



Digest

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Acknowledgments

The Institute of Hospitality thanks the students for their submissions in this 2nd Edition annual Digest. Thanks too must be passed to their lecturers for encouraging them to submit these.

If, through this publication we can bring new insights and ideas into the bright lights and away from university “shelves”, then we are helping operational executives. We are also creating awareness of the wealth of knowledge that exists behind university walls. Additionally, it will hopefully create closer links and ties between educators and practitioners.

This year’s edition looks at two very diverse pieces of research carried out in the field of Tourism: The first report looks at the practice of collaborative tourism in search for legitimacy and the second report, critically explores the landscape formation in the Old City of Jerusalem.

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**On-Demand Titles: Collaborative Tourism Organizations in
Search for Legitimacy. A Study of C-Suite Officers**



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Abstract

In a world where traditional tourism organizations (TTOs) are the brick and mortar of tourism, collaborative tourism organizations (CTOs) are fresh paint, making it more attractive to new age tourists. Airbnb and Uber both service usage of the existing (i.e. cars or houses) but the reason behind their expansion is unclear. Several academics say they reflect ecological consumption.

However, other authors think they benefit from bypassing state regulations and disregarding the welfare of workers. Besides these controversies, CTOs' shake TTOs business model. In theory, C-suite teams are responsible for both CTOs' and TTOs' success. To this date, little academic research has been done studying the composition of CTOs top management teams' (TMTs). In this type of research, the uniqueness of job titles is a major interest. Job titles serve as a marketing tool for both the employee and employer. Furthermore, firms' interest in personal development or expertise is reflected in how common and specific job titles are. Drawing on job titles of 88 top management teams, results show CTOs' executives teams carry more common and broad job titles to compete for legitimacy. CTOs use formal title more often to appeal to candidates, investors and to give credibility on C-suite' CVs. Whereas TTOs titles reflect a search for greater personal development and expertise. Both CTOs and TTOs borrow notions from their competing partners.

Key words: Collaborative organizations, Traditional organizations, Tourism, Job titles, C-suite, Legitimacy.

Introduction

AccorHotels, the fourth largest hotel corporation in the world¹, employs 250'000² people, whereas a CTO such as Airbnb employs a mere 9'000³. The apartment rental platform is worth 30 billion USD (Gallagher, 2017). That is three times the worth of AccorHotels (Ting, 2016). The fast growth of companies such as Airbnb questions the role of traditional bureaucracies have (Ryan, 2002; Walton 2005).

CTOs disrupt TTOs because of the technology they use (Guttentag, 2015; Dredge and Gyimóthy, 2015). CTOs act as friendly interfaces to navigate offerings of the internet. More clients gravitate to CTOs because they are cheaper compared to their counterparts, the traditional intermediaries (Rochet and Tirole, 2004). Lastly, CTO's gain popularity by focusing on a greater selection for modern travelers (Dredge and Gyimóthy, 2015). However, CTOs are challenged.

A legal loophole holds CTOs in a conflict between economic benefits (Saiz-Álvarez, 2016) and degrading working conditions (Goundin, 2016; UNCTAD, 2017). Moreover, several authors claim that CTOs make consuming sustainable (Botsman and Rogers, 2011; Jacquert and Leclercq, 2016), yet little academic research proves this (Dredge and Gyimóthy, 2015). The body of scientific studies on the topic is no larger than 46 articles issued between 2011 and 2015. Given that no definition exists, studying CTOs is a complex task.

CTOs or TTOs' strategic choices, such as improving efficiencies, achieving synergies, and coordinating activities are TMTs main responsibilities (Guadalupe et al., 2013). Subsequently, TMTs are a ringing cursor to a firm's market share (Cannella et al., 2008; Carpenter et al., 2004; Carpenter et al.,

¹ <https://www.statista.com/statistics/273064/revenue-of-the-largest-hotel-groups-worldwide/>

² <https://www.accorhotels.group/group/who-we-are/accorhotels-in-brief>

³ <https://www.linkedin.com/company/airbnb/>

2001; Hambrick et al., 1996; Jackson, 1992). When in fact, there is only little research on CTOs' TMTs.

The focus of this research is TMTs' job titles. Job titles are unique because they suggest task specialization (Baron and Bielby, 1986; Strang and Baron, 1990). In addition, they convey a sense of power and control (i.e., status). Even if titles do not reflect entirely what executives do (Guadalupe et al., 2013), they remain an acknowledged indicator. As a result, this paper investigates TMTs' titles focusing on two aspects: how common, and how specific are position names. Do CTOs TMTs' titles differ in perception status and task specialization from TTOs TMTs' titles?

On the one hand, Human Resources uses titles as a marketing tool to attract ideal candidates (Ahmed and Rafiq, 2013). In this paper, we examine the idea that common job titles depict standardized responsibilities (Baron and Bielby, 1986; Strang and Baron, 1990). The larger a sector is (e.g., tourism), the higher the chances that firms adopt standardized job descriptions for the sake of recruitment. Accordingly, unusual titles project new challenges beyond the boundaries of familiar titles.

On the other hand, the concept of title specificity stems from Guadalupe et al.'s findings (2013). In today's corporate environment, TMTs tend to gather a breadth of managers with highly specific knowledge and qualification who oversee their field of expertise in the whole organization (Guadalupe et al., 2013). Thus, it is assumed that specific titles correspond to higher prospects.

This paper attempts to extend the understanding of CTOs in two ways. First, CTOs in comparison with TTOs. Second, this study uses titles as a link between the organization level analysis and the individual level of analysis. In other words, TMTs titles become a proxy to a hypothetical discrepancy between CTOs and TTOs.

Literature Review

Collaborative economy

CTOs are multi-sided platforms because they connect two mutual demands: buyers and sellers. For example, Microsoft attracts developers (i.e., sellers) to create programs and sells them to end users (i.e., buyers) on its operating system. As a consequence, Microsoft needs to serve both developers and end-users (Rochet and Tirole, 2004). Likewise, Airbnb is multi-sided but differs from Microsoft in the technology it uses. Airbnb employs not only the latest bandwidth but empowers every smartphone on the planet (Evans et al., 2017).

In contrast, TTOs are both formal and informal organisms (Øgaard et al., 2008). Airlines, tour operators, hotel chains, and food services are some examples of TTOs. These are formal organizations as to ensure consistency of service (i.e., using bureaucracies), and are at the same time informal because employees are welcome to transgress rules to please customers. TTOs resemble a multi-sided platform, because tourism as a product is people themselves (Ryan, 2002), both providers and buyers. Conclusively, TTOs remain the largest employers worldwide (World Travel & Tourism Council, 2015).

