Projecting the Hospitality Needs of International Visitors to the Knoxville Area During the 1982 World's Fair

Youssri Allam

University of Tennessee, Knoxville

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To the Graduate Council:

I am submitting herewith a dissertation written by Youssri Allam entitled "Projecting the Hospitality Needs of International Visitors to the Knoxville Area During the 1982 World's Fair." I have examined the final electronic copy of this dissertation for form and content and recommend that it be accepted in partial fulfillment of the requirements for the degree of Doctor of Philosophy, with a major in Human Ecology.

Mary Jo Hitchcock, Major Professor

We have read this dissertation and recommend its acceptance:

Roy E. Beauchene, Lura Odland, Dan Doulet

Accepted for the Council:

Carolyn R. Hodges

Vice Provost and Dean of the Graduate School

(Original signatures are on file with official student records.)
To the Graduate Council:

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Mary Jo Hitchcock, Major Professor

We have read this dissertation and recommend its acceptance:

Accepted for the Council:

Vice Chancellor
Graduate Studies and Research
PROJECTING THE HOSPITALITY NEEDS OF INTERNATIONAL VISITORS TO THE KNOXVILLE AREA DURING THE 1982 WORLD'S FAIR

A Dissertation
Presented for the
Doctor of Philosophy Degree
The University of Tennessee, Knoxville

Youssri Allam
June 1982
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ABSTRACT

The 1982 World's Fair in Knoxville, Tennessee (May 1st to October 31st), thereafter designated as Fair, is projected to host more than half a million international visitors. International visitors will come from every part of the world. They have different cultures, habits, attitudes and needs. The hospitality industry in Knoxville might face guests who do not speak English, have no American dollars, and have never eaten American food. The research was aimed to project the hospitality needs of the international visitors to the Fair who would be staying in hotels and motels in Knoxville, Gatlinburg, Alcoa, Pigeon Forge, Maryville, and Sevierville, Tennessee.

Two hundred thirty questionnaires were sent to all hotel and motel managers in Knoxville and the surrounding cities. Names and addresses of lodging establishments were provided by the Marketing Department of Knoxville International Energy Exposition (KIEE). The questionnaire consisted of twenty-one questions designed to find what hotel and motel managers perceived as international visitors' needs in terms of hospitality services. Approximately 12 percent responses were received. Frequency distribution was used to analyze the responses. The study revealed that most hotel and motel managers in Knoxville, Tennessee and surrounding cities perceived the needs for currency exchange, menus printed in foreign languages, and increased the number of ethnic food items on their menus, but most of them were not willing to provide such services to international guests.
The initiation of the study started during the Fall of 1980 and the data were accumulated one year later. It is hoped that participation in this study will increase the effort of hotel and motel managers to provide extra services desired or needed by international guests in order for them to go back to their countries with pleasant memories of the United States of America and some stimulation of international understanding.
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CHAPTER I

INTRODUCTION

The year 1980 marked the first time since World War II that the number of foreign visitors to the United States exceeded the number of American citizens traveling abroad. "International visitors select America as a destination for several reason(s) such as, America still enjoys the image of a land of plenty, the declining value of the dollar has rendered American vacations relatively inexpensive, and to visit the center of world commerce and culture" (Cornell HRA Quarterly, February 1981).

The travel trend shows that in the coming decade more international visitors will visit the United States. Although it is not the intention to discuss the benefits of international tourism to the U. S. economy, it is worth saying that the more foreign visitors the better the U. S. economy will be. The U. S. agencies should encourage this trend and help stimulate and attract more foreign visitors. The hospitality operator who represents a segment of U. S. business has a vital role in exploring international markets.

"The hospitality operators must remember that the foreign tourist represents a market--a lucrative market--that cannot be tapped unless they cultivate their strengths and overcome their weaknesses as a tourist destination" (Cornell HRA Quarterly, February 1981).

Knoxville, Tennessee will be the first American city to host a World's Fair in the 1980s. Knoxville, a small city compared to New
York or Paris, France is going to host the world. It is expected that visitors will come from every continent to visit the World's Fair in 1982. More than half a million of foreign visitors will be in Knoxville from the period of May through October 1982. This number means a challenge for the hospitality industry in East Tennessee to supply the needs of a complex mixture of visitors.

The objective of this research is to project the 1982 World's Fair visitors' needs.
CHAPTER II

REVIEW OF THE LITERATURE

The United States and World's Exhibitions

The United States has hosted the world more than ten times from 1852 to 1974. Each of the previous World's Fairs had its theme and atmosphere. In 1853 the New York International Exposition was held in New York City and it contributed to cultural exchange between America and Europe. In 1876, in commemoration of the centenary of the American Independence, the Philadelphia Centennial Exposition was held. Typewriters, telephones, and sewing machines were mass produced and exhibited at the fair. Chicago hosted the world in 1893 and the first short distance walking belt was exhibited.

