Critical success factors in Florida's bed and breakfast industry

2009

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CRITICAL SUCCESS FACTORS IN FLORIDA’S BED AND BREAKFAST INDUSTRY

by

CATHERINE I. RASH

A thesis submitted in partial fulfillment of the requirements for the Honors in the Major program in Hospitality Management in the Rosen College of Hospitality Management and in The Burnett Honors College at the University of Central Florida Orlando, Florida

Fall Term 2009

Thesis Chair: Dr. Tammie Kaufman
ABSTRACT

Florida bed and breakfasts (B&Bs) were surveyed for the purpose of discovering the attitudes, beliefs, and actual behaviors of B&B owners and operators that contribute to an operation's success. This study had several objectives: 1) to provide an analysis of attitudes and beliefs perceived to be necessary for success and the actual behaviors exhibited by operators based upon their self-definition of success, 2) to collect demographic information from various bed and breakfasts in Florida, and 3) to expand the limited amount of research that has addressed issues in the bed and breakfast industry.

Between July 2009 and August 2009, data was collected by using a mailed survey. After collecting and compiling all of the information, Pearson’s correlation was used to determine if any correlations existed between owner’s and operator’s attitudes and beliefs and actual behaviors. Furthermore, the total sample was separated into a “successful” group and an “other” group in order to discover disparities between each group’s attitudes/beliefs and behaviors.

This study was modeled after Bed and Breakfasts in Virginia: Identification of Success Factors (Kaufman, 1994), and had many correlations that were similar to Virginia’s bed and breakfast industry. In addition to the similar correlations found in the previous study, this study found several more attitudes, beliefs, and behaviors that have been deemed necessary for success by Florida’s bed and breakfast industry leaders.

The study concluded that several attitudes, beliefs, and behaviors were necessary for success: bed and breakfast owners and operators must understand the B&B industry, have had past work experience in the hospitality industry, understand the basic functions of running a business, and maintain a positive relationship with employees and guests.
DEDICATIONS

For Mom, who always encourages me to keep going.

For Dad, who taught me the value of self-reliance.

For Stephanie, who helps make life a day-to-day adventure.

For Brian, who has always been proud of me.

For RC, who has been and will always be my partner through life’s journey.

For all of my friends who make life that much sweeter.

And for all of my teachers from the moment I stepped into school - thank you for putting me on the right path.
I express my sincerest gratitude to Dr. Tammie Kaufman, without whose support, wisdom and patience, none of this would have been possible. I also extend sincere thanks to Dr. Duncan Dickson and Dr. Ida Cook for helping me to succeed in this venture. Special thanks go to Denise Crisafi for her immense amount of patience and humor through this entire process.
# TABLE OF CONTENTS

CHAPTER 1 ....................................................................................................................... 1
PURPOSE OF THE STUDY .......................................................................................... 1
OVERVIEW OF PREVIOUS RESEARCH ................................................................... 2
DEFINITIONS OF SUCCESS .................................................................................... 2
ANALYSIS OF SMALL BUSINESSES .................................................................... 4
SMALL BUSINESS SURVIVAL FACTORS ............................................................ 4
CRITICAL SUCCESS FACTORS (CSFs) ................................................................. 6
CHANGE IN SUCCESS FACTORS SINCE 1994 .................................................... 7
BED AND BREAKFAST LITERATURE REVIEW ..................................................... 7
VIRGINIA BED AND BREAKFAST STUDY: SUMMARY ...................................... 9
SUMMARY OF SURVEY ....................................................................................... 11
SUMMARY .................................................................................................................. 11
CHAPTER 2 ..................................................................................................................... 12
RESEARCH DESIGN .................................................................................................. 13
POPULATION ........................................................................................................... 13
SURVEY DEVELOPMENT ..................................................................................... 13
SUMMARY OF SURVEY ....................................................................................... 14
DATA COLLECTION ............................................................................................... 16
LIMITATIONS OF THE STUDY ................................................................. 59
FUTURE RESEARCH AREAS .............................................................. 60
SUMMARY .......................................................................................... 61
APPENDIX A ....................................................................................... 62
BROTHERTON’S CSF’S ............................................................... 63
APPENDIX B ..................................................................................... 64
SURVEY ............................................................................................ 65
SUPPORT LETTER FROM FBBI PRESIDENT ........................................ 73
SUPPORT LETTER FROM RESEARCHER ............................................. 74
REFERENCES ...................................................................................... 75
LIST OF TABLES

TABLE 2.1: ATTITUDES AND BELIEFS PERCEIVED NECESSARY FOR SUCCESS ................................................................. 19

TABLE 2.2: BEHAVIORS OF BED AND BREAKFAST OPERATORS ......................... 20

TABLE 2.3: QUESTIONS REGARDING DEMOGRAPHICS ........................................ 21

TABLE 2.4: QUESTIONS REGARDING THE SELF-DEFINITION OF SUCCESS ............................................................... 22

TABLE 2.5: ATTITUDES AND BELIEFS PERCEIVED NECESSARY FOR SUCCESS AND CORRESPONDING BEHAVIOR ......................................................... 23

TABLE 3.1: BED AND BREAKFAST GENERAL DESCRIPTIVE INFORMATION............................................................................... 33

TABLE 3.2: OWNER/MANAGER INFORMATION ................................................................................................................. 34

TABLE 3.3: OFFERINGS OF BED AND BREAKFASTS ........................................... 35

TABLE 3.4: SUCCESS SCORE COMPONENTS OF BED AND BREAKFASTS .................................................................................. 36

TABLE 3.5: CORRELATIONS OF ATTITUDES/BELIEFS AND ACTUAL BEHAVIORS .............................................................. 45
CHAPTER 1
INTRODUCTION

PURPOSE OF THE STUDY

For many, the bed and breakfast industry is viewed as a highly romanticized industry because many have experienced bed and breakfasts as a guest only. People that are new to the management side of the bed and breakfast industry soon realize that the industry requires a substantial amount of effort and specific behaviors in order to become successful. This study has several purposes:

1) To provide an analysis of attitudes and beliefs perceived to be necessary for success and the actual behaviors exhibited by operators based upon their self-definition of success

2) To collect demographic information from various bed and breakfasts (B&Bs) around Florida

3) To expand the limited amount of research that has addressed issues in the bed and breakfast industry.

Performing this research is justifiable because it gives potential and current bed and breakfast operators the ability to compare their behaviors with behaviors determined to be necessary for success. Furthermore, this research can be used as a platform upon which future research may be based. This research supplements previous studies conducted on success factors in Georgia’s and Virginia’s bed and breakfasts (Poynter, 1991 and Kaufman, 1994), and encourages the development of further research within the bed and breakfast industry.
OVERVIEW OF PREVIOUS RESEARCH

DEFINITIONS OF SUCCESS

The true meaning of “success” is an elusive definition, changing its meaning with the passing of time. Many people have attempted to create an all-inclusive definition have only been partly correct in their assessments; many fail to realize the specificity of an individual’s self-definition of success, especially among different disciplines throughout the world. Scholars have provided philosophical and business-centered interpretations of success.

The “old model of success” can be found in the 1986 version of Webster’s New World Dictionary (Kaufman, 1994). This prompted an investigation into the meaning of success in Merriam-Webster’s online dictionary to see if the definition had been changed to include definitions from a philosophical or a business standpoint. The dictionary provided an ambiguous definition of success as one’s ability to attain wealth, favor, or eminence, but pays no mind to a philosophical or a business-centered definition. Kaufman (1994) provides a philosophical definition of success by quoting Ralph Waldo Emerson and Henry David Thoreau, both of whom defined success more as a journey and lifestyle than as an exact destination or stopping-point. Further strengthening Kaufman’s conclusion that the world has adopted a philosophical definition of success is the wisdom of Albert Schweitzer, a German theologian and Nobel Peace Prize winner, “Success is not the key to happiness. Happiness is the key to success. If you love what you are doing, you will be successful” (Lewis, 2009).

Partly refuting the philosophical interpretation of success is Sir Andrew Likierman, the Dean and Professor of Management Practice at London Business School.
Sir Andrew asserts that statements much like the aforementioned quotation by Albert Schweitzer are utopian definitions that do not properly describe the necessary features of a successful business owner or operator. However, he acknowledges that an all-encompassing definition of success is unavailable: “There’s not necessarily going to be unanimity about what successful leadership means to every stakeholder, and, even if the objectives are set out clearly, success won’t mean the same to everyone” (2009).

Sir Andrew developed a business-centered interpretation of success. He included a formula that business owners must use in order to measure an enterprise’s total success: “Successful leadership is about a successful outcome against stated objectives combined with comparisons against a relevant peer group and the way in which opportunities are handled” (2009). Likierman proceeds to refute claims that a successful businessperson is one that possesses specific qualities, and that those specific qualities automatically make a leader successful. Simply loving one’s occupation is not sufficient for satisfactory results. Instead, a leader is successful because of positive actions leading to positive results, not simply positive personal qualities.

Furthermore, he describes a business leader’s ability to remain successful through profits and losses; that is, profits do not necessarily mean that a businessperson is successful, nor do losses mean that a businessperson is unsuccessful. Though this is not a utopian definition of success, it shows that success does not mean sheer profits and mass volumes of money as Merriam-Webster’s definition would teach.

In this article, the business-centered definition is apparent in Sir Andrew’s defense of a company’s need to compare itself to others to ensure a company’s monetary
well being. On the other hand, the quasi-philosophical definition is apparent in Sir Andrew’s admittance that success does not mean the same to everyone.

ANALYSIS OF SMALL BUSINESSES

The United States Small Business Administration categorized very small businesses as having less than 20 employees (Kaufman, 1994); to be a very small business, a company must still meet this specific employee requirement, but must also meet average annual receipt requirements. According to the U.S. Small Business Administration Table of Small Business Size Standards, a bed and breakfast inn may be considered a small business if the inn’s annual receipts are less than $7 million dollars (2007). Most, if not all, bed and breakfasts fall under the category of a small business, hence the importance of analyzing small business success factors in general. As of 2007, small businesses comprised 99.7 percent of all employer firms, up from 97 percent in 1980 (SBA.gov; Kaufman, 1994). Furthermore, small businesses employed almost half of all private sector employees and paid nearly 45 percent of the total U.S. private payroll (SBA.gov). Moreover, between 1997 and 2007, small businesses generated 60 to 80 percent of net new jobs annually (SBA.gov).

SMALL BUSINESS SURVIVAL FACTORS

Survival techniques for small businesses have been an important topic for most, if not all, entrepreneurs, business scholars, and any individual involved in a small or medium enterprise (SME). A study conducted in September 2007 concluded that 44 percent of new businesses survived through the 4th year of existence and 31 percent
survived through the 7th year (Knaup & Piazza). The study also found that there is a “smoothing of the survival curve and a dramatic decrease in surviving establishments in the first 4 years, while survival in years 5 through 7 increases in relation to survival during the previous 4 years” (Knaup & Piazza, 2007). More specifically, 16,834 leisure and hospitality establishments had been created in 1998 and 5,286 remained in 2005 (Knaup & Piazza, 2007). In comparison to the information sector, leisure and hospitality establishments were keeping more doors open for a significantly longer amount of time (Knaup & Piazza, 2007).

The survival rates found throughout all small businesses have prompted the creation of survival factor lists. Five factors necessary for SME survival, as described by C. Mirjam van Praag (2003), are:

1) Relevant previous experience (in self-employment or same industry occupation)
2) Longevity of the owner/operator (good health and young age)
3) Adequate amount of capital
4) Positive motivation at the start of the business (individuals who consider self-employment as a last resort will be less successful)
5) High level of education

Brian Headd (2003) refutes C. Mirjan van Praag’s success factor number 2 by stating that young owners typically have a higher closure rate than that of older entrepreneurs. Other than the relatively small disagreement, Headd also agrees that an appropriate level of capital and an educated owner are crucial to an SME’s success.

Cited in Kaufman’s study (1994) is a list of 12 factors necessary for success as stated by Pollan & Levine). This list resembles a recently created list called “The Defining Dozen” (Sloan, 2005). “The Defining Dozen” outlines 12 questions that an entrepreneur must ask himself and answer appropriately before starting a business:

1) What’s your business idea?
2) Does your idea address a need?
3) What business model suits you best?
4) What’s so different about what you offer?
5) How big is the market and how big will you grow?
6) What’s your role going to be?
7) Who’s on your team?
8) How will customers buy from you, and how much will they pay?
9) How much money do you need, and how much will you make?
10) Where’s the startup money coming from?
11) How will you measure success?
12) What are your key milestones?

(Sloan, 2005, pp. 132-143)

The two lists address the same issues: differentiation, focusing on a core product or service, global intentions, relationship development with customers and employees, the importance of capital, and striving to reach the company’s goals.

CRITICAL SUCCESS FACTORS (CSFs)

Critical success factors (CSFs) can be defined as “combinations of activities and processes designed to support the achievement of such desired outcomes specified by the company’s objectives or goals” (Brotherton, 2004). Understanding CSFs is essential for large and small businesses because these factors suggest necessary concentrations of resources and promotes those factors capable of providing the greatest competitive leverage (Brotherton, 2004). Without competitive leverage and differentiation, a company may as well be invisible to consumers. The aforementioned definition of CSFs was paired with a study that surveyed 154 corporate hotels in the United Kingdom. Though the study is UK-specific, the critical success factors can be generalized to most accommodation enterprises. A portion of Brotherton’s CSFs can be found in Appendix A (pp. 64). Several factors of these factors can be found in Kaufman’s study (1994).
CHANGE IN SUCCESS FACTORS SINCE 1994

From the time that Kaufman conducted research in 1994 until now, industry statistics have changed, but the actual success factors that are crucial to starting and maintaining an independent, for-profit company remain roughly the same. A CSF utilized today that was not mentioned in Kaufman’s study is company technology usage. A company must be able to harness the power of the internet and truly understand the technological mediums and social networking used by consumers today.