Some academics voice that CTOs encourage sustainable consumption (Botsman and Rogers, 2011; Jacquert and Leclercq, 2016). Consumption shifts from owning to sharing existing assets. In other words, when private houses are left empty or cars are left idle, they are rentable to others at the same time, given to someone needing it. The sharing economy will rival the traditional economy in its volume of transactions by 2025 (PWC Pres Room, 2016). The main reason of this is that end users capture most of the value of the outcome (Saiz-Álvarez, 2016). All in all, in sharing what we possess, we buy less.

However, other academics claim end-users share because it is convenient and cheaper (Eckhardt and Bardhi, 2015). For example, Uber ties low prices to the image of an exclusive driver - a driver in suit and tie, in a black car (Eckhardt and Bardhi, 2015). Furthermore, CTOs repurpose workers as acting freelancers with no social protection (Henten and Windekilde, 2016; Jourdain et al., 2017; Slee, 2017; UNCTAD, 2017). For example, Uber drivers are, for the majority, low income minorities ready to accept low wages against smaller administrative burden (i.e., compliance with state social security) (Lambrecht, 2016; Slee,

2017). To resume, it remains unclear whether CTO's are driven by convenience or conscious consumption.

All in all, CTOs need a clearer definition because they already are integrated into the tourism value chain (Dredge and Gyimóthy, 2015). First, customers prefer to rely on previous customers' experiences (i.e. which is the basis of CTOs rating systems) rather than on traditional reputation systems (e.g., Hotels stars system, government accreditations, or tour operator's recommendations). Second, the overregulated hospitality industry leaves no margin for innovation. Prices swell due to insurance, accreditation, industry membership and licenses. Thus, the hospitality industry lacks financial leeway to innovate.

The controversy behind CTOs is a reason to support TTOs and CTOs are different. Both types of organizations portray different values and systems which support the assumption their TMTs have different titles.

TMT Titles as a proxy to the type of organization

TMTs reflect their firms' strategic intentions (Cannella et al., 2008; Carpenter et al., 2004; Carpenter et al., 2001; Hambrick et al., 1996; Jackson, 1992).

According to Mason and Hambrick (1984), TMTs' behaviors predict how firms expand, divide resources, and achieve economies of scale. Ultimately, strategic choices predict how a company performs (Jackson, 1992). Notwithstanding, titles are a mirror to executives' function (Baron and Bielby, 1986; Strang and Baron, 1990). As a result, both human resources and candidates will select titles according to their preferences. Yet, there is a plethora of reasons why titles exist and just as many ways to differentiate them (Baron and Bielby, 1986). So, this paper will focus on two: status and task specialization.

First, titles are a marketing tool for one's status (Baron and Bielby, 1986; Ahmed and Rafiq, 2013). Organizations treat their job positions as products to attract the best talent pool (Ahmed and Rafiq, 2013). Theories on internal marketing describe this phenomenon (Ahmed and Rafiq, 2013). In short, while customer satisfaction is the end goal, satisfied employees will bring altogether happier customer, positive word of mouth, and embody the firm's purpose

(Ahmed and Rafiq, 2013). Consequently, a firm that pleases its employees offers them opportunities to grow as people. Following this reasoning, employees seeking personal growth will find attraction to a position that does not restrict their capabilities. One could expect CTOs to create unbounded positions to foster performance. However, titles that target personal ambition rather than a broader set function are unusual because the nature of one's ambition is unique. All things considered, the first hypothesis is as follow:

H1. CTOs' TMTs gravitate toward unconventional titles.

Second, titles reflect task specialization (Baron and Bielby, 1986; Strang and Baron, 1990; Guadalupe et al., 2013). In the 1980s, top managers were general managers, monitoring the firms' overall performance (i.e., profit optimization). Today, when a company grows, its C-suite evolves in composition rather than in size (Guadalupe et al., 2013). Hence, the authors distinguish between the older generation of general managers and today's functional managers. General managers represent CEOs and regional managers with broad functions. Functional managers mimic CEOs in their specialized field and across business units. In this paper, broad titles represent general managers and specific titles, functional managers (e.g., Chief Community Officer (McLane, 2011), Chief Diversity Officer (Rayome, 2016), or Chief Sustainability Officer (Nesbitt, 2015)). The authors found corporations centralize functions. In other words, functional managers take responsibilities away from general managers. The reason for this is a need for firms to improve efficiency, achieve synergies, and coordinate activities (Guadalupe et al., 2013). In the wake of CTOs, one would expect expert positions (i.e., titles) to attract those looking for higher requirements. Consequently, the second hypothesis is as follow:

H2. CTOs' TMTs have more specific titles.

In conclusion, TMTs echo their organization's strategy. Different types of organizations most likely depict different TMTs. In addition, status and task segregation are two dimensions of which could differentiate TMTs' titles to the type of organizations.

Methodology

Sample frame and data collection

The sample gathers data on 635 managers from a total of 88 companies, 58 of which are CTOs and 31 TTOs. References for current CTOs were found on Jeremiah Owyang' blog⁴ and start-up investment websites⁵. Bureau Van Dijk (i.e., a Moody's analytics company) provided the first set of C-suite titles. Notwithstanding, when data on CTOs lacked, LinkedIn.com filled the gap. Regarding managers, two activities stood out from the rest: hotel chains (TTOs) and vehicle/ride sharing (CTOs) accounting for 14% and 16% of all top managers, respectively.

Variables and category development

Dependent variables

Carpenter et al., (2001), Hambrick et al., (1996) and Pelled (1996) define a C-suite as any position above vice-president. Given the scarcity of data available for CTOs, vice-president positions were added to the C-suite team in this study. Thus, the average top management team size is of 10 in CTOs (with a standard deviation of 4.9) and 15 in TTOs (with a standard deviation of 8.9).

Independent variables.

First, titles were classified by commonality (See *Table 1*, Appendix A for a summary of titles dimensions) – by frequency of occurrence. Common titles represent 50% of all occurrences. Then, the second half represent unusual titles (See *Table 2*, Appendix B, for the list of common and unusual titles). In addition, there were 7 unique common titles and 164 unique uncommon titles.

Second, titles were classified into specific and broad titles (See *Table 3*, Appendix C). In total, there were 25 unique broad titles, and 146 specific titles. Given time constraints, ten students from Ecole hôtelière de Lausanne classified the job titles according to their perception of specificity. The Fleiss

⁴ <http://www.web-strategist.com/blog/2013/02/24/the-master-list-of-the-collaborative-economy-rent-and-trade-everything/>

⁵ <https://www.moneynomad.com/100-sharing-economy-apps-websites/s>; <https://sidepay.me/blog/sharing-economy/>; and <https://angel.co/sharing-economy-4>

inter-rater reliability test (K_r) was run to determine if the agreement was significant (Geertzen, 2012). There was a slight agreement according to Landis and Koch (1977), $K_r = 0.129$.