In 1904, St. Louis, Missouri hosted the world's largest exposition in scale in the world's history (fairground 5 million square meters in space). Airship flights and 160 automobiles were exhibited. Panama-Pacific Exposition took place in 1915 in commemoration of the reconstruction of San Francisco and the opening of the Panama Canal. Philadelphia constructed the largest stadium, at that time, with a capacity of 100,000 persons to host the world in 1926. The 1933 World's Fair contained extensive exhibits developed by the United States of America and other countries, depicting exhibits of early historical communities as well as futuristic exhibits of science and technology. As with many World's Fairs, land was reclaimed and developed for the Fair site with post-Fair usage pre-planned for community benefits.
In 1939-1940 New York hosted the world in a fair themed "World of Tomorrow." Television and tape recorders were first displayed. In 1939 San Francisco hosted the world for the first time in a fair themed "Glory of Democracy."

A monorail was put into operation in 1962 in Seattle Century 21 Exposition themed "Mankind of the Space Age." In 1964-65 New York City celebrated its 300th anniversary by hosting the world in its third World's Exposition themed "Peace Through Understanding." In 1974 Spokane hosted five million visitors in a six-month period and the theme emphasized the history of man and his environment. In 1982 we expect that Knoxville will host 11-12 million visitors to show the importance of energy, utilization, resources, and potential new sources (Official Report of the Japan World's Fair, 1972).

Each new fair has contributed a new invention or a new theme and/or idea to the world. The Fair to be held at Knoxville is projected to host between 9.5 million and 14.3 million persons, with the probable level of attendance at 12 million visitors (Economic Research Associates, Economic Feasibility, 1978). One million eight hundred thousand international visitors may be traveling in the south of the Unit-d States during the exposition period and approximately 535,000 of them are expected to visit the Fair (East Tennessee Development District, Methodology for Expected Visitation, 1980). It has been indicated in the financial draft report prepared by the Economic Research Associates (ERA) for Knoxville International Energy Exposition (KIEE) that plans for lodging facilities and other support services for the Fair visitors be formulated and completed as early
possible to provide adequate facilities for the visitors (Economic Research Associates, Final Draft Report, 1980). In a study on foreign visitors to the south of the United States, East Tennessee Development District's researchers projected that 30 percent of all foreign visitors to the south of the United States, East Tennessee Development District's researchers projected that 30 percent of all foreign visitors to the south (1.8 million) during the Fair's period will choose Knoxville as a destination city because of the World's Fair (Tremblay, 1980). Foreign travel to the United States has almost doubled from 1920 to 1980 and reached a level of 21,600,000 visitors in 1980. Almost 50 percent of the foreign travel to the United States is from Canada and 40 percent from overseas (U. S. Travel Service, 1980 and 1978).

The year 1980 marked the first year since 1945 that the number of overseas visitors to the U. S. exceeded the number of Americans traveling abroad. Foreign visitor spending amounted to more than 6.5 billion dollars in 1977--more than 3.5 billion dollars were spent on food, lodging, and entertainment (Weed, 1981). Although the hospitality industry benefits from foreign visitors, few operators have studied the nature of this growing market (O'Connor, 1981). The role of the hospitality industry is to provide the different services needed by guests and must profit. The hospitality operator must make an effort to design and market his products and services to capture the business of foreign visitors (O'Connor, 1981).

The increased number of international visitors to the U. S. is a result of a complex of factors. The following are some of these factors.
1. The dollar's declining exchange value has rendered American vacations affordable to foreign visitors.

2. Many Europeans travel to the U. S. to see the land to which some of their ancestors emigrated.

3. Education and technology in the U. S. is often considered as second to none.


Many foreign visitors to the U. S. encounter several barriers such as communication, currency exchange, and lack of accessible information. A major problem facing international travelers in the U. S. is our monolingualism. Understanding most of our public communication signs require the ability to read English. Language barriers also make ordering meals in American restaurants difficult for most foreign visitors. The international traveler also encounters some difficulties in exchanging currencies if he is not in a city where large banks have international departments (O'Connor, 1981).

Millions of international visitors come to the United States each year and the number is growing (Weed, 1981). The major arrival cities for international guests in the United States are New York, Miami, Los Angeles, Atlanta, and Dallas. The lodging industry in those cities realized the different hospitality needs of international visitors. The Dutch Resort in Lake Buena Vista, Florida installed an international hospitality desk at the front office to help foreign guests with travel plans. Marriott Corporation is marketing their operations overseas. "In 1980 they witnessed a 60 percent increase
in international guest occupancies in its U. S. properties" (Weed, 1981).