BED AND BREAKFAST LITERATURE REVIEW

The search for peer-reviewed articles revealed a large deficiency in the area of bed and breakfast research. Several articles mentioned bed and breakfasts as a portion of the small and medium enterprise industry (SME), but few analyzed the bed and breakfast sector as an individual entity. Apart from peer-reviewed and scholarly articles, there are several books that detail the procedures necessary for opening a bed and breakfast; unfortunately, these books rarely include a quantitative basis on which owners and operators may compare their B&Bs to others; even more rare is a specific quantitative or qualitative study that owners and operators may use that pertain to a specific region.

There are several pieces of literature that include the names, locations, and amenities of a select number of bed and breakfasts, but few include any information beyond the basics. Furthermore, quantitative academic research pertaining to values, beliefs, attitudes, and behaviors of bed and breakfast owners and operators is few and far between. Only Poynter’s and Kaufman’s studies pertain to critical success factors in the bed and breakfast industry.
Fortunately, there are scholarly articles that provide valid information that can be applied to the bed and breakfast industry. Several authors and researchers have addressed spatial domains, work-life balances, and reasoning behind owning and/or running a bed and breakfast (Harris et al., 2007; Domenico & Lynch, 2007; Getz & Peterson, 2005). These studies generally rank autonomy as a major reason for owning/running a bed and breakfast. Furthermore, these studies conclude that owning or running a bed and breakfast is more of a lifestyle choice than a business transaction.

Working under the premise of a work-life balance, Gary Vallen and Wallace Rande (2002) explored the incidence of burnout among bed and breakfast owners and operators. Vallen and Rande used the Maslach Burnout Inventory to “[ascertain] the degree of burnout exhibited by subjects across three realms, including Personal Accomplishment, Depersonalization, and Emotional Exhaustion.” According to the study, the highest level of burnout among bed and breakfast owners/operators was a “moderate” level of emotional exhaustion.

Beyond research carried out to determine the atmosphere surrounding individual owners and operators, studies have been conducted to establish successful business practices from a consumer’s point of view. Research carried out by Scarinci and Richins (2008) offers direction to B&B owners and operators in several ways. Understanding factors that are deemed important by guests will give owners and operators the opportunity to appeal to those guests by modifying the physical facilities, adding amenities, and modifying service and marketing decisions. Lee, Reynolds, and Kennon (2003) also identified successful marketing strategies (word-of-mouth, Chambers of
Commerce, brochures), further strengthening owners’ and operators’ reasoning behind modifying marketing decisions to adapt to consumer sentiments.

Demographic studies have been performed by Pamela Lanier as a sole author (2000) and Lanier along with David Caples and Helen Cook (2000). Discussed within these articles are types of inns, domestic distribution, and overall economic factors within the bed and breakfast industry. An important piece of information regarding the Floridian bed and breakfast industry is found within these articles: Key West, Florida was ranked number 2 in a list of the most densely populated cities within the United States (Pamela et al., 2000).

The aforementioned articles were selected for inclusion because of their pertinence to the bed and breakfast industry. There are more scholarly articles that pertain to business, economics, marketing, and behavioral sciences, but only have minimal applicability to the topic at hand. Further research into the bed and breakfast industry must be conducted in order to update and confirm the necessity of industry statistics and critical success factors.

VIRGINIA BED AND BREAKFAST STUDY: SUMMARY

Kaufman’s study, Bed and Breakfasts in Virginia: Identification of Success Factors (1994), does exactly as its title would suggest: identifies the success factors of bed and breakfast (B&B) owners and operators located in Virginia, along with defining the demographics of Virginia’s B&Bs. The 1994 study is modeled after Julia Poynter’s research (1991), which contains the original survey used to analyze Georgia’s bed and
breakfast industry. Poynter's study analyzed several variables perceived necessary for success in operating a bed and breakfast; those variables included operations, marketing, finance, human resources, and owner/manager attitudes and beliefs. After collecting the survey's answers, statistics were analyzed to find correlations between owners' and operators' behaviors perceived necessary for success and actual behaviors. Kaufman omitted questions that were not internally consistent with goals of the new research. After adding several sub-sections that were pertinent to the study, the final survey was distributed to 174 bed and breakfast owners/operators throughout Virginia. One hundred and twenty-three surveys were used, which represented a 71.2 percent response rate.

The strongest positive correlations (between perceived necessary behaviors and actual behaviors) found in Kaufman's research are as follows: family support, experience in the hotel and restaurant industry, managerial experience in large businesses, positive beliefs and attitudes about the industry, personality of the owner/manager, use of financial data, inn as the owner's sole means of support, high knowledge of the bed and breakfast industry, past experience in the bed and breakfast industry, high knowledge of cash flow/accounting, relationship with employees and guests, and interpersonal skills.

The 1994 research found the following in terms of demographics (several figures were chosen because of their notable results): 95.1 percent had a parlor or lobby area, 93.2 percent of the owners/managers lived on the premise, 92.3 percent had between 1 and 8 private baths, 77.5 percent had a higher-level education, and 60.6 percent of owners/managers were 50 years or older (Kaufman).
SUMMARY OF SURVEY

Kaufman’s (1994) survey is broken into 2 parts. Part I defines an owner’s/operator’s perceived attitudes and beliefs necessary for success and their self-definition of success. Part II poses questions about the general operating procedures of the B&B and the owner/operator’s actual attitudes, beliefs and behaviors. Demographic questions were scattered throughout the survey because each question fit into a specific subcategory.

SUMMARY

This chapter presented the purpose and justification of this study. Kaufman’s study was outlined in this chapter in order to introduce the premise of the current study. Also included was an overview of previous research pertaining to the bed and breakfast industry and related industries. The overview was meant to show that little research has been undertaken for the exclusive purpose of analyzing the bed and breakfast industry.
CHAPTER 2

RESEARCH DESIGN AND METHODOLOGY

This research was conducted to discover critical success factors in Florida’s bed and breakfast industry. This study, based on previous research (Kaufman, 1994), analyzes several types of variables in order to find correlations between attitudes and beliefs perceived necessary for success and the actual behaviors of the owners and operators.

Kaufman’s study focused on attitudes and behaviors perceived necessary for success and actual behaviors exhibited by owners and operators of Virginian bed and breakfasts. The previous study also separated successful owners and operators from “other” owners and operators based upon their self definition of success, and analyzed correlations between the two. Kaufman’s study also analyzed the demographics of Virginia’s bed and breakfasts. This study focused on the following three variables:

1. Attitudes and beliefs perceived necessary for success by operators
2. Actual behaviors exhibited by operators
3. Absence or presence of success as determined by the operator’s self definition of success.

Demographic information was gathered during the survey process, but only to be used in several of the correlations; for the purpose of this study, demographics will not be a main focus as it was in Kaufman’s study.
RESEARCH DESIGN

POPULATION

The population surveyed in this study consists of 84 bed and breakfasts throughout Florida, all of whom are members of Florida’s Bed and Breakfast Inn Association (FBBI). FBBI members were chosen because membership to the association is granted only to bed and breakfast inns, country inns, small resorts, and historic hotels – owners and managers of chain lodging establishments are ineligible for membership. Other requirements include having a full-time innkeeper on the premise that provides bed and breakfast services, two or more guestrooms must be available exclusively for lodging, and the business must obtain a full-time license that is subject to local, county, state, and federal regulations (florida-inns.com).

SURVEY DEVELOPMENT

The survey used in this study was a modified version of the survey used by Kaufman. Several sections of the survey were modified to include questions about technology that was not widely available in 1994. Furthermore, questions that were posed by the Bed and Breakfast Association of Virginia were removed.

The present survey was presented in the same format as Kaufman’s: the first section of the survey posed questions to determine an owner/manager’s perception of attitudes and beliefs necessary for success as well as whether or not the owner/manager believed that their bed and breakfast was successful. The second section of the survey posed questions to determine the actual attitudes and beliefs that the owners/managers possessed. The second section also included questions regarding demographic
information, but will not be discussed in length because it does not directly relate to the purpose of the study.

A pilot test was not performed for this survey because it was based upon a survey that had already been tested for validity and reliability.

SUMMARY OF SURVEY

Part I employs a Likert scale for all statements throughout each category. Respondents were required to indicate on a scale of 5-1 (5=Strongly agree Item is Necessary for Success, 1=Strongly Disagree Item is Necessary for Success) which items they deemed necessary for success. The categories included the operation of the B&B, owner/manager attitudes and beliefs, marketing efforts, human resources, finances, and the owner/manager self-definition of success. At the end of part I, there is a section with a Likert scale, but is open-ended so that a respondent may indicate more items that are necessary for an inn’s success. The last portion of Part I includes additional space that allows the respondents to comment on the questions in part I.

Part II begins with questions that deal with the general operating procedures of the B&B, such as “When did the B&B begin operation?,” “Are reservations required?,” and “Is the B&B open the entire year?” This section typically employs open-ended and yes/no question formats, but several questions ask for the respondent to “check all that apply.”

Upon reaching the Owner/Manager Attitudes and Beliefs section of part II, the survey again employs a Likert scale and includes statements such as “I know what the B&B’s break-even point is,” “A lack of working capital is keeping my business from
doing as well as it should,” and “My employees are essential to my B&B’s success.” This is a major component of the survey that is used to compare perceived beliefs necessary for success and actual behaviors of owners/operators.

Following this portion of part II are several questions that describe the respondent’s educational background, work experience, reasons why he/she opened a B&B, age, and gender. These questions employ either a ranking scale or categorical answers.

In the human resources section, the questions include whether or not the B&B is the owner/manager’s sole occupation, how many people work at the B&B, and how many hours the owner/manager works per week. This section includes open-ended and yes/no answer options.

The next section of part II deals with the marketing efforts of the B&B. Examples of questions in this section include: “Where is the B&B located in relation to the community/city?” “What is mentioned as source(s) of information about the B&B by first time guests?” “What advertising/promotional techniques do you use? […] how effective do you think it is?” and “Which of the following amenities does the operation offer? Check all that apply.”

The final portion of the survey examines the financial information of the B&B. Examples of this section’s questions include: “What were revenue percentages for 2008?” “Room rates,” and “Did the B&B report an after tax profit for 2008?”

Posed throughout the survey were questions pertaining to demographics. The demographic section(s) of the study included questions about the B&B’s location, the location’s population, the year in which the B&B began operating, when the
owner/operator began ownership/management of the B&B, the number of guest rooms, the number of private and shared baths, the owner’s/operator’s age, the owner’s/operator’s educational background, whether or not the B&B was the owner’s/operator’s sole occupation, and whether or not the owner/operator lived on the premises.

DATA COLLECTION

On July 1st, 2009, survey packets were mailed to 84 bed and breakfasts, along with postage-paid return envelopes. Also included in the original packet was a letter from the president of FBBI encouraging members respond. On August 21st, a blind carbon copy email was sent to all of the members of FBBI to thank those that had already returned the survey and to encourage non-respondents to complete the survey and return it. Several bed and breakfast operators responded to the email and asked that a new packet be sent. In total, 40 completed surveys were returned, resulting in a 47.6% response rate.

DATA ANALYSIS

The returned surveys were coded, numbered, and entered into PASW Statistics 18. PASW is a computer program used to compile and analyze data, which played an integral part in determining correlations between the survey’s variables.
VARIABLES

Contained in part I of the survey are the variables that deal with owner and manager perceptions of attitudes and beliefs necessary for success (Appendix B, pp. 66). A Likert scale was used to determine whether or not the bed and breakfast operator deemed specific attitudes and beliefs necessary for success in the bed and breakfast industry. Responses of 4 or 5 qualified the variable as being perceived as necessary for success.

Part I also includes a section that determined if the owner/manager believed that their operation was a success. This section presented four statements directly relating to the success of the operation, each statement being preceded by a Likert scale. Only responses of 4 or 5 meant that the owner/manager believed that the operation was successful in the following capacities: the operation was fulfilling the operator’s personal and financial goals, the operation was a success, and the operator was accomplishing what he or she wanted to accomplish with their operation. A measure of total success was determined by compiling the responses of the four statements in the section. During the analysis of this section, two groups were formed: a successful group and an unsuccessful group (or “other”).

