventory cannot be stored and a room not sold is revenue lost forever. The service travelers receive at the hotel depends on the front line employees and hotel organizations attempt to differentiate themselves on this feature through training and motivational proponents within their human resource strategies. It is vital in the service industry to have motivated and efficient personnel on the front line to ensure customer satisfaction. Profits are made in the service industry by delivering customer service and great customer service is vital for success in the hotel industry (Ford & Heaton, 2001).

Characteristics of the hotel industry's work environment include long operating hours, a fast pace of activities, a labor intensive diverse work force, growing competition, and dynamic travel patterns which can lead to high levels of stress for those managing in it. It is also very capital intensive with large amounts of money tied up in physical structures, furnishings and equipment. The lodging industry at its best can be difficult to manage. The capabilities required of a hotel general manager are demanding due to the unique characteristics of the industry. This is because hotels typically operate 24 hours per day, seven days a week, and 365 days a year; demand fluctuates significantly by season and/or economic factors; there are high labor costs; and unique management skills are required to motivate a highly diverse complement of staff and team members. Compared to managers in other industries, these job characteristics may exert increased daily management pressures on hotel managers (Rutherford, 2002). Kay and Moncarz (2004) stated that due to the hotel industry's challenges of terrorism, political unrest, economic upheavals, technological advances, and overall travel patterns, there is a need to re-examine the knowledge, skills and abilities required for success. This paper will explore the importance of leadership both in these trying times and in the service industry such as hotels. It will also discuss the findings of an instrument used to assess the capability levels of managers with a special focus on the leadership component of this instrument. The paper will begin by describing today's economic environment and its impact on the hotel industry. It will then review literature on demographic factors such as gender, age, education level, and tenure and their impacts on leadership and leadership and organizational performance

RETAIL STORE IMAGE: A STUDY OF THE CYPRUS CLOTHING INDUSTRY

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ABSTRACT

The purpose of this study is to identify (sector-specific) store image attributes and evaluate the strength and importance of the influence of each attribute on consumer purchasing decisions. It examines the impact of various socioeconomic or demographic variables on consumers' evaluation of various store image attributes. 261 Cypriot consumers served as the convenient sample. Using ANOVA and F-test analysis, the t-values for the attributes were not significant at either the .05 or the .01 levels. The correlation between the demographic variables and the various store image attributes were highly significant. This holds much importance for retailers in today's volatile marketplace and relates to the need for retailers to take into account the impact of retail store image and its relationship with store loyalty.

JEL: M31

KEYWORDS: Retail; Store Image; Store Attributes; Cyprus; Clothing Industry

INTRODUCTION

Driven by the need to maximize profit and compete in volatile marketplaces, retailers are deeply interested in collecting critical information from consumers and attempting to layout stores in ways that will attract their target customers. Thus, retail image and store positioning represent the two most important factors that influence consumer perceptions and ultimately, the success of retail stores.

Despite significant academic and commercial research, many uncertainties remain as to how consumer behavior affects store choice (Knee, 2002). Because store image can be expressed as a function of the salient attributes of a particular store that consumers evaluate and weight against one another, store image can also be defined as the combination of a consumer's perceptions about a store according to different (salient) attributes.

To date, many studies have provided a considerable understanding of store image, its attributes, and patronage behavior based on the general population, which has become the basis for retail strategies. This mass-market orientation does not assist local retailers in terms of helping them to focus on a specific market segment and create store image based strategies. There is still vast scope for research, analysis as the retailing environment changes rapidly, leading to changes in the expectations of shoppers, and a realignment of the choice set of stores (Sinha and Banerjee, 2004).

The paper therefore identifies (sector-specific) store image attributes and evaluates the strength and importance of the influence of each attribute on the purchase decisions of consumers in the (Cypriot) retailing industry. To do so, the impacts of various socioeconomic variables on store image attributes were examined. Socioeconomic, or demographic, variables are the most popular basis for distinguishing customer groups because consumer wants, preferences, and usage rates are generally associated with such variables. As Doyle and Fenwick (1974) note, different socioeconomic groups perceive stores differently and store image perception may be related to age and other demographic factors. The various demographic factors considered included: gender, age, education, occupation, and income.

IS THE TREASURE HUNT STRATEGY WORKING FOR COSTCO?