Travelodge Corporation extended its hospitality services according to international visitors needs. They have a multilingual toll-free number for reservations. American Express and the Marriott Corporation offer a 24-hour, 7-day a week information service for international guests staying in Marriott's hotels. Not every hotel and motel manager can afford the investment in a multi-language reservation system but every manager can understand foreign customs, supply directional signs in foreign languages, and print menus in different languages. These efforts are important in attracting visitors from overseas.

Accommodations and Guests' Services

Accommodations and facilities are a primary need of fair visitors in general. International visitors have different needs than local tourists which need to be supplied to attract tourists from other countries to visit the United States. In Spokane,

The Chamber of Commerce had a hand in helping international visitors who spoke little or no English. It formed a Language Bank in conjunction with Expo and Spokane's International Exchange Council. A "Human Bank" of volunteers who consisted of college students, wives of servicemen, and exchange students--over forty languages were represented by more than 250 volunteers who acted as guides, hosts, and translators (Bowers, 1978).

Sixty percent of the 1982 World's Fair guests are expected to come from outside a 100-mile radius of Knoxville, TN. Therefore most of these visitors will require lodging accommodations (East Tennessee Development District, 1979). As of 1978, there were 15 hotels and
motels that have more than 100 rooms in Knoxville. The room supply of these 15 hotels is 2,607 rooms (Economic Research Corporation, "Development Potential," 1978). As of the Spring of 1982, 12 more hotels and motels with more than 100 rooms are under construction and expect to supply 2,273 extra rooms before the Fair begins. The room supply demand relationship during the 1982 World's Fair is favorable to hotel and motel operators and it is expected that most hotel and motel operators will increase their room rates during the Fair's period.

The occupancy rate of hotels and motels in the east of Tennessee area is usually 85 percent during the summer months and it is expected that the Fair will have a positive effect on the demand for rooms, and the occupancy rate will be close to 100 percent for all hotels and motels in the Knoxville area (East Tennessee Development District, 1979).

From Projection to Reality

Several studies have been conducted to project the Fair's attendance, costs, benefits, market penetration, and residual impact on the population and the economy of Knoxville.

Attendance Projections

The Economic Research Corporation analyzed market population and historical data from previous North American Expositions in order to project the Fair's attendance. Knoxville's location is favorable for attracting attendance from a large geographical area (Economic Research Associates, "Economy Plan," 1978; Knoxville International Energy Exposition, 1982). Knoxville is near the center of the eastern
part of the United States. Four large cities (Nashville, Atlanta, Louisville, and Cincinnati) are within a 200-mile radius of Knoxville. By extending that radius to 500 miles, more large cities such as Cleveland, Dayton, Toledo, Indianapolis, Pittsburgh, St. Louis, and Washington, D.C. can be included in the Fair's market area. The Smoky Mountains National Park, the most visited park in the U.S., is within 50 miles of Knoxville. It is expected that most of the Smokies' visitors will take advantage of being in the area and visit the Fair.

Preparation for the Fair is yielding benefits for Knoxville in terms of urban renaissance. The renovation and revitalization of the Fair site will provide an aesthetic transition from The University of Tennessee campus to the downtown area. The Fair site will be used for a city park and a residential area with prospective commercial development after the termination of the exhibits. The restoration of the historic L&N railroad station was possible because of the Fair.

An intangible benefit will be Knoxville's new sense of its own international significance, as well as an evolving awareness of the world's interdependence. This will happen as Knoxville's citizens have the opportunity to mingle with foreign visitors, international dignitaries, and staff representatives. It will also be an international entertainment center during this time, and will offer an exciting variety of international culture and entertainment events during the Exposition itself (Knoxville International Energy Exposition, 1982).

Expo '74 had a positive residual impact on the lodging industry in Spokane. A 15 percent annual growth rate in convention sales was possible because of the 1974 Fair in Spokane (Manning, 1979). It is expected that convention room demand in Knoxville will reach 266,000
room nights per year in 1985. This projection estimates an increase of 170,000 room nights over the 1977 level (Economic Research Corporation, "Development Potential," 1978).
CHAPTER III

PROCEDURES

A survey was conducted with hospitality industry leaders and hotel and motel managers in the Knoxville area to project the hospitality services that might be needed by more than 500,000 international visitors expected to visit the 1982 World's Fair.

