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MEASURING THE VALUE OF INTERNAL CORPORATE EVENTS FROM ATTENDEES' PERSPECTIVE: MULTIDIMENSIONAL SCALE DEVELOPMENT

Inna Soifer
University of Mississippi

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MEASURING THE VALUE OF INTERNAL CORPORATE EVENTS FROM ATTENDEES'

PERSPECTIVE: MULTIDIMENSIONAL SCALE DEVELOPMENT

A Dissertation

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INNA SOIFER

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ABSTRACT

Purpose – Business events is a trillion-dollar sector of the meetings and events industry that supports millions of jobs. Despite the social and economic impact of the meetings, expositions, events, and conventions, only a few studies have examined perceived value in the business events context. This study addresses this research gap by developing a multi-item, multidimensional scale assessing attendee perception of corporate event value.

Design/methodology/approach – This study utilized a mixed-method approach and followed widely accepted psychometric scale development procedures. The scale was developed using a multistep process: item generation, expert review, development sample 1 of 506 respondents via Qualtrics Online Panel, item purification, development sample 2 of 210 respondents via Qualtrics Online Panel, and scale finalization. Its dimensionality, reliability, and validity were assessed using exploratory factor analysis and confirmatory factor analysis.

Findings – The results demonstrated that four distinct dimensions of corporate value exist and are related to 18 variables measuring the perceived value of an internal corporate event.

Originality – This study is the first attempt to develop a reliable and valid scale that assesses attendee perception of corporate event value.

Practical implications – This study offers meeting and event planners a parsimonious instrument to measure corporate event value that may assist in assessment, communication with stakeholders, and negotiations.

DEDICATION

This dissertation is dedicated to the memory of my mother, who taught me the importance of education. Mom, I wish you were here to celebrate my success.

My most profound appreciation goes to my committee co-chair and mentor, Dr. Eun-Kyong (Cindy) Choi, who opened my world to new possibilities. Also, I would like to express my gratitude to another co-chair, Dr. James Taylor, and committee members, Dr. Hyun-Woo (David) Joung and Dr. Barry Babin, for their valuable time and input.

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My fellow doctoral students, thank you for your collegiality. It was a pleasure and an honor to share this journey with you. Olena Ciftci, your brilliance, positivity, and encouragement brightened my days.

Dad and Sis, thank you for giving me the strength to make it to the finish line.

Finally, this dissertation would not have been possible without my husband's wisdom, patience, and endless faith in me. Steve, thank you for lighting the way. My love for you can never be quantified.

LIST OF ABBREVIATIONS AND SYMBOLS

AVE	Average variance extracted
CEXPVALS	Cognitive, hedonic, social, and ethical values scale
CFA	Confirmatory factor analysis
CFI	Comparative fit index
COVID	Coronavirus disease
CR	Composite reliability
EIC	Events Industry Council
EVS	Experiential value scale
GLOVAL	The perceived value of a tourism package scale
IRB	Institutional Review Board
MEEC	Meetings, expositions, events, and conventions
MICE	Meetings, incentives, conferences, and exhibitions
PCA	Principal component analysis
PERVAL	Perceived value scale
RMSEA	Root-mean-square error of approximation
SD	Standard deviation
SRMR	Standardized root-mean-square residual
TCV	Theory of consumption values

ACKNOWLEDGMENTS

LIST OF TABLES

LIST OF FIGURES

TABLE OF CONTENTS

CHAPTER I

INTRODUCTION

According to the study commissioned by the Events Industry Council (EIC), a non-profit umbrella organization for the meetings and events industry, business events generated over one trillion dollars of direct spending and supported 26 million jobs globally in 2017 (Events Industry Council, n.d.-a). Based on a total GDP, the global events industry is as large as the thirteenth largest global economy (Events Industry Council, n.d.-a). Business events play a vital role in fostering innovation, knowledge creation, and networking and contribute to the hospitality industry due to a symbiotic relationship with travel, lodging, catering, and transportation (Business Events Council of Australia, n.d.). Despite the disruptive impact on the meetings and events industry brought by the COVID-19 pandemic of 2020, the business events sector is expected to recover by the end of 2021 – the beginning of 2022, following vaccine distribution, economic growth, and increased confidence to attend events (Givner, 2021).

Corporate meetings and events are part of the business events domain (Getz & Page, 2016). This study focuses on internal corporate events, activities organized by a company for its employees with business, educational, celebration, or recognition purposes (Berger, n.d; Oltarzhevskyi, 2019). A company can organize internal corporate events in-person (award ceremony, gala dinner, holiday party, leadership retreat, presentation, sales conference, seminar, session, team building, training, workshop) or online (video conference, webinar)

(Oltarzhevskyi, 2019; Silvers, 2012). One of the challenges facing meeting and event planners during the post-pandemic rebound is an increased focus on corporate events' return on investment (Givner, 2021). A meeting planner will have to demonstrate the value of corporate events to decision-makers and stakeholders. Moreover, studying value generation at corporate events is vital for increasing their efficiency and improving the attendee experience. Drs. John and Julie Gottman, prominent American psychological researchers, said that "assessment adds credibility" (Gottman & Gottman, 2021). Therefore, providing attendees with a measurement instrument to assess the corporate event value may positively affect their perception of organizers' professionalism and event eminence.

Perceived value is a subjective construct crucial for the marketing field and has attracted hospitality researchers' attention in recent years (Al-Sabbahy *et al.*, 2004; Sánchez *et al*., 2006; Sparks *et al.*, 2008). In the service context, perceived value is viewed as a multidimensional construct and an antecedent of customer satisfaction (Mayr & Zins, 2012; Sparks *et al*., 2008; Williams & Soutar, 2009) and intention to recommend and re-patronage a hospitality outlet (Al-Sabbahy *et al.*, 2004).

Although numerous instruments have been created to measure perceived value in the academic marketing literature, no study to date has applied these measurements to understand how corporate event attendees experience planned events and their outcomes. Therefore, this study aims to develop a theoretically based measurement model to assess perceived value in the context of corporate events. Specifically, existing value scales and qualitative studies conducted among corporate event attendees will provide data to conceptualize the perceived value construct.

2

Statement of the Problem

Perceived value is a well-established area in the business and hospitality literature. Several scales exist to measure consumption value (e.g., Mathwick *et al*., 2001; Sánchez *et al.*, 2006; Sweeney & Soutar, 2001). However, it is still unclear how perceived value manifests in the corporate events settings. Corporate events have several characteristics that set them apart from other event types, such as the organization's commitment to cover all costs related to attendees' travel, accommodation, and catering. Moreover, attendance at corporate events is often mandatory, whereas attendance at other business events is voluntary. Therefore, existing dimensions of perceived value such as "economic value" suggested by previous scales (Mathwick *et al*., 2001) do not apply in the corporate event settings. Additionally, there may be different dimensions that the existing scales cannot measure, such as network effect (also referred to as network externality). Following the calls for developing standardized measures for the meetings, expositions, events, and conventions (MEEC) industry (Getz, 2008; Mitchell *et al*., 2016), this study provides an instrument for measuring corporate event value, thus enhancing the understanding of attendees' experience at corporate events.

Purpose of the Study

This study aims to develop a multi-item, multidimensional scale assessing attendee perception of corporate event value. Building on previous research on value creation in the business events context (Foley *et al.*, 2014; Mitchell *et al.*, 2016), this study addresses several research questions, as follows:

1) What value is created for individuals attending a corporate event?

2) Are there any unique dimensions of attendee perceived value of corporate events compared to other types of business events?

3) Is there a difference between the value created for in-person corporate event attendees versus the value created for online corporate event attendees?

The specific objectives are:

1) to create a reliable and valid corporate event value scale,

2) to uncover underlying dimensions of perceived value in the corporate event context,

3) to investigate the role of network effect in the value creation of corporate events,

4) to explore the difference in value creation of online versus in-person events.

Significance of the Study

This study has significance for both academic researchers and event practitioners. First, as the first attempt to develop a reliable and valid scale that assesses attendee perception of corporate event value, future research could use the instrument as an ascendent of satisfaction and loyalty in the business events context. Second, the study has investigated unique dimensions related to corporate event value due to its characteristics, such as organizations covering the costs incurred by attendees and the attendees' low discretion in deciding where to attend the event. Third, this research may provide practitioners with a greater appreciation of value assessment's complexity by applying a multidimensional approach to perceived value, thus encouraging a more sophisticated event design to address each value dimension. Finally, the study offers meeting and event planners a parsimonious instrument to measure corporate event value, thus assisting them in assessment, communication with stakeholders, and negotiations.

Definitions of Terms

- **Event:** An organized occasion such as a meeting, convention, exhibition, special event, gala dinner, etc. An event is often composed of several different yet related functions (Events Industry Council, n.d.-b).

- **Internal Corporate Event:** An organized occasion planned and executed by a company for its employees with business, educational, celebration, or recognition purposes in-person or online, with or without a third party's help (Berger, n.d.; Events Industry Council, n.d.-b; Getz & Page, 2016; Oltarzhevskyi, 2019).

- **MEEC Industry:** The meetings, expositions, events, and conventions industry (Fenich & Malek, 2021).

- **Meeting:** An event where the primary activity of the participants is to attend educational and/or business sessions, participate in discussions, social functions, or attend other organized events (Events Industry Council, n.d.-c).

- **MICE Industry:** The meetings, incentives, conventions, and exhibitions industry. An internationally used term for the events industry (Events Industry Council, n.d.-c).

- **Scale:** a measurement instrument that is a collection of items combined into a composite score that intended to reveal levels of theoretical variables not readily observable by direct means (DeVellis, 2016).

CHAPTER II

REVIEW OF LITERATURE

Corporate Events

Event studies is an academic field that creates a theoretical foundation and generates

knowledge about planned events (Getz & Page, 2016). There are several typologies of planned

events based on the purpose of the event (Goldblatt, 2013; Silvers, 2012), a form of the event

(Getz & Page, 2016), and dimensions of the event experience (Du Cros & Jolliffe, 2014;

Matthews, 2015). Although the words meetings and events are often used interchangeably, they

are not the same; in fact, "all meetings are events, but not all events are meetings" (see Figure 1;

Berger, n.d.). However, there is a common perception that events are held to celebrate,

commemorate, or raise awareness, whereas meetings serve business and educational purposes

(Berger, n.d.).

Events Industry Council (EIC) defines an *event* as "an organized occasion such as a

meeting, convention, exhibition, special event, gala dinner, etc. An event is often composed of

several different yet related functions" (Events Industry Council, n.d.-b). Furthermore, the EIC

defines a *meeting* as "an event where the primary activity of the participants is to attend

educational and/or business sessions, participate in discussions, social functions, or attend other

organized events. There is no exhibit component" (Events Industry Council, n.d.-c). Outside

North America, business events are often referred to as the meetings, incentives, conferences,

and exhibitions (MICE) industry (Events Industry Council, n.d.-d). An acronym adopted in the U.S. is the meetings, expositions, events, and conventions (MEEC) industry (Fenich & Malek, 2021).

Figure 1

The Relation Between Meetings and Events
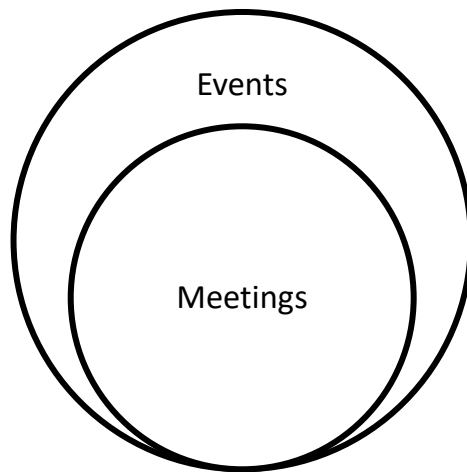
Note. Adapted from Berger (n.d.)

Corporate events commonly fall under planned events' business domain (Getz & Page, 2016), although the academic literature's specific definitions vary in their scope and focus. Getz and Page (2016, p. 65) argued that corporate events are part of the business and trade category of planned events and defined a corporate event as "any event produced by or for a corporation." Silvers (2012, p. 5) combined business and corporate events into one category, defining it as "any event that supports business objectives, including management functions, corporate communications, training, marketing, incentives, employee relations, and customer relations, scheduled alone or in conjunctions with other events." Event Manager Blog (2020a), one of the most influential meetings and events industry publications, distinguished between corporate

events and other MEEC event types due to the absence of ticket or sponsorship sales requirements. Similarly, Yodsuwan *et al.* (2021) noted unique characteristics of corporate events, such as financial commitment from the host organization to cover all costs related to the event and employees' low level of discretion in deciding whether to attend it. Another prominent attribute of corporate events is that their objectives must be aligned with the corporate mission and vision. For example, some of the corporate event objectives could be influencing customers' perception, creating team bonds, entertaining upper- and middle-management, motivating sales personnel, generating press and social media coverage, and supporting the company's marketing activities (Event Manager Blog, 2020a).

Although some authors argued that corporate events aimed at either the external (Mishra *et al.*, 1997) or internal (Yodsuwan *et al.*, 2021) audience, others suggested that such activities aimed at both external (consumers) and internal (employees) public (Mitchell *et al.*, 2016; Oltarzhevskyi, 2019; Silvers, 2012). This study focuses on internal corporate events held with business, educational, celebration, or recognition purposes in-person (award ceremony, gala dinner, holiday party, leadership retreat, presentation, sales conference, seminar, session, team building, training, workshop) or online (video conference, webinar) (Berger, n.d.; Event Manager Blog, 2020a; Oltarzhevskyi, 2019, Silvers, 2012).

Similar to the ongoing debate on whether the meetings and events industry is a standalone field or part of the advertising or travel industry (Getz & Page, 2016), different approaches to the essence of corporate events are discussed. Some researchers (Oltarzhevskyi, 2019) considered corporate events part of a company's communication channels, and others (Saget, 2006) viewed them as relationship marketing. Similarly, Event Manager Blog (2020a) argued that corporate events are, essentially, business tools that help a company deliver its brand

8

message internally or externally. Thus, corporate event planners often report to the head of marketing, public relations, or communications department (Event Manager Blog, 2020a). Other researchers and practitioners (e.g., Silvers, 2012; Yodsuwan *et al*., 2021) considered corporate events a part of a company's human resource strategy because of the focus on activities designed to educate and motivate personnel. Armbrecht *et al.* (2019) argued that event management as a discipline is enriched by a multi-disciplinary approach; thus, as a subsector of planned events, corporate events may draw from psychology, public health, economics, business administration, and other disciplines.

Despite the social and economic impact of the MEEC industry, it remains relatively under-researched, with the extant literature focusing heavily on the convention sector (Mair, 2015). For example, Draper *et al*. (2018) conducted a content analysis of 890 articles on the meetings, expositions, events, and convention sector from 2004 to 2016. It showed that only 16.5% of the articles were based on business events, compared with 76.2% of articles studying leisure/consumer events. Therefore, this study aims to address a lack of research in the business events sector (Yodsuwan *et al*., 2021) by focusing on the corporate events aimed at the internal public (employees) with business, educational, celebration, or recognition purposes and the value created for individuals attending such events. Adapting the existing definitions (Berger, n.d; Events Industry Council, n.d.-b; Getz & Page, 2016; Oltarzhevskyi, 2019), an *internal corporate event* is defined as an organized occasion planned and executed by a company for its employees with business, educational, celebration, or recognition purposes in-person or online, with or without a third party's help. Examples of internal corporate events are award ceremonies, gala dinners, holiday parties, leadership retreats, presentations, sales conferences, seminars, sessions, team building, training, workshops, video conferences, and webinars.

Corporate Events Format

The COVID-19 pandemic of 2020 has accelerated the adoption of new digital platforms for organizing meetings and events. According to Eric Yuan, the CEO of Zoom, the company has experienced rapid growth from 10 million daily meeting participants in December 2019 to 200 million daily meeting participants in March 2020 (Yuan, 2020). Similarly, Microsoft Teams has reported that the number of daily active users has increased from 75 million in April 2020 to 145 million in April 2021 (Statista, n.d.). Many companies followed the trend and pivoted to virtual events while delaying or canceling traditional, in-person formats. The hospitality industry promptly responded by providing remote solutions, such as increased bandwidth and broadcast equipment to assist corporate event planners (Swenson, 2021).

Virtual meetings have many benefits, such as reducing carbon footprint, saving time, money, and other resources for both organizers and attendees, and promoting diversity and inclusivity (Mori, 2020). Another advantage of virtual meetings is that there is no limit on the number of participants or speakers, and organizers can have a wider geographical reach, which is essential for attracting sponsors (Dooner, 2020). Raby and Madden (2021) showed that, for a virtual meeting to be effective, the organizers must adapt their processes and procedures to increase attendee engagement and enthusiasm. The evidence from the meetings and events industry suggests that professional planners have developed best practices for maximizing the advantages of virtual meetings (Event Manager Blog, 2020b).

Still, a few authors have recognized the disadvantages of virtual events. Some opportunities available at the face-to-face meetings, such as organic learning and networking, may be missing, and attendance at virtual meetings is not guaranteed; moreover, technology can

fail (Dooner, 2020). Furthermore, recent research presented evidence of fatigue associated with video conferencing and a steep learning curve for many participants unfamiliar with a particular platform or software (Fauville *et al*., 2021; Taylor *et al*., 2020). To measure the psychological effects and mechanisms of virtual meetings, Fauville *et al*. (2021) created the Zoom Exhaustion & Fatigue Scale (ZEF Scale), revealing five dimensions of fatigue: general, social, emotional, visual, and motivational, measured by 15 items. The study showed that the frequency and duration of virtual meetings contribute to a higher level of fatigue, and fatigue is associated with negative attitudes towards virtual meetings (Fauville *et al.*, 2021).

