

1-1-2006

Analysis of determinant factors of a convention and visitors bureau website service quality: Perspectives of meeting planners

Min Sook Kim
University of Nevada, Las Vegas

Follow this and additional works at: <https://digitalscholarship.unlv.edu/rtds>

Repository Citation

Kim, Min Sook, "Analysis of determinant factors of a convention and visitors bureau website service quality: Perspectives of meeting planners" (2006). *UNLV Retrospective Theses & Dissertations*. 2059.
<http://dx.doi.org/10.25669/lrjl-bk4c>

This Thesis is protected by copyright and/or related rights. It has been brought to you by Digital Scholarship@UNLV with permission from the rights-holder(s). You are free to use this Thesis in any way that is permitted by the copyright and related rights legislation that applies to your use. For other uses you need to obtain permission from the rights-holder(s) directly, unless additional rights are indicated by a Creative Commons license in the record and/or on the work itself.

This Thesis has been accepted for inclusion in UNLV Retrospective Theses & Dissertations by an authorized administrator of Digital Scholarship@UNLV. For more information, please contact digitalscholarship@unlv.edu.

ANALYSIS OF DETERMINANT FACTORS OF A CONVENTION AND VISITORS
BUREAU WEBSITE SERVICE QUALITY:
PERSPECTIVES OF MEETING PLANNERS

by

Min Sook Kim

Doctor of Philosophy
Pusan National University
2005

Master of Science
University of Nevada, Las Vegas
2006

A thesis submitted in partial fulfillment
of the requirements for the

Master of Science Degree in Hotel Administration
William F. Harrah College of Hotel Administration

Graduate College
University of Nevada, Las Vegas
December 2006

UMI Number: 1441716

INFORMATION TO USERS

The quality of this reproduction is dependent upon the quality of the copy submitted. Broken or indistinct print, colored or poor quality illustrations and photographs, print bleed-through, substandard margins, and improper alignment can adversely affect reproduction.

In the unlikely event that the author did not send a complete manuscript and there are missing pages, these will be noted. Also, if unauthorized copyright material had to be removed, a note will indicate the deletion.

UMI[®]

UMI Microform 1441716

Copyright 2007 by ProQuest Information and Learning Company.

All rights reserved. This microform edition is protected against unauthorized copying under Title 17, United States Code.

ProQuest Information and Learning Company
300 North Zeeb Road
P.O. Box 1346
Ann Arbor, MI 48106-1346



Thesis Approval
The Graduate College
University of Nevada, Las Vegas

November 13, 2006

The Thesis prepared by

Min Sook Kim

Entitled

Analysis of Determinant Factors of a Convention and Visitors Bureau

Website Service Quality: Perspectives of Meeting Planners

is approved in partial fulfillment of the requirements for the degree of

Master of Science in Hotel Administration

Examination Committee Chair

Dean of the Graduate College

Examination Committee Member

Examination Committee Member

Graduate College Faculty Representative

ABSTRACT

Analysis of Determinant Factors of a Convention and Visitors Bureau Website Service Quality: Perspectives of Meeting Planners

by

Min Sook Kim

Dr. Curtis Love, Examination Committee Chair
Professor of Hotel Administration
University of Nevada, Las Vegas

Website service quality is widely accepted as one of the key determinants of online business success. Several studies identified key factors that determine the website service quality factors appropriate for online business environments (Kaynama & Black, 2000; Van Riel, Liljander, & Jurriens, 2001). A convention and visitors bureau (CVB) website is a service portal that delivers information online about a destination so users can develop an overall image of the location.

CVBs struggle to deliver positive destination images because the competition among destinations to host conventions is intense. In spite of the important role of CVBs and the beneficial spillover effect of CVBs, there are few studies available reporting on the unique service qualities of a CVB website.

The primary purpose of this study was to examine the determining factors that are appropriate for CVB websites from the meeting planners' perspective. The research questions are: What are the determining factors of service quality of a CVB website? Do

the determining factors of CBV website service quality positively influence meeting planners' satisfaction? The new conceptual framework was developed from a variety of destination marketing and Internet marketing concepts: e-servicescape management, web community network, Internet service encounter management, and online system quality.

Empirical results indicate that three of the four factors, that is, e-servicescape, web community network, and online system quality are important determinants in evaluating CVB website service quality. The findings also show that three determinants have significant and positive influence on meeting planners' satisfaction. The findings from this study will provide meaningful advice for CVB website quality management. To enhance the CVB website service quality and satisfaction level of meeting planners, these three determinants should be considered of the utmost strategic importance and priority.

TABLE OF CONTENTS

ABSTRACT.....	iii
LIST OF TABLES.....	vi
CHAPTER 1 INTRODUCTION.....	1
Problem Statement.....	3
Research Objectives and Questions.....	3
Significance of the Study.....	4
CHAPTER 2 LITERATURE REVIEW.....	7
Determinants of Website Service Quality from Service Marketing.....	7
Determinants of Website Service Quality from Destination Marketing.....	9
Determinants of Website Service Quality from Internet Marketing.....	12
Development of Hypotheses.....	16
CHAPTER 3 RESEARCH METHODOLOGY.....	22
Questionnaire Development.....	23
Questionnaire Administration.....	24
Data Collection Procedures.....	24
Measurement.....	24
Data Analysis.....	28
CHAPTER 4 RESULTS AND DISCUSSION.....	31
Profile of Participants.....	31
Industry Experience and CVB Website Use.....	32
Importance Scores of Determinant Factors of CVB Website Service Quality.....	34
Factor Analysis and Reliability Test.....	36
Multiple Regression Analysis.....	39
Discussion of Study Results.....	41
CHAPTER 5 CONCLUSIONS AND RECOMMENDATIONS.....	43
Discussion and Implications.....	43
Limitations.....	45
Recommendations for Further Study.....	46
APPENDIX.....	48
BIBLIOGRAPHY.....	54
VITA.....	59

LIST OF TABLES

Table 3-1	Criteria and Measurement Items for CVB Website Service Quality	29-30
Table 4-1	Demographic Information of Respondents	32
Table 4-2	Industry Experiences of Respondents and CVB Website Use	33
Table 4-3	CVB Website Participants Recently Accessed.....	34
Table 4-4	Importance Scores of Determinant Factors of CVB Website Service Quality	35
Table 4-5	Importance Scores of Meeting Planners' Satisfaction.....	36
Table 4-6	Independent Factor Loadings and Reliability Test.....	38
Table 4-7	Dependent Factor Loadings and Reliability Test	39
Table 4-8	Result of Regression Analysis: The effect of e-servicescape, web community network, Internet service encounter, and online system quality on meeting planners' satisfaction	40

ACKNOWLEDGEMENTS

I would like to thank my academic advisor and chair, Dr. Curtis Love, for his guidance and consideration in improving this thesis. His valuable suggestions and continuous support aided me in working on this thesis. I am very thankful to Dr. Tyra Hilliard who actually made the challenging data collection simple. Dr. Seyhmus Baloglu provided me with advice for research and statistics. Dr. Angeline Grace Close reviewed my paper in detail. I am very grateful for having four wonderful professors who showed interest in my thesis.

I want to express my deepest thanks to all speakers of the Dallas conference who encouraged meeting planners to help me. I also thank all meeting planners of the Meeting Professionals International (MPI) who participated in my survey, especially those who provided me valuable comments in the pretest.

Above all, I wish to thank my family. Their understanding, encouragement and unconditional support have been invaluable to me; without them much of what I have accomplished would not have been possible.

CHAPTER 1

INTRODUCTION

Website service quality is widely accepted as one of the key determinants of online business success. Several studies have identified service quality appropriate for the online business environment (Kaynama & Black, 2000; Van Riel, Liljander, & Jurriens, 2001). These studies are based theoretically on the SERVQUAL model that developed and extended by Parasuraman, Zeithaml, and Berry (1985, 1988). But the model is limited because the model does not reflect the unique characteristics of specific business environments. Several studies have found unique service quality dimensions relevant to their specific business environment, such as online banking, portal services, shopping malls, and travel agencies (Cai & Jun, 2003).

A convention and visitors bureau (CVB) website is a service portal that delivers information online about a destination so users can develop an overall image of the location. CVBs struggle to deliver differentiated positive destination images because competition among destinations to host conventions is intense. Thus, a CVB website plays an important role in promoting a destination.

In spite of the important role of CVBs and the beneficial spillover effect of CVBs, there are few studies available on evaluating and managing the unique service quality of CVB websites. A new framework is needed that reflects the characteristics of a CVB

website. This study explores the unique dimensions of a CVB website developed from a variety of destination marketing and Internet marketing concepts.

Internet marketing plays a critical part of CVBs' overall marketing efforts (Buhalis, 1998; Yuan & Fesenmaier, 2000). Wang and Fesenmaier (2006) argued that delivering timely and accurate information that meets web site visitors' demands can lead to successful CVB marketing. CVBs need to maximize the advantages of the Internet as a marketing channel and develop new marketing concepts and paradigms to implement a successful website management strategy (Yuan, Grezel, & Fesenmaier, 2003).

The purpose of this study is to develop a new framework for analyzing the determinant factors of CVB website service quality from the meeting planners' perspective. To accomplish this, four concepts that are considered important factors influencing CVB website service quality are proposed: e-servicescape, web community network, Internet service encounter, and online system quality.

This study is organized as follows. First, there is a review of determinants of website service quality from three streams of research (service marketing, destination marketing, and Internet marketing). Second, a new framework positing the determinants of CVB website service quality is provided. Third, four hypotheses about relationships between the critical determinants of CVB website service quality and meeting planners' satisfaction are developed. Finally, the procedures and results of hypotheses testing, conclusions, implications, and recommendations for future research are provided.

Problem Statement

Meeting planners are very important users of CVB websites. Meeting planners play a significant role for CEOs, senior managers, and/or committees in making selection decisions for meetings and conventions. A CBV website, therefore, needs to reflect what meeting planners expect to ensure a high level of service quality. Through destination marketing, CBV websites can deliver customized information about a destination to potential customers.

Existing studies explaining the determinants of website service quality are limited to specific industries such as the online retail service industry. The accepted service quality model, SERVQUAL (Parasuraman et al., 1985), is limited in that it does not reflect unique characteristics of CVBs.

This study proposes a new framework for evaluating the website service quality of CVBs from meeting planners' perspective. The proposed framework uses key concepts from destination marketing and Internet marketing research. This study differs from the traditional approach by focusing on service marketing within the CVB/planner environment.

Research Objectives and Questions

The effectiveness of CBVs would increase if a CVB website delivered customized information demanded by meeting planners. Therefore, it is necessary to identify critical determinants influencing meeting planners' demands.