Control variables and analysis

In the same way as Cannella et al., (2008), Hambrick et al., (1996), and Baron and Bielby (1986), organization size, organization age, and TMT size, the average organization turnover, gender, and the total number of employees in one organization were reported. Chi-square tests and cross-tabulations were run to interpret the data.

Results

The chi-square tests indicated that the two types of organizations were not equally represented by the number of common and unusual titles ($\chi^2(1) = 4.011$, $p = .045$), as well as broad and specific titles ($\chi^2(1) = 11.496$, $p < .001$). The association was small in both cases, $\Phi_{com} = .135$, and $\Phi_{spé} = .079$. Overall, the odds of finding common titles is 1.4 higher in CTOs than in TTOs. Conversely, the odds of finding broad titles is 1.7 higher in CTOs than in TTOs. Two separate conceptual graphs represent the results, where title specificity, and title commonality are scales. CTOs and TTOs were set against an imaginary scale by “collaborativeness” level (See Appendix D and E). Besides, proportions of title commonality and specificity are not correlated ($\chi^2(1) = 7.365$, $p = .007$; $\Phi = .108$). Thus, title commonality and specificity do not measure the same gap between CTOs and TTOs.

Furthermore, *Table 4* shows the descriptive statistics of control variables (See Appendix F). CTOs average employee turnover is 1.5 years against 6 years for TTOs. the number of women only adds up to 20% and 19% in CTOs and TTOs respectively. Finally, CTOs were smaller than TTOs with an average of 2'600 employees (with a standard deviation of 7'900) and 145'000 employees respectively (with a standard deviation of 143'000).

Discussion

The results of this study challenge the initial assumption that CTOs' TMTs have more unconventional and specific titles than TTOs' TMTs. Findings highlight that TTOs' TMTs titles show higher interest for intellectual growth (i.e., more unusual titles) than CTOs' c-suite titles. Then, CTOs' top managers titles illustrate higher task ambiguity (i.e., less specific titles) compared to TTOs' TMTs titles.

First, common titles attract people from the external labor market because such titles give greater credibility on a CV (Bidwell et al., 2015). Moreover, common titles give prestige overcoming a possible ambiguity in one's functions (Baron and Bielby, 1986). Indeed, titles in small organizations are ambiguous because top managers embody multiple responsibilities (e.g., finance, strategy, and operations). In addition, common titles translate one's roles into something familiar and structured (Baron and Bielby, 1986). Three reasons explain CTO's titles pattern. First, TMTs use common titles to sell themselves off on the labor market. Then, CTOs employ common titles as a marketing tool to legitimate their existence. Lastly, Titles become a guarantee for suppliers and investors (i.e. banks) that the company's work can be measured. To sum up, CTOs' common titles replicates those of traditional establishments with the aim to be equal in status.

On the other hand, new generations tend to identify to their profession rather than to whom they work for (Anteby et al., 2016). A profession is a community of actors centered on maintaining their knowledge monopoly (e.g. journalists, doctors, software engineers), whereas a job solely ties tasks to a work environment (Anteby et al., 2016). For example, software engineers identify themselves much more with their profession than with one firm (Anteby et al., 2016). New generations of workers attach more importance to furthering their field of knowledge than to pursue organizational goals. Such a trend explains why more TTOs' TMTs titles are unusual. These unusual titles target younger generations and attract their need to grow as people. Ultimately, TTOs welcome unusual titles because they need to attract a younger generation of top managers.

Furthermore, an organization increases the specificity of their titles when their operations are spread over several markets (Baron and Bielby, 1986). Baron and Bielby (1986) defend that small organizations lack detailed differentiations in roles. Most of the TTOs within the data sample are worldwide organizations. Therefore, TTOs are more likely to increase the number of roles. However, Airbnb, one of the largest CTOs follows a limited market growth scheme (Dredge and Gyimóthy, 2015). Airbnb grows mainly in the largest cities and is loosely present in rural areas. Thus, both size and scale are correlated with broad titles.

Implication for management

Results say CTOs' TMTs titles privilege both low technicity and little freedom for personal aspirations. Additionally, the odds that one manager works for a different company is four times higher in CTOs than TTOs. Common and broad titles participate in further blurring the line between authority and autonomy levels of workers (Haug, 1975). CTOs' TMTs titles depict the end of a traditional hierarchical system where status prevails. Meanwhile, TTOs' TMTs titles tend to value work as an opportunity to grow intellectually. Thus, what will become of career progression in terms of job titles in CTOs? And what will become of the identity of their top managers or any layer beneath?

Limitations and Conclusion

This research paper faces two limitations. The first is related to data collection. *LinkedIn.com* accounts as a reliable source of information (Beninger et al., 2014), yet there is little accurate information on TTOs managers' profile. Furthermore, CTOs provide little information on managers about their executive's management scope (i.e., *Bureau Van Dijk*), impeding data collection. As title specificity is a matter of perspective, the second limitation relates to the decision to use Guadalupe et al.'s (2013)'s work, some literature argues that functions and job titles are not reliable substitutes (Guadalupe et al., 2013; Haug, 1975; Anteby et al., 2016).

Future research could address these limitations and consider two findings from this study.

First, by defining title specificity, commonality, and “collaborativeness” level on a scale, one could assess the shape of the curves. For example, a concave relationship could illustrate one extreme case where titles are specific (or unusual) in highly collaborative firms. Alternatively, a convex curve could mean there exists not one organization with highly specific title (or unique) in highly collaborative firms.

Second, further research should look at the causal relationship between CTOs and broad and common titles. In that case, do managers in CTOs choose broad and common titles? Or is it because of job titles are attractive that managers chose to work in CTOs?

In conclusion, this study addresses whether top managers’ titles were any different between CTOs and TTOs’ Top Management Teams (TMT) by means of an empirical study using primary data obtained from multiple sources. Findings highlight that CTOs’ TMTs titles reflect a search for legitimacy in an ambiguous working environment. Moreover, TTOs’ TMTs titles seek to attract a younger generation of employees to work in a stable environment. The unique contribution of this paper to research is the fundamental question it asks on the evolution of top managers’ titles within collaborative organizations and beyond.

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Appendix A: Two dimensions of TMTs' titles

Table 1

Two dimensions of TMTs' titles

<i>Title commonality</i>	<i>Title specificity</i>
Common titles vs unusual titles.	Broad titles vs specific titles.
These titles reflect how standardized requirements are. Titles are divided by popularity. Fifty percent of all titles represent common titles, the other half represent unusual titles. These titles reflect a firm's interest for personal development. Title commonality links to a status and care of oneself image within and outside the firm.	These titles reflect how segregated tasks are. Titles are divided according to the perception of specificity. These titles manifest value for the thinking process, as in task optimization. Title specificity echoes task ambiguity within a work environment.