As Kelly Knowlen, executive director of sales engagement and special events at Hilton, said, "There is no replacement of the value of in-person meetings" (Swenson, 2021). Many meeting and event planners and attendees share the same sentiment; however, virtual meetings are most likely here to stay. Therefore, this study investigates the differences between the value derived from in-person versus online events from an attendee perspective.

Perceived Value

Research on value has a long tradition. Prior to the 1990s, the prevalent view on value was from a utilitarian perspective and based on a unidimensional approach (Varshneya *et al*., 2017). The definition suggested by Zeithaml (1988, p. 14), that is, "perceived value is the consumer's overall assessment of the utility of a product based on the perceptions of what is received and what is given," was widely adopted. That approach highlighted the functional value as a "tradeoff of the salient give and get components" (Zeithaml, 1988, p. 14). It is well acknowledged that the utilitarian perspective on the value construct is a salient determinant of purchase intentions and repeat purchase behavior (Chang & Wildt, 1994; Zeithaml, 1988).

11

However, the seminal work of Holbrook and Hirschman (1982) introduced a multidimensional view of value as a function of a consumption experience. Many researchers have adopted Holbrook and Hirschman's idea that a solely functional approach may be too limited when it comes to consumer perceived value (Babin *et al.*, 1994; Chahal & Kumari, 2012; Picot-Coupey *et al*., 2021; Sánchez *et al*., 2006; Sweeney & Soutar, 2001). Moreover, a multidimensional approach is considered more appropriate in the service context due to the more significant uncertainty of services than goods (Williams & Soutar, 2009). Sheth *et al.* (1991) developed the Theory of Consumption Values (TCV), proposing a framework for explaining consumer choice in various consumption situations. TCV suggested that customer choice is a function of independent consumption values: functional value, social value, emotional value, epistemic value, and conditional value that contribute differently depending on context (Sheth *et al*., 1991).

After refining and systematizing his approach to the value concept, Holbrook (1999) suggested a typology of consumer value based on eight categories of value derived from consumption experience: efficiency, excellence, status, esteem, play, aesthetic, ethics, and spirituality (p. 12) across three dimensions: extrinsic versus intrinsic value, self-oriented versus other-oriented value, and active versus reactive value (p. 9). A seminal work by Pine and Gilmore (1999) solidified the shifting notion of the source of value from commodities to products to services to experiences. The authors suggested the four realms of experience: entertainment, educational, escapist, and esthetic across two dimensions: immersion versus absorption and passive participation versus active participation (Pine & Gilmore, 1999, p. 30).

Drawing upon the typology of experiential value proposed by Holbrook (1994), Mathwick *et al.* (2001) developed an experiential value scale (EVS). The authors measured

experiential value in the retail context across four dimensions: consumer return on investment, service excellence, playfulness, and aesthetic appeal (Mathwick *et al*., 2001). The result was a scale comprised of 19 items, with two items reflecting the higher-order factor (service excellence) and the other 17 items measuring the six first-order factors (visual appeal, entertainment, escapism, enjoyment, efficiency, and economic value) (Mathwick *et al*., 2001). The EVS was calibrated on Internet shoppers and showed strong factor loading (Bearden e*t al*., 2011).

Another 19-item perceived value scale is called PERVAL (Sweeney & Soutar, 2001). It was developed based on the TCV (Sheth *et al*., 1991). The PERVAL instrument was developed for use in the retail context and measured value across four dimensions: emotional, social (enhancement of social self-concept), and functional (price/value for money and quality/performance) values (Sweeney & Soutar, 2001).

Varshneya and Das (2017) investigated the underlying dimensions of experiential value in the fashion retail context. They proposed a 16-item scale called CEXPVALS that measured experiential value across four distinct dimensions: cognitive value (quality of services, time, effort, and convenience), hedonic value (enjoyment, pleasure, and escapism), social value (status, esteem, and social approval) and ethical value (trust and privacy) (Varshneya & Das, 2017). All three scales: EVS, PERVAL, and CEXPVALS were used in this study to identify preliminary scale items (see Chapter III).

Over time, an extensive literature has been developed on the effect of perceived value on behavioral intentions. Previous studies in the broader literature suggest that customer value leads to loyalty and repurchase (Chahal & Kumari, 2012; Sánchez-Fernández & Iniesta-Bonillo,

2006), satisfaction (Chahal & Kumari, 2012; Sánchez-Fernández & Iniesta-Bonillo, 2009), and patronage intent (Mathwick *et al*., 2001). Research has also shown that if consumers perceive a product to be of higher value, they are more willing to buy the product, recommend it, and have no negative expectations regarding the product (Sweeney & Soutar, 2001). Experiential value has been shown to predict purchase intention (Varshneya & Das, 2017).

The concept of perceived value has been studied in the hospitality and tourism industry, providing conceptualization and measurement of the construct in the service context compared to product purchasing. Perceived value has been shown to have a strong effect on satisfaction and word-of-mouth in the airline context (Mayr & Zins, 2012) and affect customer intention to recommend and return behavior in the hospitality (hotels and restaurants) context (Al-Sabbahy *et al.*, 2004).

Existing Meetings and Events Scales

The multidimensional approach to value and instruments developed to measure consumption perceived value laid the foundation for researchers to adopt these measures to the hospitality and tourism context (e.g., Sparks *et al*., 2008). A scale is a "measurement instrument which is a collection of items combined into a composite score that intended to reveal levels of theoretical variables not readily observable by direct means" (DeVellis, 2016, p. 15). Thus, several scales were developed to measure perceived value in the hospitality industry context. For example, Sánchez *et al.* (2006) developed one of the most well-known instruments to measure the perceived value of a tourism product purchase. The 24-item scale called GLOVAL measured the overall perceived value across six dimensions: emotional value, social value, and functional

values of the travel agency (installations), contact personnel (professionalism), tourism package (quality), and price (Sánchez *et al*., 2006).

The review of existing value scales in the meetings and events context shows that the motivation construct has received significant attention from hospitality and tourism researchers (Gursoy *et al.*, 2014). Uysal *et al.* (1993) developed a 22-item Event (Festival) Motivations Scale 1 to measure event motivation across five factors: escape, excitement/thrills, event novelty, socialization, and family togetherness. Another instrument called Event (Festival) Motivations Scale 2 was developed by Mohr *et al.* (1993). The 22-item scale measures visitor type motivation across five factors: socialization, family/togetherness, excitement/unique, escape, and event novelty. Similar scales were developed to measure motivation for attending culinary events (Smith & Costello, 2009), cultural events (Kerstetier & Mowrer, 1998), urban festivals (Scott, 1995), art festivals (Kruger & Saayman, 2012), and sporting events (Kruger *et al.*, 2012). In the MEEC industry context, researchers developed scales measuring motivation for attending consumer travel exhibitions (Rittichainuwat & Mair, 2012) and the World Culture Expo, a mega-event (Lee *et al*., 2004).

Another stream of research related to scale development in the meetings and events context is instruments developed to measure residents' perceptions and attitudes (Gursoy *et al.*, 2014). Many studies have emphasized various dimensions of benefits when studying the perceived impact of meetings and events. For instance, Gursoy *et al.* (2004) developed the Perceived Impacts of Festivals and Special Events Scale to measure organizers' perception of event impact on local communities across four dimensions: community cohesiveness, economic benefits, social incentives, and social costs. Delamere *et al.* (2001) investigated resident attitudes toward community festivals' social impacts from the cost-benefit perspective. The resulting 47-

item instrument called Residents' Perceptions of Festival Impacts Scale 1 measuring the perceived impact across two dimensions: social benefits (community and cultural/educational benefits) and social costs (quality of life and community resource concerns) (Delamere *et al.*, 2001).

However, only a few studies have attempted to develop instruments for measuring perceived value in the hospitality and tourism context. Besides the already mentioned GLOVAL scale (Sánchez *et al*., 2006), only two other instruments measuring the perceived value construct have been published in the hospitality scales handbook (Gursoy *et al.,* 2014). Al-Sabbahy *et al.* (2004) developed an 11-item Perceived Value Scale to measure that construct across two dimensions: acquisition and transaction values. That instrument, however, was criticized in the literature (e.g., Petrick & Backman, 2004) due to the application of product-based measures (transaction and acquisition value) to measuring the perceived value of service experiences. Another instrument developed by Sparks *et al.* (2008) aimed to measure the value derived from timeshare ownership. The 30-item scale measured perceived value across eight factors: relaxation, gift, status, quality product, flexibility, fun, new experience, and financial worth.

Although there are over 200 scales in the hospitality and tourism literature (Gursoy *et al.,* 2014), the research in measuring perceived value in the meetings and events context remains limited. Moreover, no previous study has attempted to develop a parsimonious instrument to measure the perceived value construct in corporate events settings.

Perceived Value of Corporate Events

Recently, there has been increased interest from business and hospitality researchers to study value derived from business events from an attendee perspective (Kitchen, 2017; Foley *et*

al., 2014; Mitchell *et al*., 2016). This research uses the findings of two studies that aimed to understand the customer value of individuals attending networking events (Mitchell *et al*., 2016) and investigate the value of networking (Kitchen, 2017). These studies were conducted to gain an in-depth understanding of customer perceived value in the context of business events, citing a lack of qualitative research in this area (Mitchell *et al*., 2016).

Mitchell *et al*. (2016) conducted 35 in-depth interviews with attendees and event organizers. The findings showed the need to measure the following value dimensions: professional, learning, reputational, innovation, social, emotional, hedonic, and relationship values. That qualitative study provided novel insights into phenomena rarely studied in the hospitality and tourism literature and laid the groundwork for developing a measurement instrument. Therefore, this study draws on the findings by Mitchell *et al*. (2016) to identify preliminary scale dimensions and empirically test the proposition about the value created in the business events context (see Table 1). In addition, recognizing that corporate event attendees, along with trying to maximize benefits, also seeking to minimize personal and other sacrifices involved in attending the event (Smith & Colgate, 2007), the time/effort value dimension has been added (see Table 1).

Business events provide a shared social context for people to advance knowledge, sell products, and network (Foley *et al*., 2014). A network effect (also called network externality) means that each additional user of a product or service impacts its value to others. In the presence of the network effect, the value of a product or service rises according to the number of other people using it (Shapiro, 1999). Kitchen (2017) showed the importance of networking for business event attendees. That study utilized a mixed-method case study approach, using a trade show in London, UK. The findings releveled that the attendees recognized the value of

networking at business events and the need for a follow-up with established contacts after the event (Kitchen, 2017).

Table 1

Definitions of Value Dimensions in the Business Events Context

Value dimension	Definition
Professional Value	The value derived from gaining new professional contacts
Learning Value	The value derived from finding out information and practices to improve activities or solve particular issues
Reputational Value	The value derived by doing business with firms with high brand equity, which in turn reflects well on all their business partners
Innovation Value	The value derived from obtaining access to new markets and technologies; speeding products to market; pooling complementary skills; acting as a key vehicle for obtaining access to external knowledge
Social Value	The value derived from meeting with people at events to create and/or consolidate various types of relations and enhancing one's social standing, rather than creating professional connections
Emotional Value	The value derived from activation of feelings and emotions for the attendees involved
Hedonic Value	The value derived from the sensory experience of the attendee
Relationship Value	The value of knowing the person with whom you are transacting, as opposed to not knowing the person at a personal level
Time/Effort Value	The value related to personal investment (time, effort, and energy) and psychological (stress, conflict, and search) and economic costs of corporate event attendees

Note. Adapted from Smith and Colgate (2007) and Mitchell *et al.* (2016)

Moreover, Foley *et al.* (2014) showed that business events promote friendships that contribute to attendees' well-being and professional collaborations. Therefore, reputational and relationship values (Mitchell *et al*., 2016) have been included as preliminary scale dimensions.

Aside from networking, corporate events are unique in other attributes. First, attendance at different business events is voluntary, whereas attendance at corporate events is often mandatory or strongly encouraged. Second, corporate event expenses are usually covered by the employer and not the individual attending the event. Therefore, additional qualitative research is needed to conceptualize the construct (DeVellis, 2016).

In summary, given limited academic literature on perceived value in the business events context, it is apparent that a reliable and valid value scale is needed to measure the value created for individuals attending a corporate event. This goal is in line with the call for future research by Mitchell *et al*. (2016, p. 106), who noted that "in terms of further research, the challenge will be to build an instrument which measures the different types of value created within MICE events."

CHAPTER III

METHODOLOGY

Study Design

This study utilized a mixed-method approach, combining qualitative and quantitative methods. This approach aligns with the "need for an increase in qualitative methodologies, especially for construct development," as indicated by the call for future research in the hospitality industry (Line & Runyan, 2012, p. 485). Moreover, this is a theory-building endeavor instead of problem-based research still prevalent in hospitality academia (Line & Runyan, 2012).

This research followed widely accepted psychometric scale development procedures (Churchill, 1979; DeVellis, 2016; Gerbing & Anderson, 1988). A qualitative study was conducted, followed by quantitative research built on the findings from the qualitative analysis; the exploratory qualitative stage established several propositions that were tested at the quantitative phase. In total, answering the study's research questions required seven sequential steps. Completion of each phase contributed to the next step's procedure. Figure 2 illustrates the research process.

The study protocol was reviewed and approved by the University of Mississippi's Institutional Review Board (IRB; #21x-286). After the initial application, three amendments were filed to reflect the changes to the study protocol and materials after item generation and purification procedures.

Figure 2

Scale Development Process

Step 1: Specify the domain of the construct	• Literature review
Step 2: Generate an item pool	• Review of existing perceived value scales • Six semi-structured qualitative interviews with corporate meeting attendees and planners (convenience sample)
Step 3: Have an initial item pool reviewed by experts	• Item reduction based on relevancy rating by four judges (three professors and one industry expert)
Step 4: Administer items to development sample 1	• Online survey 1 administered to 506 respondents (Comrey & Lee, 2013; Nunnally, 1978) via Qualtrics
Step 5: Purify the measures	• PCA based on the development sample 1; reliability assessment (coefficient alpha; item-total correlation)
Step 6: Administer the refined items to development sample 2	• Online survey 2 administered to 210 respondents (5-10 observations per item; Hair *et al.*, 2018) via Qualtrics
Step 7: Evaluate the items and finalize the scale	• CFA based on the development sample 2; reliability assessment (coefficient alpha and composite reliability) and validity assessment (convergent, discriminant, and criterion validity)

Scale Development Procedures

Step 1: Specify the Domain of the Construct

A literature review is the recommended technique for this step (Churchill, 1979). Previous studies on perceived value demonstrated that, in the service context, it should be viewed as a multidimensional construct (Williams & Soutar, 2009) as supported by the qualitative study that explored value creation in the business events context (Mitchell *et al.*, 2016).

Step 2: Generate an Item Pool

Preliminary scale items were identified through a comprehensive literature review on perceived value, existing value scales, and qualitative studies on value creation in the business events context (Kitchen, 2017; Mitchell *et al.*, 2016). The qualitative study by Mitchell *et al.* (2016) provided a foundation for current research, identifying the value dimensions in the context of business events: professional, learning, reputational, innovation, social, emotional, hedonic, and relationship values (see Table 1 for the definitions). In addition, the time/effort value dimension was added based on the study by Smith and Colgate (2007). However, these dimensions may not be universally applied to all business events situations. They may change in the internal corporate events context. Therefore, additional qualitative research was needed to operationalize the perceived value construct fully. Moreover, combining both deductive (literature review) and inductive (the use of qualitative technics) methods is considered one of the best practices for the item generation phase (Boateng *et al.*, 2018).

Thus, semi-structured qualitative interviews with internal corporate event attendees were conducted to identify additional factors that might not have been generated from the literature review. A total of six internal corporate event attendees were invited and agreed to participate. Participants were selected by convenience sampling from four corporate event attendees and two professional conference organizers in three U.S. regions: Northeast, Southeast, and West. 50% of the respondents were male, 50% were female. The participants represented different sectors of the hospitality industry: corporate headquarters of one of the leading lodging companies, two individual hotels, a trade association, and one of the largest theme parks.

The participants were individually invited to participate in the study via email. The participants reviewed the information sheet and signed a release form electronically before the

interviews (see Appendix A). Semi-structured one-on-one interviews were conducted via

electronic means (Zoom) in May-June 2021, with an average duration of 38 minutes (*min* = 27,

max = 47, *SD* = 7.30).

The interview guide was created based on the previous research (Babin *et al*., 1994;

Mitchell *et al*., 2016). First, respondents were asked to reflect on the events they attended in the

past two years. Once the respondents specified the event types and the attendance frequency, the

interviewer focused on event evaluation. Specifically, the respondents were asked the following:

1. Can you tell me about the types of internal corporate events you usually attend?

2. How many internal corporate events do you attend weekly, monthly, or yearly?

3. Why do you attend internal corporate events?

4. What is important to you when attending an internal corporate event?

5. From your point of view, what makes an internal corporate event successful?

6. From your point of view, what makes an internal corporate event unsuccessful?

7. What benefits have you gained from attending internal corporate events?

8. What sacrifices have you made when attending internal corporate events?

9. Is there anything else we have not discussed yet that you think is essential for me to
   know about corporate events' value?