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ABSTRACT

The purpose of this paper was to find out if Costco's "treasure hunt" strategy was effectively attracting customers and increasing spending per visit. It was an exploratory research to provide insights in the perceptions of Costco customers in reference to new, seasonal, and premium products ("treasure hunt") in their shopping habits, in comparison with purchasing regular items. An initial survey was developed for this purpose and sent to a sample of 150 individuals with a 55.33 % response rate (83 completed the survey), and a second survey was sent to the same sample to find out additional complementary information, this time with a 29% response rate. The results showed that only 4% of the sample population (that shop every three months at Costco) was predominantly attracted to these seasonal and premium items; however, all respondents agreed that these items are an important complement to the regular purchases, and that they increase their spending per visit. On the other hand, results also confirmed that these items do not necessarily increase the frequency of visits for Costco members of this group.

JEL: D11, D12, M21, M31

KEYWORDS: Costco, treasure hunt, merchandising strategy, marketing, consumer behavior, shopping habits, strategy

INTRODUCTION

The retail industry is becoming more competitive and traditional companies are struggling to survive, many have disappeared, including big companies like Mervyn's and Montgomery Ward (Corona, 2009). Four of the companies that compete intensely to attract more customers and increase sales and profits in the US are Walmart, Costco, Target and Sears, and each one has its own business model, follows a unique strategy, has different locations and store sizes, and generates different sales revenue. Each faces unique challenges and target markets, and uses distinct positioning strategies. Most of them operate on a global scale and confront different cultural challenges and adaptations to survive in an increasingly competitive landscape (Corona, 2009).

In order to compete successfully, Costco introduces its "treasure hunt strategy" as an innovative way to attract new customers, and make existing members shop more often. Jim Sinegal developed this strategy by offering premium and seasonal items. These includes fine crystal, famous names handbags, the latest in consumer electronics, plasma TV's, cashmere sweaters, gourmet cheeses, imported wines, leather jackets and lobster, to name a few. Costco's regular products include food, health and beauty items, tires, consumer electronics, wine, soft goods, groceries, and even caskets (Funeral Monitor, p.2, as cited in Chevalier, 2008).

The purpose of this paper is to explore how much of this "treasure hunt" strategy is really enticing customers to shop more often or buy more as a result of impulsive tendencies rather than cognitive perception.

This manuscript includes a literature review section to cite previous papers about the subject, a brief background of the company followed by the research methodology used in the survey. A supplemental section on the sample characteristics is included to justify the convenience selection process, and the data

TOURISTS' PERSPECTIVE OF THE BRAND IMAGE OF MAURITIUS

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Ramesh Durbarry, University of Technology Mauritius

ABSTRACT

Brand image is a prominent marketing tool for many destination marketers. A strong brand image is equivalent to a rise in first-time customer purchase, positive word-of-mouth (WOM) and customer loyalty. Mauritius is a popular holiday destination for Europeans, however, there is a lack of research on the perceptions of its brand image among tourists visiting the island. The current study aims to fill this gap by investigating the brand image of Mauritius among European tourists. A conceptual framework that enables to establish the link between destination positioning, brand image, tourists' expectations and perceptions, customer value, word-of-mouth and destination loyalty is proposed. Descriptive statistics and one-way ANOVA are used to analyze the results. The results reveal that the brand image of Mauritius is associated mostly with the Sun, Sea and Sand (3S), a peaceful and relaxing environment, and the hospitality of Mauritians. In order to consolidate the brand image of Mauritius, the weak brand image attributes have to be redressed. Results also reveal positive relationships among perceptions, customer value, loyalty and WOM. The ANOVA analysis reveals that gender and repeat visit have various degrees of influence on brand image, while age show no indication of significant impact.