The primary goal of this study is to build a new framework for analyzing the critical determinants of CVB website service quality from the meeting planners'

perspective. The successful establishment of a CVB website that satisfies meeting planners' needs requires the correct identification and effective management of e-servicescape, web community network, Internet service encounter, and online system quality. The research questions are:

1. What are the determining factors of service quality of a CVB website?
2. How do the determining factors of CBV website service quality positively influence meeting planners' satisfaction?

Significance of the Study

There is no established model for guiding the evaluation and management of a CVB website's service quality. The model proposed in this study will enable CVB managers to understand the meeting planners' demands and to develop effective quality management strategies. The proposed contributions made by this study can be summarized as follows.

This study is a pilot study. It explored the four critical determinants (e-servicescape, Internet service encounter, online system quality, and web community network). This model serves as a novel and complementary tool for analyzing the critical dimensions of CVB website service quality.

This study helps in charting future orientation for CVB website service quality management. In developing quality management strategies, CVBs can focus on the critical determinants proposed and empirically verified in this study. The results will be increased effectiveness of their marketing strategies and consequently the increased satisfaction of meeting planners.

Definition of Terms

1. Convention and Visitors Bureau (CVB)-Convention and visitor bureaus are not-for-profit organizations that represent a city or region. The primary role of CVBs is to promote the development of the destination area. CVBs represent organizations that involved with tourism and meeting-related businesses (DMAI, 2006a, c).
2. Destination Marketing Association International (DMAI)-As the premier association of convention and visitor bureaus, DMAI plays an important role in promoting professional practices to promote meetings, conventions and tourism. There are 1,300 members from 600 destination marketing organizations in more than 25 countries (DMAI, 2006b).
3. Meeting Planner-Individuals have professional knowledge of designing conventions, meetings, and seminars. Meeting planners are in charge of managing the budget effectively and play an active role as convention managers in various organizations including small companies, large private corporations, and convention visitor bureaus (EDD, 2002).
4. Meeting Professionals International (MPI)-Meeting Professionals International was founded in 1972 and is based Dallas. It is recognized as the largest organization for meetings planners. MPI has more than 20,000 members and has built a worldwide network that includes USA, Canada, Europe, and other countries. MPI provides meeting professionals various opportunities for professional education. The education necessary for the meeting and convention

business allows meeting professionals to discover career paths as well as business growth opportunities (MPI, 2006).

5. Request For Proposal (RFP)-This document includes detailed explanations about goods and services required for a meeting or convention. An organization stipulates the necessary service requirements on the document and solicits a bid from service providers (CIC, 2006).
6. Customer Relationship Management (CRM)-A corporate strategy to manage relationship with customers. CRM reflects a customer-oriented organizational philosophy. All policies and processes of organization including marketing, sales, and customers\ service are performed for customer support (Jaworski and Kohli, 1993).

CHAPTER 2

LITERATURE REVIEW

Determinants of Website Service Quality from Service Marketing

Website service quality is widely accepted as one of the key success factors in the online business industry. Most studies on online service quality identified the dominant factors based on the well-known SERVQUAL model. But the SERVQUAL model is limited because the model does not reflect the unique characteristics of the online business environment. There were two research efforts to overcome this limitation.

One research effort tried to identify key service quality appropriate for the online business. For example, Zeithamal, Parasurama, and Malhotra (2000) found 11 dimensions of online service quality: access, ease of navigation, efficiency, flexibility, reliability, personalization, security/privacy, responsiveness, assurance/trust, site aesthetics, and price knowledge. Lin and Arnett (2000) found four factors of website success quality: information and service quality, system use, playfulness, and system design quality. Later, Yoo and Donthu (2001) suggested a new model in order to measure website quality with four additional dimensions: ease of use, aesthetic design, processing speed, and security.

Other research effort explored the unique factors specific to individual online business environments (Kaynama & Black, 2000; Van Riel et al., 2001). The rationale was that as each online industry was exposed to a different business environment,

relevant dimensions reflecting that should be explored. Several studies have found the unique service quality dimensions relevant to their specific business environment, such as online banking, portal services, shopping, and travel agencies (Cai & Jun, 2003). For example, with online banking, most banks are interested in establishing a secure system for transactions with customers. In the online shopping industry, the aesthetic design (e.g., the categorized layout and contents of products) is an important element for increasing customer satisfaction.

Interestingly, previous studies on online service quality focused mainly on online retailing companies, such as retail banks, book stores, and travel agencies. These businesses rely on the Internet as their primary marketing and sales vehicle. According to Law and Hsu (2005), the Internet makes B2C (business-to-consumer) e-commerce volume increase extraordinarily. The Internet plays an important role in delivering plentiful information as well as performing business transactions (Law & Hsu, 2005). The main research concern of these studies targeting online retailing companies is the efficiency effect of online transaction systems. For example, through convenient online transaction systems, online retailing companies can increase process efficiency and resulting profit. This concern differs from this study targeting nonprofit-oriented organizations like CVBs.

Lastly, there are limited studies in analyzing website service quality of CVBs. This necessitates research efforts to explore the differentiated CVB website dimensions in order to reflect their unique characteristics. Among a few studies of CVB websites, Ha and Love (2005) explored the content and design factors of CVB websites from the view of meeting planners. The study identified the main items using content analysis of the

CVB websites. In addition, design factors through review of various fields were extracted. This study was a pioneering work for CVB website development and its service quality strategies.

Determinants of Website Service Quality from Destination Marketing

The CVB websites are destination marketers that deliver destination information and assist users in developing opinions about it. Competition among destinations as a convention site is intense. Accordingly, CVB websites will benefit from research outcomes in the destination marketing field. In this study, the literature review will focus on two concepts from the destination marketing field that are considered critical determinants of CVB website service quality: e-servicescape management and web community network.

E-Servicescape Management

Servicescape typically refers to the physical surroundings of service companies. Bitner (1992) argued that servicescape plays an important role in creating expectations about intangible services. Thus the excellence of servicescape can increase the tangibility of services in the service industry (Baker, Berry, & Parasuraman, 1988). Consumers' attitudes and behavior were affected by the tangibility of the physical environment of facility-based firms such as hotels and restaurants (Baker et al., 1988; Bitner, 1992).

The advent of the Internet has developed a new type of electronic physical environment: e-servicescape, based in cyberspace. E-servicescape refers to "the electronic physical environment based in cyberspace" (Koernig, 2003, p.151).

Williams and Dargel (2004) argued the necessity of an e-servicescape model for the online business environment. Their study was based on the stimulus-organism-response (S-O-R) model. They mentioned the aesthetic design of a website can induce the emotional stimulus of customers in the digital environment. However, their model emphasized overall website design factors solely for the purpose of transactions with customers. In addition, the concept of cyberspace they used does not reflect the essential nature of e-servicescape.

On the other hand, Koernig (2003) investigated the effectiveness of e-servicescape that was appropriate for service firms. The biggest barrier that service firms confronted was the difficulty in communicating information about service due its intangibility. He argued that the Internet enabled customers to experience a firm's physical facilities by visiting a company's website in virtual reality. The Internet provides a unique opportunity for the service firms to influence customers before they visit the actual location (Koernig, 2003).

A CVB as a destination marketing organization needs to recognize the effect of the e-servicescape in the digital world and how the visual images about a destination and its facilities have influence on website visitors' emotions. Because the primary goal of destination marketing is to show an attractive image of the destination to visitors, the adoption and use of the Internet can provide excellent assistance to delivering the visual images of a destination and facilities. For example, attractive and exotic destination images through 3-D visuals may have a deep emotional impression on website users.

Web Community Network Management

Cooperation theory indicates that it is impossible for a single organization to cope with the unstable and complex environment and allocate resources efficiently to meet the customer's demands for competing in the global market (Nalebuff & Brandenburger, 1997). Davidow and Malone (1992) pointed out the growing interest in a new form of virtual organization with the advent of the Internet. The Internet has facilitated the development of the virtual organization. The virtual organization was a network of individual companies. In order to share skills, research costs, and market access, these companies can build a network link even with competitors.

The development of the Internet offers a new opportunity for destination marketing. The collaborative promotion of a destination can deliver many spillover effects (Kotler, Bowen, & Makens, 1996). Palmer and McCole (2000) suggested that network collaboration resulted in the creation of an attractive destination. The increasing growth of the Internet enables small- and medium-sized companies to build a virtual tourism destination organization. This virtual destination organization helps consumers access a variety of suppliers, detailed information about facilities, and a comparison of prices that they seek (Palmer & McCole, 2000).

Through the establishment of community-based networking, the boundaries of the virtual destination organization can be expanded exponentially. Pollock (1995) argued that plentiful information sharing between destination web communities played an important role in achieving high service performance of a destination marketing organization. Thus, a CVB website, as a destination marketer, needs to be interested in establishing a whole web community in order to be a branded destination website. The

popularity of a branded destination's reputation (e.g., Las Vegas) can reduce the decision making uncertainty of customers (Pollock, 1995).

Managing a network of interdependent firms in the online environment is a strong marketing tool to promote a CVB website. A CVB web community network being linked to various networked firms allows meeting planners to access multiple choices of suppliers and compare alternative facilities. Website visitors can also get a unified image of the destination experience. A CVB web community network can create an attractive destination, and visitors can easily access comprehensive information through the links to hotels, travel agencies, and transport firms.

Determinants of Website Service Quality from Internet Marketing

A major trend in destination marketing is the widespread use of information technology (IT). Use of IT enables CVBs to promote their destinations effectively and communicate with visitors interactively. CVBs realize that Internet marketing plays a critical role in their overall marketing efforts (Buhalis, 1998; Yuan & Fesenmaier, 2000). Wang and Fesenmaier (2006) argued that delivering timely and accurate information that meets website visitors' demands can lead to the success of CVB marketing. Thus, CVBs need to understand the advantages of the Internet as a new marketing channel tool and develop new marketing concepts and paradigms to implement a successful website marketing strategy (Yuan et al., 2003).

In this study, two concepts from the Internet marketing field that are considered critical determinants influencing CVB website service quality are discussed. They are Internet service encounter management and online system quality.

Internet Service Encounter Management

A service encounter is defined as all the activities involved in the service delivery process. In an off-line environment, the concept of service encounter mainly involves service providers. Collier and Meyer (1998) indicated that the quality of the interaction between customers and service providers during the service delivery process strongly influenced a customer's purchase decision. According to the service encounter model of Mohr and Bitner (1995), customers perceived a high quality of service when they experienced transaction satisfaction during the service delivery process. Therefore, when customers felt pleasure and excitement during encounters with a service provider, they approached the purchase decision more quickly and easily.