After six interviews, similar feedback was observed from interviewees. Therefore, it was

concluded that content saturation was achieved; that is, combined with the insights from the

literature review, the sample of six interviewees was sufficient for understanding the value that

internal corporate event attendees obtain from such events.

Each interview was audio-recorded and transcribed verbatim. Data were analyzed using

manual qualitative coding and following grounded theory to identify patterns in data to develop

themes and concepts that contribute to answering the research question (Saldaña, 2013). Grounded theory is a methodology that involves discovering or constructing theories and hypotheses from data collection and comparative analysis. It involves an inductive approach and is extensively used by qualitative researchers (Corbin & Strauss, 2008).

The protocol described by Saldaña (2013) was utilized for analyzing qualitative data. A code is "a word or short phrase that symbolically assigns a summative, salient, essence-capturing, and/or evocative attribute for a portion of language-based or visual data" (Saldaña, 2013, p. 3). Codes were generated from the data by the inductive approach. During the first-cycle coding, each transcript was coded according to researcher-generated constructs. During the second-cycle coding, the codes were revised and reorganized; all interviews were then integrated into a codebook. The codes were lumped into the categories that reflected the corporate value dimensions (see Table 3). Based on these findings, new statements were generated for the initial item pool.

Step 3: Have an Initial Item Pool Reviewed by Experts

Literature review generated 39 items, and interviews generated 85 items, a total of 125 items. The first amendment was filed to the IRB to reflect the items list for expert review that changed from 39 to 125 statements (see Appendix B). Two hospitality management professors and one marketing professor from a large southern university, and an expert in the meetings and events industry evaluated the items for their representativeness and clarity. Each judge received definitions of professional, learning, reputational, innovation, social, emotional, hedonic, relationship, and time/effort values (see Table 1) and was asked to match each item to provided definitions as "not at all," "neutral," "strongly." In addition, the experts were asked to provide additional comments on the clarity of the items and mark the redundant items.

All items classified as clearly representative ("strongly") and somewhat representative ("neutral") of one of the nine dimensions by three out of four judges were retained for further analysis (Hardesty & Bearden, 2004). The items marked as not representative of one of the nine dimensions or redundant by the judges were removed from the list. In all, 99 items were retained for initial scale development (see Appendix D).

Step 4: Administer Items to Development Sample 1

The first online survey was conducted for item purification and an initial examination of the scale's underlying structure. A pool of 99 value items was included in the questionnaire. The second amendment was filed to the IRB to reflect the changes to the questionnaire based on the expert review (see Appendix C). A total of 555 respondents were recruited through Qualtrics Online Panel (https://www.qualtrics.com/) in July 2021, representing a response rate of 33.7%.

Data screening procedures consisted of several steps. First, all respondents who failed either of the two attention checks were disqualified from the study. Second, respondent integrity and data quality check were performed. Responses with the evidence of speeding through a survey based on the response time (less than 2 seconds per item; Huang *et al*., 2012), straightlining based on variance calculation (zero variance), and missing data were discarded. Data were checked for extreme outliers using Mahalanobis' distance (*D*). In total, 49 responses were removed, and 506 responses were used for further item purification, reduction, and dimension identification.

The sample size was consistent with the minimum of 300 respondents recommended for a development sample (Nunnally, 1978). Furthermore, Comrey and Lee (2013) suggested that 500 respondents are a "very good" sample size for scale development. Upon completing the survey, the respondents were compensated the amount they agreed upon before entering the

study.

After reading a prompt and consenting to participate, respondents were asked to indicate their recent corporate event experiences, such as frequency of attending corporate events and their types, and the purpose and format of the recent corporate event they attended. Only U.S. residents who are at least 18 years old and have participated in an internal corporate event within the last two years were permitted to proceed with the study. The respondents rated each of the 99 items on a 5-point Likert-type scale ranging from 1 (strongly disagree), 2 (somewhat disagree), 3 (neither agree nor disagree), 4 (somewhat agree) to 5 (strongly agree), based on how well each statement completed the phrase, "Keeping in mind the most recent internal corporate event you attended." Also, various demographic questions were included in the questionnaire, such as age, gender, ethnicity, family income, education level, marital and employment status. The questionnaire contained two attention checks where respondents were asked to choose the options "strongly disagree" and "strongly agree," respectively.

Step 5: Purify the Measures

This step aimed to reduce the number of items and explore the underlying structure. First, the initial empirical analysis was performed focusing on the item descriptive statistics and whether sufficient variance exists within individual item responses, which is crucial to psychometrically sound metric scales (Hair *et al.*, 2018; Spielmann *et al*., 2018). A total of 27 items with a variance less than 1.0 were excluded from the pool of items. The remaining 72 items' means ranged from 3.13 to 4.07 (out of 5). Therefore, the items appeared worded adequately to capture a relevant range of responses rather than apparent responses leading to highly skewed results and potentially truncated data (Spielmann *et al*., 2018). The data for all 72 remaining items were normally distributed, based on skewness and kurtosis values within the

absolute value of 2.0.

A principal component analysis (PCA) with varimax orthogonal rotation commonly used at the initial stages of scale development was applied to 72 measurement items and a sample of 506 responses. All analyses were conducted in SPSS Statistics software (version 26). After the first PCA, fifteen items loaded on more than one factor and twenty-six items with low factor loadings (<0.6, Hair *et al*., 2018) were removed. Subsequently, a second PCA with varimax rotation was applied to the remaining 31 measurement items with a sample of 506 observations. Another item loaded on more than one factor and six items with low factor loadings (<0.6, Hair *et al*., 2018) were removed. A third PCA with varimax rotation was applied to the remaining 24 items with a sample of 506 observations, which resulted in removing another item loaded on more than one factor and one more item with low factor loading (<0.6, Hair *et al*., 2018). The results of the fourth PCA are presented in Chapter IV, Table 5.

Step 6: Administer the Refined Items to Development Sample 2

The second online survey was conducted for confirmation of the scale's dimensions. A pool of 22 value items was included in the questionnaire. The third amendment was filed to the IRB to reflect the changes to the questionnaire based on the expert review (see Appendix E). A total of 281 respondents were recruited through Qualtrics Online Panel in July 2021, representing a response rate of 28%. After data screening on insufficient effort responding and removing outliers, 71 responses were discarded, and 210 responses were used for the analysis. The sample size was consistent with the recommended 5-10 observations per item (Hair *et al*., 2018). The procedure was identical to Step 4 but with a reduced number of items.

After consenting to participate in the survey and qualifying to the study based on the screening (U.S. adults over 18 years old who have attended corporate events in the last two

years), respondents were asked about their recent corporate event experiences. The respondents were asked to rate each of the 22 items on a 5-point Likert-type scale ranging from 1 (strongly disagree), 2 (somewhat disagree), 3 (neither agree nor disagree), 4 (somewhat agree) to 5 (strongly agree). Additionally, the questionnaire included two attention check questions. The survey concluded with seven demographic questions.

Step 7: Evaluate the Items and Finalize the Scale

The second sample of data was assessed for fit, convergent validity, and discriminant validity (Anderson & Gerbing, 1988; Churchill, 1979; Gerbing & Anderson, 1988). Confirmatory factor analysis (CFA) was conducted on the second sample using the SPSS AMOS 26 software.

First, data for the internal corporate event value scale were submitted to two CFAs. As a result of the first CFA, three items with low factor loadings (less than 0.6; Hair *et al*., 2018) were removed. The results of the second CFA showed that χ^2 with 142 degrees of freedom was 232.58 ($p < .001$), comparative fit index (CFI) of 0.948 (above 0.93), root-mean-square error of approximation (RMSEA) of 0.055 (less than 0.07), and standardized root-mean-square residual (SRMR) of 0.066 (less than 0.08).

The goodness of fit indices satisfied recommended criterion to establish an acceptable fit of the measurement model to observed values (Hair *et al.*, 2018). All factor loadings were above 0.6 and significant on a .001 level. All composite reliability (CR) values were greater than 0.74, and all average variance extracted (AVE) values were higher than 0.48. That combination reflected adequate convergent validity (Fornell & Larcker, 1981).

However, discriminant validity test results showed that the AVE in each construct was less than the square of the coefficient representing its correlation with other constructs (see Table

2; Fornell & Larcker, 1981). Thus, based on the evidence from the CFA that professional value

and innovation value factors were highly correlated, a decision was made to merge these two

factors into one and conduct a third CFA to access the respecified four-factor model fit.

Subsequently, the dimension was named "Developmental Value." Therefore, a four-factor model

with 22 items was examined. Based on the results of the third CFA, four items with low loadings

(<0.6, Hair *et al.*, 2018) were removed to ensure convergent validity ("I met new team members"

of 0.42; "This event provided team-building opportunities" of 0.49; "I got to know people on a

personal level" of 0.50; "I learned about recent trends" of 0.59). The fourth CFA was performed

with 18 items and four factors.

Table 2

Correlations, Squared Correlations, and Average Variance Extracted (Standardized) for the Five-Factor Model

	Correlations Among Latent Constructs (Squared)					
Measure	**Professional**	**Innovation**	**Time/Effort**	**Social**	**Relevancy**	**AVE**
Professional	**1.00**					0.54
Innovation	0.879 (0.77)	**1.00**				0.52
Time/Effort	0.697 (0.49)	0.579 (0.34)	**1.00**			0.48
Social	0.809 (0.65)	0.611 (0.37)	0.719 (0.52)	**1.00**		0.49
Relevancy	0.716 (0.51)	0.684 (0.49)	0.489 (0.24)	0.558 (0.31)	**1.00**	0.50

Note. Significance level: $p < .001$

The final model fit was assessed using χ^2 statistics, CFI, RMSEA, and SRMR (Hair *et al.,*

2018). The internal consistency of the constructs was ensured using composite reliability

coefficients (Fornell & Larcker, 1981). For construct validity, convergent and discriminant

validity was measured. Standardized factor loadings for each measurement item were examined

to ensure that all items loaded significantly ($p < .001$) on their corresponding factor, meeting the

threshold of 0.60, and AVE meeting the threshold of 0.50 (Anderson & Gerbing, 1988; Hair *et*

al., 2018). Discriminant validity was also ensured by comparing AVEs with the squared multiple correlation coefficients between any paired constructs (Fornell & Larcker, 1981). Additionally, the following diagnostic measures were evaluated: path estimates, standardized residuals, and modification indices (Hair *et al*., 2018).

Additionally, a series of independent *t*-tests were conducted on the second sample of 210 respondents to compare the value created for in-person corporate event attendees versus the value created for online corporate event attendees. Composite scores were calculated for each of the four value dimensions, and two groups (in-person and virtual corporate event attendees) were compared to each other.

In summary, the CFA results supported the measurement model with four factors and 18 variables. The results of the scale development steps outlined above are presented in Chapter IV.

CHAPTER IV

RESULTS

Development of Initial Item Pool

Interviews with Internal Corporate Event Attendees

The goals of the semi-structured interviews with the internal corporate event attendees (referred to as "interviewees" in this study) were to operationalize the perceived value construct fully and to generate new items for expert review. Table 3 illustrates the findings summarized through qualitative coding across nine value dimensions. The results showed that, when thinking about the value derived from internal corporate events, the most frequently mentioned topics among the interviewees were a personal investment (14) such as time and effort; teambuilding (13); event organization (11); motivation (10); product knowledge (8) and loyalty (8); process knowledge (7), networking (7), and wow-factor (7). The following describes each of the nine value dimensions (categories; Saldaña, 2013) and topics related to each dimension (codes; Saldaña, 2013).

Table 3

The Results of Qualitative Data Analysis (N = 6)

Code	Frequency (Interview Mentions)	Category
Teambuilding	13	
Employee appreciation	5	Professional Value
Team recognition	2	
Trust	1	
Measurable outcome	5	
Product knowledge	8	
Process knowledge	7	
Customized content	5	Learning Value
Brainstorming	1	
Relevancy	2	
Expertise	1	
Proud to work for this company	2	Reputational Value
Brand equity	2	
New products	4	Innovation Value
Pooling complementary skills	3	
Networking	7	Social Value
Loyalty	8	
Motivation	10	
Personal recognition	3	Emotional Value
Engagement	4	
Inspiration	1	
Wow-factor	7	Hedonic Value
Free time	2	
Camaraderie	3	
Getting to know people at a personal level	2	Relationship Value
Making friends	1	
Expectation of attending	4	
Personal investment	14	Time/Effort Value
Event organization	11	
Economic costs	5	

Note. Adapted from Saldaña (2013)

Professional value is derived from gaining new professional contacts (Mitchell *et al*., 2016). In addition to five items generated from the literature review (see Appendix D), the

32

interviewees identified team building, individual and team appreciation, and trust as essential

components of the professional value derived from attending corporate events. Several

interviewees noted that, especially when working for a national chain, it is vital to meet

counterparts from other departments or cities in person "just to lay eyeballs on people [with

whom] you have these email relationships" (interviewee 5), as well as to meet new team

members. Thus, 11 new items were generated for expert review.

Learning value is derived from acquiring new information and practices to improve

processes in the organization (Mitchell *et al.*, 2016). The interviewees identified several

categories describing learning value derived from an event: measurable outcome, gaining

product and process knowledge, delivering customized and relevant content to attendees,

providing the opportunity to brainstorm, and making sure that the speakers were recognized

experts in the field. The interviewees described increased productivity, efficiency, and sales as

sub-categories of measurable outcome categories. Product knowledge included new product

features and new market segments. Process knowledge involved learning about new processes,

procedures, or protocols and implementing them after the event. One of the interviewees

summed up the need for customized and relevant content by saying that an "unsuccessful event

is the one that does not understand its customer" (interviewee 1). Another person said that event

organizers should "think about where they [the audience] are now, and where we want to take

them" (interviewee 5). The interviewees expressed the need for interpersonal learning by noting

that talking things out and interacting with peers helps dissect complex topics and understand the

material better. Thus, in addition to four items identified from the literature review (see

Appendix D), 20 new items were generated for expert review.

Reputational value is derived from participating in high-status events organized by a

reputable company (Mitchell *et al*., 2016). In addition to four items identified during the

literature review (see Appendix D) - impressing others by participating in a high-status event

organized by a reputable company – the interviewees mentioned the feeling of pride working for

a renowned company and having an event at a luxury venue. Thus, two items were added to the

list for expert review.

Innovation value is derived from gaining access to new ideas, products, markets, and

technologies (Mitchell *et al*., 2016). In line with the literature, the main categories generated

from the interviews were learning about new products and pooling complementary skills. Four

items were added to the list for expert review, and five were generated from the literature review

(see Appendix D).

Social value is derived from creating relationships to enhance one's social standing

(Mitchell *et al.*, 2016). The main category that transpired from discussing this dimension was

networking. Several interviewees mentioned that "my biggest one [benefit] is who I'm going to

connect with that can help me with my next role in the company" (interviewee 4). Some

suggested that finding a mentor was a desirable outcome. The interviewees underlined those

internal corporate events should provide networking opportunities and time for one-on-one

conversations. Thus, six new items were generated from the interviews, and six items came from

the literature review (see Appendix D).

Emotional value is derived from activations of attendees' feelings and emotions (Mitchell

et al., 2016). Five items relevant to this dimension were generated from the literature review (see

Appendix D). During the interviews, the interviewees reported that positive feelings and

emotions associated with a corporate event are essential for its success. Several categories were

identified: loyalty, motivation, personal recognition, engagement, and inspiration. As one

interviewee described it, loyalty to the company comes from the feeling that "I am in the right place, and this is a great opportunity for me: there is a bright future for me here" (interviewee 1). Another interviewee noted, "I love the motivation factor, and especially when they have the keynote speakers, I really love those portions of the internal conferences" (interviewee 4). Finally, the interviewees mentioned meaningful personal recognition – "if it is just a trophy, we will be disappointed" (interviewee 4) – as an essential part of the positive emotional outcome. Conversely, the interviewees considered disengagement as a contributing factor to an unsuccessful event. Thus, 18 new items were added to the list for expert review.

Hedonic value is derived from the attendee's sensory experiences (Mitchell *et al*., 2016). Initially, five items were identified from the literature review (see Appendix D). In addition to the finding from previous research, the interviewees identified two categories: wow-factor and free time. Thus, the interviewees articulated those internal corporate events should "captivate people's attention…show off" (interviewee 4) so that employees – the internal audience – will be excited about the product and how the company treats them. In addition, providing people with free time to do what they want – from networking to exploring location – was identified as an essential component of a "worthy" event. As a result of the interviews, seven new items were added to the list for expert review.

Relationship value comes from knowing people at a personal level (Mitchell *et al*., 2016). Similar to the previous studies that generated four items (see Appendix D), building camaraderie and making new friends were two main categories derived from the interviews. Thus, three new items were added to the list for expert review.

Time/Effort value is related to personal investment and physiological and economic costs of attending an event (Smith & Colgate, 2007). The interviewees identified four categories

35

related to this dimension: the expectation of attending, personal investment, event organization, and economic costs. First, they wanted the event to be worth "time spent away from my family…from doing my job…from my hobby" (interviewee 1). Second, some interviewees mentioned, "a bigger workload than usual waiting for you on return" (interviewee 5). Third, for an event to be worthwhile, there needs to be "a lot of planning, prepping, and also helping" (interviewee 4). Finally, the cost of attendance, even though typically covered by the company, and return on investment were identified as essential components of the time/effort dimension. Thus, fifteen new items were generated for the expert review.