A pilot questionnaire was sent to eight hotel and motel operators in the Knoxville area to determine if the questionnaire was reliable, accurate, comprehensive, and easy to follow. The pilot questionnaires were personally collected from the hotel and motel operators by the investigator and all the questions were discussed with each operator. Most of the comments made about the questionnaire were positive and many of the operators were enthusiastic about the study. In short, they felt that the study was needed, and the questionnaire was an appropriate tool to integrate the ideas of the hospitality operators in Knoxville and the surrounding cities.

Minor changes were made in the questionnaire and the revised questionnaire accompanied by a cover letter and a self-addressed stamped envelope was sent to 230 hotel and motel operators who were the total population of hotel and motel managers in Knoxville, Maryville, Oak Ridge, Gatlinburg, Alcoa, Sevierville, and Pigeon Forge (see Appendix A). A list of the hotel and motel managers was provided by the Marketing Department of Knoxville International Energy Exposition (KIEE) in a list format.
The questionnaire was developed to obtain the following information:

1. The services that might be needed by international visitors visiting the Knoxville area during the Fair
2. Availability of services
3. Feasibility of implementation of new services
4. Methods of meeting the expected shortage in services and accommodations
5. Willingness of the hotel and motel operators to train their personnel to be able to supply the different needs of foreign visitors

Frequency distribution and cross tabulation by location, category, type, and size of operation was used to analyze the data.

From this information, recommendations could be made for meeting specific needs of hotels and motels in the area so that international visitors could be better served.
CHAPTER IV

RESULTS AND DISCUSSION

The hospitality industry in Knoxville and surrounding cities is going to be exposed to a different marketing mix during the World's Fair period. The international visitors to the World's Fair are going to have different hospitality needs than national visitors. More than half a million international visitors are expected to visit the fair. The role of the hospitality industry in East Tennessee is to supply lodging, food, and other services to the complex market which will exist in the area during the fair. The purpose of this study was to project international visitors' needs and to find out if hotel and motel managers in Knoxville and surrounding cities will provide these needs. The data were collected from questionnaires sent to 230 hotel and motel managers in the Knoxville area. The data were analyzed using the Statistical Analysis System (SAS).

Characteristics of the Respondents

Twelve percent (27 managers) of the 223 hotel and motel managers who had received the questionnaires responded. Of the 27 managers who responded to the questionnaire, 33 percent were from Knoxville, 7 percent from Maryville, 48 percent from Gatlinburg, 7 percent from Pigeon Forge, and 4 percent from Sevierville.

Hotel managers represented 11 percent of the total number of respondents (27 managers), 85 percent of the answers to the
questionnaire came from motel managers, and 4 percent of the respondents did not identify the type of their operations (see Table 1).

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<td>TYPES OF LODGING PLACES SURVEYED</td>
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<td>11</td>
<td>11</td>
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<tr>
<td>Motel</td>
<td>23</td>
<td>26</td>
<td>85</td>
<td>96</td>
</tr>
<tr>
<td>Other</td>
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<td>27</td>
<td>4</td>
<td>100</td>
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Fifty-three questionnaires were mailed to hotel and motel managers in Knoxville, 17 percent (9) of the managers responded. Eighteen percent (2) of 11 managers in Maryville responded to the questionnaire and 11 percent (13) of the 118 hotel and motel managers in Gatlinburg responded. Five percent (2) of 34 hotel and motel managers in Pigeon Forge answered and returned the questionnaires. Seven questionnaires were mailed to hotel and motel managers in Sevierville; only one returned the questionnaire. Four questionnaires were sent to Oak Ridge hotel and motel managers, none of them responded.

The largest number of questionnaires came from Gatlinburg hotel and motel managers. The percent of return was 12 percent. The reluctance of hotel and motel managers to disclose future plans might have been due to their concern about their competitors and as a result a low (12 percent) return rate was achieved.
Sixty-seven percent of the answers came from hotel and motel managers who manage operations that have less than 51 rooms. Only 3.8 percent of the answers came from managers who manage operations that have more than 200 rooms (Table 2).

TABLE 2
SIZES OF LODGING PLACES SURVEYED

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<tr>
<th>Frequency</th>
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<td>&gt; 200</td>
<td>1</td>
<td>27</td>
<td>4</td>
<td>100</td>
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</table>

Two hotel and motel managers in Knoxville mentioned that less than 5 percent of their guests in the last two years were international visitors who came from the Middle East and Russia. In Maryville two managers indicated that they have had 5 percent or less guests from France and Germany. Three managers in Gatlinburg mentioned that less than 5 percent of their guests in the last two years came from England, Russia and other countries. Pigeon Forge managers indicated that according to their historic data for the last two years, international visitors accounted for 5 percent or less and they came from Germany and Japan. Sevierville managers had 5 percent or less international
visitors who came from destinations other than the countries mentioned.