The advent of the Internet changed the concept of a service encounter. The traditional concept of service encounter has concentrated on the provision of service based on people. Sweeney and Lapp (2004) argued that a service encounter in the digital world did not necessarily include direct contact with any service personnel. The service encounter concept could be considered a service quality offered through the Internet: that is, the concept of service encounter was transformed into the website.

As the Internet has brought a big transition in business practices and business opportunities, marketing managers recognize that growth of the number of online customers has also increased the number of service providers (Wymbs, 2000). With a more intensified competition among service-providers, most firms failed to gain their strategic competitiveness in the online market. Some studies were suspicious of the efficiency of website marketing. As Berry (1995) suggested, firms should recognize that the efficiency of Internet marketing does not result from information technology alone; it

depends on how one uses it. The efficient use of the Internet can help firms provide interactive and customized services to customers.

For encounter management, it is essential to establish an interactive and customized relationship with customers. This is possible only by building and maintaining long-term relationships with customers. Long-term relationships with customers give rise to higher profitability (Kandampully, 2006). In fact, retaining existing customers is more cost effective than acquiring new ones (Berry, 1995). Loyal customers engage in positive word-of-mouth communication and repurchase behavior, which creates more profit for the service provider in the long run (Kandampully, 2006).

Accordingly, long-term relationships between meeting planners and destination staff can lead to the success of a meeting (M. J. Lee & Back, 2005). Positive long-term relationships with meeting planners help destination marketing managers to achieve and sustain a stable profit position and an improved reputation (S. Lee & Hiemstra, 2001). Some studies on the relationship between destination staff and meeting planners empirically identified key elements that enhanced the positive relationship between the two parties (Gartrell, 1992). These elements were closely related to encounter management.

In conclusion, a CVB website needs to deliver personalized and customized information to retain loyal meeting planners. Meeting planners perceive service quality as high when they experience satisfaction during the service delivery process. It is necessary for a CVB website to manage the encounter with a customer at the time they accessed the website.

Online System Quality

Academic literature about website service quality was mainly focused on information quality itself. Only a few studies emphasized the importance of online system quality when evaluating the website service quality. DeLone and McLean (1992) distinguished online system quality from information quality: system quality referred to the information system quality itself (i.e., that which produces the information), whereas information quality referred to the accuracy, currency, and reliability of information. Information quality is measured by the quality of the information system output (i.e., the quality of the information that the system produces). Online system quality needs to be accepted as the higher concept, which includes both information system quality and information quality.

Online system quality means that the website should be well designed to help customers navigate smoothly (Jun, Yang, & Kim, 2004). The efficient online system environment can assist customers in finding quality information easily. For example, technological system infrastructure (such as ease of use, quick download, frequent update, privacy and security) can provide large amounts of knowledge easily and safely. In a similar line, Wigand (1997) argued that the database should be timely, informative, and user friendly.

Several researchers have developed various dimensions and measures of online system quality. Online system quality includes reliable computer systems, online response time, and ease of terminal use (Swanson, 1974). Hendrickson and Collins (1996) confirmed the reliability and validity of five information system quality attributes influencing end users' satisfaction: content, accuracy, format, ease of use, and timeliness.

Giannakoudi (1990) also suggested security and privacy could be considered important in assessing online system quality.

In addition, Jun et al. (2004) suggested another important aspect of online system quality that could allow customers to conduct many transactions independently.

Customers spend a lot of time seeking the necessary information regarding goods and services on a website. It is therefore important for online business to enable customers to enjoy their time without any frustration or difficulty. Customers should be able to search easily and interact with other customers.

Online system quality is also a critical element of a CVB website service. Visitors evaluate the CVB service quality contingent on online system quality as well as on information quality. For example, technological system quality (such as ease of use, speed of download, and privacy and security) enables visitors to feel comfortable navigating a CVB website. In this regard, Chaffey (2000) used the concept “online service quality” to suggest four determining criteria of website quality: high quality content, ease of use, quick to download, and frequent update.

Development of Hypotheses

E- Servicescape and Meeting Planners' Satisfaction

Service providers have difficulty promoting their service due to its intangibility. Tangible cues from the facilities (e.g., hotels and restaurants) are important in creating expectations about intangible service performance. A CVB website can overcome the intangibility dilemma through e-servicescape management. E-servicescape management of a CVB website can effectively show whole images of the destination and facility. In

conclusion, increasing tangibility by showing the physical facility visually and explaining the service in detail can enhance the promotional effect of service firms and reduce customers' perceived risk.

Berry and Clark (1986) introduced four e-servicescape management methods: physical representation, association, visualization, and documentation. Among the four methods, Stafford (1996) examined the effectiveness of physical representation and documentation when promoting a hotel. He concluded that association, physical representation, and visualization methods were similar in that they were related to visual characteristics. In contrast, the documentation method included information that explained the value of the service and reflected verbal characteristics.

In the digital environment, a CVB website can exploit the advantages of e-servicescape management methods. For a CVB website, e-servicescape management can be implemented using two methods, one through visual components and the other verbal components. First, e-servicescape management through visual components shows convention facilities and destination images through virtual tours, pictures, and website characteristics. Second, e-servicescape management through verbal components explains the space and capacity of facilities as well as provides various reports of destination attractions. These e-servicescape management methods will enhance the promotion effect of the destination and reduce meeting planners' perceived risk. The result will be the enhanced satisfaction level of meeting planners. Hence the following can be hypothesized:

Hypothesis 1: There is a positive relationship between e-servicescape management and meeting planners' satisfaction.

Figure 1 outlines the conceptual framework developed in the following discussion.

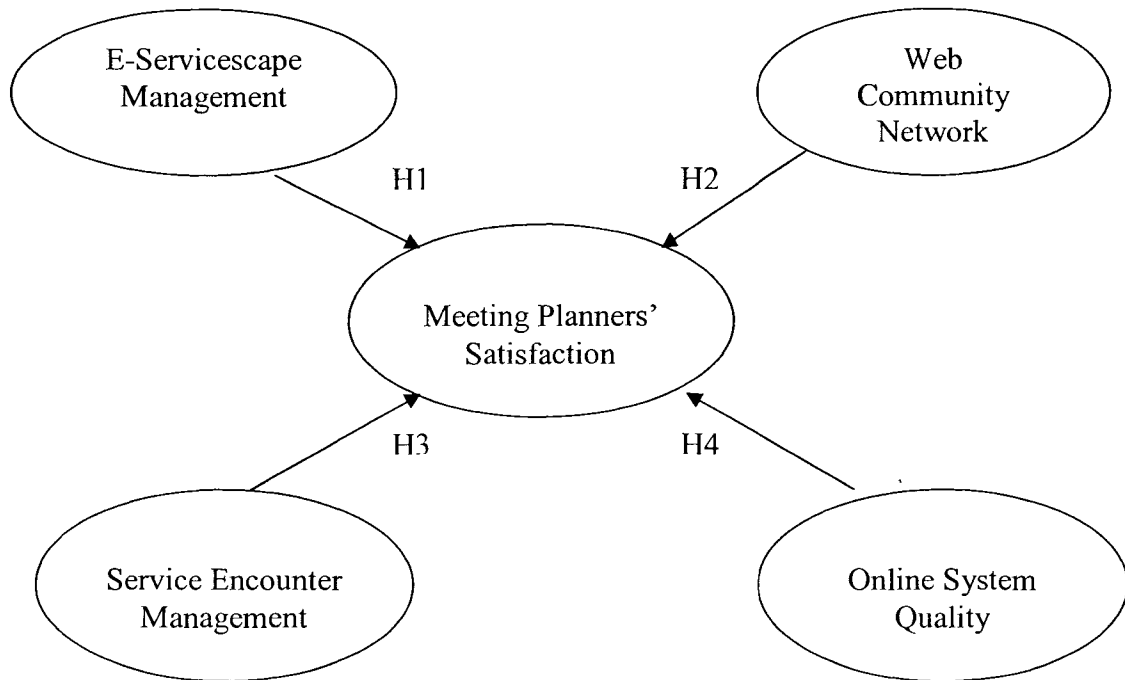


Figure 1. The Conceptual Framework Representing Relationships between Constructs

Web Community Network and Meeting Planners' Satisfaction

The success of destination marketing is dependent on the collaboration of related firms (Kotler et al., 1996). The collaborative competency of a company can be developed by keeping enduring relationships with various parties inside and outside the organization (Cheng, Choi, Chen, Eldomiaty, & Millar, 2004). A well-established network of related organizations can enable website users to check out all the information about facilities at a destination through browsing a website (Williams & Palmer, 1999).

CVBs as destination marketers need to provide useful links of other facilities and services at the destination. Useful links to accommodations, local attractions, and transportation companies can be helpful for meeting planners who managing their

meetings and conventions. The various links and networks help potential attendees find their desired information more easily.

The various relationships that the CVB website maintains can provide economic growth potential for many companies at a destination (Cheng et al., 2004). A CVB web community network can create an attractive destination, and visitors can easily access comprehensive information through the links to hotels, travel agencies, and transportation firms. Therefore CVB websites should establish and maintain plentiful and useful links with community networks. Beyond the creative links with external sites in a CVB website, meeting planners can access additional information on the available convention vendors as well as various communities among planners. This CVB web community network with related firms and planners should influence meeting planners' satisfaction positively. On the basis of the previous discussion, the following is hypothesized:

Hypothesis 2: There is a positive relationship between web community network management and meeting planners' satisfaction.

Internet Service Encounter and Meeting Planners' Satisfaction

Service encounter is composed of service outcome and the service delivery process. Previous studies pointed out that how one deals with customers' needs and requests during service encounter affects the customers' estimation of service quality. For example, Mohr and Bitner (1995) suggested that customers with multiple encounters with a service provider estimated the service quality exactly. Massad and Crowston (2003) suggested that online service encounter management during the service delivery process led to customer satisfaction. The interactivity characteristics of the Internet can activate the interaction between customers and service providers during online encounters.

During the process of providing meeting planners' expected service online, the interactivity between the CVB staff and meeting planners is very important. Interactive methods and the CVB staff's fast response can afford meeting planners with the expected service. The Internet encounter management of a CVB website helps maintain long-term relationships with meeting planners.

The CVB website needs to deliver unique and customized service in order to gain meeting planners' satisfaction during the Internet service encounter. If a CVB website provides the appropriate service for meeting planners (e.g., online brochure, online RFP, and convention vendor information), the customized service affects meeting planners' satisfaction positively. Hence the following can be hypothesized:

Hypothesis 3: There is a positive relationship between Internet service encounter management and meeting planners' satisfaction.