In summary, the interviews with internal corporate event attendees generated 86 new items in the expert review list.

Virtual Events

Several interviewees brought up virtual events during the conversation about the internal corporate event value. It was relevant to them because the interviews were conducted amid the ongoing COVID-19 pandemic. The discussions had three main themes: disadvantages of virtual events, advantages of virtual events, and thoughts about the future of virtual events. Figure 3 illustrates the findings broken down by the categories.

The disadvantages of virtual events. The interviews revealed four main categories outlining the shortcomings of virtual events: decline in comprehension, lack of engagement and networking opportunities, and technical issues.

The interviewees attributed the decline in comprehension during virtual events versus in-person events to two reasons: distractions and multitasking. As one interviewee noted, "I think the online distractions can hinder you from comprehension" (interviewee 5). Another interviewee said, "People are never going actually fully to listen to it. Because they are not

36

sitting in a classroom like where someone is holding you accountable" (interviewee 2); another reason why people are not getting the same value from virtual events compared to in-person events was multitasking. Several interviewees pointed out that multitasking prevents people from being fully present and focused. One interviewee said, "I think that is why online meetings will never fully exist because people are doing too many other things. They are not paying attention to what the content is" (interviewee 2). Another interviewee pointed out that "people think they are good multitaskers, they do, and they are not" (interviewee 5). It seemed that all participants shared the same belief that in-person training is more effective than online training.

Several interviewees mentioned lack of engagement as a disadvantage of virtual events over in-person events saying that "the engagement level is not as strong" (interviewee 2). One of the reasons for disengagement mentioned by interviews was a lack of online etiquette knowledge. One interviewee summed it up as follows:

We have all been on the [virtual] meeting where somebody was saying something, and then everyone speaks at the same time. And then, by the time it is my turn, I am not going to ask the question; this is too much. Or you go, and you start to speak with somebody who is thinking you are talking to them, and they start talking over you. (Interviewee 4)

Other interviewees, however, acknowledged that there is more awareness about online etiquette among virtual event attendees than several years ago. For example, one person said, "When we were doing them [virtual events], people just did not know how to act in an online meeting four and five years ago. [For example], you did not know you had to hesitate after somebody was speaking and all the nuances that we know today" (interviewee 5).

37

Figure 3

Findings on Virtual Events Emerged from the Interviews
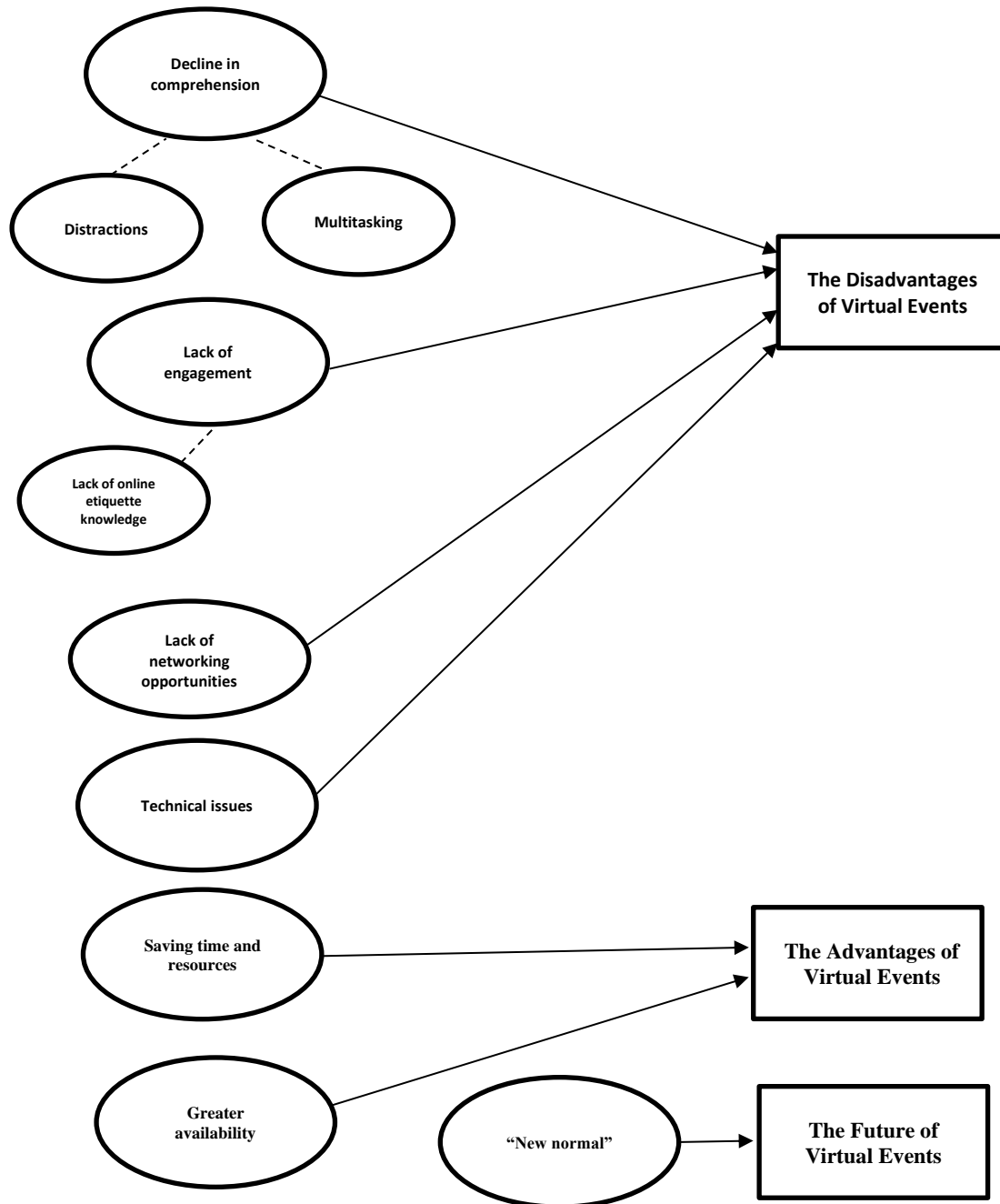
The interviewees mentioned a lack of networking opportunities as another disadvantage of virtual events. One person summed it up as follows:

They have these networking areas - oh, go to this networking room. Yeah, nobody is, people are not going to go, and the people who are going to go are the people you do not really want to talk to, right? (Interviewee 4)

Finally, the interviewees mentioned possible technical issues as a disadvantage of virtual events. However, some recognized that "technology gets better, and we get better at using the technology" and "people have gotten used to [virtual events], too, is to a large extent" (interviewee 5).

The advantages of virtual events. The interviews revealed two main categories highlighting the benefits of virtual events: saving time and resources and allowing greater availability, that is, access to the event by the attendees that, for some reason, cannot attend it in person. As one person noted, "Virtual is great for those folks who cannot financially afford to go somewhere," and "It allows more people to participate and gain the knowledge that they may not have had the opportunity to gain" (interviewee 3). The interviewees also pointed out that, due to COVID-19 regulations, a limited number of people allowed at an event meant that a virtual event was the only way to organize it. Also, in some cases, "you can accomplish what you need to do via a 45-minute or an hour presentation" (interviewee 5); that is, virtual meetings can be an efficient way to deliver information.

The future of virtual events. Despite pointing out several disadvantages of virtual events compared to in-person events, all participants agreed that "online is here to stay in some capacity" (interviewee 3). Several participants noted that an option to participate online, such as live streaming, will be offered to attendees moving forward; others indicated that hybrid events

are the industry's future. One person forecasted the demand for virtual events as follows:

> I think we will see an increase in online events. As much as we did before? Probably not. But I still think there is going to be a need for face-to-face. I would think you will see anywhere from 25 to 30% uptake in online meetings. And so, conversely, that amount of a decrease in face-to-face events. (Interviewee 5)

One interviewee brought up a generational component influencing changes in internal corporate events, as follows:

> The older generation, I think, was more inclined to attend meetings in person. Today, the younger generation wants the information digitally at their fingertips to view it at their convenience. The younger generation is not as giving of their time. When they have free time, they are less likely to spend it attending a meeting or conference. The younger generation wants information in a format that they can view or utilize at their convenience. (Interviewee 6).

Finally, the interviewees highlighted that being well-versed in online event design and understanding adult learning would be critical for planners for organizing a successful virtual event, for example:

> I did attend a [virtual] training; it was completely online. It was probably one of the best training online or in-person that I had ever attended. They used so many different tools and techniques that I felt super engaged. (Interviewee 1).

> I have been on some online events, where they created a really nice environment that you felt like you were really part of something bigger than yourself. So, I think we will see an increase in that. (Interviewee 5)

> In summary, despite the disadvantages of virtual events, the interviews considered them a

new normal. This trend had started before the COVID-19 pandemic; however, the adoption of virtual events was accelerated because of the safety requirements and cancellations of in-person events. Several interviewees noted the advantages of hybrid events. They pointed out that both attendees and meeting planners will expect live broadcasting as an option moving forward, which is supported by the recent evidence from the industry (Swenson, 2021).

Expert Review

Comprehensive literature review and individual interviews generated a pool of 125 items related to internal corporate event value. The initial scale included nine value dimensions adapted from the previous research on customer value in the business networking context (Smith & Colgate, 2007; Mitchell *et al.*, 2016). After an expert review of the initial item pool, 26 items (seven items adopted from the literature and 19 items generated from the interviews) were deleted as not representative of any of the nine value constructs. As a result, 99 items were retained for further analysis (see Appendix D).

Development Sample One

Descriptive Statistics

As Table 4 shows, 57.1% of the respondents were male, 42.5% were female, and 0.4% identified as "other." Their average age was 38.98 years old (*min* = 20, *max* = 74, *SD* = 11.69). Most of the respondents were White (70.6%), and African American was the second-largest ethnicity (13.2%) in the sample. Most of the respondents were well-educated, with 64.6% possessing at least some college experiences, and 21.4% of the respondents earned either a master's, doctoral degree, or professional degree. Most of the respondents (81.4%) were employed full-time, and 11.7% of the respondents were employed part-time. While 43.9% of the respondents indicated that their household income was less than $65,000, 56.1% reported a

household income over $65,000. Over half of the respondents (50.2%) were married, and 37.4% of the sample were single.

In terms of event attendance, respondents reported attending, on average, 6.28 internal corporate events a year (*min* = 1, *max* = 160, *SD* = 12.28). In terms of event purpose, 41.1% of respondents reported business, 31% indicated celebration, 19.8% described education, and 8.1% reported recognition as the main purpose of the most recent internal corporate event they attended. About half of the respondents (59.7%) reported attending the most recent internal corporate event in-person; 30.4% said they attended a virtual event; 9.9% described their most recent internal corporate event as a hybrid.

Measurement Model

Data for the internal corporate event value scale were submitted to four PCAs with varimax rotation. As a result of the fourth PCA, the Kaiser–Meyer–Olkin (KMO) test verified the acceptable sampling adequacy for PCA, KMO = 0.942, which is well above the limit of 0.5 (Hair *et al.*, 2018). Bartlett's test of sphericity results χ^2 (231) = 6378.47, $p < .001$ indicated that the correlations between the 22 items were sufficiently large for PCA (Hair *et al.*, 2018). The fourth PCA resulted in five dimensions that had eigenvalues over Kaiser's criterion of 1 and, in combination, explained 68.32% of the variance. The examination of the scree-plot and latent root criterion also suggested five underlying factors. Twenty-two items were included in the scale with factor loadings from 0.606 to 0.836. Cronbach's alphas for the five factors were above 0.7, suggesting a good internal consistency among the items. Based on high factor loadings, the dimensions of corporate event value were named "Professional Value," "Innovation Value," "Time/Effort Value," "Social Value," and "Relevancy Value." The results of the fourth PCA are presented in Table 5.

Table 4

Demographic Characteristics of Development Sample 1 (N=506)

Variables	Category	Frequency (%)	Cumulative Percent
Gender	Male	289 (57.1)	42.5
	Female	215 (42.5)	99.6
	Other	2 (0.4)	100.0
Age	18-30	119 (23.5)	23.5
	31-40	188 (37.2)	60.7
	41-50	114 (22.5)	83.2
	51-60	54 (10.7)	93.9
	61-70	28 (5.5)	99.4
	71-90	3 (0.6)	100.0
Education	Less than High School	2 (0.4)	0.4
	High School / GED	69 (13.6)	14.0
	Some College	110 (21.7)	35.8
	2-year College Degree	54 (10.7)	46.4
	4-year College Degree	163 (32.2)	78.7
	Master's Degree	91 (18.0)	96.6
	Doctoral Degree	9 (1.8)	98.4
	Professional Degree (JD, MD)	8 (1.6)	100.0
Ethnicity	American Indian or Alaskan Native	4 (.8)	0.8
	Asian	32 (6.3)	7.1
	African American	67 (13.2)	20.4
	Hispanic or Latino of any race	41 (8.1)	28.5
	White	357 (70.6)	99.0
	Other	5 (1.0)	100.0
Employment status	Employed, working 40 or more hours per week	412 (81.4)	81.4
	Employed, working 1-39 hours per week	59 (11.7)	93.1
	Not employed, looking for work	22 (4.3)	97.4
	Not employed, not looking for work	13 (2.6)	100.0
Household income	Under $25,000	39 (7.7)	7.7
	$25,000 - $44,999	88 (17.4)	25.1
	$45,000 - $64,999	95 (18.8)	43.9
	$65,000 - $84,999	96 (19.0)	62.8
	$85,000 - $104,999	48 (9.5)	72.3
	$105,000 - $124.999	43 (8.5)	80.8
	$125,000 - $144,999	46 (9.1)	89.9
	Over $145,000	51 (10.1)	100.0
Marital status	Single	189 (37.4)	37
	Married	254 (50.2)	87
	Divorced	47 (9.3)	96
	Widowed	6 (1.2)	98
	Separated	10 (2.0)	100
The purpose of the most recent corporate event attended	Business	208 (41.1)	41.1
	Celebration	157 (31.0)	72.1
	Education	100 (19.8)	91.9
	Recognition	41 (8.1)	100.0
The format of the most recent corporate event attended	In-person	302 (59.7)	59.7
	Virtual	154 (30.4)	90.1
	Hybrid	50 (9.9)	100.0

Table 5

The Results of the Principal Component Analysis (N=506)

Measurement Items	Factors					Mean	Std.
	1	2	3	4	5		
Factor 1: Professional Value							
I gained new professional contacts	**0.731**					3.73	1.25
I established new collaborations	**0.728**					3.72	1.17
I met new team members	**0.690**					3.86	1.27
I followed up with the new contacts after the event	**0.677**					3.59	1.25
This event provided team-building opportunities	**0.676**					3.96	1.06
This event helped bring other departments to my team's side	**0.662**					3.83	1.09
Factor 2: Innovation Value							
I gained knowledge about new products		**0.836**				3.80	1.24
I observed product development		**0.808**				3.52	1.31
I obtained access to new markets and technologies		**0.754**				3.47	1.30
I learned about recent trends		**0.646**				3.82	1.18
I was inspired by the new things implemented by my competitors		**0.627**				3.56	1.26
Factor 3: Time/Effort Value							
This event was worth falling behind my deadlines			**0.811**			3.18	1.26
This event was worth having an additional workload upon my return			**0.757**			3.39	1.25
This event was worth time spent away from my hobby			**0.693**			3.68	1.18
This event was worth the time spent away from my family			**0.681**			3.71	1.15
Factor 4: Social Value							
This event helped me feel acceptable				**0.778**		3.99	1.01
This event gave me social approval				**0.776**		3.85	1.10
This event helped me make a good impression on other people				**0.729**		3.98	1.02
I got to know people on a personal level				**0.618**		3.89	1.08
Factor 5: Relevancy Value							
This event's program had timely and relevant topics					**0.814**	4.07	1.05
This event had speakers relevant to me and my job					**0.750**	3.93	1.18
This event provided content customized for the audience					**0.606**	3.97	1.04
Eigenvalues	43.92%	8.19%	6.15%	5.16%	4.91%		
	9.662	1.801	1.353	1.136	1.079		
Cronbach's alpha	0.879	0.904	0.833	0.843	0.746		

Note. Rotation Method: Varimax with Kaiser Normalization. Total variance explained: 68.32%.

Development Sample Two

Descriptive Statistics

As Table 6 shows, 45.2% of the respondents were male, 54.3% were female, and 0.5% identified as "other." Their average age was 36.56 years old (*min* = 22, *max* = 84, *SD* = 9.47). Most of the respondents were White (72.9%), and Hispanic or Latino of any race was the second-largest ethnicity (11.0%) in the sample. Most of the respondents were well-educated, with 62.8% possessing at least some college experiences; additionally, 25.3% of the respondents earned either a master's, doctoral degree, or professional degree. Most of the respondents (93.3%) were employed full-time, and 5.7% were employed part-time, with 1% of the respondents looking for work. While 36.2% of the respondents indicated that their household income was less than $65,000, 63.8% reported a household income over $65,000. Over half of the respondents (60.0%) were married, and 33.8% of the sample were single.