Part II of the survey included all of the variables related to the owner/manager’s actual behaviors in running their bed and breakfast. As with the other sections a Likert scale was used, and a score of 4 or 5 was necessary to determine if the owner/manager believed that a specific variable related to the way they ran their operation.
TABLES

The following tables were used by Kaufman, and are used in this study to present information in a coherent manner. Specific items that measure operators' attitudes and beliefs are presented in Table 2.1. Table 2.2 lists the actual behaviors of the bed and breakfast operators. Table 2.3 presents questions regarding demographic information. Table 2.4 lists the questions used to determine a bed and breakfast operator's self definition of success. Table 2.5 lists pairs the perceived attitudes and beliefs necessary for success with the actual behaviors of the bed and breakfast operator. When necessary, each table contains a legend describing each type of response style that was posed in the survey.
Table 2.1

B&B Owner/Operator Attitudes and Beliefs Perceived Necessary for Success¹

| Owner actively involved in operation       | Family Support of venture                                      |
| Owner having had work experience in hotels and/or restaurants | Owner having had past managerial experience                    |
| Owner’s education                          | Owner’s positive beliefs and attitudes about the industry      |
| Owner/manager’s personality is people oriented | Owner/manager’s use of financial data to make decisions       |
| Owner/manager’s life experiences and background | Inn as the owner’s sole means of support                     |
| Age of the owner/manager                  | High owner/manager knowledge of the bed and breakfast industry |
| Owner/manager having had past experience in the bed and breakfast industry | High owner/manager knowledge of cash flow/accounting         |
| Owner/manager knowledge of marketing       | Owner/manager’s relationship with employees                   |
| Owner/manager’s relationship with guests   | Owner/manager’s attention to detail                            |
| Owner/manager’s interpersonal skills       | Owner/manager belonging to professional associations          |

¹Scale: 1-Strongly Disagree to 5-Strongly Agree

(Kaufman, 1994)
### Table 2.2

**Behaviors of Bed and Breakfast Operators**

<table>
<thead>
<tr>
<th>Weekly hours worked by owners</th>
<th>Family is supportive</th>
<th>Past experience in hotels and/or restaurants</th>
<th>Past managerial experience in large or small businesses</th>
<th>Educational level</th>
</tr>
</thead>
<tbody>
<tr>
<td>Attended innkeeping course</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>B&amp;Bs will expand in Florida because of potential growth</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>B&amp;Bs are good for the state’s lodging dollar</td>
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<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>B&amp;Bs in Florida are financially profitable</td>
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</tr>
<tr>
<td>Owning a B&amp;B is a lifestyle change more than it is a way to make money</td>
<td></td>
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</tr>
<tr>
<td>B&amp;Bs are a permanent lodging alternative</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Like other types of lodging, B&amp;Bs will become franchised</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Other B&amp;Bs in my area hurt my business</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Other B&amp;Bs in my area help my business</td>
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<tr>
<td>Owner/manager personality contributes to success</td>
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<tr>
<td>My interpersonal skills have helped in business</td>
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<tr>
<td>Use financial data to make decisions</td>
<td></td>
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<tr>
<td>Education</td>
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<tr>
<td>Work/volunteer experience</td>
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<tr>
<td>Travel experience</td>
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<td></td>
</tr>
<tr>
<td>Skills learned from life in general</td>
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</tr>
<tr>
<td>Owner/manager knowledgeable of the bed and breakfast industry</td>
<td></td>
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<tr>
<td>Past experience in the bed and breakfast industry</td>
<td></td>
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<td></td>
</tr>
<tr>
<td>High knowledge of cash flow/accounting</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>High knowledge of marketing</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>My employees are essential to my B&amp;B’s success</td>
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<tr>
<td>Have a good relationship with employees</td>
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<tr>
<td>Have a good relationship with guests</td>
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<td></td>
</tr>
<tr>
<td>Analyze competition now to see how to stay ahead</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Have and use a computer in analysis of the B&amp;B</td>
<td></td>
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<td></td>
<td></td>
</tr>
<tr>
<td>Know what B&amp;B’s break-even point is</td>
<td></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Know what B&amp;B’s labor costs are</td>
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</tr>
<tr>
<td>Know what B&amp;B’s food costs are</td>
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<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Interpersonal skills have helped in business</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Number of professional associations</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

1Scale: a=Yes/No(1-2);b=continuous number (0-a);c=strongly disagree to strongly agree (1-5);d=categorical(1-n);e=ranking(1-a)

(Modified; Kaufman, 1994)
Table 2.3

Questions Regarding Demographics

When did the B&B begin operation? (Mo. Yr.)

When did you begin ownership or management of the B&B (Mo. Yr.)

Please write in the correct number for your operation. Number of guest rooms
Number of private baths
Number of shared baths

Does the B&B offer:

24 hour staffing
Commercial kitchen
Restaurant open to non-guests
Offer catering
Serve dinner to guests upon request

Public meeting rooms for rent; if yes, capacity
Gift shop
Antique shop or antiques for sale
Art gallery or art for sale
Parlor/lobby area for guests

Are reservations required?

What is your age?

<table>
<thead>
<tr>
<th>Age Range</th>
<th>Under 20</th>
<th>20-29</th>
<th>30-39</th>
<th>40-49</th>
<th>50-59</th>
<th>60-69</th>
<th>70 and over</th>
</tr>
</thead>
<tbody>
<tr>
<td>Under 20</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>20-29</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>30-39</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>40-49</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>50-59</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>60-69</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>70 and over</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

What is your educational background?

<table>
<thead>
<tr>
<th>Educational Background</th>
<th>Undergraduate degree(s)</th>
<th>Graduate degree(s)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Some high school</td>
<td></td>
<td></td>
</tr>
<tr>
<td>High school diploma</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Some college</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Undergraduate degree(s)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Graduate degree(s)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Attended course(s) in innkeeping</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Table 2.4

Questions Regarding the Self-Definition of Success\(^1\)

My operation has or is fulfilling my personal goals
My operation has or is fulfilling my financial goals
My operation is a success
I have or am accomplishing what I have wanted to do with my operation

Total score of success\(^2\)

\(^1\)Scale: 1-Strongly Disagree to 5-Strongly Agree
\(^2\)Compiled values of above four statements; range 4 to 20

(Kaufman, 1994)
Table 2.5

Attitudes and Beliefs Perceived Necessary for Success Correlated with Corresponding Behaviors

<table>
<thead>
<tr>
<th>Owner/manager attitudes and beliefs</th>
<th>Actual Behaviors</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Owner actively involved in operation</td>
<td>1a. Weekly hours worked by owner</td>
</tr>
<tr>
<td>2. Family support of venture</td>
<td>2a. Family is supportive</td>
</tr>
<tr>
<td>3. Owner having had work experience in hotels and/or restaurants</td>
<td>3a. Past experience in hotels and/or restaurants</td>
</tr>
<tr>
<td>4. Owner having had past managerial experience</td>
<td>4a. Past managerial experience in large or small businesses</td>
</tr>
<tr>
<td>5. Owner’s education</td>
<td>5a. Educational level</td>
</tr>
<tr>
<td>6. Owner’s positive beliefs and attitudes about the industry</td>
<td>5b. Attended innkeeping course</td>
</tr>
<tr>
<td>7. Owner/manger’s personality is people oriented</td>
<td>6a. B&amp;Bs will expand in Florida because of potential</td>
</tr>
<tr>
<td>8. Owner/manager’s use of financial data to make decisions</td>
<td>6b. B&amp;Bs are good for the state’s lodging dollar</td>
</tr>
<tr>
<td>9. Owner/manager’s life experiences and background</td>
<td>6c. B&amp;Bs in Florida are financially profitable</td>
</tr>
<tr>
<td></td>
<td>6d. Owning a B&amp;B is a lifestyle change more than it is a way to make money</td>
</tr>
<tr>
<td></td>
<td>6e. B&amp;Bs are a permanent lodging alternative</td>
</tr>
<tr>
<td></td>
<td>6f. Like other types of lodging, B&amp;Bs will become franchised</td>
</tr>
<tr>
<td></td>
<td>6g. Other B&amp;Bs in my area hurt my business</td>
</tr>
<tr>
<td></td>
<td>6h. Other B&amp;Bs in my area help my business</td>
</tr>
<tr>
<td></td>
<td>7a. Owner/manager personality contributes to success</td>
</tr>
<tr>
<td></td>
<td>7b. My interpersonal skills have helped in business</td>
</tr>
<tr>
<td></td>
<td>8a. Use financial data to make decisions</td>
</tr>
<tr>
<td></td>
<td>9a. Education</td>
</tr>
<tr>
<td></td>
<td>9b. Work/volunteer experience</td>
</tr>
<tr>
<td></td>
<td>9c. Travel experience</td>
</tr>
<tr>
<td></td>
<td>9d. Skills learned from life in general</td>
</tr>
</tbody>
</table>

1Scale: 1-Strongly Disagree to 5-Strongly Agree
2Scale: a=Yes/No(1-2);b=continuous number (0-a);c=strongly disagree to strongly agree (1-5);d=categorical(1-n);e=ranking(1-a)

(Modified; Kaufman, 1994)
<table>
<thead>
<tr>
<th>Owner/manager attitudes and beliefs</th>
<th>Actual Behaviors</th>
</tr>
</thead>
<tbody>
<tr>
<td>10. Inn as the owner's sole means of support</td>
<td>10a. Inn as owner's sole means of support</td>
</tr>
<tr>
<td>11. Age of the owner/manager</td>
<td>11a. Owner/manager age</td>
</tr>
<tr>
<td>12. High owner/manager knowledge of the B&amp;B industry</td>
<td>12a. Owner/manager of B&amp;B knowledgeable about B&amp;B industry</td>
</tr>
<tr>
<td>13. Owner/manager having had past experience in the B&amp;B industry</td>
<td>13a. Past experience in the B&amp;B industry</td>
</tr>
<tr>
<td>15. High owner/manager knowledge of marketing</td>
<td>15a. High knowledge of marketing</td>
</tr>
<tr>
<td>16. Owner/manager's relationship with employees</td>
<td>15a. My employees are essential to my B&amp;B's success</td>
</tr>
<tr>
<td>17. Owner/manager's relationship with guests</td>
<td>16a. Have a good relationship with employees</td>
</tr>
<tr>
<td>18. Owner/manager's attention to detail</td>
<td>16b. Have a good relationship with employees</td>
</tr>
<tr>
<td>19. Owner/manager's interpersonal skills</td>
<td>17a. Have a good relationship with guests</td>
</tr>
<tr>
<td>20. Owner/manager's belonging to professional associations</td>
<td>18a. Analyze competition now to see how to stay ahead</td>
</tr>
<tr>
<td></td>
<td>18b. Have and use a computer in analysis of the B&amp;B</td>
</tr>
<tr>
<td></td>
<td>18c. Know what B&amp;B's break-even point is</td>
</tr>
<tr>
<td></td>
<td>18d. Know what B&amp;B's labor costs are</td>
</tr>
<tr>
<td></td>
<td>18e. Know what B&amp;B's food costs are</td>
</tr>
<tr>
<td></td>
<td>19a. Interpersonal skills have helped in business</td>
</tr>
<tr>
<td></td>
<td>20a. Number of professional associations</td>
</tr>
</tbody>
</table>

1Scale: 1-Strongly Disagree to 5-Strongly Agree
2Scale: a=Yes/No(1-2);b=continuous number (0-a);c=strongly disagree to strongly agree (1-5);d=categorical(1-n);e=ranking(1-a)

(Modified; Kaufman, 1994)
RESEARCH HYPOTHESES

In Kaufman’s study, two research hypotheses were tested; this study will focus on one of the hypotheses:

HI: A correlation exists between each pairing of attitudes/beliefs and actual behavior of the bed and breakfast operator. (See Table 2.5)

The research hypothesis was tested by a series of subhypotheses.

HI was tested by the following subhypotheses:

H1: A correlation exists between owner/manager actively involved in the operation and weekly hours worked by owner.

H2: A correlation exists between family support of venture and family is supportive of the operation.

H3A: A correlation exists between owner having had work experience in hotels and/or restaurants and past experience in hotels.

H3B: A correlation exists between owner having had work experience in hotels and/or restaurants and past experience in restaurants.

H4A: A correlation exists between owner having had past managerial experience and past experience in large business.

H4B: A correlation exists between owner having had past managerial experience and past experience in small business.

H5: A correlation exists between owner’s education and education level.

H6A: A correlation exists between owner’s positive beliefs and attitudes about the industry and bed and breakfast operations will expand in Florida because of potential.
H6B: A correlation exists between owner's positive beliefs and attitudes about the industry and bed and breakfast operations are good for the state lodging dollar.

H6C: A correlation exists between owner's positive beliefs and attitudes about the industry and bed and breakfast operations in Florida are financially profitable.

H6D: A correlation exists between owner's positive beliefs and attitudes about the industry and owning a bed and breakfast operation is a lifestyle change more than it is a way to make money.

H6E: A correlation exists between owner's positive beliefs and attitudes about the industry and bed and breakfast operations are a permanent lodging alternative.

H6F: A correlation exists between owner's positive beliefs and attitudes about the industry and like other types of lodging, bed and breakfast operations will be franchised.

H6G: A correlation exists between owner's positive beliefs and attitudes about the industry and other bed and breakfast operations in my area hurt my business.

H6H: A correlation exists between owner's positive beliefs and attitudes about the industry and other bed and breakfast operations in my area help my business.

H7A: A correlation exists between owner/manager's personality is people oriented and owner/manager personality contributes to success.

H7B: A correlation exists between owner/manager's personality is people oriented and my interpersonal skills have helped in business.

H8: A correlation exists between owner/manager's use of financial data to make decisions and use of financial data to make decisions.
H9A: A correlation exists between owner/manager’s life experiences and background and education.

H9B: A correlation exists between owner/manager’s life experiences and background and work/volunteer experience.

H9C: A correlation exists between owner/manager’s life experiences and background and travel experience.

H9D: A correlation exists between owner/manager’s life experiences and background and skills learned from life in general.

H10: A correlation exists between inn as the owner’s sole means of support and inn as the owner’s sole means of support.