Appendix B: TMT titles by commonality

Table 2

TMT titles by commonality

<i>Common titles</i>	<i>Unusual titles</i>	
Chief Executive Officer	Brand director	Chief Global Communications Officer
Chief Financial Officer	Business Unit director	Chief Global Digital Marketing Officer
Chief Technology Officer	Chief Schools Officer	Chief Global Operations Officer
Area director	Chief Accounting Officer	Chief Global Partner Sales Officer
Chief Marketing Officer	Chief Administration Officer	Chief Global Partnerships & Business Development Officer
Chief Operations Officer	Chief Airlines officer	Chief Global Public Policy Officer
Chief Human Resources Officer	Chief Airport Operations officer	Chief Global Sales & Supply Officer
	Chief Art Officer	Chief Global Social Media Strategist Officer
	Chief Benefits & Rewards Officer	Chief Global Strategy Officer
	Chief Brand & Marketing Officer	Chief Government Affairs Officer
	Chief Brand and Communications Officer	Chief Government Officer
	Chief Brand Communications Officer	Chief Government Relations Officer
	Chief Brand Officer	Chief Growth & Analytics Officer
	Chief Brand Operations Officer	Chief Growth Officer
	Chief Brand Partnership & Events Officer	Chief Happiness Officer
	Chief Brand Service & Innovation Officer	Chief Hospitality Officer
	Chief Brand Strategy Officer	Chief Hotel Operations Officer
	Chief Business Alliances Officer	Chief Information Officer
	Chief Business Development & Partnerships Officer	Chief Information Security Officer
	Chief Business Development Officer	Chief Innovation & Product development Officer
	Chief Business Integration Officer	Chief Innovation Officer
	Chief Business Intelligence Officer	Chief Insights & Analytics Officer
	Chief Business Officer	Chief Integrated Marketing Officer
	Chief Business Operations & Strategy Officer	Chief International & Impact Officer
	Chief Business Technology Officer	Chief Investment Officer
	Chief Business Transformation Officer	Chief Knowledge Management Officer
	Chief Channel Development Officer	Chief Legal Officer
	Chief Commercial & Marketing Officer	Chief Lodging Partner Services Officer
	Chief Commercial Officer	Chief Logistics Officer
	Chief Communications & Public Affairs Officer	Chief Maritime Officer
	Chief Communications Officer	Chief Market Development Officer
	Chief Community Officer	Chief Marketing & Customer Relationship Officer
	Chief Compliance Officer	Chief Marketing & Ecommerce Officer
	Chief Concept Development Officer	Chief Marketing & product launches Officer
	Chief Corporate Affairs Officer	Chief Marketing Officer
	Chief Corporate Communications & Public Policy Officer	Chief Marketplace Strategist Officer
	Chief Corporate Development Officer	Chief Members Happiness
	Chief Creative Officer	Chief MICE Officer
	Chief Culture & Organization Development Officer	Chief of Staff Officer
	Chief Customer Experience officer	Chief Operations & Business Improvement Officer
	Chief Customer Officer	Chief Operations & Partnerships Officer
	Chief Customer Operations Officer	Chief Operations & Strategy Officer
	Chief Customer Relationship Management Officer	Chief Operations and Business services Officer
	Chief Customer Success Officer	Chief Partner Solution Officer
	Chief Data Architect Officer	Chief Partnership Officer
	Chief Data Officer	Chief Partnerships Officer
	Chief Data Science & Analytics Officer	Chief People & Culture Officer
	Chief Data Science Officer	Chief People Officer
	Chief Design & Innovation Officer	Chief Portfolio officer
	Chief Design Officer	Chief Procurement Officer
	Chief Development Officer	Chief Product & Strategy Officer
	Chief Development, Architecture &	Chief Product Design & Development Officer
		Chief Product Design Officer

Construction Officer	Chief Product Management Officer
Chief Digital & Innovation Officer	Chief Product Officer
Chief Digital Marketing Officer	Chief Product Partnership Officer
Chief Digital Officer	Chief Project Management Officer
Chief Disruption & Growth Officer	Chief Public Affairs & Social Impact Officer
Chief Diversity & Inclusion Officer	Chief Public Affairs Officer
Chief Diversity and Belonging Officer	Chief Public Relations Officer
Chief Ecommerce Officer	Chief Purchasing Officer
Chief Ecosystem Officer	Chief Resort Officer
Chief Employee Culture and Communications Officer	Chief Retail Officer
Chief Employee Experience Officer	Chief Revenue Officer
Chief Engagement Officer	Chief Sales & Marketing Officer
Chief Engineer Officer	Chief Sales Officer
Chief Engineering Officer	Chief Store Development
Chief Entrepreneurship Officer	Chief Store development & Design Officer
Chief Ethics & Compliance Officer	Chief Strategic Development Officer
Chief Executive & Operations Officer	Chief Strategy Officer
Chief Experience Officer	Chief Supply Chain & Sustainability Officer
Chief Experiences Officer	Chief Supply Chain Officer
Chief F&B Officer	Chief Talent Acquisition Officer
Chief Finance & Procurement Officer	Chief Tax officer
Chief Finance & Strategy Officer	Chief Ticketing Business Officer
Chief Financial & Accounting Officer	Chief Trust and Risk Management Officer
Chief Financial & Administration Officer	Executive Chef
Chief Financial & Analytics Officer	General Counsel
Chief Fleet Operations & Supply Chain Officer	General Counsel & Chief Legal Officer
Chief Flight operations Officer	General Counsel & Chief Privacy Officer
Chief Food Safety, Quality & Regulatory	General Manager
	Managing Director
	President
	Subsidy Director