In terms of event attendance, respondents reported attending, on average, 5.29 internal corporate events a year (*min* = 1, *max* = 41, SD = *6.08*). In terms of event purpose, 47.1% of respondents reported business, 27.6% indicated celebration, 19.0% described education, and 6.2% reported recognition as the main purpose of the most recent internal corporate event they attended. About half of the respondents (59.5%) reported attending the most recent internal corporate event in-person; 33.3% said they attended a virtual event; 7.1% described their most recent internal corporate event as a hybrid.

Table 6

Demographic Characteristics of Development Sample 2 (N=210)

Variables	Category	Frequency (%)	Cumulative Percent
Gender	Male	95 (45.2)	45.2
	Female	114 (54.3)	99.5
	Other	1 (0.5)	100.0
Age	18-30	63 (30.0)	30.0
	31-40	93 (44.3)	74.3
	41-50	37 (17.6)	91.9
	51-60	11 (5.2)	97.1
	61-70	5 (2.4)	99.5
	71-90	1 (.5)	100.0
Education	High School / GED	25 (11.9)	11.9
	Some College	40 (19.0)	31.0
	2-year College Degree	29 (13.8)	44.8
	4-year College Degree	63 (30.0)	74.8
	Master's Degree	50 (23.8)	98.6
	Doctoral Degree	2 (1.0)	99.5
	Professional Degree (JD, MD)	1 (0.5)	100.0
Ethnicity	American Indian or Alaskan Native	1 (.5)	0.5
	Asian	11 (5.2)	5.7
	African American	20 (9.5)	15.2
	Hispanic or Latino of any race	23 (11.0)	26.2
	White	153 (72.9)	99.0
	Other	2 (1.0)	100.0
Employment status	Employed, working 40 or more hours per week	196 (93.3)	93.3
	Employed, working 1-39 hours per week	12 (5.7)	99.0
	Not employed, looking for work	2 (1.0)	100.0
Household income	Under $25,000	6 (2.9)	2.9
	$25,000 - $44,999	34 (16.2)	19.0
	$45,000 - $64,999	36 (17.1)	36.2
	$65,000 - $84,999	46 (21.9)	58.1
	$85,000 - $104,999	32 (15.2)	73.3
	$105,000 - $124.999	20 (9.5)	82.9
	$125,000 - $144,999	9 (4.3)	87.1
	Over $145,000	27 (12.9)	100.0
Marital status	Single	71 (33.8)	33.8
	Married	126 (60.0)	93.8
	Divorced	10 (4.8)	98.6
	Widowed	2 (1.0)	99.5
	Separated	1 (0.5)	100.0
The purpose of the most recent corporate event attended	Business	99 (47.1)	47.1
	Celebration	58 (27.6)	74.8
	Education	40 (19.0)	93.8
	Recognition	13 (6.2)	100.0
The format of the most recent corporate event attended	In-person	125 (59.5)	59.5
	Virtual	70 (33.3)	92.9
	Hybrid	15 (7.1)	100.0

In-Person Versus Virtual Events

The results of a series of independent *t*-tests comparing composite scores on each of the four value dimensions are presented in Table 7. Using an alpha level of 0.05, there is sufficient evidence to support no significant difference in the perceived value created for in-person corporate event attendees versus the perceived value created for online corporate event attendees.

Perception of developmental value of in-person attendees (Mean = 3.41, *SD* = 1.01, *n* = 125) was not significantly different from that of virtual attendees (Mean = 3.52, *SD* = 0.84, *n* = 70), Levene's *F* = 2.70 (*p* = .10), Cohen's *d* = 0.12. Perception of time/effort value of in-person attendees (Mean = 3.29, *SD* = 0.96, *n* = 125) was not significantly different from that of virtual attendees (Mean = 3.11, *SD* = 0.87, *n* = 70), Levene's *F* = 1.30 (*p* = .26), Cohen's *d* = 0.20. Perception of social value of in-person attendees (Mean = 3.81, *SD* = 0.85, *n* = 125) was not significantly different from that of virtual attendees (Mean = 3.67, *SD* = 0.84, *n* = 70), Levene's *F* = 0.13 (*p* = .72), Cohen's *d* = 0.17. Finally, for the relevancy value dimension, the Levene test statistic was significant (*p* < .05), so the assumption of equal variances was violated. Welch's t-test with adjusted *t* and *df* values was used instead. Perception of relevancy value of in-person attendees (Mean = 3.90, *SD* = 0.90, *n* = 125) was not significantly different from that of virtual attendees (Mean = 4.05, *SD* = 0.67, *n* = 70), Welch's *t* (178.05) = -1.32, *p* = .19, Cohen's *d* = 0.19.

However, a small effect size was noted (d < 0.2) for all four dimensions, indicating a small degree of practical significance.

Table 7

The Comparison of Value Dimensions Between In-Person and Virtual Corporate Event

Attendees

Group	*n*	Mean (*SD*)	Levene's test (*F*)	*p*-value	Cohen's *d*
Developmental Value					
In-Person	125	3.41 (1.01)	2.70 (*p* = .10)	0.43	0.12
Virtual	70	3.52 (0.84)			
Time/Effort Value					
In-Person	125	3.29 (0.96)	1.30 (*p* = .26)	0.18	0.20
Virtual	70	3.11 (0.87)			
Social Value					
In-Person	125	3.81 (0.85)	0.13 (*p* = .72)	0.29	0.17
Virtual	70	3.67 (0.84)			
Relevancy Value					
In-Person	125	3.90 (0.90)	*Welch's t (df)*	0.19	0.19
Virtual	70	4.05 (0.67)	-1.32 (178.05)		

Finalized Measurement Model

The final model contained 18 items and four factors (see Table 8). The results of the CFA

performed on the four-factor model with 18 items showed that χ^2 with 129 degrees of freedom

was 250.89 ($p < .001$), χ^2/df of 1.95, CFI of 0.926 (above 0.92), RMSEA of 0.067 (less than

0.07), and SRMR of 0.073 (less than 0.08). The goodness of fit indices satisfied recommended

criterion to establish an acceptable fit of the measurement model to observed values (Hair *et al.*,

2018). All factor loadings were above 0.6 and significant on a .001 level. All CR values were

greater than 0.75, and all AVE values were higher than 0.48. That combination reflected

adequate convergent validity (Fornell & Larcker, 1981).

Reliability was examined using coefficient alpha and composite reliability. The composite reliabilities of each of four constructs (i.e., developmental value, time/effort value, social value, and relevancy value) were 0.89, 0.79, 0.75, and 0.74, respectively, exceeding the minimally acceptable level of 0.7 (Nunnally, 1978). Discriminant validity was assessed by comparing AVE with the squared correlation between two constructs. The results indicated that discriminant validity was adequate because the proportion of variance extracted in each construct exceeded or was close to the square of the coefficient representing its correlation with other constructs (see Table 9; Fornell & Larcker, 1981). Therefore, these findings demonstrated an acceptable fit of the final model with four underlying latent factors of internal corporate event value measured by 18 items.

Table 8

The Results of The Confirmatory Factor Analysis of Attendee Perceived Value At Internal

Corporate Events (N=210)

Items | Factors	Standardized Factor Loadings			
	Developmental Value	Time/Effort Value	Social Value	Relevancy Value
I gained new professional contacts	0.796			
I established new collaborations	0.745			
I followed up with the new contacts after the event	0.696			
This event helped bring other departments to my team's side	0.666			
I gained knowledge about new products	0.702			
I observed product development	0.645			
I obtained access to new markets and technologies	0.755			
I was inspired by the new things implemented by my competitors	0.699			
This event was worth falling behind my deadlines		0.636		
This event was worth having an additional workload upon my return		0.778		
This event was worth time spent away from my hobby		0.707		
This event was worth the time spent away from my family		0.654		
This event helped me feel acceptable			0.725	
This event gave me social approval			0.690	
This event helped me make a good impression on other people			0.694	
This event's program had timely and relevant topics				0.771
This event had speakers relevant to me and my job				0.735
This event provided content customized for the audience				0.606
Average Variance Extracted (AVE)	0.511	0.484	0.494	0.501
Construct Reliability (CR)	0.893	0.789	0.746	0.749
Composite Reliability (Coefficient Alpha)	0.891	0.791	0.747	0.742

Note. Model fit: $\chi^2(129) = 250.89$, $p < .001$; $\chi^2/df = 1.95$; CFI = 0.926; RMSEA = 0.067; SRMR = 0.073
All factor loadings are significant at $p < .001$.

Table 9

Correlations, Squared Correlations, and Average Variance Extracted (Standardized) for the Four-Factor Model

Measure	Correlations Among Latent Constructs (Squared)				
	Developmental	**Time/Effort**	**Social**	**Relevancy**	**AVE**
Developmental	**1.00**				0.511
Time/Effort	0.666 (0.444)	**1.00**			0.484
Social	0.745 (0.555)	0.716 (0.513)	**1.00**		0.494
Relevancy	0.717 (0.514)	0.489 (0.239)	0.558 (0.311)	**1.00**	0.501

Note. Significance level: $p < .001$

In summary, this study answered the research questions as follows:

1) What value is created for individuals attending a corporate event?

   The results demonstrated that the value generated for internal corporate event attendees is multidimensional and has four distinct dimensions: developmental value, time/effort value, social value, and relevancy value. These dimensions are related to 18 variables measuring the perceived value of the internal corporate events context.

2) Are there any unique dimensions of attendee perceived value of corporate events compared to other types of business events?

   The results revealed a distinctive dimension not previously reported in the academic literature. It was called "Relevancy Value," which reflects attendee preference for timely and relevant topics included in the event's program, speakers pertinent to the attendees, and customized content.

3) Is there a difference between the value created for in-person corporate event attendees versus the value created for online corporate event attendees?

   Contrary to the qualitative study findings, the quantitative study results provided no evidence for a meaningful difference in an internal corporate event's perceived value

between in-person and online attendees. However, the practical significance of the

findings is small; thus, the results are inconclusive, indicating the need for further

examination of the topic.

CHAPTER V

DISCUSSION AND CONCLUSIONS

The main objectives of this study were to develop a reliable and valid corporate event value measure and discover the dimensionality of perceived value in the corporate event context. This study followed widely accepted psychometric scale development procedures (Churchill, 1979; DeVellis, 2016; Gerbing & Anderson, 1988) to achieve these objectives. Ninety-nine initial scale items were generated using deductive (literature review) and inductive (qualitative research) approaches. The purification process identified 18 items representing four dimensions: developmental, time/effort, social, and relevancy value. A finalized measure using the categorical dimension approach was proposed, with the results supporting its adequate reliability and validity.

Theoretical Contribution

Measurement Instrument

This study is the first attempt to develop a reliable and valid scale to assesses attendee perception of event value in the corporate event context. Thus, this study extends the existing literature on perceived value in business events context by empirically validating the qualitative research on the value derived from attending such events (Mitchell *et al.*, 2016). In line with previous findings (Holbrook, 1999; Mathwick *et al.*, 2001; Sánchez *et al.*, 2006; Sweeney & Soutar, 2001; Varshneya & Das, 2017), the results indicate multidimensionality of perceived

value in the business events context. Specifically, the results show that perceived value derived from internal corporate events can be measured across four dimensions: developmental value, time/effort value, social value, and relevancy value. Thus, the findings confirm that a multidimensional approach rather than a unidimensional approach should be used when studying corporate event perceived value.

The two dimensions, specifically developmental value (combined from professional and innovation values) and social value, are consistent with qualitative research by Mitchell *et al.* (2016). However, there were also some important differences; that is, the quantitative study results do not provide any evidence for the presence of learning, reputational, emotional, hedonic, and relationship dimensions of perceived value (Mitchell *et al.*, 2016) in the internal corporate event context. This difference may be explained by the fact that Mitchell *et al.* (2016) focused on networking events, whereas this study investigated internal corporate events. It seems that perceived value manifests differently in the corporate event settings, most likely, due to their unique characteristics (Yodsuwan *et al.*, 2021). Still, the qualitative study results indicate that the emotional and hedonic aspects of corporate event experience contribute to its perceived value. For example, motivation was mentioned ten times, and the wow factor was mentioned seven times. Future studies could fruitfully explore this issue further by conducting interviews with a larger sample size than the one used for the exploratory phase of this research.

Contrary to the previous research (Babin *et al.*, 1994; Mathwick *et al.*, 2001; Sánchez *et al.*, 2006; Sweeney & Soutar, 2001; Varshneya & Das, 2017), the emotional and hedonic dimensions of perceived value seem to be not particularly relevant to internal corporate event attendees. That might be due to the perception that one must attend such events, enjoyable or not, as part of their job description. This study's qualitative findings supported this notion because

the expectation of attending was mention four times during the interviews.

The findings support the importance of networking for business event attendees demonstrated by Kitchen (2017) and Foley *et al.* (2014). Specifically, the results indicate that crucial components of professional value (included in the proposed developmental value) derived from corporate events come from gaining new professional contacts, establishing new collaborations, and following up with the new contacts after the event. The qualitative study has reached a similar conclusion, with the interviewees highlighting the importance of networking at internal corporate events by mentioning teambuilding 13 times and networking seven times.

Moreover, the results align with the TCV framework (Sheth *et al*., 1991) by showing that functional and epistemic value (combined in this study under the developmental value dimension) and social value are distinct dimensions of consumption values in the context of corporate events. Furthermore, the items measuring social value from the PERVAL scale by Sweeney and Soutar (2001) demonstrated strong loadings in the new context consistent with the previous research. Additionally, the manifestation of innovation value (a part of the developmental value in this study) in the context of the corporate events is consistent with what has been found in earlier research on motivation for attending consumer trade shows by Rittichainuwat and Mair (2012). Given that corporate events are part of the business and trade category of planned events (Getz & Page, 2016), this finding indicates the similarities between the value derived from corporate events and other types of events.

The time/effort value dimension is consistent with what has been found in previous research on customer value creation (Smith & Colgate, 2007). However, this dimension was renamed from cost/sacrifice value to time/effort value to better fit the context of the study. This dimension is similar to the efficiency category of value proposed by Holbrook (1999), customer

return on investment dimension suggested by Mathwick *et al.* (2001) in their scale measuring

experiential value, and functional value in the PERVAL scale by Sweeney & Soutar (2001). This

finding is important because it shows that perceived value derived from internal corporate events

should be studied as experiential value.

The qualitative findings of this study reveal a dimension not previously mentioned in the

academic literature. Based on the items measuring this dimension, it was called "Relevancy

Value." This dimension reflects the value derived from timely and relevant topics, speakers

pertinent to the audience, and customized content. This finding is consistent with the previous

research on service customization that suggests that customization of service offerings is critical

for improving service quality (Kasiri *et al*., 2017) and increasing customer satisfaction, customer

trust, and customer loyalty toward a service provider (Coelho & Henseler, 2012). Thus,

researchers may use the three items measuring the relevancy value as antecedents of attendee

satisfaction in the business events context. Moreover, customization (user-initiated process;

Sundar & Marathe, 2010) is a concept different from personalization (system-initiated process;

Sundar & Marathe, 2010). Future research could investigate the difference in the perceived value

of corporate events derived from personalization instead of customization examined in this

study.

Finally, although additional assessment of the scale's influence on outcome variables is

needed, the developed scale may serve as a stimulus for future research on value generation in

the meetings and events industry.

Perceived Value of In-Person Versus Online Events

The qualitative study results align with the common perception that in-person events are

superior to virtual events (Krause, 2020). However, the quantitative study results, showing no

meaningful difference in the perceived value of these two event formats, lead to an opposite

conclusion. This finding ties well with the postulates of the unified theory of adoption and use of

technology (UTAUT; Venkatesh *et al.*, 2003) that captures intentions and behaviors to use

information systems in the social context. Based on the UTAUT framework, performance

expectancy and effort expectancy affect the intention to use technology, which has been

empirically validated (Morosan, 2016). It is conceivable that a year and a half after the beginning

of the COVID-19 pandemic, many attendees have become familiar with the online platforms

facilitating internal corporate events. Therefore, their effort to utilize the technology may

decrease, and perception of virtual meetings' efficiency may increase; thus, the intention to adopt

the technology could be higher in 2021 than in 2020. Thus, the perceived value of virtual events

may increase.

However, the practical significance of the quantitative findings was found to be small.

Therefore, it remains unclear to which degree business event attendees have embraced virtual

events; this assumption should be addressed in future studies.

Practical Implications

This study enhances practitioners' understanding of corporate event value and provides a

valuable insight into attendee assessment of corporate event quality. The results suggest that,

when planning an internal corporate event, a host organization should focus on ensuring the

following outcomes consistent with the four value dimensions:

- Developmental Value: integrating networking into a corporate event may help foster

  collaborations and encourage expanding one's professional network. For example, a

  networking lounge (Event Manager Blog, 2020a) may promote informal settings for

  forming meaningful relationships. Also, describing how people will benefit from the

innovation value of the event (learning about new products, gaining access to new

markets and technologies, and learning about new things implemented by competitors)

may help communicate the benefits to those attendees who do not necessarily want to be

at the mandatory event.

- Time/Effort Value: anticipating attendees' needs and providing them with a summary of

    measurable outcomes after the event may help demonstrate that this event was worth time

    away from their job obligations, family, and hobbies.

- Social Value: making attendees feel important by asking their opinion via polls and

    surveys, highlighting the event's exclusivity, and encouraging them to share their

    experience on social media may help communicate to attendees that the event is

    enhancing one's social standing.

- Relevancy Value: offering customized content and the opportunity to tailor one's

    experiences at the corporate event may help make attendees feel that the event was

    relevant to them and their needs and, subsequently, emphasize its worthiness.