H11: A correlation exists between age of the owner/manager and the owner/manager’s age.

H12: A correlation exists between high owner/manager knowledge of the bed and breakfast industry and owner/manager of the bed and breakfast knowledgeable about the bed and breakfast industry.

H13: A correlation exists between owner/manager having had past experience in the bed and breakfast industry and past experience in the bed and breakfast industry.

H14: A correlation exists between high owner/manager knowledge of cash flow/accounting and high knowledge of cash flow accounting.

H15: A correlation exists between high owner/manager knowledge of marketing and high knowledge of marketing.

H16A: A correlation exists between owner/manager’s relationship with employees and my employees are essential to my bed and breakfast operation’s success.
H16B: A correlation exists between owner/manager’s relationship with employees and have a good relationship with employees.

H17: A correlation exists between owner/manager’s relationship with guests and have a good relationship with guests.

H18A: A correlation exists between owner/manager’s attention to detail and analyzed competition to see how to stay ahead.

H18B: A correlation exists between owner/manager’s attention to detail and have and use a computer in analysis of the bed and breakfast operation.

H18C: A correlation exists between owner/manager’s attention to detail and know what bed and breakfast operation’s break-even point is.

H18D: A correlation exists between owner/manager’s attention to detail and know what bed and breakfast operation’s labor costs are.

H18E: A correlation exists between owner/manager’s attention to detail and know what bed and breakfast operation’s food costs are.

H19: A correlation exists between owner/manager’s interpersonal skills and interpersonal skills have helped in business.

H20: A correlation exists between owner/manager’s belonging to professional organizations and number of professional organizations.

Although it is not a hypothesis to be tested, the total population was separated into a “successful” group and an unsuccessful group, known as the “other” group, based on the operator’s self-definition of success. To determine the correlations between the attitudes and beliefs perceived necessary for success and actual behaviors exhibited by bed and breakfast operators, Pearson’s correlation was used. The sample was tested by
determining the significance of each correlation at a 95 percent confidence level (.05 level) using a two-tailed test.

SUMMARY

This chapter discussed the research design and methodology implemented in the study. This study is modeled after Bed and Breakfasts in Virginia: Identification of Success Factors (Kaufman, 1994).

The population of the study consisted of Florida’s Bed and Breakfast Inns Association members. Surveys were mailed to the B&Bs during the months of July and August 2009. The main variables analyzed in the survey were:

1. Attitudes and beliefs perceived necessary for success by operators
2. Actual behaviors exhibited by operators
3. Absence or presence of success as determined by the operator’s self definition of success.

The study was tested by one general hypothesis, which was tested by 38 subhypotheses.
CHAPTER 3
RESEARCH FINDINGS

SURVEY RESPONSE

The data was collected between July 2009 and September 2009. No surveys were returned due to incorrect addresses. Thirty-eight of the 84 surveys were completed and returned, and two extra surveys were sent at the request of two previously contacted B&Bs. This increased the number of responses to forty, resulting in a 47.6% response rate.

SAMPLE DESCRIPTION

BED AND BREAKFAST OPERATION INFORMATION

Few bed and breakfasts began operation before 1989; 87.2% began operation between 1989 and 2008 (Table 3.1). Seventy-seven percent of the bed and breakfasts were located in communities with fewer than 50,000 people, and 61.5% could be found in a downtown location. Of the 40 bed and breakfasts represented, 45% had between 7 and 11 guest rooms and private baths, while 42.5% had between 3 and 6 guest rooms and private baths. Only one respondent reported having any shared baths, which represents 2.5% of the total sample.

A large majority of the operators were between the ages of 50 and 69 (80%), and 67.5% has an undergraduate degree or higher (Table 3.2). A majority of the respondents
work solely as a bed and breakfast operator (77.5%), though only 21.6% have ever taken an innkeeping course. Eighty-five percent of the respondents live on the premises.

Table 3.3 describes the offerings of the bed and breakfasts. A majority of the bed and breakfasts have 24-hour staffing (59%), a commercial kitchen (55%), and a parlor/lobby area for guests (87.2%). Few bed and breakfasts offer catering (30%), serve dinner to guests upon request (20%), or had a restaurant open for non-guests (15%). Of the 32.5% of the bed and breakfasts that have a public meeting room for rent, 72.8% have a meeting room capacity of 12-25 people. Only 35% have a gift shop, 17.9% have an art gallery or sell art, and 2.5% have an antique shop or sell antiques. As far as reservations are concerned, 61.5% recommend reservations while 2.6% do not require reservations.

**SELF DEFINITION OF SUCCESS SCORE**

As seen in Table 2.4, four questions were posed to determine whether or not a bed and breakfast was successful; bed and breakfasts with a total success score above a 15, which did not have a 2 or less in any category, was deemed successful. Table 3.4 contains the mean success scores for the entire sample of bed and breakfasts. Also included in the table are the mean scores for both the success group and the other group. The total sample equaled 40 B&Bs which was equally divided into a success group and the other group. All of the mean scores to the four questions regarding the operator’s self-definition of success were significantly higher in the success group than the other group. The question with the lowest scores across the board was, “My operation has or is fulfilling my financial goals” (2.93 for the total group, 3.75 for the success group, 2.10 for the other group). The total sample’s total success score fell just below the score of 15.
needed to be successful (totaling the scores from all four questions) (14.85), while the success group’s total success score was 17.55 and the other group’s success score was a 12.15. The highest scores were in relation to the question, “My operation is a success” (4.15 for the total group, 4.60 for the success group, and 3.70 for the other group).

CORRELATION RESULTS

Upon completing the analysis of operator’s attitudes and beliefs perceived to be necessary for success and the actual behaviors exhibited by those operators, the following statistics were discovered: A total of 38 correlations were found, with 33 being positive and 5 being negative. Four correlations were greater than 0.50, 11 were between 0.25 and 0.50, and 18 were between 0.00 and 0.25 (Table 3.5).

The success group had 28 correlations out of 38 that were positive. Five correlations were greater than 0.50, 8 were between 0.25 and 0.50, and 16 were between 0.00 and 0.25 (Table 3.5).

The other group had 32 correlations out of 38 that were positive. Nine correlations were greater than 0.50, 9 were between 0.25 and 0.50, and 14 were between 0.00 and 0.25 (Table 3.5).
Table 3.1

**Bed and Breakfast General Descriptive Information***

<table>
<thead>
<tr>
<th>Population of Community</th>
<th>Percent</th>
<th>N</th>
</tr>
</thead>
<tbody>
<tr>
<td>Under 10,000</td>
<td>37.5</td>
<td>15</td>
</tr>
<tr>
<td>10,000-49,000</td>
<td>40.0</td>
<td>16</td>
</tr>
<tr>
<td>50,000-99,999</td>
<td>5.0</td>
<td>2</td>
</tr>
<tr>
<td>100,000 and over</td>
<td>17.5</td>
<td>7</td>
</tr>
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</table>

<table>
<thead>
<tr>
<th>Location</th>
<th>Percent</th>
<th>N</th>
</tr>
</thead>
<tbody>
<tr>
<td>Downtown</td>
<td>61.5</td>
<td>24</td>
</tr>
<tr>
<td>Suburb</td>
<td>17.9</td>
<td>7</td>
</tr>
<tr>
<td>Rural</td>
<td>20.5</td>
<td>8</td>
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<tr>
<th>When did the B&amp;B begin operation?</th>
<th>Percent</th>
<th>N</th>
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<tbody>
<tr>
<td>1931</td>
<td>2.6</td>
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</tr>
<tr>
<td>1978-1983</td>
<td>10.3</td>
<td>4</td>
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</tr>
<tr>
<td>1993-1996</td>
<td>17.9</td>
<td>7</td>
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<td>1997-2000</td>
<td>20.5</td>
<td>8</td>
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<td>2001-2004</td>
<td>18.0</td>
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<td>2004-2008</td>
<td>10.3</td>
<td>6</td>
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<tr>
<th>Number of Guest Rooms</th>
<th>Percent</th>
<th>N</th>
</tr>
</thead>
<tbody>
<tr>
<td>3-6</td>
<td>42.5</td>
<td>17</td>
</tr>
<tr>
<td>7-11</td>
<td>45.0</td>
<td>18</td>
</tr>
<tr>
<td>12-16</td>
<td>7.5</td>
<td>3</td>
</tr>
<tr>
<td>25-26</td>
<td>5.0</td>
<td>2</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Number of Private Baths</th>
<th>Percent</th>
<th>N</th>
</tr>
</thead>
<tbody>
<tr>
<td>3-6</td>
<td>42.5</td>
<td>17</td>
</tr>
<tr>
<td>7-11</td>
<td>45.0</td>
<td>18</td>
</tr>
<tr>
<td>12-16</td>
<td>7.5</td>
<td>3</td>
</tr>
<tr>
<td>25-26</td>
<td>5.0</td>
<td>2</td>
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</table>

<table>
<thead>
<tr>
<th>Number of Shared Baths</th>
<th>Percent</th>
<th>N</th>
</tr>
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<tbody>
<tr>
<td>0</td>
<td>97.5</td>
<td>39</td>
</tr>
<tr>
<td>1</td>
<td>2.5</td>
<td>1</td>
</tr>
</tbody>
</table>

*Total percent may not equal 100 due to rounding

(Kaufman, 1994)
Table 3.2

Owner/Manager Information *

<table>
<thead>
<tr>
<th>Age Range</th>
<th>Percent</th>
<th>N</th>
</tr>
</thead>
<tbody>
<tr>
<td>40-49</td>
<td>15.0</td>
<td>6</td>
</tr>
<tr>
<td>50-59</td>
<td>47.5</td>
<td>19</td>
</tr>
<tr>
<td>60-69</td>
<td>32.5</td>
<td>13</td>
</tr>
<tr>
<td>70 and over</td>
<td>5.0</td>
<td>2</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Educational Background</th>
<th>Percent</th>
<th>N</th>
</tr>
</thead>
<tbody>
<tr>
<td>Some college</td>
<td>30.0</td>
<td>12</td>
</tr>
<tr>
<td>Undergraduate degree</td>
<td>27.5</td>
<td>11</td>
</tr>
<tr>
<td>Graduate degree</td>
<td>40.0</td>
<td>16</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Course Attended</th>
<th>Percent</th>
<th>N</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>21.6</td>
<td>8</td>
</tr>
<tr>
<td>No</td>
<td>78.4</td>
<td>29</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Occupation</th>
<th>Percent</th>
<th>N</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>77.5</td>
<td>31</td>
</tr>
<tr>
<td>No</td>
<td>22.5</td>
<td>9</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Live on Premises</th>
<th>Percent</th>
<th>N</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>85.0</td>
<td>34</td>
</tr>
<tr>
<td>No</td>
<td>15</td>
<td>6</td>
</tr>
</tbody>
</table>

*Total percent may not equal 100 due to rounding

(Kaufman, 1994)
Table 3.3

Offerings of Bed and Breakfasts*

<table>
<thead>
<tr>
<th>Feature</th>
<th>Percent</th>
<th>N</th>
</tr>
</thead>
<tbody>
<tr>
<td>24-Hour Staffing</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Yes</td>
<td>59.0</td>
<td>23</td>
</tr>
<tr>
<td>No</td>
<td>41.0</td>
<td>16</td>
</tr>
<tr>
<td>Commercial Kitchen</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Yes</td>
<td>55.0</td>
<td>22</td>
</tr>
<tr>
<td>No</td>
<td>45.0</td>
<td>18</td>
</tr>
<tr>
<td>Restaurant Open to Non-Guests</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Yes</td>
<td>15.0</td>
<td>6</td>
</tr>
<tr>
<td>No</td>
<td>85.0</td>
<td>34</td>
</tr>
<tr>
<td>Offer Catering</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Yes</td>
<td>30.0</td>
<td>12</td>
</tr>
<tr>
<td>No</td>
<td>70.0</td>
<td>28</td>
</tr>
<tr>
<td>Serve Dinner to Guests Upon Request</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Yes</td>
<td>20.0</td>
<td>8</td>
</tr>
<tr>
<td>No</td>
<td>80.0</td>
<td>32</td>
</tr>
<tr>
<td>Public Meeting Rooms for Rent</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Yes</td>
<td>32.5</td>
<td>13</td>
</tr>
<tr>
<td>No</td>
<td>67.5</td>
<td>27</td>
</tr>
<tr>
<td>Meeting Room Capacity</td>
<td></td>
<td></td>
</tr>
<tr>
<td>12-15</td>
<td>36.4</td>
<td>4</td>
</tr>
<tr>
<td>20-25</td>
<td>36.4</td>
<td>4</td>
</tr>
<tr>
<td>30-35</td>
<td>18.2</td>
<td>2</td>
</tr>
<tr>
<td>60</td>
<td>9.1</td>
<td>1</td>
</tr>
<tr>
<td>Gift Shop</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Yes</td>
<td>35.0</td>
<td>14</td>
</tr>
<tr>
<td>No</td>
<td>65.0</td>
<td>26</td>
</tr>
<tr>
<td>Antique Shop or Antiques for Sale</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Yes</td>
<td>2.5</td>
<td>1</td>
</tr>
<tr>
<td>No</td>
<td>97.5</td>
<td>39</td>
</tr>
<tr>
<td>Art Gallery or Art for Sale</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Yes</td>
<td>17.9</td>
<td>7</td>
</tr>
<tr>
<td>No</td>
<td>82.1</td>
<td>32</td>
</tr>
<tr>
<td>Parlor/Lobby Area for guests</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Yes</td>
<td>87.2</td>
<td>34</td>
</tr>
<tr>
<td>No</td>
<td>12.8</td>
<td>5</td>
</tr>
<tr>
<td>Are reservations required?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Yes</td>
<td>35.9</td>
<td>14</td>
</tr>
<tr>
<td>No</td>
<td>2.6</td>
<td>1</td>
</tr>
<tr>
<td>No, but recommended</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>61.5</td>
<td>24</td>
</tr>
</tbody>
</table>