There was not a single operator who mentioned they had more than 5 percent international guests staying in their hotels or motels in the last two years. From the mentioned data, it can be assumed that hotel and motel operators in Knoxville and other surrounding cities have not had sufficient exposure to international visitors.

The arrival of more than half a million international visitors to the Knoxville area during the fair period is going to be a considerably new experience for hotel and motel managers in the area.

Marketing Plans

One of the managers who returned the questionnaire indicated his Sales Department had conducted a market research study to identify the international market needs during the Fair (see Figure 1, Appendix B). The manager of that operation disclosed some future plans which they developed according to the results of their market research. Their plan can be summarized as follows:

1. Revision of the menus and introduction of ethnic menu items to appeal to the international visitors
2. Work closely with a local bank to be able to handle all foreign currency exchange transactions
3. Plan to buy a van to transport their guests from their hotel to the World's Fair site
4. Put directional signs in symbols and in different languages within their establishment.
Reluctance to conduct market research by more than 96 percent of the hotel and motel managers who returned the questionnaire might be due to lack of interest in the international market, unjustifiable expense, or lack of qualified personnel and funds. Four managers did mention that they would conduct a market research before the fair opens (see Figure 2).

Food Service Facilities

Four managers from 27 respondents mentioned that they have food service facilities in their operation (Figure 3). One manager was planning to open a restaurant in his establishment before the fair opens, and another manager was undecided about whether to open a restaurant before the fair opens (see Figure 4).

The low number of respondents (4 managers), who indicated having food service facilities, might have been due to the fact that 85 percent of the returns came from motel managers. Two managers indicated they have Far Eastern items on their menu. Latin America menu items exist on the menus of two establishments. One manager indicated that they have Mexican items on their menu. Only one of the respondents indicated that they will increase the number of ethnic menu items on their menu to attract more international visitors. None of the respondents are planning to write menus in different languages except one manager who indicated they will have menu items written in foreign languages but did not specify the languages (see Figure 5).
Employee Training

Questions relating to the training of personnel working in food and beverage and rooms division activities were included in the study. Hotel and motel willingness to send employees to attend workshops in international cuisine, hospitality service, foreign terminology, and foreign currency exchange were asked. Respondents did not show any interest in sending their employees to attend such workshops. One operator indicated willingness to send some of his service employees to attend a language workshop. One operator showed an interest in sending cashiers to attend foreign currency exchange workshop (see Table 3). Most respondents indicated that they are unwilling to send their employees to workshops because they did not see any need for such training. This unwillingness from the hotel and motel managers might be related to their uncertainty that the trained employees will remain working in their operations during the fair period.

<table>
<thead>
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<th>Area</th>
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<td>21</td>
</tr>
<tr>
<td>Languages</td>
<td>2</td>
<td>18</td>
<td>7</td>
</tr>
<tr>
<td>Banking</td>
<td>1</td>
<td>23</td>
<td>3</td>
</tr>
</tbody>
</table>
International Visitor Needs--Banking Facilities

Three hotel and motel managers mentioned they are going to introduce banking facilities in their establishments to handle foreign currency exchange transactions. Seventy-four percent (20) of the respondents are not planning to introduce any banking facilities during the fair's period. Four respondents did not answer the question (see Figure 6). The reluctance of hotel and motel managers to offer banking services might be due to lack of trained personnel to handle foreign currency. Forty-one percent of the respondents indicated they do not see any need for training their cashiers in handling foreign currency exchange. The reason might be because local banks are going to provide foreign currency exchange services (see Figure 7).

One respondent is planning to put directional signs in the Spanish language in his establishment. Twenty-two respondents (81.5 percent) are not planning to put any directional signs in foreign languages in their establishments. The reason for this might be due to their belief that most international visitors speak English (see Figures 8 and 9).

Expected Lodging Facility Shortage

Lodging might be a problem for the World's Fair visitors due to the expected high demand. Hotel and motel operators in Knoxville and surrounding cities were asked to give their proposed solution to handling the expected lodging facility shortage. Eighty-nine percent of the respondents were not in favor of building new hotels in Knoxville and surrounding cities to have more rooms available during the 1982 World's Fair (see Figure 10). Forty-eight percent of the
respondents suggested lodging some of the 1982 World's Fair visitors in The University of Tennessee, Knoxville dormitories (see Figure 11). Seventy percent of the respondents were in favor of encouraging the fair visitors to stay in Gatlinburg, Oak Ridge, Maryville, Pigeon Forge, Alcoa and other surrounding cities (see Figure 12). Hotel and motel managers who suggested increasing the double occupancy percentage (lodge as many people as possible in one room by providing extra beds) represent 30 percent of the respondents while 70 percent of the hotel and motel managers did not think this was a feasible solution to the expected lodging facility shortage (see Figure 13). Most of the hotel and motel operators were in favor of lodging visitors in The University of Tennessee, Knoxville dormitories, in surrounding cities, and increase double occupancy rather than building new hotels and motels in Knoxville and surrounding cities. The reason for this might be their concern about having more competition after the fair.