Appendix C: TMT titles by specificity

Table 3

TMT titles by specificity

<i>Broad titles</i>	<i>Specific titles</i>	
Area director	Brand director	Chief Global Communications Officer
Business Unit director	Chief Schools Officer	Chief Global Digital Marketing Officer
Chief Business Officer	Chief Accounting Officer	Chief Global Operations Officer
Chief Executive & Operations Officer	Chief Administration Officer	Chief Global Partner Sales Officer
Chief Executive Officer	Chief Airlines officer	Chief Global Partnerships & Business Development Officer
Chief F&B Officer	Chief Airport Operations officer	Chief Global Public Policy Officer
Chief Finance & Procurement Officer	Chief Art Officer	Chief Global Sales & Supply Officer
Chief Finance & Strategy Officer	Chief Benefits & Rewards Officer	Chief Global Social Media Strategist Officer
Chief Financial & Accounting Officer	Chief Brand & Marketing Officer	Chief Global Strategy Officer
Chief Financial & Analytics Officer	Chief Brand and Communications Officer	Chief Government Affairs Officer
Chief Financial Officer	Chief Brand Communications Officer	Chief Government Officer
Chief Legal Officer	Chief Brand Marketing Officer	Chief Government Relations Officer
Chief Marketing Officer	Chief Brand Officer	Chief Growth & Analytics Officer
Chief Operations Officer	Chief Brand Operations Officer	Chief Growth Officer
Chief Sales Officer	Chief Brand Partnership & Events Officer	Chief Happiness Officer
Chief Strategy Officer	Chief Brand Service & Innovation Officer	Chief Hospitality Officer
Chief Technology Officer	Chief Brand Strategy Officer	Chief Hotel Operations Officer
Executive Chef	Chief Business Alliances Officer	Chief Human Resources Officer
General Counsel	Chief Business Development & Partnerships Officer	Chief Information Officer
General Counsel & Chief Legal Officer	Chief Business Development Officer	Chief Information Security Officer
General Counsel & Chief Privacy Officer	Chief Business Integration Officer	Chief Innovation & Product development Officer
General Manager	Chief Business Intelligence Officer	Chief Innovation Officer
Managing Director	Chief Business Operations & Strategy Officer	Chief Insights & Analytics Officer
President	Chief Business Technology Officer	Chief Integrated Marketing Officer
	Chief Business Transformation Officer	Chief International & Impact Officer
	Chief Channel Development Officer	Chief Investment Officer
	Chief Commercial & Marketing Officer	Chief Knowledge Management Officer
	Chief Commercial Officer	Chief Lodging Partner Services Officer
	Chief Communications & Public Affairs Officer	Chief Logistics Officer
	Chief Communications Officer	Chief Maritime Officer
	Chief Community Officer	Chief Market Development Officer
	Chief Compliance Officer	Chief Marketing & Customer Relationship Officer
	Chief Concept Development Officer	Chief Marketing & Ecommerce Officer
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	Chief Corporate Communications & Public Policy Officer	Chief Marketplace Strategist Officer
	Chief Corporate Development Officer	Chief Members Happiness
	Chief Creative Officer	Chief MICE Officer
	Chief Culture & Organization Development Officer	Chief of Staff Officer
	Chief Customer Experience officer	Chief Operations & Business Improvement Officer
	Chief Customer Officer	Chief Operations & Partnerships Officer
	Chief Customer Operations Officer	Chief Operations & Strategy Officer
	Chief Customer Relationship Management Officer	Chief Operations and Business services Officer
	Chief Customer Success Officer	Chief Partner Solution Officer
	Chief Data Architect Officer	Chief Partnership Officer
	Chief Data Officer	Chief Partnerships Officer
	Chief Data Science & Analytics Officer	Chief People & Culture Officer
	Chief Data Science Officer	Chief People Officer
	Chief Design & Innovation Officer	Chief Portfolio officer
	Chief Design Officer	Chief Procurement Officer
	Chief Development Officer	Chief Product & Strategy Officer
	Chief Development, Architecture & Construction Officer	Chief Product Design & Development

Chief Digital & Innovation Officer	Officer
Chief Digital Marketing Officer	Chief Product Design Officer
Chief Digital Officer	Chief Product Management Officer
Chief Disruption & Growth Officer	Chief Product Officer
Chief Diversity & Inclusion Officer	Chief Product Partnership Officer
Chief Diversity and Belonging Officer	Chief Project Management Officer
Chief Ecommerce Officer	Chief Public Affairs & Social Impact Officer
Chief Ecosystem Officer	Chief Public Affairs Officer
Chief Employee Culture and	Chief Public Relations Officer
Communications Officer	Chief Purchasing Officer
Chief Employee Experience Officer	Chief Resort Officer
Chief Engagement Officer	Chief Retail Officer
Chief Engineer Officer	Chief Revenue Officer
Chief Engineering Officer	Chief Sales & Marketing Officer
Chief Entrepreneurship Officer	Chief Store Development
Chief Ethics & Compliance Officer	Chief Store development & Design Officer
Chief Experience Officer	Chief Strategic Development Officer
Chief Experiences Officer	Chief Supply Chain & Sustainability Officer
Chief Financial & Administration Officer	Chief Supply Chain Officer
Chief Fleet Operations & Supply Chain	Chief Talent Acquisition Officer
Officer	Chief Tax officer
Chief Flight operations Officer	Chief Ticketing Business Officer
Chief Food Safety, Quality & Regulatory	Chief Trust and Risk Management Officer
	Subsidy Director

Appendix D: Conceptual distribution of title commonality per level of collaborativeness

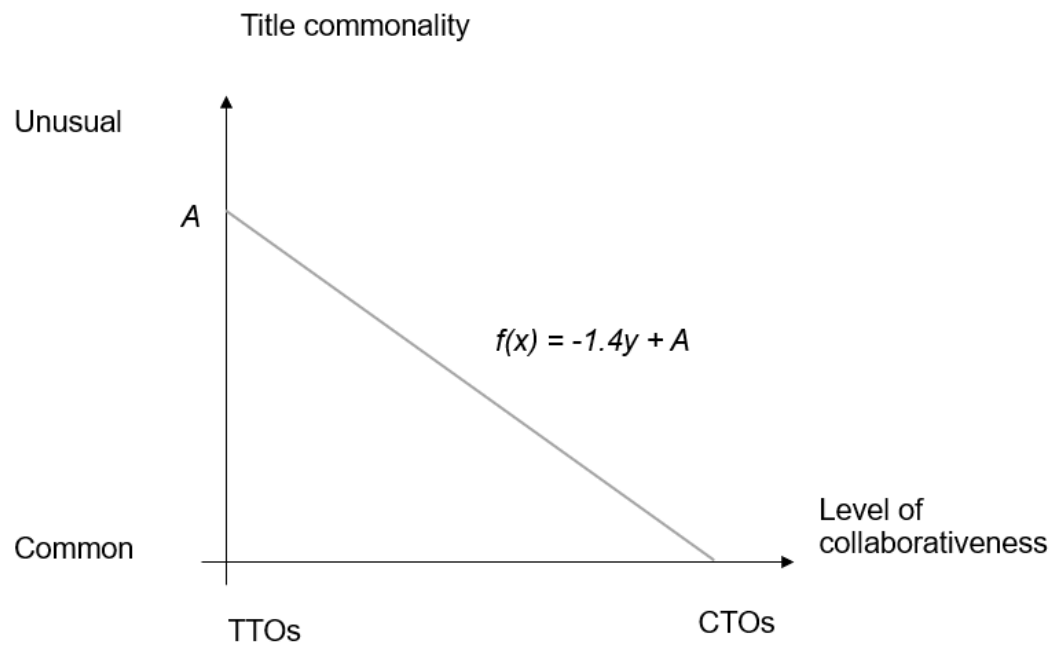


Figure 1. Conceptual distribution of title commonality per level of collaborativeness

(See Figure 1 on file “Figure 1 and 2.pptx”)

Appendix E: Conceptual distribution of title specificity per level of collaborativeness