*Total percent may not equal 100 due to rounding

(Kaufman, 1994)
Table 3.4

Success Score Components for Bed and Breakfasts (Total Sample, Successful Group, Other Group)

<table>
<thead>
<tr>
<th>Success Component</th>
<th>Total Sample (N=40)</th>
<th></th>
<th>Successful B&amp;Bs* (N=20)</th>
<th></th>
<th>Other B&amp;Bs* (N=20)</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>X</td>
<td>SD</td>
<td>X</td>
<td>SD</td>
<td>X</td>
<td>SD</td>
</tr>
<tr>
<td>My operation has or is fulfilling my personal goals**</td>
<td>3.98</td>
<td>1.097</td>
<td>4.55</td>
<td>.686</td>
<td>3.40</td>
<td>1.142</td>
</tr>
<tr>
<td>My operation has or is fulfilling my financial goals**</td>
<td>2.93</td>
<td>1.095</td>
<td>3.75</td>
<td>.550</td>
<td>2.10</td>
<td>.852</td>
</tr>
<tr>
<td>My operation is a success**</td>
<td>4.15</td>
<td>.949</td>
<td>4.60</td>
<td>.503</td>
<td>3.70</td>
<td>1.081</td>
</tr>
<tr>
<td>I have or am accomplishing what I have wanted to do</td>
<td>3.80</td>
<td>1.137</td>
<td>4.65</td>
<td>.489</td>
<td>2.95</td>
<td>.945</td>
</tr>
<tr>
<td>with my operation**</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total Success Score***</td>
<td>14.85</td>
<td>3.476</td>
<td>17.55</td>
<td>1.146</td>
<td>12.15</td>
<td>2.852</td>
</tr>
</tbody>
</table>

* Scale: 1-Strongly disagree; 2-Disagree; 3-Neutral; 4-Agree; 5-Strongly agree

** A B&B was considered successful if a score of >2 was received on each of the four questions and a score >15 on the sum of all four questions

*** Compiled from the sum of above questions

(Kaufman, 1994)
RESULTS FROM HYPOTHESIS

HI: A correlation exists between each pairing of attitudes/beliefs and actual behavior of the bed and breakfast operator.

As in Kaufman's study, this research hypothesis was tested by several subhypotheses. In Table 3.5, a correlation noted with an "*" means that it is significant at the $\alpha = .05$ level. Correlations noted with a "**" means that the correlation is significant at the $\alpha = .01$ level.

H1: A correlation exists between owner/manager actively involved in the operation and weekly hours worked by owner.

There is not statistically significant evidence of a correlation. The correlation of .094 was not significant at the .05 level.

H2: A correlation exists between family support of venture and family is supportive of operation.

There is not statistically significant evidence of a correlation. The correlation of .152 was not significant at the .05 level.

H3A: A correlation exists between owner having had work experience in hotels and/or restaurants and past experience in hotels.

There is statistically significant evidence of a correlation. The correlation of .647 was significant at the .01 level.

H3B: A correlation exists between owner having had work experience in hotels and/or restaurants and past experience in restaurants.

There is statistically significant evidence of a correlation. The correlation of .473 was significant at the .01 level.
H4A: A correlation exists between owner having had past managerial experience and past experience in large business.

There is statistically significant evidence of a correlation. The correlation of .510 was significant at the .01 level.

H4B: A correlation exists between owner having had past managerial experience and past experience in small business.

There is not statistically significant evidence of a correlation. The correlation of .241 was not significant at the .05 level.

H5: A correlation exists between owner’s education and education level.

There is not statistically significant evidence of a correlation. The correlation of .183 was not significant at the .05 level.

H6A: A correlation exists between owner’s positive beliefs and attitudes about the industry and bed and breakfast operations will expand in Florida because of potential.

There is not statistically significant evidence of a correlation. The correlation of .134 was not significant at the .05 level.

H6B: A correlation exists between owner’s positive beliefs and attitudes about the industry and bed and breakfast operations are good for the state lodging dollar.

There is not statistically significant evidence of a correlation. The correlation of .308 was not significant at the .05 level.

H6C: A correlation exists between owner’s positive beliefs and attitudes about the industry and bed and breakfast operations in Florida are financially profitable.
There is not statistically significant evidence of a correlation. The correlation of .242 was not significant at the .05 level.

H6D: A correlation exists between owner’s positive beliefs and attitudes about the industry and owning a bed and breakfast operation is a lifestyle change more than it is a way to make money.

There is not statistically significant evidence of a correlation. The correlation of .295 was not significant at the .05 level.

H6E: A correlation exists between owner’s positive beliefs and attitudes about the industry and bed and breakfast operations are a permanent lodging alternative.

There is statistically significant evidence of a correlation. The correlation of .461 was significant at the .01 level.

H6F: A correlation exists between owner’s positive beliefs and attitudes about the industry and like other types of lodging, bed and breakfast operations will be franchised.

There is not statistically significant evidence of a correlation. The correlation of .087 was not significant at the .05 level.

H6G: A correlation exists between owner’s positive beliefs and attitudes about the industry and other bed and breakfast operations in my area hurt my business.

There is not statistically significant evidence of a correlation. The correlation of -.032 was not significant at the .05 level.

H6H: A correlation exists between owner’s positive beliefs and attitudes about the industry and other bed and breakfast operations in my area help my business.
There is not statistically significant evidence of a correlation. The correlation of .144 was not significant at the .05 level.

H7A: A correlation exists between owner/manager’s personality is people-oriented and owner/manager personality contributes to success.

There is statistically significant evidence of a correlation. The correlation of .407 was significant at the .05 level.

H7B: A correlation exists between owner/manager’s personality is people-oriented and my personal skills have helped me in business.

There is not statistically significant evidence of a correlation. The correlation of .300 was not significant at the .05 level.

H8: A correlation exists between owner/manager’s use of financial data to make decisions and use of financial data to make decisions.

There is not statistically significant evidence of a correlation. The correlation of .304 was not significant at the .05 level.

H9A: A correlation exists between owner/manager’s life experiences and background and education.

There is not statistically significant evidence of a correlation. The correlation of .035 was not significant at the .05 level.

H9B: A correlation exists between owner/manager’s life experiences and background and work/volunteer experience.

There is not statistically significant evidence of a correlation. The correlation of .117 was not significant at the .05 level.
H9C: A correlation exists between owner/manager's life experiences and background and travel experiences.

There is not statistically significant evidence of a correlation. The correlation of -.180 was not significant at the .05 level.

H9D: A correlation exists between owner/manager's life experiences and background and skills learned from life in general.

There is not statistically significant evidence of a correlation. The correlation of .040 was not significant at the .05 level.

H10: A correlation exists between inn as the owner's sole means of support and inn as the owner’s sole means of support.

There is not statistically significant evidence of a correlation. The correlation of -.096 was not significant at the .05 level.

H11: A correlation exists between age of the owner/manager and the owner/manager’s age.

There is not statistically significant evidence of a correlation. The correlation of .037 was not significant at the .05 level.

H12: A correlation exists between high owner/manager knowledge of the bed and breakfast industry and owner/manager of the bed and breakfast knowledgeable about the bed and breakfast industry.

There is statistically significant evidence of a correlation. The correlation of .465 was significant at the .01 level.

H13: A correlation exists between owner/manager having had past experience in the bed and breakfast industry and past experience in the bed and breakfast industry.
There is not statistically significant evidence of a correlation. The correlation of .231 was not significant at the .05 level.

H14: A correlation exists between high owner/manager knowledge of cash flow/accounting and high knowledge of cash flow accounting.

There is statistically significant evidence of a correlation. The correlation of .364 was significant at the .05 level.

H15: A correlation exists between high owner/manager knowledge of marketing and high knowledge of marketing.

There is statistically significant evidence of a correlation. The correlation of .508 was significant at the .01 level.

H16A: A correlation exists between owner/manager’s relationship with employees and my employees are essential to my bed and breakfast operation’s success.

There is statistically significant evidence of a correlation. The correlation of .527 was significant at the .01 level.

H16B: A correlation exists between owner/manager’s relationship with employees and have a good relationship with employees.

There is not statistically significant evidence of a correlation. The correlation of .329 was not significant at the .05 level.

H17: A correlation exists between owner/manager’s relationship with guests and have a good relationship with guests.

There is not statistically significant evidence of a correlation. The correlation of .255 was not significant at the .05 level.
H18A: A correlation exists between owner/manager’s attention to detail and analyzed competition to see how to stay ahead.

There is not statistically significant evidence of a correlation. The correlation of .207 was not significant at the .05 level.

H18B: A correlation exists between owner/manager’s attention to detail and have and use a computer in analysis of the bed and breakfast operation.

There is not statistically significant evidence of a correlation. The correlation of .149 was not significant at the .05 level.

H18C: A correlation exists between owner/manager’s attention to detail and know what bed and breakfast operation’s break-even point is.

There is not statistically significant evidence of a correlation. The correlation of .083 was not significant at the .05 level.

H18D: A correlation exists between owner/manager’s attention to detail and know what bed and breakfast operation’s labor costs are.

There is not statistically significant evidence of a correlation. The correlation of -.102 was not significant at the .05 level.

H18E: A correlation exists between owner/manager’s attention to detail and know what bed and breakfast operation’s food costs are.

There is not statistically significant evidence of a correlation. The correlation of -.085 was not significant at the .05 level.

H19: A correlation exists between owner/manager’s interpersonal skills and interpersonal skills have helped in business.
There is not statistically significant evidence of a correlation. The correlation of .226 was not significant at the .05 level.

H20: A correlation exists between owner/manager's belonging to professional organizations and number of professional organizations.

There is not statistically significant evidence of a correlation. The correlation of .069 was not significant at the .05 level.
Table 3.5

Correlations of Attitudes/Beliefs and Actual Behaviors

<table>
<thead>
<tr>
<th></th>
<th>Total Group</th>
<th>Success Group (N=20)</th>
<th>Other Group (N=20)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Owner actively involved in operation by weekly hours worked by owner</td>
<td>.094</td>
<td>.298</td>
<td>.594*</td>
</tr>
<tr>
<td>Family support of venture by family is supportive</td>
<td>.152</td>
<td>.374</td>
<td>.066</td>
</tr>
<tr>
<td>Owner having had work experience in hotels and/or restaurants by past experience in hotels and/or restaurants (Hotels)</td>
<td>.647**</td>
<td>.497</td>
<td>.965**</td>
</tr>
<tr>
<td>(Restaurants)</td>
<td>.473**</td>
<td>.142</td>
<td>.675*</td>
</tr>
<tr>
<td>Owner having had past managerial experience by past managerial experience in large or small businesses (Large)</td>
<td>.510**</td>
<td>.370</td>
<td>.581*</td>
</tr>
<tr>
<td>(Small)</td>
<td>.241</td>
<td>.456</td>
<td>.447</td>
</tr>
<tr>
<td>Owner's education by educational level</td>
<td>.183</td>
<td>.323</td>
<td>-.013</td>
</tr>
<tr>
<td>Owner's positive beliefs and attitudes about the industry by: (A) B&amp;Bs will expand in Florida because of potential</td>
<td>.134</td>
<td>.178</td>
<td>.085</td>
</tr>
<tr>
<td>(B) B&amp;Bs are good for the state lodging dollar</td>
<td>.308</td>
<td>.424</td>
<td>.327</td>
</tr>
<tr>
<td>(C) B&amp;Bs in Florida are financially profitable</td>
<td>.242</td>
<td>.407</td>
<td>.055</td>
</tr>
</tbody>
</table>

*Indicates significance at .05 α level
**Indicates significance at .01 α level
1Scale: a=Yes/No(1-2);b=continuous number (0-a);c=strongly disagree to strongly agree (1-5);d=categorical(1-n);e=ranking(1-a)

(Modified; Kaufman, 1994)
(D) Owning a B&B is a lifestyle change more than it is a way to make money.  
(E) B&Bs are a permanent lodging alternative.  
(F) Like other types of lodging, B&Bs will become franchised.  
(G) Other B&Bs in my area hurt my business.  
(H) Other B&Bs in my area help my business.

Owner/Manager’s personality is people oriented by:

- Owner/Manager personality contributes to success.  
- My interpersonal skills have helped in business.

Owner/Manager’s use of financial data to make decisions by using financial data to make decisions.

Owner/Manager’s life experiences and background by:

- education  
- work/volunteer experience  
- travel experience  
- skills learned from life in general  

Inn as the owner’s sole means of support by B&B is sole occupation.

Age of the owner/manager by owner/manager age.

High owner/manager knowledge of the bed and breakfast industry by owner/manager of the bed and breakfast knowledgeable of the bed and breakfast industry.