Since international tourism in the United States is expanding, it is recommended that the Chamber of Commerce with the support of the State Department of Tourism Development conduct an investigation and identify the problems that might occur to international guests visiting the fair and make the results of their studies available for planners who might be involved in similar activities in the future--such as the Olympics or other world fairs.

There are some indications that hotel and motel managers have become more aware of the international visitors needs since the initiation of the research two years ago. As an example, United American Bank is inviting all the people who would have money transactions with
international visitors to participate in a foreign currency exchange seminar and it is hoped that by the time the fair begins, the hotel and motel industry in Knoxville and surrounding cities will be prepared to serve national and international guests. This would help future tourism in the south in general and Knoxville in particular. A further suggestion would be the developing of an on-going training program for hospitality personnel.
CHAPTER V

SUMMARY

Knoxville, Tennessee is going to host twelve million visitors from May 1 to October 31, 1982 in the first international fair to be held in the south of the United States. Approximately 5 percent of the visitors will be international coming from many parts of the world. Due to the status of the United States in the world, international visitors may expect the best of everything—the best in transportation systems, communication and information systems, and in accommodations.

This research was initiated during the Fall of 1980 with the purpose of investigating and projecting the international visitors' needs as they relate to the hospitality industry in terms of accommodations and related services. Two hundred thirty questionnaires were sent to hotel and motel managers in Knoxville, Gatlinburg, Pigeon Forge, Alcoa, Maryville, and Oak Ridge, Tennessee, asking them to identify their perceptions of hospitality services that might be needed by international visitors staying in their operations during the Fair's period. Of the 230 questionnaires mailed, 27 were returned (12 percent).

Four percent of the respondents identify international visitors as a potential market for their operations and identify the international visitors' hospitality needs in terms of communication, transportation, food services, and currency exchange.
Communication needs include availability of signs, and menus in foreign language, as well as availability of multilingual personnel. In premise, currency exchange was identified as needed but would not be provided by most hotel and motel managers because they felt that local banks in the city and on the fair grounds would provide that service. The majority of the respondents (96 percent) were not planning to provide the complex of extra services that international guests may expect or require, and their operational and marketing plans were geared to national tourists who are projected to be more than 94 percent of the fair visitors.

Hotel and motel managers were asked if they were willing to send and financially support their employees to attend workshops in international cuisine, foreign language, and foreign currency exchange workshops. Four percent of the respondents showed an interest in sending some of their service employees to attend a hospitality foreign language workshop. One respondent showed interest in sending a selected group of cashiers to attend a foreign currency exchange workshop. Respondents showed that they are aware that international visitors require extra hospitality services but they were not willing to bear the expenses associated with the implementation of these services as they expected 100 percent occupancy because of the favorable supply and demand relationship during the 1982 World's Fair period.
LIST OF REFERENCES
LIST OF REFERENCES


"Summary and Analyses of International Travel To/From the United States." 1980. U.S. Travel Service.

APPENDIXES
APPENDIX A

Projection of the Hospitality Needs of the International Visitors to the Knoxville Area During The World's Fair 1982

QUESTIONNAIRE

1. A. Check the appropriate answer for the following answer.

Have you conducted any study or survey to find out what your guests might need during The World's Fair 1982 period?

a. YES ( )
b. NO ( )

B. If the answer is (YES), list the five most important needs as revealed by the study or survey undertaken by your organization.

a. 
b. 
c. 
d. 
e. 

2. Are you planning to conduct a study in the future to project your guests' needs during The World's Fair 1982?

a. YES ( )
b. NO ( )
c. UNDECIDED ( )
3. Check the appropriate countries or regions and average percentages of international guests who stayed in your establishment in the past two years (1979-1980).