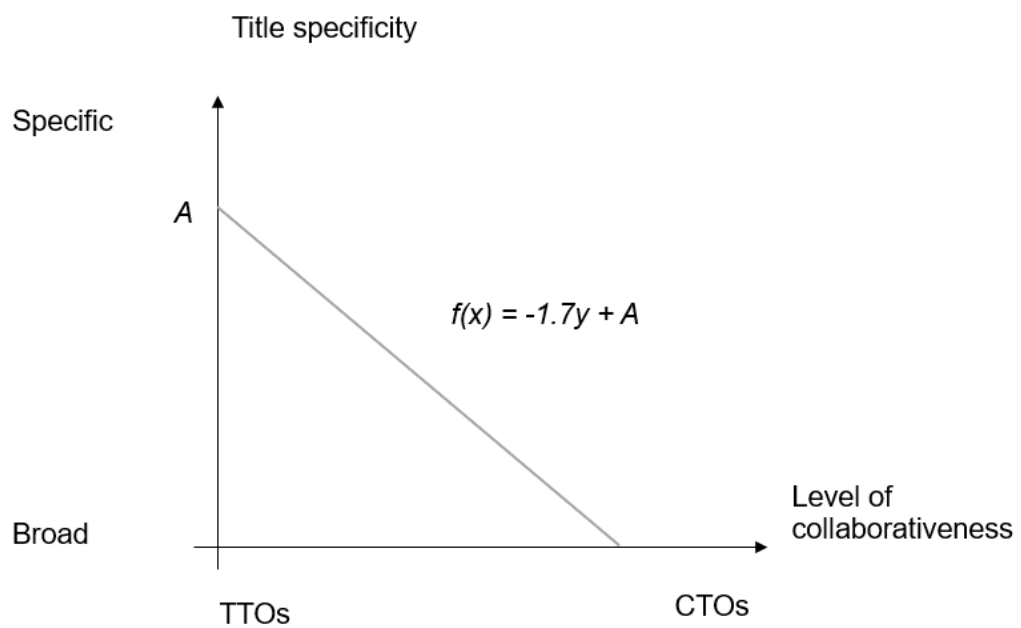


Figure 2. Conceptual distribution of title specificity per level of collaborativeness

(See Figure 2 on file “Figure 1 and 2.pptx”)

Appendix F: Descriptive statistics of control variables

Table 4

Descriptive Statistics of Control Variables

Type of economy	Variables	N	Minimum	Maximum	Mean	St. dev.
CTOs	Gender (in percentage of women)	311	-	-	20.00%	4.03%
	Organization average employee tenure (in years)	311	.00	3.90	1.65	1.01
	Organization age	311	2.00	27.00	8.07	4.17
	Organization size (in number of employees)	311	2.00	41'061.00	2'591.46	7'904.88
	TMT size	311	2.00	19.00	9.85	4.90
TTOs	Gender (in percentage of women)	324	-	-	19%	3.96%
	Organization average employee tenure (in years)	324	1.50	13.40	6.32	2.43
	Organization age	324	6.00	114.00	53.67	30.92
	Organization size (in number of employees)	324	97.00	550'000.00	144'896.96	143'112.07
	TMT size	324	2.00	37.00	14.99	8.91

Note. N = 635

The Old City of Jerusalem: Landscape formation



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1.1. Abstract

The aim of this paper is to, with the help of a multitude of photographs, critically explore the landscape formation in the Old City of Jerusalem (OCJ). By utilising the Circuit of Culture theory, the paper – which takes the form of a photo essay – highlights some of the different local cultural narratives and meanings identified in the landscape; particularly in relation to the impact that the presence of tourists have on these.

The Old City of Jerusalem (OCJ) gives shelter to some of the most significant historical milestones and monuments for Muslims, Christians and Jews. For Centuries, Jerusalem has suffered disputes around the control of the land. This has contributed to a strong division between cultures – evident in the separation of the OCJ into four quarters, and in the different cultural landscapes that each of them forms (Cohen-Hattab, 2004). These peculiarities contribute to enhancing the destination brand of the OCJ (Braun and Zenker, 2010).

Pilgrimage to the OCJ has been the traditional way of travel because of its spiritual significance for the three monotheistic faiths. However, the city also attract individuals driven by their curiosity for the cultural heritage or the current political conflict (Brin, 2006). Furthermore, many travel to the OCJ to visit friends and relatives as a result of the high volume of migration.

Clearly, tourism is a great asset to the local economy, and tourism development and management are seen as important in the OCJ. The paper thus concludes that the influx of tourists has resulted in a complex and flexible landscape shaped not only by the different cultures but also by the visitors.

Keywords: Tourist Landscape, Old City of Jerusalem, Cultural Tourism, Circuit of Culture, Destination Branding, Contested Heritage.

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Introduction

The Old City of Jerusalem (OCJ) is, in just 0.9 square kilometres, home to some of the most remarkable landmarks in the history of the three main monotheistic religions: Judaism, Islam and Christianity (UNESCO, 2018). Such a unique characteristic has led to religious, political and economic disputes among the different communities throughout the history of Jerusalem (Brin, 2006). This has historically forced its population to migrate which has shaped the rich cultural landscapes of the OCJ (Cohen-Hattab, 2004; William and Hall, 2002).

The OCJ is divided into four quarters: Jewish, Christian, Muslim and Armenian. Due to the importance of religion in the construction of identity, each one of these communities is strongly represented in the areas they inhabit – resulting in a rich variety of cultural landscapes (Cohen-Hattab, 2004).

However, locals are not the only ones contributing to shaping the landscape of the walled city. Tourists have visited the OCJ over centuries in the form of pilgrimages, which is still one of the most popular motives for people to travel to ‘the Holy Land’ (Cohen-Hattab and Shoval, 2015; Cohen-Hattab, 2004). Brin (2006) also identifies individuals whose visit to the OCJ is driven by the current political conflict between Israelis and Palestinians, as well as for cultural heritage reasons not necessarily linked to their religious beliefs. Moreover, as William and Hall (2002, p.38) suggest, ‘migration is a precondition for visiting friends and family tourism (VFR)’. The Jerusalem Institute for Policy Research (2016) highlights the relevance of VFR tourism, representing 21% of total arrivals in 2015. Regardless of their motivators to travel, Jerusalem is currently experiencing positive tourism figures, reaching 3,545,900 overnight stays in 2015 (Jerusalem Institute for Policy Research, 2016). The large volume of tourists is challenging the perception of authenticity of the OCJ for visitors, but also for locals who in many cases may see their own culture becoming commodified and losing meaning (Ram et al, 2016).

This paper – which takes the form of a photo essay – uses the Circuit of Culture Theory developed by Hall et al (Du Gay et al, 2013) to critically analyse the landscape formation in the OCJ through the tourism impact and the different local cultural narratives.