<table>
<thead>
<tr>
<th></th>
<th>Total Group</th>
<th>Success Group (N=20)</th>
<th>Other Group (N=20)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Owning a B&amp;B is a lifestyle change more than it is a way to make money</td>
<td>.295</td>
<td>.128</td>
<td>.570*</td>
</tr>
<tr>
<td>B&amp;Bs are a permanent lodging alternative</td>
<td>.461**</td>
<td>.751**</td>
<td>.065</td>
</tr>
<tr>
<td>Like other types of lodging, B&amp;Bs will become franchised</td>
<td>.087</td>
<td>.025</td>
<td>.157</td>
</tr>
<tr>
<td>Other B&amp;Bs in my area hurt my business</td>
<td>-.083</td>
<td>-.075</td>
<td>.006</td>
</tr>
<tr>
<td>Other B&amp;Bs in my area help my business</td>
<td>.144</td>
<td>.094</td>
<td>.270</td>
</tr>
<tr>
<td>Owner/Manager personality contributes to success</td>
<td>.407*</td>
<td>a</td>
<td>.478*</td>
</tr>
<tr>
<td>My interpersonal skills have helped in business</td>
<td>.300</td>
<td>-.149</td>
<td>.529*</td>
</tr>
<tr>
<td>Use of financial data to make decisions</td>
<td>.304</td>
<td>.159</td>
<td>.513*</td>
</tr>
<tr>
<td>Education experiences and background</td>
<td>.035</td>
<td>-.024</td>
<td>.336</td>
</tr>
<tr>
<td>Work/volunteer experience</td>
<td>.117</td>
<td>-.155</td>
<td>.354</td>
</tr>
<tr>
<td>Travel experience</td>
<td>-.180</td>
<td>.202</td>
<td>-.437</td>
</tr>
<tr>
<td>Skills learned from life in general</td>
<td>.040</td>
<td>.000</td>
<td>-.083</td>
</tr>
<tr>
<td>Inn as the owner’s sole means of support</td>
<td>-.096</td>
<td>-.157</td>
<td>.031</td>
</tr>
<tr>
<td>Age of the owner/manager</td>
<td>.037</td>
<td>.005</td>
<td>.035</td>
</tr>
<tr>
<td>High owner/manager knowledge of the bed and breakfast industry</td>
<td>.465**</td>
<td>.618**</td>
<td>.120</td>
</tr>
</tbody>
</table>

*Indicates significance at .05 α level  
**Indicates significance at .01 α level  
Correlation cannot be determined because at least one variable is constant  
Scale: a=Yes/No (1-2); b=continuous number (0-a); c=strongly disagree to strongly agree (1-5); d=categorical (1-n); e=ranking (1-a)

(Modified; Kaufman, 1994)
Table 3.5 (Continued)

<table>
<thead>
<tr>
<th>Owner/Manager having had past experience in the bed and breakfast industry [\text{by past experience in the bed and breakfast industry} ]</th>
<th>Total Group</th>
<th>Success Group (N=20)</th>
<th>Other Group (N=20)</th>
</tr>
</thead>
<tbody>
<tr>
<td>High owner/manager knowledge of cash flow/accounting [\text{by high knowledge of cash flow/accounting} ]</td>
<td>.231</td>
<td>a</td>
<td>a</td>
</tr>
<tr>
<td>High owner/manager knowledge of marketing [\text{by high knowledge of marketing} ]</td>
<td>.364*</td>
<td>.624*</td>
<td>.152</td>
</tr>
<tr>
<td>Owner/Manager's relationship with employees [\text{by:} ]</td>
<td>.508**</td>
<td>.683**</td>
<td>.243</td>
</tr>
<tr>
<td>(A) My employees are essential to my B&amp;B’s success [\text{by} ]</td>
<td>.527**</td>
<td>.099</td>
<td>.808**</td>
</tr>
<tr>
<td>(B) Have a good relationship with employees [\text{by} ]</td>
<td>.329</td>
<td>.000</td>
<td>.509</td>
</tr>
<tr>
<td>Owner/Manager's relationship with guests [\text{by having a good relationship with guests} ]</td>
<td>.255</td>
<td>a</td>
<td>.316</td>
</tr>
<tr>
<td>Owner/Manager’s attention to detail [\text{by:} ]</td>
<td>.207</td>
<td>.076</td>
<td>.439</td>
</tr>
<tr>
<td>(A) Analyze competition now to see how to stay ahead [\text{by} ]</td>
<td>.149</td>
<td>.184</td>
<td>.130</td>
</tr>
<tr>
<td>(C) Know what B&amp;B’s break-even point is [\text{by} ]</td>
<td>.083</td>
<td>.154</td>
<td>.060</td>
</tr>
<tr>
<td>(D) Know what B&amp;B’s labor costs are [\text{by} ]</td>
<td>-.102</td>
<td>-.052</td>
<td>-.182</td>
</tr>
<tr>
<td>(E) Know what B&amp;B’s food costs are [\text{by} ]</td>
<td>-.085</td>
<td>.060</td>
<td>-.233</td>
</tr>
<tr>
<td>Owner/Manager’s interpersonal skills [\text{by interpersonal skills have helped in business} ]</td>
<td>.226</td>
<td>.056</td>
<td>.353</td>
</tr>
<tr>
<td>Owner/Manager’s belonging to professional associations [\text{by number of professional associations} ]</td>
<td>.069</td>
<td>.528*</td>
<td>.109</td>
</tr>
</tbody>
</table>

*Indicates significance at .05 α level
**Indicates significance at .01 α level

| a Correlation cannot be determined because at least one variable is constant.

| Scale: a=Yes/No(1-2); b=continuous number (0-a); c=strongly disagree to strongly agree (1-5); d=categorical(1-n); e=ranking(1-a) |

(Modified; Kaufman, 1994)
SUMMARY

In total, there were 38 subhypotheses that were analyzed with Pearson’s correlation. Of the 38 correlations in the total sample, 9 were significant at the .05 level, of which 7 were significant at the .01 level. The success group had 5 correlations that were significant at the .05 level, of which 3 were significant at the .01 level. The other group had 9 correlations that were significant at the .05 level, of which 2 were significant at the .01 level.

The most notable areas in their level of significance included: previous experience in hotels and restaurants, previous experience in managing large businesses, the operator’s positive beliefs about the industry (and that B&Bs are a permanent lodging alternative), the operator’s personality is people-oriented (personality contributes to success), owner/manager knowledge of the bed and breakfast industry, owner/manager knowledge of cash flow/accounting and marketing, and owner/manager relationship with employees (employees are essential to the bed and breakfast’s success).
CHAPTER 4
ANALYSIS OF DATA

Included in this chapter are an analysis of the data presented in the previous chapter, implications of the study, a comparison of this study with Kaufman’s research, limitations of the study, and areas of future research.

DATA ANALYSIS

Thirty-eight correlations were analyzed, and in the total group 32 were positive and 6 were negative. The success group had 28 positive correlations, 6 negative, and 4 were undeterminable. The other group had 32 positive correlations, 5 negative correlations, and 1 was undeterminable.

TOTAL SAMPLE

One of the most significant positive correlations in the total sample deals with the owner or manager having had work experience in hotels and/or restaurants by experience in hotels (.647 with a significance at the .01 level) and restaurants (.473 with a significance at the .01 level). This indicates that an operator needs to understand the lodging and foodservice industries before being able to effectively offer these services to others through a bed and breakfast operation. The results from the total sample go further to indicate that having past managerial experience in a large business (.510 with a significance at the .01 level) will be useful in operating a successful bed and breakfast.
Past managerial experience in a small business was not significant, possibly because the majority of the respondents' lack of experience in small businesses.

All but one correlation having to do with the owner/manager's positive beliefs and attitudes about the industry were positive, though none were strong correlations; the most notable correlation in this group was between an owner/manager's positive attitudes and beliefs about the industry and the actual belief that B&Bs are a permanent lodging alternative (.461). Though this is only a moderate correlation, this suggests that the greater the positive outlook an operator has, the more confident he or she is that B&Bs will become a greater force in the lodging industry. The only negative correlation was between an operator's positive outlook on the industry and the idea that other B&Bs in the area hurt their business. This suggests that the greater the positive outlook an operator has, the less likely he or she is to blame other bed and breakfasts for their lack of success.

In comparing the correlations "other B&Bs in my area hurt my business" (-.083) and "other B&Bs in my area help my business" (.144), it can be implied that the B&B industry requires a positive outlook and camaraderie in order to be successful.

A correlation existed between the belief that an owner/manager's personality must be people-oriented and a positive response to the item that asks whether the actual personality of the owner/manager contributed to the B&B's success (.407 with a significance at the .05 level). This suggests that being a "people person" is necessary to be successful in the B&B industry, and that this positive attitude is a major contributing factor in a successful operation.

The next correlation at the .01 level was found when comparing the following two variables: the belief that an owner/manager must have a high knowledge of the bed and
breakfast industry and the owner/manager of the bed and breakfast being knowledgeable of the bed and breakfast industry (.465). This suggests that having a wealth of knowledge of the bed and breakfast industry is a major component of operating a bed and breakfast.

Surprisingly, no significant correlation was found between owner/manager having had past experience in the bed and breakfast industry by past experience in the bed and breakfast industry (.231). This could be due to the relatively recent establishment of the majority of the bed and breakfasts around Florida. This implies that the current owners and operators did not work in the bed and breakfast industry before opening their own bed and breakfast, but instead managed large businesses and/or worked in the hospitality industry.

There were correlations between the belief of high owner/manager knowledge of cash flow/accounting by the actual behavior of a high knowledge of cash flow/accounting (.364 with a significance at the .05 level) and the belief of high owner/manager knowledge of marketing by the actual behavior of a high knowledge of marketing (.508 with a significance at the .01 level). This leads to the conclusion that having a working knowledge of various general business skills will contribute to a bed and breakfast’s success.

The correlation between owner/manager’s relationship with employees by my employees are essential to my B&B’s success was a significant (.527 with a significance at the .01 level). This implies that employees play a large part in bed and breakfasts, thus they have the ability to contribute to a successful bed and breakfast.
SUCCESS GROUP

As seen in Table 3.5, the first significant correlation found in the success group is between the owner’s positive beliefs and attitudes about the industry by B&Bs are a permanent lodging alternative (.751 with a significance at the .01 level). This supports the finding in the total group that the higher the positive outlook of the operator, the higher the confidence level that bed and breakfasts are meant to be a major player in the lodging industry. The success group was found to have a negative correlation between an operator’s positive beliefs by other B&Bs the area hurt the business (-.075). This shows that successful bed and breakfasts tend to foster a sense of community with other B&Bs in the area instead of staging a competition with others.

No correlation was found between owner/manager’s personality is people-oriented by owner/manager personality contributes to success because all of the responses to the latter half of the correlation were all “strongly agree.” Upon noting that the entire success group agrees that the personality of the owner/manager contributes to the success of the bed and breakfast, this behavior can be deemed necessary for success. In addition to this undeterminable correlation due to the all of the respondents’ answers being “strongly agree,” there was one more correlation that can be deemed necessary for success for the same reason: owner/manager has a positive relationship with guests. This was a strongly agreed upon belief held by all “successful” bed and breakfasts operators. This implies that successful operations require the operators to develop a well established and friendly relationship with their guests in order to remain successful.

Additional lack of correlations were formed between the following variables: owner/manager having had past experience in the bed and breakfast industry by past
experience in the B&B industry. All of the bed and breakfasts had varying responses as to the necessity of having had previous experience (ranging from strongly disagree to strongly agree), but only one respondent had any previous bed and breakfast industry experience. Out of the 20 successful bed and breakfasts, only one responded “strongly agree” that previous experience is necessary for success, but this respondent did not respond when asked if he/she had previous experience. The one respondent that had had previous experience answered “neither agree nor disagree” when asked if having previous experience was necessary. Considering that the 20 respondents in the success category considered themselves to be successful, but most did not have any previous experience, this implies that previous experience in the B&B industry is not truly necessary to operate a successful bed and breakfast in Florida.

There was a positive correlation between high owner/manager knowledge of the bed and breakfast industry by owner/manager of the bed and breakfast knowledgeable of the bed and breakfast industry (.618 with a significance at the .01 level). As does the total group, this implies that an operator must know about and understand the bed and breakfast industry in order to create and maintain a successful operation.

The following have strong positive correlations: the belief that owners/managers should possess a high knowledge of cash flow/accounting by the actual behavior of having a high knowledge of cash flow/accounting (.624 with a significance at the .05 level), and the belief that owners/managers should possess a high knowledge of marketing by the actual behavior of having a high knowledge of marketing (.683 with a significance at the .01 level). These correlations imply that one’s ability to perform basic
business functions will contribute to a bed and breakfast’s success. Furthermore, understanding how to market one’s operation can also be deemed necessary for success.

The last significant correlation in the success group is owner/manager’s belonging to professional associations by number of professional associations (.528 with a significance at the .05 level). This implies that the success group believes belonging to professional associations helps in establishing a bed and breakfast’s success, and seeing that most of them belong to two or more associations, they are behaving in a way that is consistent with their beliefs.

OTHER GROUP

There was a significant positive correlation between the belief that an owner should be actively involved in an operation and the actual number of hours worked per week by the owner/manager (.594 with a significance at the .05 level). This implies that the respondents who believed that an owner must be actively involved in the operation were the operators that were most involved in the bed and breakfast’s day-to-day operations.