<table>
<thead>
<tr>
<th>COUNTRIES and REGIONS</th>
<th>UP TO 5%</th>
<th>6% AND ABOVE</th>
</tr>
</thead>
<tbody>
<tr>
<td>CANADA</td>
<td></td>
<td></td>
</tr>
<tr>
<td>FRANCE</td>
<td></td>
<td></td>
</tr>
<tr>
<td>GERMANY</td>
<td></td>
<td></td>
</tr>
<tr>
<td>ENGLAND</td>
<td></td>
<td></td>
</tr>
<tr>
<td>USSR</td>
<td></td>
<td></td>
</tr>
<tr>
<td>CHINA</td>
<td></td>
<td></td>
</tr>
<tr>
<td>JAPAN</td>
<td></td>
<td></td>
</tr>
<tr>
<td>INDIA</td>
<td></td>
<td></td>
</tr>
<tr>
<td>MIDDLE EAST</td>
<td></td>
<td></td>
</tr>
<tr>
<td>LATIN AMERICA</td>
<td></td>
<td></td>
</tr>
<tr>
<td>OTHER</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

4. A. Check the appropriate answer(s). Do you have any food service facilities in your operation?
   a. YES ( )
   b. NO ( )

   If the answer is (YES), go to question (5).
   If the answer is (NO), answer the following question.

4. B. Do you plan to open any food service facility in your establishment before May, 1982?
   a. YES ( )
   b. NO ( )
   c. DO NOT KNOW ( )

   If the answer is (NO) or (DO NOT KNOW), go to question (10).
5. Since international visitors have different eating habits, ethnic menu items are provided by hotel and motel operators.

Check origin of menu items, appropriate percentage of ethnic menu items on your actual menu, and project percentages of ethnic menu items you are planning to offer during The World's Fair 1982.

<table>
<thead>
<tr>
<th>ORIGIN OF MENU ITEM</th>
<th>UP TO 5%</th>
<th>6% AND ABOVE</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>NOW</td>
<td>DURING FAIR</td>
</tr>
<tr>
<td>EUROPEAN</td>
<td></td>
<td></td>
</tr>
<tr>
<td>FAR EASTERN</td>
<td></td>
<td></td>
</tr>
<tr>
<td>LATIN AMERICAN</td>
<td></td>
<td></td>
</tr>
<tr>
<td>MEXICAN</td>
<td></td>
<td></td>
</tr>
<tr>
<td>MID EASTERN</td>
<td></td>
<td></td>
</tr>
<tr>
<td>OTHER</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

6. Check appropriate answer. Do you plan to write your menus in languages other than English?
   a. YES ( )
   b. NO ( )
   c. UNDECIDED ( )

If the answer is (NO) or (UNDECIDED), go to question (8).

7. Check the language(s) expected to be used in writing your menu.
   a. Chinese ( )
   b. French ( )
   c. German ( )
   d. Japanese ( )
   e. Russian ( )
   f. Spanish ( )
   g. Other ( )
8. Check appropriate answer.

Are you willing to send and financially support some of your cooks to attend workshop(s) on international cuisine?

a. YES ( )

b. NO ( )

If the answer is (YES), go to question (10).

9. If the answer to question (8) was (NO), check the appropriate reason(s).

a. Lack of funds ( )

b. Will not introduce any new ethnic menu items ( )

c. Will conduct a training program on premises ( )

d. We have an international chef ( )

e. Will hire international chef ( )

10. A. What is the total number of employees in your organization? ( )

B. Fill our the number of your employees who are bilingual and the corresponding language(s) they speak.

<table>
<thead>
<tr>
<th>LANGUAGE</th>
<th>NUMBER OF EMPLOYEES</th>
</tr>
</thead>
<tbody>
<tr>
<td>FRENCH</td>
<td></td>
</tr>
<tr>
<td>GERMAN</td>
<td></td>
</tr>
<tr>
<td>SPANISH</td>
<td></td>
</tr>
<tr>
<td>OTHER</td>
<td></td>
</tr>
</tbody>
</table>

11. Check appropriate answer.

Are you willing to send and financially support some of your employees who work in service related departments to attend language workshop(s) for the hospitality personnel?

a. YES ( )

b. NO ( )

If the answer is (YES), go to question (13).
12. If the answer to question (11) was (NO), check the reason(s).
   a. Lack of funds (  )
   b. We do not see any need (  )
   c. Other (  )

13. Check appropriate answer. Do you have any banking facilities in your operation?
   a. YES (  )
   b. NO (  )

   If the answer is (YES), go to question (15).

14. Check appropriate answer. Do you have any plans to introduce banking services in your operation?
   a. YES (  )
   b. NO (  )

   If the answer is (NO), go to question (17).

15. Check the appropriate answer. Are you willing to send and financially support your cashiers to attend a workshop(s) on foreign currency exchange?
   a. YES (  )
   b. NO (  )

   If the answer is (YES), go to question (17).