The Circuit of Culture

The Circuit of Culture is a framework used in Social Science to analyse cultural texts in order to understand how different meanings and perceptions are generated at five different stages, which are interconnected: representation, regulation, identity, production and consumption (Du Gay et al, 2013). It has been adapted for landscape formation analysis by Porter (2015, see fig.1), and this model will be utilised below in the discussion of the OCJ landscape.

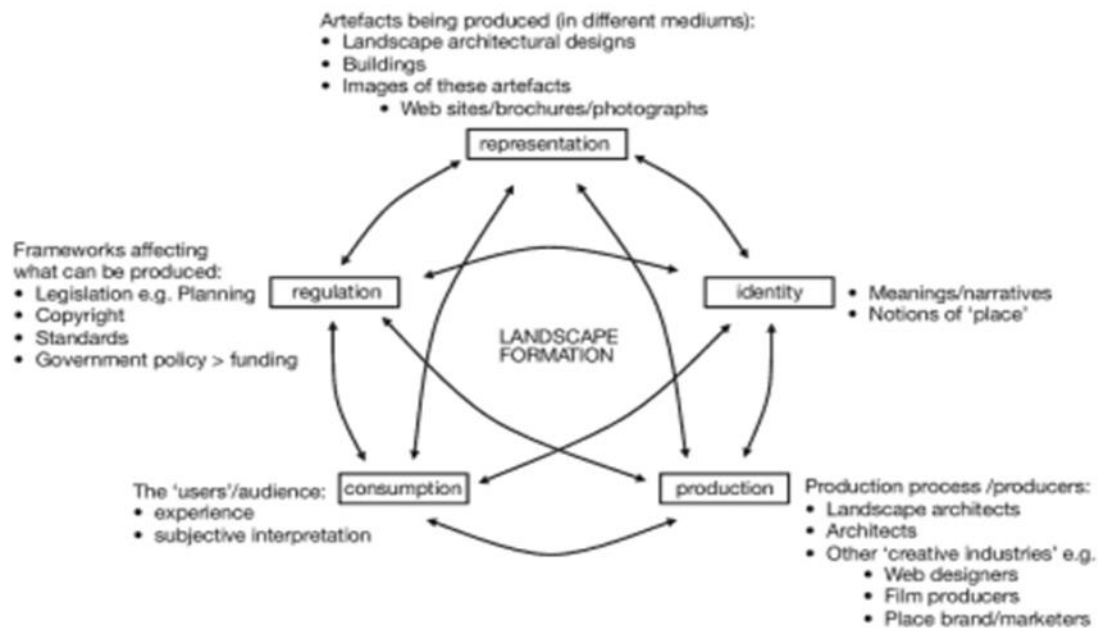


Figure 1

'Landscape Formation as situated within the circuit of culture' (Porter, 2015, p.6)

1.3. Identity

The main characteristic of the OCJ is the lack of a unified identity in favour of a strong differentiation among the neighbour communities (Cohen-Hattab, 2004). They all share a common denominator which is the devotion for Jerusalem as the Holy Land, but the conflict around the legitimate ownership of the land and the historical religious clashes, make more difficult the development of closer ties among the different groups (Cohen-Hattab and Shoval, 2015).

The only two communities that would like to be recognised as a unified quarter are the Armenian and the Christian since they share the same religion, therefore the same landmarks and beliefs (BBC Mundo, 2017). The Armenian identity is also enhanced by the fact that they are the oldest diaspora

community living outside the homeland and they have maintained their national traditions (BBC Mundo, 2017).

For the three faiths, each of their landmarks in the OCJ represents an important moment in the history of their religion which is the base of their beliefs, in consequence, of their identities (Cohen-Hattab, 2004).



Figure 2
The Wailing Wall and The Dome of the Rock

According to Judaism, the Wailing Wall (see fig.2) is the centre of the world, therefore the closest they can pray to the *Holy of Holiest* (BBC Mundo, 2017). Muslims believe that the rock inside the Dome of the Rock is where Mahoma ascended into heaven and recognise Jerusalem as the third holiest place for



Figure 3
The Church of the Holy Sepulchre

their religion (see fig.2). For Christians, the Church of the Holy Sepulchre (see fig.3) is where Jesus was crucified and also resurrected (BBC Mundo, 2017). Due to the worldwide presence of the three religions and their shared meanings and interpretations of Jerusalem, many people worldwide find their identities represented in the OCJ which drives them to undertake a pilgrimage to the Holy Land (Collins-Kreiner, 2009).

Moreover, Jerusalem is the hotspot of the Israeli-Arab conflict which is influenced not only by religion but also by political and territorial issues. Both Israel and Palestine claim their sovereignty over Jerusalem and seek international recognition as an attempt to defend their national identity (Hille, 2017).

1.4. Representation

Representation refers to the way in which a concept or meaning takes shape in the environment (Du Gay et al, 2013). The representations are given by material artefacts but also by all sorts of cultural manifestations such as language, art or gastronomy (Leve, 2012).



Figure 4
Plate marking the start of the Christian Quarter



Figure 5
Plate marking the start of the Jewish Quarter

There is a clear division of the quarters and the OCJ is impregnated with signifiers of the different cultures. The easiest to identify are those in the built environment, such as the places of worship of the different religions (see fig.2, 3 and 8), their institutional buildings (see fig.25) or the local businesses (see fig.9 and 13). Moreover, the quarters are marked with plates and all the street signs are written in at least two languages among Arabic, Hebrew and English (see fig.4, 5 and 17).



© Institute of Hospitality



Figure 7
Jewish house – Hebrew writing and mezuzah on the right of the door



Figure 8
Christian Church in the Armenian Quarter

Figure 6
Muslim house – door painted in blue, colour traditionally associated with this community

Undoubtedly, the behaviours of the locals also contribute to the representation and differentiation of their cultural narratives; by populating certain areas, wearing certain clothes, and decorating their houses in a certain way (see fig.6, 7, and 12). But they also contribute through other cultural expressions such as gastronomy, prayers or celebrations (see fig.10, 11 and 12).



Figure 9 - Armenian Business



Figure 10
Jewish person reading in one of the squares in his quarter



Figure 11
Mosque of Omar – Muslims attending prayers



Figure 12
Israeli participating in her military training mixed with the crowd of tourists

In contrast, the tourism landscape is presented in all the different quarters through the heritage sites that act as a pull factor for visitors and it is also shaped by the businesses and services which satisfy the tourist demand such as hotels, souvenir shops or public toilets (see fig.15 and 16). There are also many street signs to direct visitors to the main attractions written in English. Organised groups of tourists overcrowd the narrow streets of the OCJ as well as the hotspots which clashes with the mystical atmosphere that could be expected from a sacred place (see fig.17, 24 and 27).

Locals' behaviours and the way they stage their cultural authenticity is also influenced by the presence of visitors. It is common to see food tasting and musical performances delivered by locals to entertain visitors and bring them closer to a certain culture (see fig.13 and 14).