Online System Quality and Meeting Planners' Satisfaction

The management of information quality is an essential factor for online business success (Yang & Fang, 2004). If the information is reliable, current, and accurate, it will strongly influence users' satisfaction level. Information quality is also a critical determinants of CVB website service quality. First, meeting planners will evaluate the CVB service quality based on information quality. Internet technology can give CVBs a lot of opportunities to enhance their information services. If a CVB website fails to manage the quality information services for meeting planners, it may result in losing opportunities for hosting meetings and conventions.

Online system quality can supplement the quality of information (Jun et al., 2004). Without backup from the system stability, the process of delivering quality

information cannot be reliable. A CVB website needs to recognize the importance of online system quality as well as information quality. Information quality cannot be separated from the efficient online system quality in a CVB website. Only when CVB online system quality (such as, easy navigation, understandable content and secure system) are established and maintained, the high quality information (such as reliable, current and accurate information) can be accessed easily and applied to decision making in time. Therefore, CVB online system quality will guarantee quality information services for meeting planners. The result will be the enhanced satisfaction of meeting planners. On the basis of the previous discussion, the following is hypothesized:

Hypothesis 4: There is a positive relationship between online system quality and meeting planners' satisfaction.

CHAPTER 3

RESERCH METHODOLOGY

The methods used to analyze the data are provided in this chapter. Figure 2 shows the comprehensive process of the research methodology.

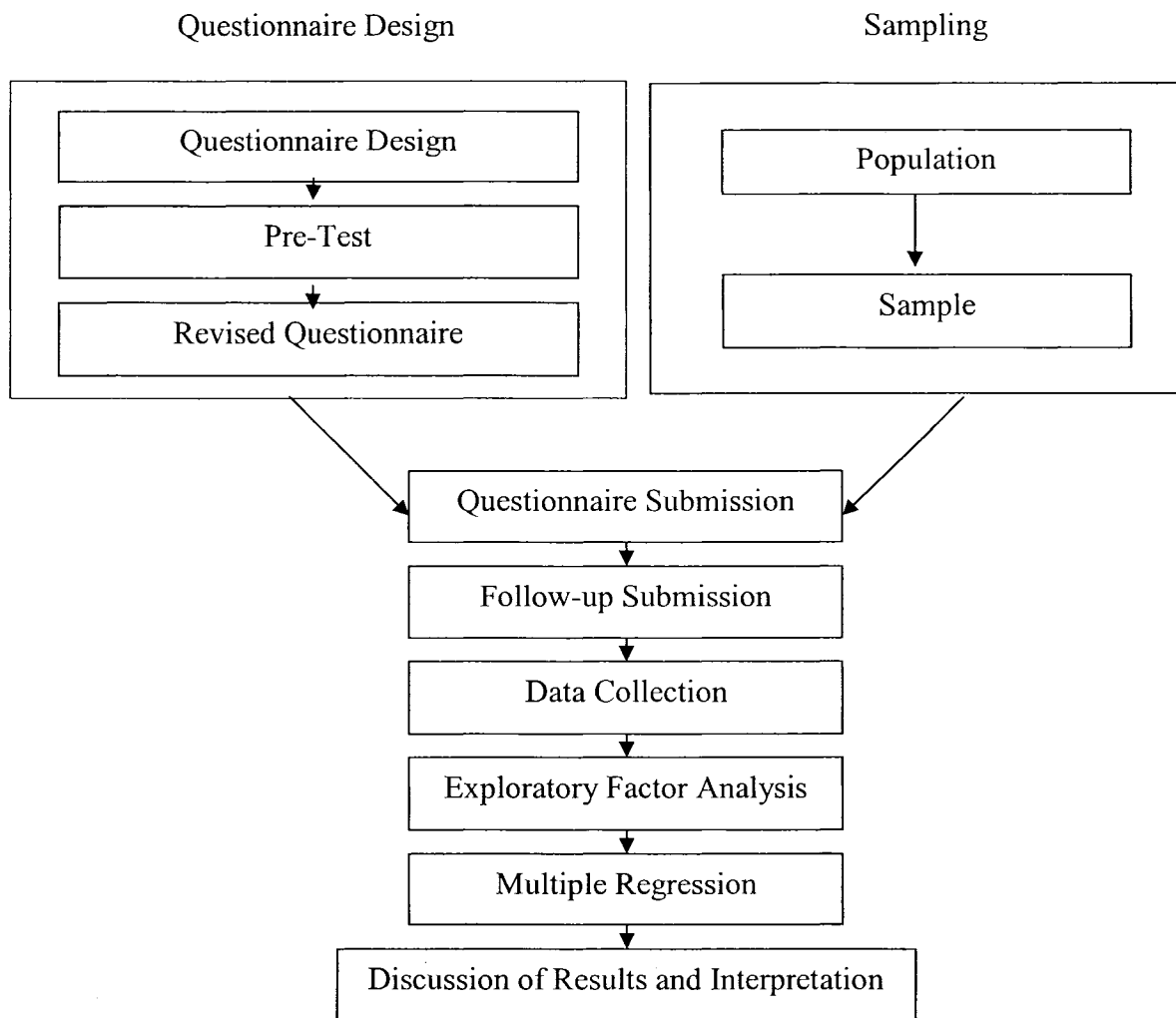


Figure 2. Research Methodology Outline

The purpose of this study was to identify the determining factors of CVB website service quality from the perspective of meeting planners. Four dimensions of an effective CVB website were examined: e-servicescape, web community network, Internet service encounter management, and online system quality.

The participants in this study were meeting planners who were members of MPI. MPI members represent over 20,000 in 60 countries. There were two professional education conferences for MPI members one in San Francisco and one in Dallas. After obtaining approval from MPI, the questionnaires were submitted directly to meeting planner participants.

Questionnaire Development

The research method employed questionnaire survey research. The self-administered questionnaire consisted of 27 questions regarding a CVB website and 7 demographic questions. The first page explained the goals of the study and its implications. On page 2, the questions were designed to measure the level of service quality of the CVB website that the meeting planners had most recently accessed.

As shown in Table 4-1, a set of questions was developed based on the literature review and modified in order to determine the determining factors of CVB website service quality.

A 7-point Likert scale was commonly used owing to its simplicity (Zikmund, 2000). The scale was from 1 (*Strongly Disagree*) to 7 (*Strongly Agree*). The validity of this measurement scale was tested by a pretest. Finally, the third page contained

demographic questions, including gender, age, and the number of meetings organized during the last 2 years.

Questionnaire Administration

The data were collected from participants of two MPI conferences. There were more than 200 meeting planners in Dallas. The response rate was approximately 50%. Participants had the option to send their response by e-mail or fax.

Before conducting the survey, two steps were performed in order to increase reliability and validity. First, four professors at University of Nevada, Las Vegas and five meeting planners pre-tested the questionnaire for face validity. Each meeting planner has worked in the industry for over 10 years. The purpose of this pretest was to examine the scale validity. Based on the results, the questionnaire was revised.

Data Collection Procedures

There were two groups who attended the education conference at the San Francisco chapter of MPI: suppliers and meeting planners. After screening for meeting planner participants, 14 completed questionnaires were collected. The Dallas conference yielded 94 completed surveys. The total number of surveys used for data analysis was 108.

Measurement

Table 3-1 shows an overview of the measures along with their supporting literature. The determining factors of a CVB website were measured by asking meeting planners to evaluate their most recently accessed CVB website. The factors emerged

from destination marketing and Internet marketing after considering the primary roles of CVB and Internet advantages. Meeting planners' satisfaction was measured in order to estimate and manage the factors.

E-servicescape

E-servicescape is defined as a new type of electronic physical environment based in cyberspace (Koernig, 2003). Stafford (1996)'s results suggest that verbal tangible cues can positively influence service advertising effectiveness. The factual explanation complemented with visuals can enhance the expected value of customers as a CVB website promotion channel.

Following Koernig (2003), Stafford (1996), and Berry and Clark (1986), six items were developed to measure the e-servicescape management of CVB website: (1) a clear image of the destination, (2) an attractive virtual tour of the destination, (3) attractive pictures of the various objects and surroundings, (4) encouraging prospective attendees to visit the destination, (5) the facts need to know about the facilities, and (6) expressions emphasizing the unique benefits of the destination from the respective selected CVB website.

Web Community Network

The concept of web community network is often used in destination marketing. A destination marketer in particular needs to recognize the efficiency of having networks between firms. In this study, the definition of web community network is newly defined to refer to an inter-organizational community based on a network for the common goal on the web.

As Palmer and McCole (2000) argued, interdependent networking among firms is the decisive factor of destination marketing success. A CVB website can deliver useful and plentiful information related to the firm. It is possible for CVB websites to link the websites of all businesses within a tourist destination so that a visitor can easily access related facilities and services of a destination.

Hence, five items were developed to measure the web community network of a CVB website by asking participants about the level of various links regarding the following: (1) available accommodation facilities, (2) local attractions, (3) transportation companies, (4) specific communities appropriate for visitors' characteristics, and (5) available convention vendor information.

Internet Service Encounter

Internet service encounter is defined as the period of time that a customer interacts with a service provider online (Massad & Crowston, 2003). Bitner et al. (1990) identified the important elements of customer satisfaction with service encounters in the hospitality industry: (1) employee response to service delivery system failures, (2) employee response to customer needs and requests, and (3) unprompted and unsolicited employee actions. Therefore, through Internet service encounter management, the CVB website needs to deliver the customized information and interactive tools to gain loyal customers. It seems that Wang and Fesenmaier's (2006) CRM management program is theoretically based on the original service encounter concept.

Therefore, this study borrowed the appropriate items from Wang and Fesenmaier (2006) to measure Internet service encounter management. This was done by asking participants about the following: (1) the level of sending newsletters via e-mail regarding

special offers and promotions, (2) addressing meeting planners' specific needs and complaints, (3) describing loyalty programs for meeting planners, (4) offering various interactive tools, and (5) responding via e-mail to questions and comments.

Online System Quality

Online system quality refers to the quality of the information processing system itself and the information system output. DeLone and McLean (1992) suggested the difference between information system and information quality in detail. Jun et al. (2004) argued that the importance of online system quality includes the two concepts of information system quality and information quality. Yang and Fang (2004) also emphasized the importance of information system quality.

Thus, the three items selected to measure the information quality of a CVB website included the following: (1) accuracy of information, (2) currency of information, and (3) reliability of information that the website provides. The remaining three items were chosen to reflect the information system quality of a CVB website: (4) easy navigation, (5) easily understood contents, and (6) security level of the website.