The scale is parsimonious (i.e., 18 statements), and the items can be easily administered

to capture the underlying dimensions of perceived value as a part of the post-event assessment.

Meeting and event planners and corporations may adopt this instrument to examine the factors

causing changes in the perceived value of their corporate events and formulate effective

strategies to enhance attendees' experience. The scale can also be used in the event planning

stage to define event goals and objectives.

Limitations and Future Research

There are several limitations to this study. First, Zoom videoconferencing was used to

collect qualitative data via online interviews. Although recent research suggests that Zoom is a

viable data collection tool (Archibald *et al*., 2019), it is conceivable that interviewees' answers were biased toward the superiority of in-person events due to so-called Zoom fatigue (Fauville *et al*., 2021) induced by the second year of COVID-19 pandemic. Future research could explore corporate event value by conducting in-person interviews instead of relying on video conferencing platforms for data collection.

Second, the sample consisted of internal corporate events attendees; that is, the scale was developed based on their experiences at such events. Some value dimensions not emerged from this study may be vital for other types of business events, for example, external corporate events. Therefore, generalizing the findings to other meetings and events industry sectors should be done cautiously. Future research could consider replicating the current study in different event settings. Also, future studies could enhance the results of this research by investigating meeting and event planners' perspectives on value generation in the corporate event context.

Third, the data were collected from U.S. residents. As a future line of research, it would be interesting to examine perceived corporate event value in international locales, such as European and Asian countries. Also, both samples are heavily represented by Caucasian respondents. A more evenly distributed sample would be beneficial; testing the proposed dimensions with different samples and other settings will ensure the scale's generalizability.

Fourth, this study utilized an online instrument for data collection. Therefore, despite using several procedures to avoid data quality issues, respondents' financial motivation and non-behavioral data are limitations. Thus, future research should involve surveying attendees at actual internal corporate events to contribute to a higher external validity of the study results.

Finally, this study attempted to develop the scale and test its reliability and validity. However, the final step of the measurement development procedure, that is, examining whether

the instrument acts as expected with other constructs (Churchill, 1979), was outside the scope of this study. Therefore, additional research is required to test criterion and nomological validity to investigate whether the proposed measure can predict particular constructs, such as behavioral intentions, suggested by the previous studies. Furthermore, the discriminant validity of the current scale needs to be further validated. Since the discriminant validity test result of the four-factor model indicated that first-order factors are correlated, the possibility of a higher-order factor model warrants further investigation.

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LIST OF APPENDICES

APPENDIX A

INTERVIEW CONSENT FORMS AND PROTOCOL

Interview Recruitment Email

Dear Name:

I am writing to ask for your participation in a research interview for my doctoral dissertation titled "Measuring the Value of Internal Corporate Events from Attendees' Perspective: Multidimensional Scale Development." The purpose of this research project is to measure the value of internal corporate events from attendees' perspectives. The discussion will take approximately 60 minutes. If you choose to participate in this study, we will meet via Zoom, and I will ask you a series of open-ended questions about corporate events.

Please keep in mind that your participation in this interview is entirely voluntary, and your responses will remain confidential. No identifying information will be recorded; however, I will ask you to fill out a release form for legal purposes.

This study has been reviewed by The University of Mississippi's Institutional Review Board (IRB). If you have any questions, concerns, or reports regarding your rights as a participant of research, please contact the IRB at (662) 915-7482 or irb@olemiss.edu.

If you have any questions about this research project or what participation entails, please do not hesitate to contact me at isoifer@olemiss.edu, or my faculty advisor, Dr. Eun-Kyong (Cindy) Choi, at echoi2@olemiss.edu.

Thank you for your consideration.

 Sincerely,

Inna Soifer, CHE, CHIA
Ph.D. Candidate
The University of Mississippi
Department of Nutrition & Hospitality Management
School of Applied Sciences
isoifer@olemiss.edu | www.olemiss.edu

Title: Measuring the Value of Internal Corporate Events from Attendees' Perspective: Multidimensional Scale Development

Investigator
Inna Soifer, M.S.
Department of Nutrition and Hospitality Management
116 Lenoir Hall
The University of Mississippi
(662) 915-7371

Advisor
Eun-Kyong (Cindy) Choi, Ph.D.
Department of Nutrition and Hospitality Management
116 Lenoir Hall
The University of Mississippi
(662) 915- 2515

☐ *By checking this box, I certify that I am 18 years of age or older.*

Description
The purpose of this research project is to measure the value of internal corporate events from attendees' perspectives. For this study, an internal corporate event is defined as an organized occasion planned and executed by a company for its employees with business, educational, celebration, or recognition purposes in-person or online, with or without a third party's help. We want to ask you a few questions about corporate events.

Cost and Payments
It will take you approximately 60 minutes to complete this interview. No compensation is provided as a result of this study.

Risks and Benefits
We do not think that there are any risks associated with this interview. A lot of people enjoy being interviewed.

Confidentiality
No identifiable information will be recorded; therefore, we do not think you can be identified from this study.

Right to Withdraw
Your participation is completely voluntary, and you may stop participation at any time. If you start the interview and decide that you do not want to finish, all you have to do is tell Ms. Soifer. You may skip any questions you prefer not to answer.

IRB Approval
This study has been reviewed by The University of Mississippi's Institutional Review Board (IRB). If you have any questions, concerns, or reports regarding your rights as a participant of research, please contact the IRB at (662) 915-7482 or irb@olemiss.edu.

Statement of Consent
I have read and understood the above information. By completing the interview, I consent to participate in the study.

Release Form

THE UNIVERSITY OF MISSISSIPPI
RELEASE

For valuable consideration, I do hereby authorize The University of Mississippi, its assignees, agents, employees, designees, and those acting pursuant to its authority ("UM") to:

a. Record my participation and appearance on video tape, audio tape, film, photograph or any other medium ("Recordings").
b. Use my name, likeness, voice and biographical material in connection with these recordings.
c. Exhibit, copy, reproduce, perform, display or distribute such Recordings (and to create derivative works from them) in whole or in part without restrictions or limitation in any format or medium for any purpose which The University of Mississippi, and those acting pursuant to its authority, deem appropriate.
d. I release UM from any and all claims and demands arising out of or in connection with the use of such Recordings including any claims for defamation, invasion of privacy, rights of publicity, or copyright.

Name: _____

Address:_____

Phone No.:_____

Signature: _____

Parent/Guardian Signature (if under 18):_____

Semi-Structured Interview

Part 1. Obtaining Oral Consent to Participate in Research

Script to use <u>before Zoom recording</u>

"I would like to start with asking your permission for audio/video recording of the interview. This will allow me to transcribe the interview accurately. Only my academic advisor and I will have access to this recording, and it will be stored on a two-level protected computer. The recording will be destroyed after the end of the study. Also, have you had a chance to complete a release form that I sent you earlier? May I start the recording?

I want to confirm that you have read the information sheet that I emailed you previously. Please confirm that you are 18 years of age or older. Please confirm that you have read and understood the information sheet. Do you have any questions about the provided information? Are you willing to participate under the conditions described in the information sheet? Thank you; with that, I am ending documenting the consent process."

<u>Start Zoom recording</u>

Part 2. Semi-Structured Interview

1. For this study, an internal corporate event is defined as an organized occasion planned and executed by a company for its employees with business, educational, celebration, or

2. recognition purposes in-person or online, with or without a third party's help. Examples

   of internal corporate events are award ceremonies, gala dinners, holiday parties,

   leadership retreats, presentations, sales conferences, seminars, sessions, team building,

   training, workshops, video conferences, and webinars.

Can you tell me about the types of internal corporate events you usually attend?

> *Note*: if needed, pose a probing question about the event purpose:
>
> - business
>
> - educational
>
> - celebration
>
> - recognition

3. How many internal corporate events do you attend weekly, monthly, or yearly?

4. Why do you attend internal corporate events?

5. What is important to you when attending an internal corporate event?

6. From your point of view, what makes an internal corporate event successful?

7. From your point of view, what makes an internal corporate event unsuccessful?

8. What benefits have you gained from attending internal corporate events?

9. What sacrifices have you made when attending internal corporate events?

Part 3. Debriefing

Is there anything else we have not discussed yet that you think is essential for me to know

about corporate events' value?

APPENDIX B

EXPERT REVIEW CONSENT FORM AND PROTOCOLS

Expert Review Recruitment Email

Dear Dr. LastName:

I am writing to ask for your participation in a research interview for my doctoral dissertation titled "Measuring the Value of Internal Corporate Events from Attendees' Perspective: Multidimensional Scale Development." This research project aims to develop a multi-item, multidimensional scale assessing attendee perception of corporate event value. As an expert in the meetings and events industry, your input on item relevance for corporate event scale development will be invaluable for the project's success.

The review will take approximately 20 minutes. If you choose to participate in this study, I will send a link to an anonymous survey. You will be provided with the value definitions in the corporate event context and asked to review a list of generated items for their relevance to the scale being developed.

Please keep in mind that your participation in this expert review is entirely voluntary, and your responses will remain confidential. No identifying information will be recorded.

This study has been reviewed by The University of Mississippi's Institutional Review Board (IRB). If you have any questions, concerns, or reports regarding your rights as a participant of research, please contact the IRB at (662) 915-7482 or irb@olemiss.edu.

If you have any questions about this research project or what participation entails, please do not hesitate to contact me at isoifer@olemiss.edu, or my faculty advisor, Dr. Eun-Kyong (Cindy) Choi, at echoi2@olemiss.edu.

Thank you for your consideration.

 Sincerely,

Inna Soifer, CHE, CHIA
Ph.D. Candidate
The University of Mississippi
Department of Nutrition & Hospitality Management
School of Applied Sciences
isoifer@olemiss.edu | www.olemiss.edu

Expert Review of Initial Item Pool

Dear Expert,

Thank you for supporting my research for my doctoral dissertation titled "Measuring the Value of Internal Corporate Events from Attendees' Perspective: Multidimensional Scale Development."

The purpose of the study is to develop a multi-item, multidimensional scale assessing attendee perception of corporate event value.

Definition
The value created in the internal corporate event context is defined through the following value dimensions: professional, learning, reputational, innovation, social, emotional, hedonic, relationship, and time/effort values. Detailed definitions of each dimension are provided further in the survey.

Instructions
I am asking for your help with developing measurement items for the scale mentioned above. You will need to judge whether different statements (e.g., "I established new collaborations" or "I learned new skills") represent each of the value dimensions. You will be given a 3-point scale where you need to choose from (1) "Not at all," (2) "Neutral," or (3) "Strongly" represent.

Example
For example, if you think that "I established new collaborations" statement definitely represents learning value, you should check "Strongly" in the Learning Value column. However, if you think that "I established new collaborations" statement does not represent learning value, you should check "Not at all" in the Learning Value column. If you think that the statement somewhat represents learning value, you should check "Neutral." Please mark "Not at all," "Neutral," or "Strongly" for each statement across all nine value dimensions.

1) The following is a list of nine dimensions of perceived value in the corporate event context. First, please read the definitions of value in the corporate event context. These definitions will be used for reviewing items' relevance at the second step.

Value dimension	Definition
Professional Value	The value derived from gaining new professional contacts
Learning Value	The value derived from finding out information and practices to improve activities or solve particular issues
Reputational Value	The value derived by doing business with firms with high brand equity, which in turn reflects well on all their business partners
Innovation Value	The value derived from obtaining access to new markets and technologies; speeding products to market; pooling complementary skills; acting as a key vehicle for obtaining access to external knowledge
Social Value	The value derived from meeting with people at events to create and/or consolidate various types of relations and enhancing one's social standing, rather than creating professional connections
Emotional Value	The value derived from activation of feelings and emotions for the attendees involved
Hedonic Value	The value derived from the sensory experience of the attendee
Relationship Value	The value of knowing the person with whom you are transacting, as opposed to not knowing the person at a personal level
Time/Effort Value	The value related to personal investment (time, effort, and energy) and psychological costs (stress, conflict, and search) of corporate event attendees

Note: adapted from Smith and Colgate (2007) and Mitchell *et al*. (2016)

2) Keeping in mind the reviewed value dimensions, please match each item to provided definitions as (1) "not at all," (2) "neutral," (3) "strongly" (scroll right if needed).

If you would like to see the definitions one more time, please hover over the column headings.

(See Appendix D for the list of items)

If you have encountered any redundant statements while matching them to the value dimensions, please list the item's numbers here:

_____

If you have encountered any poorly worded statements while matching them to the value dimensions, please list the item's numbers here:

_____

Please suggest how I should rewrite the confusing statements:

_____

Is there anything else you would like me to know about the representativeness and clarity of the items?

_____

APPENDIX C

DELELOPMENT SAMPLE 1 CONSENT FORMS AND PROTOCOL

Respondents Recruitment Email

Dear {Name},

We are conducting a 15-minute online survey with US residents who are at least 18 years of age and have attended an internal corporate event, that is, an organized occasion planned and executed by a company for its employees with business, educational, celebration, or recognition purposes in-person or online, with or without a third party's help. Examples of internal corporate events are award ceremonies, gala dinners, holiday parties, leadership retreats, presentations, sales conferences, seminars, sessions, team building, training, workshops, video conferences, and webinars. We would like to invite you to participate.

Upon completing the survey, you will receive compensation in the amount you have agreed to with the platform through which you entered this survey.

Begin the Survey!

Your unique code is XXXX-XXXX-XXXX for project XXXXXX.

Please refer to this code for any inquiries regarding this study.

.

Title of the Research: Measuring the Value of Internal Corporate Events from Attendees'
Perspective: Multidimensional Scale Development

Investigator	**Advisor**
Inna Soifer, M.S.	Eun-Kyong (Cindy) Choi, Ph.D.
Department of Nutrition and Hospitality Management	Department of Nutrition and Hospitality Management
116 Lenoir Hall	116 Lenoir Hall
The University of Mississippi	The University of Mississippi
(662) 915-7371	(662) 915- 2515

Description

The purpose of the study is to measure the value of internal corporate events from attendees' perspectives. For this study, an internal corporate event is defined as an organized occasion planned and executed by a company for its employees with business, educational, celebration, or recognition purposes in-person or online, with or without a third party's help.

If you agree to take part in this study, you will be asked to think about the internal corporate events you have attended and fill out a survey. You should only take part in this study if you are 18 years of age or older, residing in the U.S., and have attended at least one internal corporate event within the last two years. You will not be asked for your name or any other identifying information.

Cost and Payments

It will take you approximately fifteen (15) minutes to complete this survey. Upon completing the survey, you will be compensated the amount you agreed upon before you entered into the survey.

Risks and Benefits

You will receive no benefit from this study, and this research is considered to be minimal risk. However, a lot of people enjoy taking questionnaires.

Confidentiality

No identifiable information will be recorded; therefore, we do not think you can be identified from this study.

Right to Withdraw

You do not have to take part in this study, and you may stop participation at any time. There will be no penalty or loss of benefits you are entitled to receive if you stop taking part in this study. However, you will not receive the compensation if you do not finish the entire survey.

IRB Approval

This study has been reviewed by The University of Mississippi's Institutional Review Board (IRB). If you have any questions, concerns, or reports regarding your rights as a participant of research, please contact the IRB at (662) 915-7482 or irb@olemiss.edu.

Statement of Consent

I have read and understood the above information. By completing the survey, I consent to participate in the study.

☐ *By checking this box, I certify that I am 18 years of age or older.*

Questionnaire

Title of the Research: Measuring the Value of Internal Corporate Events from Attendees' Perspective: Multidimensional Scale Development

1. Do you reside in the United States?
   Yes
   No (*If this option is selected, Skip to End of Survey*)

This survey will ask you questions about participation in internal corporate events. An internal corporate event is an organized occasion planned and executed by a company for its employees with business, educational, celebration, or recognition purposes in-person or online, with or without a third party's help. Examples of internal corporate events are award ceremonies, gala dinners, holiday parties, leadership retreats, presentations, sales conferences, seminars, sessions, team building, training, workshops, video conferences, and webinars.