Figure 13
Food tasting for tourist



Figure 14
Jewish performing traditional music for tourists



Figure 15
Businesses orientated to tourists



Figure 16
Ruins of the Old City Walls with descriptive signs for tourists

1.5. Regulation

Since the Six-Day War in 1967, Jerusalem is controlled (administrative and military) by Israel, contradicting the United Nations resolution of keeping the city as a separate entity for ten years; and against the desire of the Palestinian community to regain the control over Israelis (Hille, 2017). This limits the ability of Palestinians, and other communities, to represent their identity and to implement policies and regulations according to their values and interests. The current conflict is visible in the strong presence of security forces and recording systems (see fig.18 and 19) in the OCJ as well as in some of the cultural artefacts produced by different groups (see fig.32).



Figure 17
Street sign for locals and tourists advising residential area and code of conduct



Figure 18
Israeli policemen



Figure 19
Security cameras

The different communities also have their own code of conduct which is highly influenced by their religions and contrast with some tourists' cultural values. This is visible, for instance, in the separation between gender in places of worship, the rituals they practice or the different dress codes (see fig.20, 21, 22 and 23).



Figure 20
Sign marking the entrance for men to the Wailing Wall



Figure 21
Facilities for women to wash their hands before praying in the Wailing Wall



Figure 22
Men wearing traditional Jewish Kippah, women wearing traditional Muslim Hijab and men wearing traditional Muslim Taqiyah



Figure 23
Jewish women wearing clothes according to her culture standards: skirt down the knee, long sleeve and wig to cover natural hair

Furthermore, the OCJ is a World Heritage Site protected by UNESCO which also entails restrictions to the way the place is managed and preserved (Creighton, 2007). To sum up, Jerusalem's building policy requires all

constructions to be made using the characteristic white Jerusalem stone (see fig.24, 25 and 26) as a branding strategy (Harman, 2015).



Figure 24
Imperial Hotel



Figure 25
Tower of David
Museum Entrance on
the right; Swedish
Christian Study Centre
of the left and Christian
Information Centre at
the back



Figure 26
Jewish quarter – the
newest buildings in the
OCJ are found here

1.6. Production

The production of the different 'ethnoscapes' is influenced by the values and interests of the different communities but also by the regulations in place (Shaw, 2010). Production refers to the process of encoding the dominant meanings into the cultural products (Du Gay et al, 2013).

The cultural diversity of the OCJ is also visible in all the different products and



Figure 27
Christian guided tour

experiences offered. Brin (2006) also argues that the different groups are intent to use tourism as a propaganda tool to achieve international support and influence visitors' perception. For instance, it is common to see clearly differentiated guided tours following a specific cultural narrative which is delivered by a tour guide who belongs to a certain community group (see fig.27, 28 and 29). This is defined by Collins-Kreiner (2009, p.439) as an 'environmental bubble' and describes the strong attachment of individuals to their own values.



Figure 28
Group of Jewish at the front and a Muslim guided tour in the background



Figure 29
Multicultural guided tour

Moreover, different cultures are also visible in the souvenir shops and the local businesses which represent the identity of each community – and it is possible to find all sorts of religious items as well as products that link to national identity and, in some cases, to political conflicts. In addition, locals use western cultural elements, such as brands or gastronomy, to produce a welcoming image and grab the visitors' attention (see fig.30, 31, 32 and 33).



Figure 30
Chabad Lubawitch Synagogue next to Coffe Place and Italian Restaurant with wording in English



Figure 31
Cultural Jewish artefacts as a tourist souvenir



Figure 32
Palestinian tourism marketing as souvenir



Figure 33
Marketing evoking a well know western business

Another clear sign of the alteration of the landscape for tourists is the implementation of technological devices such as screens and audio assistance to improve the tourist experience (see fig.34 and 35).



Figure 34
Audio assistance in the ruins of the old wall of the OCJ



Figure 35
Screens to support the historical narrative in The Cardo

1.7.

1.8. Consumption

Consumption refers to how the audience decodes the messages implicit in the production and representation of cultures and identities. According to Knudsen et al (2008, p.5), 'landscapes are open to multiple interpretations and they must be read'. As previously mentioned, people visiting the OCJ are driven by different reasons such as religious pilgrimage, VFR, dark tourism or political tourism. These motivators will influence the way tourists interact with the environment and the products and services they will purchase. How visitors experience a cultural attraction such as a place of worship, for instance, could be completely different.



Figure 36
The Wailing Wall – Prayers and celebrations of locals and visitors



Figure 37
Tourist taking picture, observing and resting in the Wailing Wall



Figure 38
Family taking picture together in the Wailing Wall premises

While pilgrims and believers participate in the prayers and enjoy a spiritual experience (see fig.36), sightseeing tourists observe and take pictures moved by curiosity (see fig.37); some even get closer as a way to feel the authenticity of the place. Furthermore, families and friends also visit places of worship to celebrate special events which is something they have in common with local communities (see fig 38). Another example is guided tours which are chosen by tourist following their motivators – those being religious, cultural or political – in contrast to visitors who plan their own itinerary, some of which identify to a lesser degree with local cultures.



Figure 39
Tourist taking picture of the inside of a house



Figure 40
Crowd visiting the Church of the Holy Sepulchre

The consumption of specific goods can also be a sign of how a certain culture is perceived or to what degree it is adopted (Du Gay et al, 2013). For instance, locals do not consume souvenirs or guided tours but they do share prayer and public spaces with tourists. People living permanently in the OCJ may also be disturbed by the high number of visitors since they alter their normal lives (see fig. 39 and 40).

Conclusion

From the Circuit of Culture analysis, this photo essay has identified differences between the four different quarters of the OCJ and the communities that live there – who support various interpretations and meanings, and hold diverse cultural ties to the walled city. The different beliefs and cultural norms are represented through buildings, decoration, clothing, rituals and many other forms of cultural expression. Furthermore, the way goods, traditions and services are produced and consumed is highly influenced by their cultural meanings. However, Israelis are in an advantageous position since they have the administrative control of the city and, even though they allow the cultural representation, production and consumption of other religions, they hold all the decision making power which leads to socio-cultural and political conflicts.

The high number of visitors that travel to the OCJ also impacts on the landscape formation. Moreover, they influence the behaviour of locals who have commodified certain aspects of their cultures in the representation and production of goods and services, to supply the tourist demand and also through the adaptation of the environment as a tourist destination. Although some visitors may share cultural values and beliefs with hosts, there are also cultural differences which are identified in the consumption and representation elements and influenced by the motivators that drove them to visit the OCJ – these could for example be cultural or political, or specifically a religious pilgrimage, or VFR.

To conclude, the landscape of the OCJ is strongly shaped by the different communities and the high volume of visitors that it hosts. The different cultural groups may share certain values or beliefs but there are cultural moorings which influence the way they interpret and experience the OCJ and the impact they create on the landscape.

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