Meeting Planners' Satisfaction

Meeting planners' satisfaction is defined as the general level of satisfaction a person feels regarding some experience (Keaveney & Parthasarathy, 2001). Satisfaction was also measured by a 7-point Likert Scale. Meeting planners' satisfaction was measured by five items. Keaveney and Parthasarathy (2001) suggested that satisfaction can be measured by assessing the satisfaction level of the overall CVB website: 1) contents, 2) service experience, and 3) help for performing job successfully. Chen and Wells (1999) argued the importance of service attitude. If meeting planners are really

satisfied with the service quality of a CVB website, they would feel that they could 4) refer the website to others and 5) revisit the website.

Data Analysis

The data was analyzed using the Statistical Packages for Social Sciences (SPSS) 14.0. Data analysis included descriptive statistics, exploratory data analysis, and multiple regression.

The first part was a demographic profile of respondents: gender, age, education, meeting experience, and number of meetings planned during the last two years. Second, exploratory factor analysis and reliability tests were conducted to generate the determinant dimensions of CVB website service quality. Third, multiple regression techniques were used to test the four hypotheses.

Exploratory factor analysis was conducted to generate the criteria newly developed through the literature review. The principal component method was selected to extract the main factors. Varimax rotation, which attempts to minimize the number of variables that have high loadings on a factor to make interpretation easier, was used. To identify the determining factors, the number of factors was arranged. To treat missing data, mean imputation was used after screening the data.

Regression of the resultant factor scores gave rise to standardized regression coefficients in order to analyze the four hypotheses. The explanatory power of the independent variables that can explain a dependent variable is shown in the R-square statistic. The statistical significance of each independent variable also was found through linear regression.

Table 3-1 Criteria and Measurement Items for CVB Website Service Quality

Criterion	Description of Concept	Supporting Literature
E-servicescape	A new type of electronic physical environment based in cyberspace	Koernig (2003)
Measurement items	<ul style="list-style-type: none"> ·The site creates a clear image of the destination. ·The site presents an attractive virtual tour of the destination. ·The site shows attractive pictures of the various objects and surroundings you would expect to see at the destination. ·The site attempts to encourage prospective attendees to visit the destination. ·The site explains in detail the facts you need to know about the facilities. ·The site clearly uses expressions emphasizing the unique benefits. 	Stafford (1996) Koernig (2003) Lovelock (2000) Law and Hsu (2005) Koernig (2003)
Web community network	Inter-organization community network for the common goal on the web	Palmer and McCole (2000)
Measurement items	<ul style="list-style-type: none"> ·The site includes various links to available accommodation facilities. ·The site includes various links to local attractions. ·The site includes various links to transportation companies. ·The site supports various communities to facilitate communication between website visitors. ·The site provides available convention vendor information. 	Palmer and McCole (2000) Cheng et al. (2004) Crouch and Louviere (2004) Crouch and Louviere (2004) Kandampully (2006)
Internet service encounter	The period of time that a customer interacts with a service provider online	Massad and Crowston (2003)
Measurement items	<ul style="list-style-type: none"> ·The site regularly sends you newsletters via e-mail regarding special offers and promotions. ·The site regularly addresses meeting planners' specific needs and complaints. ·The site describes loyalty programs for meeting planners. ·The site offers various interactive tools. ·The staff quickly responds via e-mail to your questions and comments. 	Wang and Fesenmaier (2006) Yuan et al. (2003) Wang and Fesenmaier (2006) Wang and Fesenmaier (2006) Massad and Crowston (2003)

Online system quality	The quality of information processing system itself and information system output	DeLone and McLean (1992)
Measurement items	<ul style="list-style-type: none"> ·The site provides accurate information. ·The site provides current information. ·The site provides reliable information. ·The site is easy to navigate. ·The contents in the site are easy to understand. ·The site makes you feel secure enough to provide personal information. 	<p>Jun et al. (2004)</p> <p>Yang and Fang (2004)</p> <p>DeLone and McLean (1992)</p> <p>Wigand (1997)</p> <p>DeLone and McLean(1992)</p> <p>Giannakoudi (1999)</p>
Meeting planners' satisfaction	The general level of satisfaction a person expresses with regard to some service experience	Keaveney and Parthasarathy (2001)
Measurement items	<ul style="list-style-type: none"> ·This site is helpful for performing your job successfully. ·Based on your experience of this website, you would like to return to this site again. ·You have confidence in referring this site to other people. ·You are satisfied with the overall CVB website contents. ·On the whole, you are satisfied with the CVB website service experience. 	<p>Chen and Wells (1999)</p> <p>Chen and Wells (1999)</p> <p>Keaveney and Parthasarathy (2001)</p> <p>Keaveney and Parthasarathy (2001)</p>

CHAPTER 4

RESULTS AND DISCUSSION

This chapter is composed of the profile of participants, industry experience of respondents and CVB website use, exploratory factor analysis, reliability test, and multiple regression.

Profile of Participants

The overall response rate including online was approximately 50% among 220 participants of the two MPI meetings. However, the final completed questionnaires totaled 108. The response rate was considered adequate for a factor analysis of 22 variables among independent variables because the minimum sample size is to have at least five times as many observations. In the case of dependent variables, there was an additional exploratory factor analysis of five variables among the dependent variables.

Descriptive statistics were used to examine demographic characteristics and the participants' experiences with the CVB website (Table 4-1). The majority of respondents ($N = 108$, 93.5%) were female. With regard to the age distribution, the highest frequency ($N = 32$, 29.6%) was 31-40 years of age; 26.9% ($N = 29$) was 41 to 50; and 22.2 % ($N = 24$) was 20 to 30. The majority of the respondents were college graduates ($N = 63$, 58.3%).

Table 4-1 Demographic Information of Respondents (*N*=108)

Characteristics	<i>n</i>	%
Gender		
Male	7	6.5
Female	101	93.50
Total	108	100.00
Age		
20-30	24	22.2
31-40	32	29.6
41-50	29	26.9
51-60	17	15.7
61-70	5	4.6
Total	107	100.00
Education		
High school graduate	2	1.9
Some college	20	18.5
College graduate	63	58.3
Post college graduate studies	23	21.3
Total	108	100.00

Industry Experience and CVB Website Use

In terms of industry experience, almost half of the meeting planners have been in the hospitality industry for more than 11 years. Almost half of the respondents (*N* = 108, 47.3%) organized annual meetings/conventions in the last two years more than 30 times. More than half of respondents (*N* = 108, 57.4%) reported that they used a CVB website more than two times per month.

Table 4-2 Industry Experience of Respondents and CVB Website Use (N=108)

Characteristics	<i>n</i>	%
Experience as meeting professional (years)		
less than 1 year	3	2.8
2-5 years	35	32.4
6-10 years	22	20.4
11-20 years	29	26.9
more than 20 years	16	14.8
Number of annual meetings/conventions organized in the last two years		
2-10	27	25.0
11-20	21	19.4
21-30	9	8.3
31-100	33	30.6
More than 100	18	16.7
The use of CVB website		
more than 4 times per month	19.4	19.4
2 to 3 times per month	38.0	38.0
less than once a month	38.0	38.0
once a year	4.6	4.6

In terms of CVB website respondents recently accessed, the Las Vegas CVB website was the highest accessed website for meeting planners ($N = 16$, 14.8%). The Chicago and San Diego CVB websites showed the same frequency ($N = 7$, 6.5%) after the Las Vegas CVB website. Various other CVB websites are shown in Table 4-3.

Table 4-3 CVB Website Participants Recently Accessed

Characteristics	<i>n</i>	%
Las Vegas	16	14.8
Chicago	7	6.5
San Diego	7	6.5
New Orleans	5	4.6
Atlanta	5	4.6

Note. Others websites included Ann Arbor, Beaumont, California, Colorado Springs, Columbus, Dallas, Davis, Denver, Detroit, Durham, Jacksonville, Kansas, Lauderdale, Long Beach, Louisville, Miami, Montreal, New York, Orlando, Philadelphia, Phoenix, Portland, Rhode Island, Salt lake city, San Francisco, San Jose, San Antonio, Santa Clara, Scottsdale, Seattle, Sonoma county, St Louis, Toronto, Tupelo, Washington DC.

Importance Scores of Determinant Factors of CVB Website Service Quality

Table 4-4 shows the average estimation ranking for each item. In terms of the estimation ratings of the individual questions, it is important to note the meaning of scores according to individual factors. First, the estimation ratings of e-servicescape management of the accessed website showed highly considering most mean values were greater than 5. Second, the average estimation value of web community network management was high except for one item (various communities for communication). Third, in terms of Internet encounter management, the mean values of three items from 3.72 to 4.41 were lower than that of the other two items. The results showed that the loyalty programs of CVB websites that meeting planners recently accessed were low estimates from a meeting planners' perspective. Fourth, the mean values of the information and system of CVB websites reflected the high estimation of meeting

planners from 5.04 to 5.61. Finally, Table 4-5 shows meeting planners' satisfaction with CVB websites. The general satisfaction level of meeting planners appears to be high.

Table 4-4 Importance Scores of Determinant Factors of CVB Website Service Quality
(*N*=108)

	Determinant Factors	<i>M</i>	<i>SD</i>
SC1	Clear image of destination	5.58	1.09
SC2	Virtual tour of destination	4.96	1.25
SC3	Pictures of various objects and surroundings	5.53	1.15
SC4	Attempt to encourage prospective attendees	5.64	0.99
SC5	Detail explanation about the facilities	5.15	1.34
SC6	Expression about benefits of destination	5.42	1.12
WN1	Various links to accommodations	5.66	1.16
WN2	Various links to local attractions	5.69	1.15
WN3	Various links to transportation companies	5.00	1.40
WN4	Various communities for communication	4.78	1.43
WN5	Provision about convention vendor information	5.04	1.26
EM1	Sending newsletters via e-mail	4.18	1.92
EM2	Addressing meeting planners' needs	4.41	1.53
EM3	Loyalty programs	3.72	1.48
EM4	Offering interactive tools	5.14	1.30
EM5	Quick response via e-mail	5.13	1.56
OS1	Accurate information	5.57	1.19
OS2	Current information	5.61	1.22
OS3	Reliable information	5.57	1.27
OS4	Easy navigation	5.26	1.41
OS5	Understandable contents	5.53	1.16
OS6	Website's security	5.04	1.49

Note. A 7-point scale from 1 (*Strongly disagree*) to 7 (*Strongly agree*) was used.