JEL: M31

KEYWORDS: brand image, destination, Mauritius, tourism, word-of-mouth, repeat visit

INTRODUCTION

The purpose of this study is to investigate the brand image perceptions among European tourists to determine the importance of brand image attributes in destination positioning. Tourism contributes significantly to the economy of Mauritius. In 2006, tourism receipts amounted to Rs 31,942 million and provided direct employment to 25,798 individuals. In the same year, 788,276 tourists visited Mauritius and the projection is 2 million by the year 2015. Europe is the most important market where 510,479 tourists visited the island in 2006 (Central Statistical Office, 2007). Mauritius, an island covering 1,860 square kilometers (720 square miles) with 1.2 million inhabitants is a well-known holiday destination for beach-resort tourists. It has a range of positive features upon which its tourism appeal is established including its tropical climate with beaches, lagoon, tropical fauna and flora, as well as a multi-ethnic population. The brand image of Mauritius has been predominantly shaped by the marketing efforts carried out by the Mauritius Tourism Promotion Authority (MTPA) which is the national organization responsible for promoting the tourism product in internationally in selected markets. The principal asset underpinned in the communication tools is that of the Sun, Sea and Sand (3S) which depicts Mauritius as a paradise island with friendly multi-cultural inhabitants. The branding efforts in the European market attempt to position Mauritius as a unique luxury destination. The marketing efforts are also increasingly being placed on the history of the island, spas, therapeutic centers, various sports activities and safety of the destination. Although the MTPA spends considerable efforts in creating and maintaining the brand, it is not guaranteed that the European tourists are positively influenced by these marketing efforts. The purpose of this paper is to present the concept of brand image from the tourists' point of view. This study investigates the brand image attributes that Europeans use to depict Mauritius as a tourism destination and whether there is a gap between the expectations and perceptions in relation to the brand image attributes.

ADOPTION OF INTERNET BANKING: EVIDENCE FROM FRANCE

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ABSTRACT

Internet banking plays an important strategic role in the marketing of industrial banking. A previous study on a developing country (Mexico) was used as a model to show the similarities and differences with online banking in a developed country (France). This study, as in the Mexican example, examines the usage factors of online banking in France, using quantitative and qualitative methodology. Factorial Analysis suggests that there are a concrete number of common characteristics between Mexican users and French users, as well as certain distinctive characteristics between both samples. An interesting question was to see whether, in the Mexican case, the human factor is a relevant factor in the usage or non-usage of internet banking and whether it would be a weakness for French internet banking. Particular factors for French consumers were found, such as self-government (autonomy) and pragmatism.

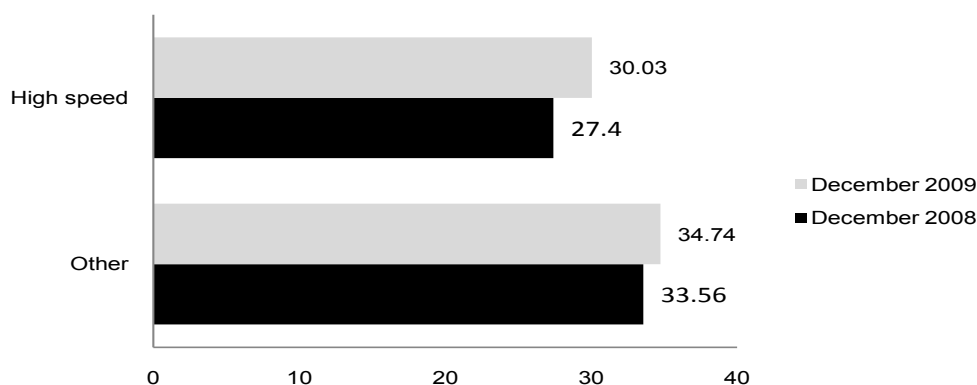
JEL: M31, G29

KEYWORDS: Internet banking, factor analysis, Internet banking users.

INTRODUCTION

In France, the use of Internet, and more specifically of Internet Banking, is a phenomenon that has been in constant evolution over the past few years. In December 2009, there were over 34.7 million active internet users over the age of 11, a 4% increase from 2008. These figures suggest that 65% of the French population currently has internet coverage. Of these 34.7 million internet users, 61% have declared that they access internet directly from their homes using a high-speed connection. This is a 10% increase from 2008.

Figure 1: Internet Users' Evolution, France. (Millions of Users, over the Age of 11)



Source: Mediamétrie, 2010. More the 34 millions of internet users in France in December 2009.

Regarding on-line banking, the latest data available shows that, of the five major banks in France (Crédit Agricole, Société Générale, Caisse d'épargne, Banque Postale, BNP Paribas), the number of on-line banking users is around 15.7 million, which is approximately equivalent to 47% of Internet users.

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