2. When was the last time you attended an internal corporate event?
   Within the past few days
   Within a week
   Within a month
   Within six months
   Within a year
   Within two years
   More than two years ago (*If this option is selected, Skip to End of Survey*)
   I have not attended internal corporate events (*If this option is selected, Skip to End of Survey*)

3. On average, how many times per year do you attend internal corporate events?
   _____

4. What types of internal corporate events have you attended in the last two years?

   Award ceremony
   Gala dinner
   Holiday party

Leadership retreat
Presentation
Sales conference
Seminar sessions
Team building
Training
Workshop
Video conference
Webinar
Other (specify) __

5. What was the purpose of the most recent internal corporate event you attended?

Business
Celebration
Education
Recognition

6. What was the format of the most recent internal corporate event you attended?

In-person
Virtual
Hybrid

7. Please answer the following questions *keeping in mind the most recent internal corporate event you attended.*

Please indicate your level of agreement with the following statements: (1- Strongly Disagree, 2- Somewhat Disagree, 3 - Neither Agree nor Disagree, 4- Somewhat Agree, 5 – Strongly Agree)

This event brought the team together
This event provided team-building opportunities
I met my counterparts from other departments or regions in person
I met new team members
This event increased team cohesion
I felt an appreciation for what other team members do
I understood my team members' job-related challenges
This event helped remind my team how valuable we are for the company
This event helped bring other departments to my team's side
This event helped other departments recognize my department

This event helped increase my trust in my team members
I exchanged ideas with others
I met experts and opinion-makers in my field
I gained new professional contacts
I established new collaborations
I followed up with the new contacts after the event
This event helped increase sales
This event helped increase my efficiency
I learned more about what my organization can offer to its clients
I learned the information needed for a new product rollout

I learned about new market segments
I learned new processes
I implemented new processes, procedures, or protocols after the event
This event helped educate other departments about what my team does
I learned more about my clients
I learned more about my organization
This event provided content customized for the audience
This event's content and activities were tailored to attendees' interests
The information was broken down into manageable pieces to help better understand it
This event provided the opportunity to brainstorm

This event had speakers relevant to me and my job
This event's program had timely and relevant topics
This event's speakers were recognized experts in the filed
I gained knowledge that I can bring back to my organization
I felt a sense of challenge
I learned new skills
This event made me proud to work for a renowned company
This event was held at a high-status venue
Please choose the option "'Strongly Disagree" (*Attention check*)
This event was organized by a reputable company

This event would impress others
That was a high-status event
I was inspired by the new things implemented by my competitors
This event helped spur innovation in my organization
This event helped expand my resource network
This event helped me develop cross-partnerships within my organization
I learned about recent trends
I gained knowledge about new products

I observed product development
I obtained access to new markets and technologies

I benchmarked myself or my organization against others
I met people who could help me achieve the next level in my career
I met people who could help me obtain the next role in my company
This event helped me expand my professional network
This event helped me find a mentor
This event provided networking opportunities
This event provided the opportunity to have one-on-one conversations
This event helped me feel acceptable
This event helped me make a good impression on other people
This event gave me social approval

My experience at this event was important for my esteem, status, and social relationships
This event made me feel appreciated
This event made me proud to work for a company that shares my core values
I stayed motivated even after the event was over
This event made me feel excited about working for this company
This event made me feel excited about being on the team
This event helped me make my team excited about the new things I learned and brought back to them
I felt engaged at the event
I was excited to participate in the activities
Please choose the option "'Strongly Agree" (*Attention check*)

This event was a fun experience
This event made me feel good
This event gave me pleasure
This event was enjoyable
This event gave me a positive feeling
This event's setup, food and beverage, entertainment, and other elements were impressive
This event captivated people's attention
This event made me feel like I was in another world
I got so involved at this event that I forgot everything else
This event provided an entertaining experience

I felt inspired by the keynote speaker
This event felt like a temporary escape from daily routine
This event was not a nice time out
This event brought people together

This event helped build camaraderie
I learned about other people's personalities
I got to know people on a personal level
I made new friends
This event was worth the time spent away from my family
This event was worth falling behind my deadlines

This event was worth having an additional workload upon my return
This event was worth time spent away from my hobby
This event was worth dealing with travel stress
This event was well-planned
The event organizers were professionals
This event went smoothly in terms of technology
This event was well-staffed
This event was a good return on investment
This event was worth the money spent on it because it increased productivity
This event was worth the costs involved to attend it
This event was worthwhile

Thank you very much for sharing your opinion! Now, could you please tell us a bit about yourself?

8. What is your gender?
    Male
    Female
    Other

9. What is your ethnicity?
    American Indian or Alaskan Native
    Asian
    African American
    Hispanic or Latino of any race
    Native Hawaiian or another Pacific islander
    White
    Other

10. What year were you born?
    _____

11. What is the highest level of education you have completed?

Less than High School
High School / GED
Some College
2-year College Degree
4-year College Degree
Master's Degree
Doctoral Degree
Professional Degree (JD, MD)

12. What is your marital status?
Single
Married
Divorced
Widowed
Separated

13. Which of the following categories best describes your employment status?
Employed, working 40 or more hours per week
Employed, working 1-39 hours per week
Not employed, looking for work
Not employed, NOT looking for work

14. Please indicate your total household income
under $25,000
$25,000 - $44,999
$45,000 - $64,999
$65,000 - $84,999
$85,000 - $104,999
$105,000 - $124.999
$125,000 - $144,999
Over $145,000

15. Thank you for sharing this information! Please write in one or two sentences what you think about the value of internal corporate events. Also, you may use this space to provide any other comments about this survey.

_____

Thank you for taking the time to complete this survey. We are grateful for your insights. You response has been recorded.

APPENDIX D

ITEM POOL FOR DEVELOPMENT SAMPLE 1

List of the Initial Item Pool

Item	Adopted from	Approach
This event brought the team together	Individual interviews	Inductive
This event provided team-building opportunities	Individual interviews	Inductive
I met my counterparts from other departments or regions in person	Individual interviews	Inductive
I met new team members	Individual interviews	Inductive
This event increased team cohesion	Individual interviews	Inductive
I felt an appreciation for what other team members do	Individual interviews	Inductive
I understood my team members' job-related challenges	Individual interviews	Inductive
This event helped remind my team how valuable we are for the company	Individual interviews	Inductive
This event helped bring other departments to my team's side	Individual interviews	Inductive
This event helped other departments recognize my department	Individual interviews	Inductive
This event helped increase my trust in my team members	Individual interviews	Inductive
I exchanged ideas with others	Rittichainuwat & Mair (2012)	Deductive
I met experts and opinion-makers in my field	Rittichainuwat & Mair (2012)	Deductive
I gained new professional contacts	Mitchell *et al*. (2016)	Deductive
I established new collaborations	Mitchell *et al*. (2016)	Deductive
I followed up with the new contacts after the event	Kitchen (2017)	Deductive
This event helped increase sales	Individual interviews	Inductive
This event helped increase my efficiency	Individual interviews	Inductive

I learned more about what my organization can offer to its clients	Individual interviews	Inductive
I learned the information needed for a new product rollout	Individual interviews	Inductive
I learned about new market segments	Individual interviews	Inductive
I learned new processes	Individual interviews	Inductive
I implemented new processes, procedures, or protocols after the event	Individual interviews	Inductive
This event helped educate other departments about what my team does	Individual interviews	Inductive
I learned more about my clients	Individual interviews	Inductive
I learned more about my organization	Individual interviews	Inductive
This event provided content customized for the audience	Individual interviews	Inductive
This event's content and activities were tailored to attendees' interests	Individual interviews	Inductive
The information was broken down into manageable pieces to help better understand it	Individual interviews	Inductive
This event provided the opportunity to brainstorm	Individual interviews	Inductive
This event had speakers relevant to me and my job	Individual interviews	Inductive
This event's program had timely and relevant topics	Individual interviews	Inductive
This event's speakers were recognized experts in the filed	Individual interviews	Inductive
I gained knowledge that I can bring back to my organization	Mitchell *et al*. (2016)	Deductive
I felt a sense of challenge	Lyu & Lee (2013)	Deductive
I learned new skills	Lyu & Lee (2013)	Deductive
This event made me proud to work for a renowned company	Individual interviews	Inductive
This event was held at a high-status venue	Individual interviews	Inductive
This event was organized by a reputable company	Mitchell *et al*. (2016)	Deductive
This event would impress others	Hung & Petrick (2011)	Deductive

That was a high-status event	Hung & Petrick (2011)	Deductive
I was inspired by the new things implemented by my competitors	Individual interviews	Inductive
This event helped spur innovation in my organization	Individual interviews	Inductive
This event helped expand my resource network	Individual interviews	Inductive
This event helped me develop cross-partnerships within my organization	Individual interviews	Inductive
I learned about recent trends	Rittichainuwat & Mair (2012)	Deductive
I gained knowledge about new products	Rittichainuwat & Mair (2012)	Deductive
I observed product development	Rittichainuwat & Mair (2012)	Deductive
I obtained access to new markets and technologies	Mitchell *et al*. (2016)	Deductive
I benchmarked myself or my organization against others	Mitchell *et al*. (2016)	Deductive
I met people who could help me achieve the next level in my career	Individual interviews	Inductive
I met people who could help me obtain the next role in my company	Individual interviews	Inductive
This event helped me expand my professional network	Individual interviews	Inductive
This event helped me find a mentor	Individual interviews	Inductive
This event provided networking opportunities	Individual interviews	Inductive
This event provided the opportunity to have one-on-one conversations	Individual interviews	Inductive
This event helped me feel acceptable	Sweeney & Soutar (2001)	Deductive
This event helped me make a good impression on other people	Sweeney & Soutar (2001)	Deductive
This event gave me social approval	Sweeney & Soutar (2001)	Deductive
My experience at this event was important for my esteem, status, and social relationships	Varshneya & Das (2017)	Deductive
This event made me feel appreciated	Individual interviews	Inductive
This event made me proud to work for a company that shares my core values	Individual interviews	Inductive

I stayed motivated even after the event was over	Individual interviews	Inductive
This event made me feel excited about working for this company	Individual interviews	Inductive
This event made me feel excited about being on the team	Individual interviews	Inductive
This event helped me make my team excited about the new things I learned and brought back to them	Individual interviews	Inductive
I felt engaged at the event	Individual interviews	Inductive
I was excited to participate in the activities	Individual interviews	Inductive
This event was a fun experience	Individual interviews	Inductive
This event made me feel good	Sweeney & Soutar (2001)	Deductive
This event gave me pleasure	Sweeney & Soutar (2001)	Deductive
This event was enjoyable	Sweeney & Soutar (2001)	Deductive
This event gave me a positive feeling	Sánchez *et al.* (2006)	Deductive
This event's setup, food and beverage, entertainment, and other elements were impressive	Individual interviews	Inductive
This event captivated people's attention	Individual interviews	Inductive
This event made me feel like I was in another world	Mathwick *et al.*, 2001	Deductive
I got so involved at this event that I forgot everything else	Mathwick *et al.*, 2001	Deductive
This event provided an entertaining experience	Varshneya & Das (2017)	Deductive
I felt inspired by the keynote speaker	Individual interviews	Inductive
This event was not a nice time out*	Babin *et al.* (1994)	Deductive
This event brought people together	Individual interviews	Inductive
This event helped build camaraderie	Individual interviews	Inductive
I learned about other people's personalities	Individual interviews	Inductive
I got to know people on a personal level	Mitchell *et al.* (2016)	Deductive
I made new friends	Foley et al. (2014)	Deductive
This event was worth the time spent away from my family	Individual interviews	Inductive

This event was worth falling behind my deadlines	Individual interviews	Inductive
This event was worth having an additional workload upon my return	Individual interviews	Inductive
This event was worth time spent away from my hobby	Individual interviews	Inductive
This event was worth dealing with travel stress	Individual interviews	Inductive
This event was well-planned	Individual interviews	Inductive
The event organizers were professionals	Individual interviews	Inductive
This event went smoothly in terms of technology	Individual interviews	Inductive
This event was well-staffed	Individual interviews	Inductive
This event was a good return on investment	Individual interviews	Inductive
This event was worth the money spent on it because it increased productivity	Individual interviews	Inductive
This event was worth the costs involved to attend it	Individual interviews	Inductive
This event was worthwhile	Smith & Colgate (2007)	Deductive

Note: * denotes a reverse-scored item

APPENDIX E

DEVELOPMENT SAMPLE 2 QUESTIONNAIRE

Questionnaire

Title of the Research: Measuring the Value of Internal Corporate Events from Attendees' Perspective: Multidimensional Scale Development

4. Do you reside in the United States?
   Yes
   No (*If this option is selected, Skip to End of Survey*)

This survey will ask you questions about participation in internal corporate events. An internal corporate event is an organized occasion planned and executed by a company for its employees with business, educational, celebration, or recognition purposes in-person or online, with or without a third party's help. Examples of internal corporate events are award ceremonies, gala dinners, holiday parties, leadership retreats, presentations, sales conferences, seminars, sessions, team building, training, workshops, video conferences, and webinars.

5. When was the last time you attended an internal corporate event?

   Within the past few days
   Within a week
   Within a month
   Within six months
   Within a year
   Within two years
   More than two years ago (*If this option is selected, Skip to End of Survey*)
   I have not attended internal corporate events (*If this option is selected, Skip to End of Survey*)

6. On average, how many times per year do you attend internal corporate events?
   _____

4. What types of internal corporate events have you attended in the last two years?
   Award ceremony
   Gala dinner
   Holiday party
   Leadership retreat
   Presentation
   Sales conference
   Seminar sessions
   Team building
   Training
   Workshop

Video conference
Webinar
Other (specify) __

5. What was the purpose of the most recent internal corporate event you attended?
Business
Celebration
Education
Recognition

6. What was the format of the most recent internal corporate event you attended?
In-person
Virtual
Hybrid

15. Please answer the following questions *keeping in mind the most recent internal corporate event you attended.*

Please indicate your level of agreement with the following statements: (1- Strongly Disagree, 2- Somewhat Disagree, 3 - Neither Agree nor Disagree, 4- Somewhat Agree, 5 – Strongly Agree)

I gained new professional contacts
I established new collaborations
I met new team members
I followed up with the new contacts after the event
This event provided team-building opportunities
This event helped bring other departments to my team's side

I gained knowledge about new products
I observed product development
Please choose the option "'Strongly Disagree" (*Attention check*)

I obtained access to new markets and technologies
I learned about recent trends
I was inspired by the new things implemented by my competitors

This event was worth falling behind my deadlines
This event was worth having an additional workload upon my return
This event was worth time spent away from my hobby
This event was worth the time spent away from my family

This event helped me feel acceptable
Please choose the option "'Strongly Agree" (*Attention check*)

This event gave me social approval

This event helped me make a good impression on other people
I got to know people on a personal level
This event's program had timely and relevant topics
This event had speakers relevant to me and my job
This event provided content customized for the audience

Thank you very much for sharing your opinion! Now, could you please tell us a bit about yourself?

16. What is your gender?
Male
Female
Other

17. What is your ethnicity?
American Indian or Alaskan Native
Asian
African American
Hispanic or Latino of any race
Native Hawaiian or another Pacific islander
White
Other

18. What year were you born?

_____

19. What is the highest level of education you have completed?
Less than High School
High School / GED
Some College
2-year College Degree
4-year College Degree
Master's Degree
Doctoral Degree
Professional Degree (JD, MD)

20. What is your marital status?
Single
Married
Divorced
Widowed
Separated

21. Which of the following categories best describes your employment status?

Employed, working 40 or more hours per week

Employed, working 1-39 hours per week
Not employed, looking for work
Not employed, NOT looking for work

22. Please indicate your total household income
under $25,000
$25,000 - $44,999
$45,000 - $64,999
$65,000 - $84,999
$85,000 - $104,999
$105,000 - $124.999
$125,000 - $144,999
Over $145,000

15. Thank you for sharing this information! Please write in one or two sentences what you think about the value of internal corporate events. Also, you may use this space to provide any other comments about this survey.

_____

Thank you for taking the time to complete this survey. We are grateful for your insights. You response has been recorded.

VITA

Inna Soifer, M.S., CHE, CHIA

Department of Nutrition and Hospitality Management
The University of Mississippi
116 Lenoir Hall
P.O. Box 1848
University, MS 38677-1848, U.S.A.
Cell Phone: +1 (443) 760-1079
Email: isoifer@olemiss.edu

EDUCATION

The University of Mississippi, Oxford, MS (Anticipated) 2021
    Ph.D. in Nutrition and Hospitality Management
    Minor: Graduate Minor in Applied Statistics

Udmurt State University, Russia 2006
    M.S. in Hospitality and Tourism Management

Udmurt State University, Russia 2000
    B.B.A. in Hospitality and Tourism Management

CERTIFICATIONS

Certified Hospitality Educator (CHE)
    American Hotel and Lodging Educational Institute 2014

Certification in Hotel Industry Analytics (CHIA)
    American Hotel and Lodging Educational Institute 2014

HONORS AND AWARDS

WINNER | RECIPIENT

Graduate Achievement Award in Nutrition & Hospitality Management
    The University of Mississippi April 2020

Outstanding Graduate Student in Nutrition & Hospitality Management

109

The University of Mississippi   April 2020

The Honor Society of Phi Kappa Phi
    The University of Mississippi   September 2019

2018 Kemmons Wilson School Outstanding Service Award
    University of Memphis   April 2018

2016-2017 HSMAI Collegiate Chapter of the Year [faculty advisor]
    The Hospitality Sales and Marketing Association International   September 2017

2017 ICHRIE Johnson & Wales Hospitality & Tourism
Case Study Competition [2nd prize]
    International Council on Hotel, Restaurant, and Institutional Education   July 2016

NOMINEE | CONTESTANT

Graduate Instructor Excellence in Teaching Award
2020 Finalist
    The University of Mississippi   May 2020

2019 STR Student Market Study Competition
Finalist, Graduate Team [member]
    STR/SHARE Center   November 2019

ACADEMIC APPOINTMENTS

Research Interests: the meetings, expositions, events, and conventions (MEEC) industry; lodging management

SAS Analytics Lab Graduate Assistant, The University of Mississippi   2020-present
    School of Applied Sciences (SAS)
- Provide statistical consulting services to the students

Graduate Instructor | Graduate Assistant, The University of Mississippi   2018-present
    Department of Nutrition and Hospitality Management
    Advisor: Dr. Eun-Kyong (Cindy) Choi
- Served as the instructor of record for several undergraduate courses (NHM 312 Event Management I, NHM 314 Event Management II, and NHM 363 Foodservice Procurement)
- Incorporated the Cvent Supplier Network and Eventbrite Event Marketing Certifications into the curriculum
- Analyzed and interpreted quantitative and qualitative data for the Mississippi Center for Obesity Research (MCOR) grant