Table 4-5 Importance Scores of Meeting Planners' Satisfaction (N=108)

	Meeting Planners' Satisfaction	<i>M</i>	<i>SD</i>
MS1	Job helpfulness	5.33	1.33
MS2	Tendency to revisit site	5.64	1.33
MS3	Referring this site	5.65	1.29
MS4	Website contents satisfaction	5.53	1.39
MS5	Website service satisfaction	5.51	1.29

Note. A 7-point scale from 1 (*Strongly disagree*) to 7 (*Strongly agree*) was used.

Factor Analysis and Reliability Test

Exploratory Factor Analysis of Independent Variables

Validity refers to getting results that accurately reflect the concept being measured. This study uses exploratory factor analysis to assess the validity of multiple items. Exploratory factor analysis (EFA) is able to yield the common factors underlying indicators. The factor extraction method was the principal component method. The method used varimax rotation. Mean imputation was used to handle the missing values. Although mean imputation has some limitations, such as creating insensitive results compared to other options, it is very useful for a small sample size.

The ratio of sample size to number of items (5:1) is the accepted standard. There are different views about cut-off values for retention based on the value of factor loadings. Of 22 items, seven items (SC 5, SC6, EM 4, EM 5, SQ 6, WN 4, WN 5) were eliminated because they did not meet acceptable levels of explanation and were poorly represented in the factor solution.

In order to obtain meaningful factor rotation results, a cut-off value of 0.60 was selected. After dropping seven items, the factor analysis showed a clean factor loading pattern where each of the items loaded highly only on one factor. The range for factor

loadings was 0.72 to 0.83 for Factor 1, 0.78 to 0.82 for Factor 2, 0.71 to 0.81 for Factor 3, and 0.71 to 0.83 for Factor 4. The detailed results of the EFA are shown in Table 4-6.

Reliability Test of Independent Variables

Reliability tests help estimate the reliability between items when one factor is measured by multiple items (Cronbach, 1950). Cronbach's α is commonly used to assess the internal consistency between items (Cronbach, 1950). Cronbach's α is useful to increase the overall reliability of measured items by eliminating items that have low reliability. The general range of Cronbach's α is between 0 and 1. The higher the Cronbach's α , the better the reliability. The desirable value is higher than 0.8, but it is acceptable if between 0.6 and 0.7.

In this study, reliability α ranged from 0.86 to 0.95 and was highly acceptable. Consequently, these items provided a reliable and consistent measure of intended dimensions. The results of the reliability test are shown in Table 4-6.

Exploratory Factor Analysis of Dependent Variables

Among the five items that reflect the meeting planners' satisfaction, one item (MS3) was eliminated because it was poorly represented in the factor solution. Meeting planners' satisfaction variables are loaded into one factor. The factor analysis showed a high factor loading pattern where each item loaded highly only on one factor. The range for factor loadings was 0.90 to 0.94. The detailed results of the EFA are shown in Table 4-7.

Reliability Test of Dependent Variables

In this study, reliability alpha, which ranged from 0.85 to 0.95, was highly acceptable. Consequently, these items provided a reliable and consistent measure of

intended dimensions, and there was no need to be do further elimination. The results of the reliability test are shown in Table 4-7.

Table 4-6 Independent Factor Loadings and Reliability Test

		Rotated Score			
		Factor 1	Factor 2	Factor 3	Factor 4
Factor 1 Online System Quality					
OS1	Accurate information	.817			
OS2	Current information	.717			
OS3	Reliable information	.745			
OS4	Easy navigation	.785			
OS5	Understandable contents	.810			
Factor 2 E-Servicescape					
SC1	Clear image of destination		.721		
SC2	Virtual tour of destination		.831		
SC3	Pictures of various objects and surroundings		.688		
SC4	Attempt to encourage prospective attendees		.728		
Factor 3 Web Community Network					
WN1	Various links to accommodations			.835	
WN2	Various links to local attractions			.836	
WN3	Various links to transportation companies			.714	
Factor 4 Internet Service Encounter Management					
EM1	Sending newsletters via e-mail				.786
EM2	Addressing meeting planners' needs				.829
EM3	Loyalty programs				.810
Eigen Value		3.779	2.710	2.633	2.381
% Explained Variance		25.194	18.064	17.556	15.872
Cumulative Variance		25.195	43.258	60.814	76.685
Alpha		.862	.851	.927	.856

Table 4-7 Dependent Factor Loadings and Reliability Test

		Score
		Factor 1
Meeting Planners' Satisfaction		
MS1	Job helpfulness	.906
MS2	Tendency to revisit site	.928
MS4	Website contents satisfaction	.948
MS5	Website service satisfaction	.938
Eigen Value		3.462
% Explained Variance		86.544
Cumulative Variance		86.544
Alpha		.947

Multiple Regression Analysis

Multiple regression analysis was employed with meeting planners' satisfaction serving as the dependent variable. Four determining factors relating to meeting planners' satisfaction presented the independent variables: e-servicescape, web community network, Internet service encounter, and online system quality. After performing the exploratory factor analysis, a regression analysis was performed using the factor scores, and the results are shown in Table 4-8.

First, regarding meeting planners' satisfaction as a dependent variable, 63.0% of the variance in meeting planners' satisfaction was explained by the regression model, as indicated by the R-square of 0.630. The F ratio of 46.455 was significant at the 0.00 level, suggesting that the results of the equation have not occurred by chance. Examining the *t* statistics for the individual independent variables, e-servicescape was significant with a *t* value of 11.820 ($p < .001$). This result would suggest that the e-servicescape management

strongly affects meeting planners' satisfaction. Hypothesis 1 failed to reject. Web community network was significant with a t value of 3.040 ($p < .01$). Web community network management affects meeting planners' satisfaction. Hypothesis 2 failed to reject. Internet service encounter was not significant, with a t value of 1.315 ($p > .05$). Internet service encounter management did not affect meeting planners' satisfaction. Hypothesis 3 was rejected. Online system quality was significant with a t value of 5.928 ($p < .001$). Online system quality management also affects meeting planners' satisfaction. Hypothesis 4 failed to reject.

Table 4-8 Result of Regression Analysis: The effect of e-servicescape, web community network, Internet encounter, and online system quality on meeting planners' satisfaction

	Standardized coefficient beta	t value	p value
E-servicescape	.696	11.820	.000***
Web community network	.179	3.040	.003**
Internet service encounter	.077	1.315	.191
Online system quality	.349	5.928	.000***

Note. Dependent variable: meeting planners' satisfaction ($F = 46.455$, $p < .001$, adjusted $R^2 = 0.630$); * $p < .05$, ** $p < .01$, *** $p < .001$.

This study analyzed the relationship between each independent variable (e-servicescape, web community network, Internet service encounter, and online system quality) and dependent variable (meeting planners' satisfaction) through liner regression by using factor-score. The results were summarized in the above OLS result table.

The OLS regression results show that the relationship between e-servicescape, web community network, online system quality, and overall satisfaction of meeting

planners is statistically significant and positive. However, Internet service encounter management is not statistically significant.

Discussion of Study Results

The results of the exploratory factor analysis and reliability test indicate that the constructs were shown to be reliable and valid overall. The multi-item scales for each factor were united in one construct, and reliability scores were sufficiently high. After determining the construct's validity and reliability, multiple regression was used to test four hypotheses. The results showed that three factors strongly affected the satisfaction of meeting planners. Four major findings emerged from this study.

The first finding from Hypothesis 1 (supported) is that e-servicescape management that complements the intangibility of CVB website services was the most important element. The visualization of the destination and related facilities of CVB websites can appeal to the interests of meeting planners by using pictures and virtual tours. The result of analysis showed that this effect of e-servicescape management was an important factor influencing meeting planners' satisfaction.

The second finding, from Hypothesis 2 (supported), is that the web community network management also strongly influenced the estimation of meeting planners' service quality. The primary role of a CVB website is to deliver the necessary information about destination. Useful links to accommodations, local attractions, and transportation companies can be very helpful for meeting planners who manage their meetings and conventions.

The third finding, from Hypothesis 3 (not supported), is that Internet service encounter management of CVB websites did not strongly influence meeting planners' satisfaction. Although the customized Internet service encounter management was important in building strong relationships with meeting planners, most CVB websites should limit sending newsletters via e-mail, addressing meeting planners' specific needs, and designing loyalty programs for meeting planners. It is likely that meeting planners would not expect a CVB website to provide such services.

The fourth finding, from Hypothesis 4 (supported), is that online system quality management of CVB websites appeared to be very important for meeting planners' satisfaction. When the information of CVB websites was accurate, current, and reliable, meeting planners were satisfied with such information quality. Easy navigation and understandable content led to more efficient CVB websites from the perspective of meeting planners.

Taken together, these findings show that e-servicescape, online system quality, and web community network are important determinants in evaluating CVB website service quality. The findings also show that these determinants have significant and positive implications for CVB performance, that is, to enhance the satisfaction level of meeting planners, these determinants should be considered of the utmost strategic importance and priority.

CHAPTER 5

CONCLUSIONS AND RECOMMENDATIONS

Discussion and Implications

This study examined determining factors of a CVB website from the perspective of meeting planners. Most studies on online service quality identified the dominant factors based on the well-known SERVQUAL model. A few studies explored the unique factors appropriate for the specific business environment.

Considering the characteristics of CVB websites are different from other business websites, this study introduced unique determining factors applied from destination marketing and Internet marketing. Because three determining factors among the four proposed strongly influenced the satisfaction of meeting planners, results were quite acceptable.

The findings from this study provide guidelines for a CVB website service quality evaluation, and have several strategic implications for the effective management of CVB websites. First, it can be said that a CVB website should appreciate the strategic importance of the effects of virtual tours and pictures showing a clear destination image. Because meeting planners must consider the potential attendees' reactions to the attractiveness of the destination, CVB websites need to make use of e-servicescape efficiently to show the attractive destination.

Second, a well-managed web community network allows meeting planners to have various choices. If there are accommodations, local attractions, and transportation companies appropriate for meeting planners' tastes, their satisfaction may greatly increase. Therefore CVB websites should establish and maintain plentiful and useful links with community networks.

Third, as Internet service encounter management of a CVB website did not seem important for meeting planners' satisfaction, CVB websites should consider delivering the other destination information services other than providing customized information and interactive methods to meeting planners. It is likely that meeting planners might prefer personal telephone contact to e-mail. However, there is a possibility that demands and needs of meeting planners of a CVB website are changing due to the advance of Internet technology. CVB websites need to monitor the changing pattern of meeting planners' demands.

Fourth, CVB websites managers need to realize the importance of information quality and information system quality simultaneously. The online system quality supporting easy navigation and understandable content was considered important in evaluating a CVB website service. Although prior research mainly mention the importance of information quality such as reliability, currency, and accuracy, it is also important that a CVB website treat online system quality equally.