16. If the answer to question (15) was (NO), check the reason(s).
   a. Lack of funds (  )
   b. We do not see any need (  )
   c. Other (  )

17. Check appropriate answer. Do you plan to put directional or any other type of signs in your facility in foreign language(s)?
   a. YES (  )
   b. NO (  )

   If the answer is (NO), go to question (19).
18. If the answer to question (17) was (YES), check the appropriate language to be used in writing your signs.

a. French ( )

b. German ( )

c. Italian ( )

d. Russian ( )

e. Spanish ( )

f. Other ( )

19. A. Assuming there will be a shortage in accommodation facilities in Knoxville, Gatlinburg, Maryville, and Alcoa, check two of the following alternatives you think that are appropriate to meet that shortage.

a. To build more hotels, and motels in Knoxville and surrounding areas (Gatlinburg, Maryville, and Alcoa). ( )

b. Lodge some of the Fair's visitors in UT dorms. ( )

c. Lodge some of the visitors in surrounding cities other than the ones specified. ( )

d. Increase the double occupancy percentage. ( )

B. Is there any feasible and economical solution(s) you can think of that might help the expected accommodation shortage?

PROPOSED SOLUTIONS

a. 

b. 

c. 

d. 

e. 

Other
20. Write the course of action you would take if any of the following happen:
   a. Foreign guest is sick and does not speak English
   b. Transportation problems for your guests
   c. The security or safety of your guests is threatened

21. List your perception of the positive and negative effects of The World's Fair 1982 in regards to the hospitality industry.

   POSITIVE EFFECTS

   NEGATIVE EFFECTS
You are welcome to comment on the survey or the questionnaire.

**COMMENTS**

**TYPE OF OPERATION**
1. Hotel ( )
2. Motel ( )
3. Other ( )

**LOCATION**
1. Knoxville ( )
2. Maryville ( )
3. Alcoa ( )
4. Gatlinburg ( )
5. Pigeon Forge ( )
6. Sevierville ( )
7. Oak Ridge ( )

**SIZE**
1. Less than 25 rooms ( )
2. Between 26 and 50 rooms ( )
3. Between 51 and 100 rooms ( )
4. Between 101 and 200 rooms ( )
5. More than 200 rooms ( )
NAME OF OPERATOR:

ADDRESS OF THE ESTABLISHMENT:

TELEPHONE:

If you would like a copy of the results of this survey, please check.
1. YES ( )
2. NO ( )
Figure 1. Facilities that have conducted market research.*

*See Question 1A, Appendix A.
Figure 2. Facilities intending to do future market research.*

*See Question 2, Appendix A.
Figure 3. Existence of food service facilities.*

*See Question 4A, Appendix A.
Figure 4. Plans to introduce new food service facilities.*

*See Question 4B, Appendix A.
Figure 5. Facilities planning to use menus in foreign languages.*

*See Question 6, Appendix A.
Figure 6. Facilities planning to provide foreign currency exchange services.*

*See Question 14, Appendix A.
**Figure 7.** Reasons for rejecting training in foreign currency exchange.*

*See Question 14, Appendix A.*
Figure 8. Facilities intending to provide directional signs in foreign language.*

*See Question 17, Appendix A.
Figure 9. Foreign languages to be used on signs.*

*See Question 18, Appendix A.
Figure 10. Suggestions to meet lodging needs and build more hotels.*

*See Question 19A, Appendix A.
Figure 11. Suggestion to meet lodging needs to lodge visitors in UT dorms.*

*See Question 19A, Appendix A.
Figure 12. Suggestion to meet lodging needs by lodging visitors in surrounding cities.*

*See Question 19A, Appendix A.
Figure 13. Suggestion to meet lodging needs by increasing double occupancy percentage.*

*See Question 19A, Appendix A.
VITA

Youssri Allam was born in Alexandria, Egypt on June 11, 1950. He graduated from College des Freres, Saint Marc in 1969 and enrolled in the Higher Institute of Hotel Management in Cairo. In 1973 the author graduated from Cairo Hotel School with a grade rating of "Very Good."

After working with the "Club Mediterrance" in France and Italy, the author taught in the Faculty of Tourism and Hotel Management in Cairo for three years and was the director of the "Hotel Technical and Professional Institute of Meridien Hotel" in Khartoum, Sudan. He was granted a scholarship from the Egyptian government for post-graduate studies in the United States leading to the Ph. D. degree in Hotel Management. The author earned a Master's degree with honors in Hotel Restaurant Management from Florida International University in March 1978. The author is presently teaching undergraduate and graduate courses in the Tourism Food and Lodging program at The University of Tennessee, Knoxville. He is expecting to receive the Ph. D. degree in June 1982 with a major in Home Economics, with emphasis on Food Systems Administration.