There were significant positive correlations between the attitude and belief that an owner must have had previous work experience in hotels and/or restaurants and the actual behaviors of having had work experience in both hotels (.965 with a significance at the .01 level) and restaurants (.675 with a significance at the .05 level). Once again, this implies that it is important to have had previous experience in a branch of the hospitality industry in order to operate a bed and breakfast.
Like the total sample, there was a positive correlation between the attitude and belief that an owner/manager should have had past managerial experience and the actual behavior of having had managerial experience in a large business (.581 with a significance at the .05 level). This could have a greater significance than having had past managerial experience in small businesses because of the respondents’ lack of experience in smaller organizations.

The next significant positive correlation found in the ‘other’ group was between the belief that an owner/manager should have positive beliefs and attitudes about the industry and the actual behavior of owners/managers believing that owning a B&B is a lifestyle change more than it is a way to make money (.570). Noting that these respondents believe that owning a B&B is not necessarily a way to make money makes sense when viewing the mean scores to the question dealing with their financial goals (My operation has or is fulfilling my financial goals; mean score was a 2.10 out of 5.0).

The next two positive correlations in the ‘other’ group are between the belief that an owner/manager’s personality must be people-oriented and: 1) the actual behavior of the owner/manager contributes to the B&B’s success, and 2) the owner/manager’s actual interpersonal skills have helped in the business. The first correlation was .478 with a significance at the .05 level, and the second correlation was .529 with a significance at the .05 level. This implies that a positive, people-oriented approach is necessary for a bed and breakfast’s success, but perhaps there are other personality traits needed for success that the operators may be lacking.

The correlation between the belief that an owner/manager must use financial data to make decisions and the actual behavior of an owner/manager using financial data to
make decisions was .513 and significant at the .05 level. This shows that understanding and using financial data is a business skill that an operator must possess, but due to the dismal financial predicaments of several bed and breakfasts, there are other business skills that must be necessary for success.

As with the success group, no correlation was found between the belief of owner/manager having had past experience in the bed and breakfast industry and the behavior of actually having had past experience in the bed and breakfast industry. Only one respondent in the group had had any previous experience in the B&B industry, and the answers to the question that determined beliefs were varied. This implies that running a bed and breakfast does not require previous experience in the B&B industry. There is a missing factor that is causing the ‘other’ group to be less than successful.

The final significant positive correlation in the other group was between the belief of an owner/manager’s relationship with employees by the actual behavior of my employees are essential to my B&B’s success (.808 with a significance at the .01 level). This shows that the owners/managers of these B&Bs may not be successful by self-definition, but certainly do believe that employees are an integral part of running a bed and breakfast. Without positively-minded and well trained employees, a bed and breakfast will not approach success.

TOTAL SAMPLE VS. SUCCESS GROUP VS. OTHER GROUP

The correlation between an owner’s positive beliefs and attitudes about the industry and the behavior that B&Bs are a permanent lodging alternative had significant positive correlations in the total group and the success group. This supports the idea that
those who are positive about the industry believe that bed and breakfasts are now deeply rooted in the hospitality industry and will remain a permanent installment in Florida.

The correlation between the belief that an owner/manager’s personality must be people oriented and the actual behavior of the owner/manager’s personality contributes to success had significant positive correlations in the total group, success group, and other group. This implies further that being guest-minded is absolutely necessary to succeed in the B&B industry.

The correlation between the belief that an owner/manager must have a high knowledge of the bed and breakfast industry by the behavior of the owner/manager actually being knowledgeable about the bed and breakfast industry had significant positive correlations in the total group and the success group. This implies that having a thorough working knowledge of the B&B industry helps operators to establish and maintain a successful operation.

The correlations between the beliefs that an owner/manager must be knowledgeable of cash flow/accounting and marketing and the actual behaviors of the owners/managers having a high knowledge of cash flow/accounting and marketing had significant positive correlations in the total group and the success group. This supports the conclusion that operators need to have a working knowledge of various business management skills in order to have a successful bed and breakfast.

Surprisingly, the ‘other’ group had more significant correlations than the success group. For instance, the correlation between the belief that an owner/manager must have had work experience in hotel and/or restaurants and the behavior of having actually worked in hotels and restaurants were significant in the total group and the other group,
but not the success group. These significant correlations may imply that the ‘other’ bed and breakfast owners/managers understand what is necessary to be successful, but other data suggest that there is some other macro-environmental factor impeding their ability to succeed. In the section of the survey that dealt with success components, the lowest score across the board was in response to “my operation has or is fulfilling my financial goals;” the ‘other’ group had the lowest mean score in this category (2.10) while the success group had the highest score (3.75). In looking at the responses to “owning a B&B is a lifestyle change more than it is a way to make money,” perhaps this shows that the ‘other’ group owners/managers have recently realized this – one may enter the B&B industry with the idea of a profit, but have realized it is a lifestyle choice rather than a profit generating industry. This is not to say that profits cannot be made, but with the current economic climate, profits are harder to earn than in years past.

IMPLICATIONS

The results from this study support Bed and Breakfasts in Virginia: Identification of Success Factors (1994). Both studies contained several similar conclusions as to the attitudes, beliefs, and behaviors that are necessary for success. Several of the similarities include: past experience in the hospitality industry, past managerial experience in large organizations, positive owner/manager personality, owner/manager knowledge of the bed and breakfast industry, knowledge of cash flow/accounting, knowledge of marketing, and positive relationships with employees.

As in Kaufman’s study, this study reproduced the finding that successful operators need a working knowledge of the hospitality industry and general business
management practices. This reinforces the value of hospitality education as the first step in preparing future generations of bed and breakfast owners and operators.

This study also found that most of the respondents had never had past experience in the bed and breakfast industry, which means that most of the current B&B operators have ventured into the industry without actually knowing what to expect. This also supports the idea that in order to help solidify the bed and breakfast industry’s place in the larger lodging industry, academic hospitality organizations should expand their curriculum to include courses on owning and operating a bed and breakfast. These opportunities would give potential owners and operators the ability to open their own bed and breakfast armed with greater knowledge and experience.

In the state of Florida, there is great potential for an immense amount of growth in the bed and breakfast industry. By helping the B&B industry to flourish, Florida’s tourism dollars will certainly increase, ultimately helping Florida to remain a frontrunner in the tourism industry.

LIMITATIONS OF THE STUDY

One of the limitations of this study was the scale for self-definition of success. While some owners/operators responded with high marks in three of the four success categories, they may have responded with a 1 or 2 in the financial category thus removing them from the success group (A score of 3 or above in all groups and a total of 15 was necessary to be included in the success group).

The second limitation was the economic climate when the surveys were distributed. The United States was being affected by a major economic recession, which
took a toll on Florida’s tourism industry, including Florida’s bed and breakfasts. Perhaps if the world was experiencing an economic boom, the results of this study may have been significantly different.

The third limitation to this study was the sample size. Florida’s Bed and Breakfast Inns Association members comprise a relatively small portion of Florida’s bed and breakfast industry. Fortunately, nearly every area in Florida was represented in the returned surveys.

The last limitation was the length of the survey. The 9 page survey could have kept some owners/operators from taking the time to complete the entire packet.

**FUTURE RESEARCH AREAS**

As voiced by many of the respondents, one future research area can concern the marketing efforts of bed and breakfasts. The potential future research area can examine the current marketing strategies of bed and breakfasts as well as study the most effective marketing strategies to attract various types of guests.

Furthermore, a long-term study on the success of bed and breakfasts could be performed. This study could track the changes in attitudes, beliefs, and behaviors exhibited by owners and operators, as well as determine the success rate of bed and breakfasts in terms of staying in business.

This study can be compared to both Bed and Breakfasts in Virginia: Identification of Success Factors (Kaufman, 1994) and Georgia’s Bed and Breakfast Inn Industry: An Exploratory Study to Identify Success Factors (Poynter, 1991). A study similar to these can be performed in other states or countries.
SUMMARY

This study has determined that bed and breakfast owners and operators must understand the industry, have had past work experience in the hospitality industry, understand the basic functions of running a business, maintain a positive relationship with employees and guests, and understand that running a bed and breakfast is not always about making a profit. Instead, owners and operators must realize that being in the bed and breakfast industry requires patience and a drive to learn how to be successful. Owning and/or operating a bed and breakfast requires an immense amount of time and energy, but for those that truly love being hospitable, the rewards are immeasurable.
APPENDIX A

BROTHERTON’S CSFs
Brotherton’s CSF’s

1) Front Office
   a. Staff attitudes
   b. Accurate and efficient reservations system
   c. Enquiry handling
   d. Staff appearance
   e. Pricing, yield and profit

2) Conference and banqueting
   a. Attention to detail
   b. Enquiry handling
   c. Diary/reservation management
   d. Flexibility of facilities
   e. Quality of facilities

3) Human Resource Management
   a. Staff development
   b. Morale and loyalty
   c. Guest accommodation
   d. Consistent quality
   e. Staff training

4) Food and Beverage (Service)
   a. Staff attitudes and appearance
   b. Quality of food and drink
   c. High level of service
   d. Service response time
   e. Improved sales

5) Leisure Operations
   a. Cleanliness and hygiene
   b. Attractiveness of facilities
   c. Customer safety
   d. Quality of staff
   e. Range of facilities
   f. Marketing and sales

6) Hold/Increase Market Share
   a. Quality of Sales Team
   b. Client database
   c. Effective advertising (2004)
APPENDIX B

SURVEY PACKET
## SURVEY

### Part I.
Using the following scale, please check how you feel these items contribute to the overall success (both personal and financial) of a bed and breakfast (B&B).

<table>
<thead>
<tr>
<th>5</th>
<th>4</th>
<th>3</th>
<th>2</th>
<th>1</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly Agree Item is Necessary for Success</td>
<td>Agree Item is Necessary for Success</td>
<td>Neither Agree Nor Disagree</td>
<td>Disagree Item is Necessary for Success</td>
<td>Strongly Disagree Item is Necessary for Success</td>
</tr>
</tbody>
</table>

| THESE ITEMS DEAL WITH THE OPERATION OF THE B&B |
|---|---|---|---|---|
| 5 | 4 | 3 | 2 | 1 |
| Having private baths in all guest rooms | Being open year round | Having an owner or manager on premise | Having a restaurant in the operation that services the public | Providing catering |
| 5 | 4 | 3 | 2 | 1 |
| Large number of guest rooms (10 rooms or more) | Having a commercial kitchen even if not mandated by law | Having other Businesses on premise such as gifts, art, antiques | Atmosphere of the operation | Length of time in business |

| THESE ITEMS DEAL WITH OWNER/MANAGER ATTITUDES AND BELIEFS |
|---|---|---|---|---|
| 5 | 4 | 3 | 2 | 1 |
| Owner actively involved in operation | Family support | Owner having had working experience in hotels and/or restaurants | Owner having had past managerial experience | Owner’s education |
| 5 | 4 | 3 | 2 | 1 |
| Owner’s positive beliefs and attitudes about the industry | Owner/manager’s personality is people-oriented | Owner/manager’s use of financial data to make decisions | Owner/manager’s life experiences and background | B&B as the owner’s sole means of support |
| 5 | 4 | 3 | 2 | 1 |
| Age of the owner/manager | High owner/manager knowledge of the B&B industry | Owner/manager having had past experience in the B&B industry | High owner/manager knowledge of cash flow management and accounting | High owner/manager knowledge of marketing |
| 5 | 4 | 3 | 2 | 1 |
| Owner/manager has a positive relationship with employees | Owner/manager has a positive relationship with guests | | | |
5 4 3 2 1 Owner/manager’s attention to detail
5 4 3 2 1 Owner/manager’s interpersonal skills
5 4 3 2 1 Owner/manager belongs to professional associations
5 4 3 2 1 Owner/manager is willing to upgrade knowledge/skills
5 4 3 2 1 Owner/manager’s community involvement

**THESE ITEMS DEAL WITH MARKETING EFFORTS OF THE B&B**

5 4 3 2 1 Having a high number of amenities/services/room features
5 4 3 2 1 Being close to cultural and/or natural attractions
5 4 3 2 1 Being listed in a large number of guidebooks
5 4 3 2 1 Using a website specifically designed for the B&B
5 4 3 2 1 Using banner advertisements on other websites
5 4 3 2 1 Large amount of money spent on marketing (More than 5-10% of revenues)
5 4 3 2 1 Large amount of time spent on marketing (5 or more hours per week)
5 4 3 2 1 Operation housed in historical building(s)
5 4 3 2 1 High number of different marketing efforts
5 4 3 2 1 Location in the city/community/area
5 4 3 2 1 Large population in the city/community/area
5 4 3 2 1 Location in the state
5 4 3 2 1 Using a reservation service organization

**THESE ITEMS DEAL WITH HUMAN RESOURCES**

5 4 3 2 1 Low employee turnover rates
5 4 3 2 1 Formal training of employees
5 4 3 2 1 Above average employee pay and benefits
5 4 3 2 1 Ongoing training of employees

**THESE ITEMS DEAL WITH FINANCES**

5 4 3 2 1 Efficient accounting and record keeping
5 4 3 2 1 Occupancy rates higher than local lodging occupancy rates
5 4 3 2 1 Higher average room rate than local lodging rate
5 4 3 2 1 Higher percentage of income from rooms than from food, gift shop, etc.
5 4 3 2 1 Making a profit

Please indicate if you agree or disagree with these questions using the following scale. Please be completely honest.

5 Strongly Agree
4 Agree
3 Neither Agree nor Disagree
2 Disagree
1 Strongly Disagree

5 4 3 2 1 My operation has or is fulfilling my personal goals.
5 4 3 2 1 My operation has or is fulfilling my financial goals.
5 4 3 2 1  My operation is a success.
5 4 3 2 1  I have or am accomplishing what I have wanted to do with my operation.