- Analyzed secondary data for the Accreditation Commission for Programs in Hospitality (ACPHA) self-study report, including drafting Standard IX titled Financial Resources

Instructor (full-time), University of Memphis
Kemmons Wilson School of Hospitality and Resort Management   2013-2018
- Organized three Distinguished Chefs' Dinners for 100+ guests
- Organized four Celebration of Excellence senior send-off events for 90+ guests
- Organized 2015 Hops into Spring fund-raising event for 150+ guests for St. Jude Children's Research Hospital
- Incorporated the American Hotel and Lodging Association (AH&LA) and STR Certification in Hotel Industry Analytics (CHIA) into the curriculum
- Utilized the Cesim Hospitality Simulation and innRoad software for team projects
- Founded the Kemmons Wilson School Professional Development Series

Instructor (part-time), University of Memphis
Kemmons Wilson School of Hospitality and Resort Management   Spring 2013
- Incorporated the AH&LA Guest Gold Service training program, leading to designation as a Certified Guest Service Professional (CGSP), into the curriculum

HOSPITALITY INDUSTRY EXPERIENCE

Business Center Supervisor
Maxima Hotels, Moscow, Russia   2010-2011
- Supervised five staff responsible for meeting spaces maintenance
- Oversaw setup and teardown of meeting spaces
- Handled challenging and complicated requests, working in partnership with service suppliers
- Provided hotel guests with translation from English into Russian that resulted in receiving positive feedback from foreign customers

Corporate Event Project Manager
Aero Club Tour (MICE agency), Moscow, Russia   2007-2009
- Contributed to producing global projects for up to 1000 participants
- Organized well-received incentive tours and events for key clients
- Designed electronic catalog of incentive tours in Russia, Commonwealth of Independent States (CIS), and Baltic countries that increased sales of the company's latest products and services
- Developed a new system to access databases of event vendors
- Created and implemented professional/educational training for the sales division of 12 employees that resulted in increased sales managers' efficiency
- Improved the terms of contracts by negotiating with service suppliers and developing successful partnerships
- Ensured service suppliers compliance with company policy and standards
- Implemented a Service Level Agreement signed with the key clients

- Made formal presentations to board and decision-makers
- Researched and analyzed market trends in specific business travel segments
- Designed and conducted the following workshops:
  - Types of lodging properties and their compliance with corporate travel demands
  - Signing a contract with a hotel: underlying potential problems
  - Strategies for selling a destination
  - Successful presentation to decision-makers
  - Event planning tools
  - Corporate travel trends
  - Characteristics of incentive tours
  - Event facilities in Moscow, Russia
  - Meetings and events industry in Russia, CIS, and Baltic Countries

Sales Manager

Istra Holiday Hotels, Moscow, Russia   2006-2007
- Organized corporate events for key clients, working in cooperation with all hotel departments
- Developed successful partnerships with travel agencies and corporate clients
- Participated in travel exhibitions and advertising activities promoting the hotel products and services

Front Desk Agent

Istra Holiday Hotels, Moscow, Russia   2005-2006
- Handled reservations and guest check-in and check-out by using a property management system (Epitome PMS)
- Carried out night audit and assisted in the preparation of all reports relevant to daily revenues

Housekeeper

Uzbekistan Embassy Hotel, Moscow, Russia   2003-2004
- Assisted floor supervisor in the day-to-day operation
- Maintained room cleanliness, handled linen, and reported maintenance issues

PUBLICATIONS

PEER-REVIEWED JOURNAL ARTICLES

Soifer, I., Roseman, M. (2022). Two faiths, one happy couple [Manuscript accepted for publication; in print]. *Journal of Hospitality & Tourism Cases, 11*(3).

Soifer, I., Berezina, K., Ciftci, O., & Mafusalov, A. (2021). Virtual site visits for meeting and event planning: Are U.S. convention facilities ready? *Journal of Hospitality and Tourism Insights, 4*(2), 183-204. https://doi.org/10.1108/JHTI-09-2020-0165

Soifer, I., Choi, E. K., & Lee, E. (2020). Do hotel attributes and amenities affect online user

ratings differently across hotel star ratings? *Journal of Quality Assurance in Hospitality & Tourism,* 1-22. http://dx.doi.org/10.1080/1528008X.2020.1814935

Choi, E.-K., & **Soifer, I**. (2018). Is social media marketing a necessary evil? *Journal of Hospitality & Tourism Cases, 7*(2), 9-16. http://dx.doi.org/10.4135/9781529718256

Soifer, I., & Choi, E.-K. (2018). Improving a destination image through a countywide training for frontline employees: The Welcome to Memphis project. *Journal of Hospitality & Tourism Cases, 6*(4), 17-21. http://dx.doi.org/10.4135/9781529717075

MANUSCRIPTS UNDER REVIEW

Ciftci, O., Berezina, K., & **Soifer, I.** (2021). *Facial recognition systems at business events: Investigating privacy-personalization paradox* [Manuscript submitted for publication; first revision]. Department of Nutrition and Hospitality Management, The University of Mississippi.

REFERRED PUBLISHED ABSTRACTS

Roseman, M., Lambert, L., Knight, K., & **Soifer, I.** (2020). Parental opinion of school lunch based on their middle Schooler's level of participation in the national school lunch program. *Journal of the Academy of Nutrition and Dietetics, 120*(9), A53. https://doi.org/10.1016/j.jand.2020.06.158

Roseman, M., Lambert, L., Knight, K., **Soifer, I.**, & Gordon, K. (2020). Middle school students' level of school lunch participation predicts overall lunch experience with specific lunch attributes associated with liking lunch. *Journal of the Academy of Nutrition and Dietetics, 120*(9), A83. https://doi.org/10.1016/j.jand.2020.06.084

BOOK CHAPTERS

Soifer, I., & Whitney, P. (2019). Event industry and operations. In R.A. Brymer, R.A. Brymer, L.N. Cain, & M. Orlowski (Eds.), *Hospitality: An introduction* (17th ed., pp. 213-226). Kendall Hunt Publishing.

Choi, E.-K., **Soifer, I.,** & Joung, H.-W. (2017). Impacts of culture on the hospitality customers' decision-making process. In D. Gursoy (Ed.), *Handbook of hospitality marketing* (pp. 348-357). Routledge.

Soifer, I. (2016). Event management. In R.A. Brymer, L. Moll & R. Brymer (Eds.), *Hospitality: An introduction* (16th ed., pp. 397-409). Kendall Hunt Publishing.

PROFESSIONAL PUBLICATIONS

Berezina, K., **Soifer, I**., Ciftci, O. (2020, October 25). Embarking on a virtual tour: Showcasing your property online. *HITEC Special Report*.

CONFERENCE PRESENTATIONS

PAPER PRESENTATIONS

Soifer, I., Berezina, K., Ciftci, O., & Mafusalov, A. (2021, January 8-9). *Virtual tours for meeting planning: Trend or fad?* [Paper presentation]. The 26th Annual Graduate Education and Graduate Student Research Conference in Hospitality and Tourism, Houston, TX, United States.

Ciftci, O., Berezina, K., & **Soifer, I.** (2020, February 28-29). *Intention to use facial recognition technology by business event attendees* [Paper presentation]. International Council on Hotel, Restaurant, and Institutional Education, Southeast, Central & South American Federation (ICHRIE SECSA) Conference, Auburn, AL, United States.

Choi, E.-K., & **Soifer, I.** (2017, July 26-28). *Is social media a necessary evil?* [Paper presentation]. International Council on Hotel, Restaurant, and Institutional Education (ICHRIE) Conference, Baltimore, MD, United States.

POSTER PRESENTATIONS

Soifer, I., & Choi, E.-K. (2021, January 8-9). *The effects of awareness, acceptability, accessibility, and affordability (4A's) on intention to hire a wedding planner* [Poster presentation]. The 26th Annual Graduate Education and Graduate Student Research Conference in Hospitality and Tourism, Houston, TX, United States.

Roseman, M., & **Soifer, I.** (2019, July 24-26). *Qualitative analysis of wedding trends from professional event planners' perspective* [Poster presentation]. International Council on Hotel, Restaurant, and Institutional Education (ICHRIE), New Orleans, LA, United States.

Soifer, I., & Roseman, M. (2019, January 3-5). *Budgeting for the big day: An analysis of wedding expenditures in a non-metro urban area* [Poster presentation]. The 24th Annual Graduate Education and Graduate Student Research Conference in Hospitality and Tourism, Houston, TX, United States.
.

GRANTS AND OTHER FUNDING

Title: **Summer tuition scholarship for dissertation**
Recipient: Inna Soifer
Amount: $ 2,922 (funded)
Period: May 2020 – July 2020
Funding Agency: The Graduate School and Outreach/Continuing Studies | The University of Mississippi, Oxford, MS
Title: **Incorporating written and oral communication into an existing class for instructors of**

record
Principal Investigator: Inna Soifer
Amount: $500 (not funded)
Period: May 2019 – December 2019
Funding Agency: Department of Writing and Rhetoric | The University of Mississippi, Oxford, MS

Title: **Restaurant owners' attitudes and opinions towards food waste and food recovery in Memphis, TN**
Principal Investigator: Inna Soifer
Amount: $3,000 (funded)
Period: May 2017 – May 2018
Funding Agency: Kemmons Wilson School of Hospitality and Resort Management | University of Memphis, Memphis, TN

Title: **First impressions work**
Co-Principal Investigators: Eun-Kyong (Cindy) Choi, Inna Soifer, Rhema Fuller, Joann Selvidge, and Mary Schmitz
Amount: $15,000 (not funded)
Period: August 2016 - February 2018
Funding Agency: Strengthening Communities Initiative | University of Memphis, Memphis, TN

TEACHING EXPERIENCE

Teaching Interests: meeting and event management, lodging management, hospitality marketing, global hospitality

Graduate Instructor, The University of Mississippi
Department of Nutrition and Hospitality Management   2018-2020

Fall 2020
NHM 312 Event Management I (**online**) (31 students; sole instructor)

Spring 2020
NHM 314 Event Management II (15 students; sole instructor)

Fall 2019
NHM 312 Event Management I (31 students; sole instructor)

Spring 2019
NHM 363 Foodservice Procurement (33 students; sole instructor)

Fall 2018
NHM 363 Foodservice Procurement (45 students; sole instructor)

Instructor (full-time), University of Memphis

HPRM 4401 Management of Tourism (**hybrid**) (15 students; sole instructor)

Spring 2018
HPRM 4331 Advanced Resort/Lodging Management (11 students; sole instructor)
HPRM 3330 Hotel and Resort Operation (14 students; sole instructor)
HPRM 1050 Business of Hospitality (20 students; sole instructor)

Fall 2017
HPRM 4331 Advanced Resort/Lodging Management (22 students; sole instructor)
HPRM 4301 Event Management for HPRM/PR (17 students; sole instructor)
HPRM 3911 Pre-Internship in HPRM (12 students; sole instructor)
HPRM 2330 Managing Hotel and Resort Operations (38 students; sole instructor)

Summer 2017
HPRM 4400 International Hospitality (**hybrid**) (13 students; sole instructor)

Spring 2017
HPRM 4331 Advanced Resort Lodging Management (9 students; sole instructor)
HPRM 4301 Event Management for HPRM/PR (10 students; sole instructor)
HPRM 2330 Managing Hotel Resort Operations (38 students; sole instructor)

Fall 2016
HPRM 4331 Advanced Resort Lodging Management (15 students; sole instructor)
HPRM 3600 Entertainment Management (8 students; sole instructor)
HPRM 3911 Pre-Internship in HPRM (22 students; sole instructor)
HPRM 2330 Managing Hotel and Resort Operations (27 students; sole instructor)

Spring 2016
HPRM 4331 Advanced Resort Lodging Management (22 students; sole instructor)
HPRM 3600 Entertainment Management (8 students; sole instructor)
HPRM 3911 Pre-Internship in HPRM (12 students; sole instructor)
HPRM 1050 Business of Hospitality (29 students; sole instructor)

Fall 2015
HPRM 4331 Advanced Resort Lodging Management (24 students; sole instructor)
HPRM 3600 Entertainment Management (16 students; sole instructor)
HPRM 1050 001 Business of Hospitality (48 students; sole instructor)
HPRM 4910 HPRM Problems [Independent Study] (4 students; sole instructor)

Summer 2015
HPRM 3911 Pre-Internship in HPRM (5 students; sole instructor)

Spring 2015

HPRM 4331 Advanced Resort Lodging Management (28 students; sole instructor)
HPRM 3911 Pre-Internship in HPRM (5 students) (sole instructor; sole instructor)
HPRM 3600 Entertainment Management (22 students; sole instructor)
HPRM 1050 Business of Hospitality (23 students; sole instructor)
HPRM 4910   HPRM Problems [Independent Study] (26 students; sole instructor)

Fall 2014
HPRM 4331 Advanced Resort Lodging Management (13 students; sole instructor)
HPRM 2003 Special Events (18 students; sole instructor)
HPRM 1050 001 Business of Hospitality (23 students; sole instructor)
HPRM 1050 002 Business of Hospitality (27 students; sole instructor)
UNHP 1100 329 The Honors Forum [Global Mindset through Tourism] (20 students; sole instructor)
HPRM 4910 HPRM Problems [Independent Study] (2 students; sole instructor)

Spring 2014
HPRM 4331 Advanced Resort Lodging Management (28 students; sole instructor)
HPRM 1050 001 Business of Hospitality (14 students; sole instructor)
HPRM 1050 002 Business of Hospitality (20 students; sole instructor)

Fall 2013
HPRM 4320 Hospitality Services Marketing (13 students; sole instructor)
HPRM 3320 Lodging Revenue & Sales (22 students; sole instructor)
HPRM 3911 Pre-Internship in HPRM (18 students; sole instructor)
HPRM 4910 HPRM Problems [Independent Study] (3 students; sole instructor)

Instructor (part-time), University of Memphis
Kemmons Wilson School of Hospitality and Resort Management   Spring 2013

Spring 2013
HPRM 1050 Business of Hospitality (34 undergraduate students; sole instructor)

GUEST LECTURES

Statistical Workshop, The University of Mississippi   March 2021
School of Applied Sciences
Topic: *Nonparametric statistics: Fisher's exact test*

Guest Lecture, The University of Mississippi   October 2019
Department of Nutrition and Hospitality Management
Course: NHM 702 Elements of Academic Development (Fall 2019)
Topic: *Experiential learning: The case method*

Guest Lecture, The University of Mississippi   March 2019
Department of Nutrition and Hospitality Management
Course: NHM 314 Event Management II (Spring 2019)

Topic: *Marketing a meeting*

Guest Lecture, The University of Mississippi   March 2018
    Department of Nutrition and Hospitality Management
    Course: NHM 361 Hotel Operations I (Spring 2018)
    Topic: *The international lodging industry: Challenges and opportunities*

SERVICE

REVIEWER/EDITORSHIP

Reviewer

Journal of Hospitality and Tourism Insights   2020-present

Journal of Hospitality and Tourism Technology   2020-present

2020 West Federation Council on Hotel, Restaurant, and Institutional Education   2019
(CHRIE) Conference

2019 West Federation Council on Hotel, Restaurant, and Institutional Education   2018
(CHRIE) Conference

UNIVERSITY SERVICE

The University of Mississippi

Clubs and Organizations

Member
    Advisory Committee | Hospitality
    TEDx University of Mississippi 2021   2020-2021

Member
    Executive Committee | Outreach
    TEDx University of Mississippi 2020   2019-2020

University of Memphis

College Committees

Member
    Faculty Search for Instructor of Sport & Leisure Management Committee
    Kemmons Wilson School of Hospitality and Resort Management   2017

Member

Faculty Search for Instructor of Sport & Leisure Management Committee
Kemmons Wilson School of Hospitality and Resort Management 2016

Departmental Committees

Member
Undergraduate Curriculum Council 2017-2018

Member
Scholarship Committee 2014-2018

Clubs and Organizations

Faculty Advisor
The University of Memphis Hospitality Sales and Marketing
Association International (HSMAI) Registered Student Organization 2014-2018

PROFESSIONAL AFFILIATIONS/MEMBERSHIPS

Member
Meeting Professionals International (MPI) 2014-present

Member
Hospitality Financial and Technology Professionals 2020-present

Member
International Council on Hotel, Restaurant, and Institutional Education
(ICHRIE) 2017-present

Collegiate Chapter Liaison
Hospitality Sales and Marketing Association International
(HSMAI) Mid-South, Board of Directors 2013-2018

SPECIAL SKILLS/ PROFICIENCIES

PROFESSIONAL DEVELOPMENT

APA 7 Workshop
Chi Sigma Iota, Epsilon Mu Chapter,
The University of Mississippi 2020

Resilient Teaching Faculty Learning Community
The University of Mississippi 2020

Dissertation Success Program

National Center for Faculty Development and Diversity (NCFDD)   2020

Diversity, Equity, and Inclusion for Students
    The University of Mississippi   2020

Online Design and E-Learning Certification
    The University of Mississippi   2019

Social Marketing Certification
    Hootsuite   2019

SKILLS

Data Collection and Analysis: SPSS, AMOS, JASP, Qualtrics
Hospitality Management Software: Property Management System (Epitome PMS, innRoad)
Event Management Software: Aisle Planner, Cvent, Eventbrite, Social Tables