Overall, this study helps in charting out a future strategic orientation for CVB website service quality evaluation and management. In developing quality management strategy, CVB managers can focus on the critical determinants (e-servicescape, web community network, and online system quality) proposed and empirically supported by

this study. The results will be increased effectiveness of their strategy and the satisfaction of their customers, including meeting planners.

This study differs from previous research. First, the model was composed of specific and unique dimensions of CVB websites from meeting planners' perspectives. Because meeting planners play an important role in selecting a destination, the appropriate dimensions that reflect the demands of meeting planners should be dealt with. This study tried to do that and had satisfactory results.

Second, this study adopted an eclectic approach. Four critical determinants (e-servicescape, web community network, Internet service encounter, and online system quality) were derived from destination and Internet marketing areas, which was different from the traditional approach. As a result, the model proposed in this study serves as a novel and complementary tool for analyzing the critical dimensions of CVB website service quality. By combining the dimensions from the traditional approach, we have a more complete model.

Limitations

There are four limitations in the data collection process. First, demographic information of respondents showed that the majority of respondents (93.5%) were female. According to an MPI member survey, 75% represented female meeting planner members, whereas 25% of the meeting planners were male (as cited in Ha & Love, 2005, p 51). Due to the limited number of male respondents, the sample may not be a representative sample of all meeting planners. This limits the generalizability of the results of this study

because demographic variables are often significantly associated with attitudes about the web and web behaviors.

Second, there are three types of meeting planners: association meeting planners, corporate meeting planners, and independent planners in MPI. There could be differences in attributes between them, such as demanding information types, motivation for visiting CVB websites, criteria for evaluating service quality, and so forth. Statistical analysis did not take these differences into consideration. As a result, the results are difficult to generalize.

Third, the survey submission process was performed through convenience sampling in two separated areas (San Francisco and Dallas). Although the convenience sampling has some advantages of data collection relative to time and money, the results also could be biased according to the characteristics of participants.

Fourth, the sample size was too small to have valid and reliable explanatory power. In the case of factor analysis, the 22 variables used met the minimum sample size (five times the number of variables). The more acceptable and generalized results need to have a ten-to-one ratio in number of respondents. The interpretation of the results should be handled cautiously.

Recommendations for Further Study

This study implemented an exploratory study about the determining factors of CVB website service quality from the viewpoint of meeting planners. The key constructs were applied from destination marketing and Internet marketing. Their explanatory power in the CVB industry and their applicability to another industry should be tested in

replication studies. Because the scales used in this study were newly designed, these scales should be tested to determine if they measure exactly the dimensions of a CVB website service quality.

Considering the primary roles of a CVB website, future study needs to be performed from the perspective of common website users. Because the CVB website service quality that the leisure market expects will be different from that of meeting planners, the determinants of a CVB website service quality derived from the perspective of meeting planners may not be valid to all users. Comparing the results may give new insights into the perceived quality of a CVB website service.

Additional study is needed to identify the combined effects of online and offline service quality on meeting planners' satisfaction. Most service processes that begin online are completed by offline fulfillment. The offline service dimensions need to be added in order to build a long-term relationship with meeting planners. If website users' expectation is not fulfilled at the destination, the gap between anticipated service and actual service could lead to disappointing visitors. The research on the gap analysis and its consequence will be an interesting topic to pursue.

APPENDIX

SURVEY QUESTIONNAIRE

Dear Meeting Professional:

I am Min Sook Kim, a graduate student in hotel administration of University of Nevada, Las Vegas. My thesis identifies determinant factors of satisfaction from the perspective of meeting planners on a convention and visitors bureau (CVB) website. You are being asked to participate in this study, because you are meeting planner. Your general thoughts about CVB websites are required. Your participation would be valuable to my study.

This questionnaire will take approximately 10 minutes of your time. Your participation in the study is voluntary. You will be asked to complete some survey questions about a CVB website, in addition to some personal demographic questions. Consent for use of your response is implied when you submit your survey.

There may not be direct benefits to you as a participant in this study. However, we hope you will learn the critical factors of a CVB website. After you participate in this study, we will share the results with you. You will help in developing an effective CVB website by joining this survey and sharing the results.

This survey is anonymous. You may refuse or stop participating at any time during the research. You will not be able to withdraw from this study once you have submitted the questionnaire, as I will be unable to identify which questionnaire is yours. All records will be stored in a locked facility at UNLV for at least 3 years after completion of the study. After which time the information gathered will be destroyed.

For questions, complaints or comments regarding the rights of research subjects, you may contact the UNLV Office for the Protection of Research Subjects at (702) 895-2794. If you have any questions, you can feel free to contact Principal Investigator—Curtis Love (702) 895-3334(curtis.love@unlv.edu) or Student Investigator—Min Sook Kim (702) 768-2391(hello351@hanmail.net).

Thank you for your time and consideration. Your participation is greatly appreciated.

Sincerely,

Min Sook Kim

CVB Web site Questionnaire

Please specify the CVB Web site that you have Most Recently Accessed to assist you in your convention/meeting planning.

Name of the CVB Web site _____

Please evaluate this CVB Web site and circle the number that best reflects your opinion (*If there is any item that you can not specifically evaluate, please use the "Don't Know" option*).

Strongly Disagree	Disagree	Somewhat Disagree	Neutral	Somewhat Agree	Agree	Strongly Agree	
1	2	3	4	5	6	7	Don't Know

1) The site creates a clear image of the destination.

1	2	3	4	5	6	7	Don't Know
---	---	---	---	---	---	---	------------

2) The site presents an attractive virtual tour of the destination (e.g., 3-D visuals).

1	2	3	4	5	6	7	Don't Know
---	---	---	---	---	---	---	------------

3) The site shows attractive pictures of the various objects and surroundings you would expect to see at the destination.

1	2	3	4	5	6	7	Don't Know
---	---	---	---	---	---	---	------------

4) The site attempts to encourage prospective attendees to visit the destination.

1	2	3	4	5	6	7	Don't Know
---	---	---	---	---	---	---	------------

5) The site explains in detail the facts you need to know about the facilities (e.g., meeting space).

1	2	3	4	5	6	7	Don't Know
---	---	---	---	---	---	---	------------

6) The site clearly uses expressions emphasizing the unique benefits of the destination.

1	2	3	4	5	6	7	Don't Know
---	---	---	---	---	---	---	------------

Strongly Disagree	Disagree	Somewhat Disagree	Neutral	Somewhat Agree	Agree	Strongly Agree	
1	2	3	4	5	6	7	Don't Know
7) The site regularly sends you newsletters via e-mail regarding special offers and promotions.							
1	2	3	4	5	6	7	Don't Know
8) The site regularly addresses meeting planners' specific needs and complaints.							
1	2	3	4	5	6	7	Don't Know
9) The site describes loyalty programs for meeting planners (e.g., incentive programs).							
1	2	3	4	5	6	7	Don't Know
10) The site offers various interactive tools (e.g., feedback, frequently asked questions, and requests for proposals).							
1	2	3	4	5	6	7	Don't Know
11) The staff quickly responds via e-mail to your questions and comments.							
1	2	3	4	5	6	7	Don't Know
12) The site provides accurate information.							
1	2	3	4	5	6	7	Don't Know
13) The site provides current information.							
1	2	3	4	5	6	7	Don't Know
14) The site provides reliable information.							
1	2	3	4	5	6	7	Don't Know
15) The site is easy to navigate.							
1	2	3	4	5	6	7	Don't Know

Strongly Disagree	Disagree	Somewhat Disagree	Neutral	Somewhat Agree	Agree	Strongly Agree	
1	2	3	4	5	6	7	Don't Know

16) The contents in the site are easy to understand.

1	2	3	4	5	6	7	Don't Know
---	---	---	---	---	---	---	------------

17) The site makes you feel secure enough to provide personal information (e.g., contact information).

1	2	3	4	5	6	7	Don't Know
---	---	---	---	---	---	---	------------

18) The site includes various links to available accommodation facilities (e.g., hotels).

1	2	3	4	5	6	7	Don't Know
---	---	---	---	---	---	---	------------

19) The site includes various links to local attractions (e.g., shopping, sightseeing, recreation, and entertainment).

1	2	3	4	5	6	7	Don't Know
---	---	---	---	---	---	---	------------

20) The site includes various links to transportation companies (e.g., airports, taxi, and bus).

1	2	3	4	5	6	7	Don't Know
---	---	---	---	---	---	---	------------

21) The site supports various communities to facilitate communication between website visitors (e.g., meeting planners, suppliers, leisure travelers, and website visitors).

1	2	3	4	5	6	7	Don't Know
---	---	---	---	---	---	---	------------

22) The site provides available convention vendor (suppliers) information.

1	2	3	4	5	6	7	Don't Know
---	---	---	---	---	---	---	------------

23) This site is helpful for performing your job successfully.

1	2	3	4	5	6	7	Don't Know
---	---	---	---	---	---	---	------------

24) Based on your experience of this website, you would like to return to this site again.

1	2	3	4	5	6	7
---	---	---	---	---	---	---

Don't Know

25) You have confidence in referring this site to other people.

1	2	3	4	5	6	7
---	---	---	---	---	---	---

Don't Know

26) You are satisfied with the overall CVB website contents.

1	2	3	4	5	6	7
---	---	---	---	---	---	---

Don't Know

27) On the whole, you are satisfied with the CVB website service experience.

1	2	3	4	5	6	7
---	---	---	---	---	---	---

Don't Know

Background Information

1. Gender: _____ Male _____ Female

2. Age category: _____ 20-30 _____ 31-40 _____ 41-50
 _____ 51-60 _____ 61-70 _____ 71 or older

3. What is the highest grade or year of school you have ever attended, even if you did not complete that grade or year? (Circle one)

- 1) Some high school
- 2) High school graduate
- 3) Some college
- 4) College graduate
- 5) Post-college graduate studies

4. How long have you been a meeting planner? _____

5. The number of meetings/conventions you organized in the past 2 years?

6. How often do you visit CVB websites? (Circle one)

- 1) More than 4 times per month
- 2) 2 to 3 times per month
- 3) Less than once a month
- 4) Once a year
- 5) Never
- 6) Other: _____

7. Additional comments about CVB
websites _____

Thank you for participating in this survey.