Please add other items that you feel are necessary for an inn's success.
5 4 3 2 1

Please write any additional comments that you have about any of the above questions.

Part II.
This section asks questions about the following areas of a B&B: general operating characteristics and operations, marketing, finances, and human resources. There are also questions asking about owner/manager attitudes and beliefs.

THESE QUESTIONS DEAL WITH THE GENERAL OPERATING PROCEDURES
1. When did the B&B begin operation? (Mo.-Yr.) ___________
   When did you begin ownership or management of the B&B? (Mo.-Yr.) ___________

2. Is the B&B open the entire year (weekends and weekdays)? __ Yes __ No
   If no, when are you closed? __________________
   When are you open weekends only? __________________

3. What holiday(s) is the B&B closed? __________________

4. Please write in the correct number for your operation.
   _____ Number of guest rooms
   _____ Number of private baths
   _____ Number of shared baths

5. Circle the appropriate letter to indicate if the B&B has any of these services.
   Yes  No  24-hour staffing
   Yes  No  Commercial kitchen
   Yes  No  Restaurant open to non-guests
   Yes  No  Offers catering
   Yes  No  Serve dinner to guests upon request
   Yes  No  Public meeting rooms for rent (If yes, capacity ___________)
   Yes  No  Gift Shop
   Yes  No  Antique Shop or antiques for sale
   Yes  No  Art Gallery or art for sale
   Yes  No  Parlor/lobby area for guests
   Others (Please describe) __________________

6. Does the B&B allow any of the following? (Please circle)
   Yes  No  Smoking  (If yes, limited to certain areas? Yes  No)
   Yes  No  Alcohol
   Yes  No  Children  (If yes, minimum age _________)
   Yes  No  Pets  (If yes, limited to certain areas? Yes  No)

7. Are reservations required?
   _____ Yes  _____ No  _____ No, but recommended
8. To which professional associations or groups does the B&B (or a representative) belong, and what are their main benefits?

<table>
<thead>
<tr>
<th>Association Name</th>
<th>Main Benefits/Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>1)</td>
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<tr>
<td>2)</td>
<td></td>
</tr>
<tr>
<td>3)</td>
<td></td>
</tr>
<tr>
<td>4)</td>
<td></td>
</tr>
</tbody>
</table>

9. Does the building(s) in which the B&B is located have historical significance?  
   ___ Yes  ___ No

10. How old is the building in which the B&B is housed?  

11. Is the building(s) listed on the National Register of Historical Places?  
    ___ Yes  ___ No  ___ In the process

12. Does the B&B offer breakfast?  
    ___ Yes  ___ No
   If yes, please check the type provided:
   ___ Full breakfast  
   ___ Continental breakfast

13. Are special diets accommodated?  
    ___ Yes  ___ No

14. Which of the following meals are included in the room rate? (Check all that apply)
   ___ Breakfast  
   ___ Lunch  
   ___ Dinner  
   ___ No meals are provided

**OWNER/MANAGER ATTITUDES AND BELIEFS:**

15. For the following statements, please indicate if you agree or disagree using the following scale.

<table>
<thead>
<tr>
<th></th>
<th>Strongly Agree</th>
<th>Agree</th>
<th>Neither Agree nor Disagree</th>
<th>Disagree</th>
<th>Strongly Disagree</th>
</tr>
</thead>
<tbody>
<tr>
<td>5</td>
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</table>

Before I started operating, I determined if a profit could be made.
I analyzed what my competition was doing before I started my B&B.
I analyze my competition now to see how to stay ahead.
I have and use a computer in the operation of the property.
I know what the B&B’s break-even point is.
I know what the B&B’s labor costs are.
I know what the B&B’s food costs are.
I have and use a business plan.
I am efficient in my accounting and record keeping.
I use financial data to make decisions.

B&Bs will expand in Florida because of potential growth.
B&Bs are good for the state’s lodging dollar.
B&B inns in Florida are financially profitable.
Owning a B&B is a lifestyle change more than it is a way to make money.
The B&B’s rates are comparable to local lodging rates.

B&Bs are a permanent lodging alternative – not a fad.
Offering a variety of amenities/services is essential for a successful business.
Like other types of lodging, B&Bs will become franchised.
A lack of marketing is keeping my business from doing as well as it should.
A lack of working capital is keeping my business from doing as well as it should.
Other B&Bs in my area hurt my business.
Other B&Bs in my area help my business.

My employees are essential to my B&B’s success.
My family is supportive of this venture.
I never have enough time to take breaks.
The B&B has or is fulfilling my personal goals.
The B&B has or is fulfilling my financial goals.
My B&B is a success.
The atmosphere of a B&B will contribute to its success.

My knowledge level of marketing is good.
My knowledge level of cash flow management and accounting is high.
I am knowledgeable about the B&B industry.
I have a good relationship with my employees.
I have or am accomplishing what I want to do with my B&B.
The personality of the owner/operator will contribute to a B&B’s success.
I have a good relationship with my guests.
My interpersonal skills have helped me in this business.

16. What is your educational background?
- Some high school
- High school diploma
- Some college
- Undergraduate degree(s) Area(s)
- Graduate degree(s) Area(s)
- Attended course(s) in innkeeping

17. How many years of experience do you have in the following?
- Previous work experience in hotels/motels (excluding B&Bs)
- Previous work experience in restaurant/foodservice (excluding B&Bs)
- Previous teaching experience
- Previous work experience in B&B’s
- Previous managerial experience in small organizations
- Previous managerial experience in large organizations

18. Rank the following as to which ones prepared you for owning/operating a B&B. Number “1” represents most important item and “4” the least important.
- Education (Credit or Noncredit)
- Work/volunteer experience
- Travel experiences
- Skills learned from life in general (family, church, organizations)
- Other

19. If you own the operation, what were the reasons you opened a B&B? Please rank those you choose with a “1” being the most important and “6” the least important reason.
- To meet people
- To provide supplemental income
- To run my own business
- To restore an old or historic building
- Tax advantages
- To change my lifestyle
- Other

20. If you manage the B&B, what were the reasons you chose this profession? Please rank the reasons with “1” being the most important and “4” the least important reason.
- To meet people
- To work in a small business
- To live in a particular area
- To change my lifestyle
- Other

21. What is your position in the business?
- Owner and manager
- Owner only
- Manager only

22. What is your age?
- under 20
- 20 – 29
- 30 – 39
- 40 – 49
- 50 – 59
- 60 – 69
- 70 and over

23. What is your gender?
- Female
- Male
- Team filled out survey
THE FOLLOWING QUESTIONS CONCERN THE B&B’S HUMAN RESOURCES

24. Does the owner or manager live on the premises? _____ Yes _____ No

25. Is the B&B your sole occupation? _____ Yes _____ No

26. How many hours does the owner work each week? If there is more than one owner, indicate an average _______.

27. If the manager is not the owner, how many hours does the manager work each week? If there is more than one, indicate an average _______.

28. How many persons currently work at the B&B? Do not include yourself or other owners/managers.
   Full-time at the B&B (40 hours or more per week) _____
   Part-time at the B&B (up to 40 hours per week) _____

THESE QUESTIONS CONCERN THE MARKETING EFFORTS OF THE B&B

29. Where is the B&B located in relation to the community/city?
   downtown _____ suburb _____ rural _____

30. What is the population of the area that the B&B is located?
   Under 10,000 _____ 10,000 – 24,999 _____ 25,000 – 49,999 _____
   10,000 – 49,999 _____ 25,000 – 49,999 _____ 50,000 and over _____

31. What is the most frequent reason that guests stay at your B&B?
   ____________________________

32. What is mentioned as source(s) of information about the B&B by first time guests? (Check all that apply)
   _____ Word of Mouth
   _____ Internet
   _____ Brochures
   _____ Guidebooks
   _____ Visitor’s Center
   _____ Referrals
   _____ Newspaper/Magazine articles
   _____ Advertisements/Yellow Pages
   _____ Saw sign while driving past
   _____ Chamber of Commerce
   _____ State Tourism Publication
   _____ Other (Please specify) ____________________________

33. List the guidebooks you are in, in order of their effectiveness (#1 = most effective)
   1) ____________________________ 2) ____________________________
   3) ____________________________

34. Indicate an approximate percentage of the B&B’s guests that stay for the following lengths of time. (The total should be 100%)
   1 night _____ 4 nights – 1 week _____
   2-3 nights _____ more than 1 week _____

35. Does the inn belong to a reservation service organization (RSO) for guest bookings? _____ Yes _____ No

36. What cultural, recreational, entertainment, and/or natural attractions are located within 20 miles of the B&B? (Check all that apply)
   _____ National/State Forest
   _____ Historical Landmarks
   _____ Quality Restaurants
   _____ Shopping Facilities
   _____ College/University
   _____ Theatre/Plays
   _____ Seashore/Beach
   _____ Antique Shops
   _____ Other (Please specify) ____________________________

37. What percentage of revenue was spent on marketing in 2008? _______
38. What advertising/promotional techniques do you use? If you use a particular technique, how effective do you find it to be?

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39. Which of the following amenities does the operation offer? (Check all that apply)

- Calling for dinner reservations
- Advise on area points of interest
- Transportation to/from places
- Wake up calls
- Turn down service
- Complimentary shoe shining
- Complimentary beverage/snack at check-in or social hour
- Complimentary beverage at bedtime/in room
- Cleaning guest rooms daily
- Cleaning guest rooms periodically for extended stays
- Complimentary newspaper
- Candy/other sweets on pillows at bedtime
- Telephones in guest rooms
- Television in guest rooms
- Clock/Radio in guest rooms
- Full length mirrors in guest rooms
- Writing desks in guest rooms
- Complimentary stationery
- Non-smoking rooms
- Workable fireplace in some or all rooms
- Robes for guests to use
- Fresh flowers in guest rooms
- Book with local menus
- Fresh flowers in public rooms
- Exercise equipment
- Laundry facilities
- Safety deposit
- Television in a public room
- DVD Player/video library
- Books/Games/Magazines
- Piano/Organ
- Pool on property
- Tennis court on property
- Hot tub/Jacuzzi/sauna
- Riding stables
- Fishing facilities
- Boating
- Bicycles
- Picnic facilities
- Gardens

Other (Please list) ---
THESE QUESTIONS DEAL WITH FINANCIAL INFORMATION

Be assured that this information will be held in strict confidence.

40. How would you compare the number of room nights occupied in 2008 with those you expect to be occupied in 2009?
   _____ More in 2008 than 2009
   _____ Less in 2008 than 2009
   _____ The same in 2008 and 2009
   _____ Was not open during full period

41. What were revenue percentages for 2008? This should total 100%
   _____ Rooms
   _____ Food: Restaurant/Catering
   _____ Other: Gift shop, Meeting room rentals
   Has this changed for 2009? _____ Yes _____ No
   If Yes, how?

42. Number of rooms rented in 2008 ______
    Number of days open in 2008 ______

43. Room rates: Single from $ ______ to $ ______  Double from $ ______ to $ ______
    % Travel Agent Commission

44. Do your rates vary with the seasons? ______ Yes ______ No
   If yes, please explain including dates and amounts:

45. Under what type of business structure does the B&B operate?
   _____ Sole Proprietorship (One Owner)
   _____ Partnership (Two Owners)
   _____ S Corporation (Set up as a corporation but taxed at owner’s rate)
   _____ Corporation (Company set up and taxed at a corporate rate)

46. Did the B&B report an after tax profit for 2008?
   _____ Yes _____ No _____ Not open in 2008
   Is the B&B expected to make a profit for 2009?
   _____ Yes _____ No

Please write any additional comments about this survey on the back. Again, thank you for your time. Don’t forget to enclose a business card so I can send you a copy of the results.
Dear FBBI member,

The University of Central Florida is conducting a survey of Bed & Breakfast Inns that will help us understand the workings of the Bed & Breakfast Industry better. The packet that you have just received contains a survey that I hope you will take the time to complete. As with most surveys, accurate results depend on a large response rate; therefore it is important to fill out the survey and return it in a timely fashion. Since this study is for your benefit, and is at no charge to you, we would appreciate it if you would please take advantage of this opportunity. I hope you take the time to participate in a study that will help your inn and Florida’s bed and breakfast industry to grow. Once this survey is complete, we will publish the findings in our newsletter to you.

Sincerely,

Patricia Detwiler, President
June 19, 2009

Dear Florida’s Bed and Breakfast Inns member,

For the past year, I have been involved in a program called Honors in the Major, which allows undergraduate students to research, write, and defend an original thesis. Throughout my college career with the University of Central Florida’s Rosen College of Hospitality Management, I have found little information about the concerns of bed and breakfast owners/operators. This is why I have chosen to conduct research in this area.

Enclosed is a survey that will be used to help better understand Florida’s bed and breakfast industry. It should take approximately 30 minutes to complete. I know that your time is valuable and your help will be greatly appreciated. All information is strictly confidential and will only be presented in summary form. If you would like a copy of the results, please enclose a business card.

Thank you for your time. This is very important to me and I really need your help. I am planning on defending my thesis in November of 2009 so that I can graduate in December. If you have any questions, please contact me at (941) 875-6409.

Best Wishes,

Catherine Rash
University of Central Florida
Rosen College of Hospitality Management
REFERENCES