Min Sook Kim
University of Nevada, Las Vegas

BIBLIOGRAPHY

- Baker, J., Berry, L., & Parasuraman, A. (1988). The marketing impact of branch facility design. *Journal of Retail Banking*, 10(2), 33-42.
- Berry, L. (1995). *On great services: A framework for action*, New York, NY: Free Press.
- Berry, L. L., & Clark, T. (1986, October-December). Four ways to make services more tangible. *Business*, 53-55.
- Bitner, M. (1992). Servicescapes: The impact of physical surroundings on customers and employees. *Journal of Marketing*, 56(2), 57-71.
- Buhalis, D. (1998). Strategic use of information technologies in the tourism industry. *Tourism Management*, 19(5), 409-421.
- Cai, S., & Jun, M. (2003). Internet users' perceptions of online service quality: A comparison of online buyers and information searchers. *Managing Service Quality*, 13(6), 504-519.
- Chaffey, D. (2000). Achieving Internet marketing success. *The Marketing Review*, 1(1), 35-59.
- Chen, Q., & Wells, W. D. (1999). Attitude toward the site. *Journal of Advertising Research*, 39(5), 27-37.
- Cheng, P., Choi, C. J. Chen, S., Eldomiaty, T. I. & Millar, C. C. J. M. (2004). Knowledge repositories in knowledge cities: Institutions, conventions and knowledge subnetworks. *Journal of Knowledge Management*, 8(5), 96-106.
- Collier, D. A., & Meyer, S. M. (1998). A service positioning matrix. *International Journal of Operations & Production Management*, 18(12), 1223-1244.
- Convention Industry Council. (2006). Glossary of Terms. Retrieved November 14, 2006, from <http://www.conventionindustry.org/glossary/main.asp>
- Cronbach, L. J. (1950). Statistical methods for multi-score tests. *Journal of Clinical Psychology*, 6(1), 21-26.
- Crouch, G., & Louviere, J. J. (2004). The determinants of convention site selection: A logistic choice model from experimental data. *Journal of Travel Research*, 43(2), 118-130.

- Davidow, W. H., & Malone, M. S. (1992). *The virtual corporation*, New York, NY: HarperCollins.
- DeLone, W. H., & McLean, E. R. (1992). Information system success: The quest for the dependent variable. *Information System Research*, 3(1), 60-95.
- Destination Marketing Association International. (2006a). About DMAI. Retrieved November 7, 2006, from <http://www.destinationmarketing.org/page.asp?pid=105>
- Destination Marketing Association International. (2006b). About DMAI. Retrieved November 13, 2006, from <http://www.destinationmarketing.org/page.asp?pid=20>
- Destination Marketing Association International. (2006c). About DMAI. Retrieved November 13, 2006, from http://www.destinationmarketing.org/Resource_Center/resource_content_view.asp?Act=VIEW&mResource_ID=10&mContent_ID=131
- Employment Development Department. (2002). California Occupational Guide Number 553. *Professional and Managerial* Retrieved November 14, 2006, from <http://www.calmis.ca.gov/file/occguide/MeetPlan.HTM>
- Gartrell, R. B. (1992). Convention and visitor bureaux: Current issues in management and marketing. *Journal of Travel & Tourism Marketing*, 1(2), 71-78.
- Giannakoudi, S. (1999). Information and communications technology law. *Internet Banking: The Digital Voyage of Banking and Money in Cyberspace*, 8(6), 205-243.
- Ha, M., & Love, C. (2005). Exploring content and design factors associated with convention and visitors bureau web site development: An analysis of recognition by meeting managers. *Journal of Convention & Event Tourism*, 7(1), 43-59.
- Hendrickson, A. R., & Collins, M. R. (1996). An assessment of structure and causation of its usage. *The Database for Advances in Information Systems*, 27(3), 1-67.
- Jaworski, B. J., & Kohli, A. K. (1993). Market orientation: Antecedents and consequences. *Journal of Marketing*, 57(3), 53-70.
- Jun, M., Yang, Z., & Kim, D. (2004). Customers' perceptions of online retailing service quality and their satisfaction. *International Journal of Quality & Reliability Management*, 21(8), 817-840.

- Kandampully, J. (2006). The new customer-centered business model for the hospitality industry. *International Journal of Contemporary Hospitality Management*, 18(3), 173-187.
- Keaveney, S. M., & Parthasarathy, M. (2001). Customer switching behavior in online services: An exploratory study of the role of selected attitudinal, behavioral, and demographic factors. *Journal of the Academy of Marketing Science*, 29(4), 374-390.
- Kaynama, S. A., & Black, C. I. (2000). A proposal to access the service quality of online travel agencies: An exploratory study. *Journal of Professional Service Marketing*, 21(1), 63-88.
- Koernig, S. K. (2003). E-scapes: The electronic physical environment and service tangibility. *Psychology & Marketing*, 20(2), 151-167.
- Kotler, P., Bowen, J., & Makens, J. (1996). *Marketing for Hospitality and Tourism*, Englewood Cliffs, NJ: Prentice-Hall.
- Law, R., & Hsu, C. H. C. (2005). Customers' perceptions on the importance of hotel web site dimensions and attributes. *International Journal of Contemporary Hospitality Management*, 17(6), 493-503.
- Lee, M. J., & Back, K. J. (2005). A review of economic value drivers in convention and meeting management research. *International Journal of Contemporary Hospitality Management*, 17(5), 409-420.
- Lee, S., & Hiemstra, S. L. (2001). Meeting planners' perceptions of relationship quality. *Journal of Hospitality & Tourism Research*, 25(2), 132-146.
- Liu, C., & Arnett, K. P. (2000). Exploring the factors associated with web site success in the context of electronic commerce. *Information & Management*, 13(1), 23-33.
- Massad, N., & Crowston, K. (2003). *Using the service encounter model to enhance our understanding of business to consumer transactions in an e-environment*. Proceedings from Bled eCommerce Conference eTransformation, Bled, Slovenia.
- Meeting Professionals International. (2006). About MPI. Retrieved November 7, 2006, from <http://www.mpiweb.org/CMS/mpweb/mpicontentadv.aspx?id=2364>
- Mohr, L. A., & Bitner, M. J. (1995). The role of employee effort in satisfaction with service transactions. *Journal of Business Research*, 32(3), 239-252.
- Nalebuff, B. J., & Brandenburger, A. M. (1997). Coopetition: Competitive and cooperative business strategies for the digital economy. *Strategy and Leadership*, 25(6), 28-35.

- Palmer, A., & McCole, P. (2000). The role of electronic commerce in creating virtual tourism destination marketing organizations. *International Journal of Contemporary Hospitality*, 12(3), 198-204.
- Parasuraman, A., Zeithaml, V. A., & Berry, L. L. (1985). A conceptual model of service quality and its implications for future research. *Journal of Marketing*, 49(4), 41-50.
- Parasuraman, A., Zeithaml, V. A., & Berry, L. L. (1988). SERVQUAL: A multiple-item scale for measuring consumer perceptions of service quality. *Journal of Retailing*, 64(1), 12-40.
- Pollack, A. (1995). The impact of information technology on destination marketing. *EIU Travel and Tourism Analyst*, 3, 66-83.
- Stafford, M. R. (1996). Tangibility in services advertising: An investigation of verbal versus visual cues. *Journal of Advertising*, 25(3), 13-28.
- Swanson, E. B. (1974). Management information systems: Appreciation and involvement. *Management Science*, 21(2), 178-188.
- Sweeney, F. C., & Lapp, W. (2004). Critical service quality encounters on the Web: An exploratory study. *Journal of Services Marketing*, 18(4), 276-289.
- Van Riel, A. C. R., Liljander, V., & Jurriens, P. (2001). Exploring consumer evaluations of e-services: A portal site. *International Journal of Service Industry Management*, 12(4), 359-377.
- Wang, Y., & Fesenmaier, D. R. (2006). Identifying the success factors of Web-based marketing strategy: An investigation of convention and visitors bureaus in the United States. *Journal of Travel Research*, 44(3), 239-249.
- Wigand, R. T. (1997). Electronic commerce: Definition, theory, and context. *The Information Society*, 13(1), 1-16.
- Williams, A. P., & Palmer, A. (1999). Tourism destination brands and electronic commerce: Towards synergy?. *Journal of Vacation Marketing*, 5(3), 263-275.
- Williams, R., & Dargel, M. (2004). From servicescape to "cyberscape." *Marketing Intelligence & Planning*, 22(3), 310-320.
- Wymbs, C. (2000). How e-commerce is transforming and internationalizing service industries. *Journal of Services Marketing*, 14(6), 463-478.

- Yang, Z., & Fang, X. (2004). Online service quality dimensions and their relationship with satisfaction. *International Journal of Service Industry Management*, 15(3), 302-326.
- Yoo, B., & Donthu, N. (2001). Developing a scale to measure the perceived quality of Internet shopping sites (SITEQUAL). *Quarterly Journal of Electronic Commerce*, 2(1), 31-47.
- Yuan, Y., & Fesenmaier, D. R. (2000). Preparing for the new economy: The use of Internet technology by American convention and visitors bureaus. *Information Technology and Tourism*, 3(2), 71-86.
- Yuan, Y., Gretzel, U., & Fesenmaier, D. R. (2003). Managing innovation: The use of Internet technology by American convention and visitors bureaus. *Journal of Travel Research*, 41(3), 240-256.
- Zeithamal, V. A., Parasuraman, A., & Malhotra, A. (2000). *A conceptual framework for understanding e-service quality: Implications for future research and managerial practices* (00-115). Cambridge, MA: Marketing Science Institute.
- Zikmund, W. (2000). *Business research method* (6th ed.). Chicago, IL: The Dryden Press.

VITA

Graduate College
University of Nevada, Las Vegas

Min Sook Kim

Local Address:

10000 South Maryland Pkwy #2124
Las Vegas NV 89183

Home Address:

544-32, 16-3, Gyejung-1Dong, Saha-Gu,
Busan, South Korea 604-081

Degree:

Ph.D. in International Business and Economics (Dissertation: *Internet Marketing Strategy and Performance of Korean Service Firms*), Graduate School, Pusan National University, Korea (Mar. 2002-Feb. 2005)

Master of International Business and Economics (Thesis: *The Perceived Cost Analysis of the Foreign Direct Investment in Korean Service Industry*), Graduate School, Pusan National University, Korea (Mar. 1997-Feb. 1999)

Thesis Title: Analysis of Determinant Factors of a Convention and Visitors Bureau Website Service quality: Perspectives of Meeting Planners

Theses Examination Committee:

Chairperson, Dr. Curtis Love, Ph. D.

Committee Member, Dr. Seyhmus Baloglu, Ph. D.

Committee Member, Dr. Tyra Hilliard, Ph. D.

Graduate Faculty Representative, Dr. Angeline Grace Close, Ph. D.