

MANAGING ASIAN ATTRACTIONS, GENERATION Y AND FACE

Alan Fyall, Ph.D.
Orange County Endowed Professor of Tourism Marketing
Rosen College of Hospitality Management
University of Central Florida
9907 Universal Boulevard
Orlando, FL. 32819
Tel: +1 (407) 903 8808
Email: alan.fyall@ucf.edu

Anna Leask, Ph.D.
Professor of Tourism Management
The Business School
Edinburgh Napier University
Edinburgh, UK. EH14 1DJ
Tel: + 44 (131) 455 4382
Email: a.leask@napier.ac.uk

Paul Barron, Ph.D.
Professor of Hospitality and Tourism Management
The Business School
Edinburgh Napier University
Edinburgh, UK. EH14 1DJ
Tel: + 44 (131) 455 4733
Email: p.barron@napier.ac.uk

Adele Ladkin, Ph.D.
Professor of Tourism Employment
Department of Tourism and Hospitality
Faculty of Management
Bournemouth University,
Poole, UK. BH12 5BB
Tel: + 44 (1202) 961891
Email: aladkin@bournemouth.ac.uk

ABSTRACT

In view of the growth, dynamism and increasing influence of the Asian tourism industry and the contribution to be played in the future by Gen Y visitors and workforce, this study compares and contrasts the views of professionals in the visitor attractions' sector in Asia. The research explores how they acknowledge Gen Y as a unique generational cohort worthy of attention and the strategies adopted by visitor attractions to meet this cohort's combination of needs, wants and expectations. The study provides a critical reflection on the usefulness of generational theory for studies of this nature and the contribution of "face" and "face consumption" as explanatory variables in the Asian context. The article ends with a recommendation for a deeper, longitudinal approach to the further study of generational cohorts.

Keywords: visitor attraction; marketing; Generation Y; face; face consumption; Asia

INTRODUCTION

Although studies of generational cohorts generally, and Generation Y (Gen Y) more specifically, are commonplace in Western domains (i.e. Moscardo, Murphy, & Benckendorff, 2011; Nusair, Parsa, & Cobanoglu, 2011), this is less so in Asia (O'Cass & Siahtiri, 2013) and is most notable in the fields of tourism and hospitality, with some recent notable exceptions (Gardiner and Kwek, 2017). This is considered surprising in view of the multigenerational nature of visitors and workforce that span the entire industry (Kapoor & Solomon, 2011; Barron, Leask & Fyall, 2014) and the fact that demographic change is, arguably, the strongest force for change over the next generation (McRae, 1995; von Bergner & Lohmann, 2013). Interestingly, this is despite more generic studies on workforce characteristics (Liu & Zhao, 2008; Zhao & Liu, 2008); leadership (Stanat, 2005; Hagermann & Stroop, 2013); the consumption of fast food (Padgett, 2009); sports consumption (Johnson, Summers & Jocusen, 2006); and fashion (O'Cass & Choy, 2008). More specifically, the paucity of studies on Gen Y in the visitor attraction sector is surprising as it represents a sector where all generations visit and work together, as evidenced by studies conducted by Leask, Fyall and Barron (2013a; 2013b) among others (see Prideaux, Yee-Sum Lee & Tsang, 2016).

In view of the growth, dynamism and increasing influence of the Asian tourism industry, this supply-side study analyses the views of professionals in the visitor attraction sector in the Asian city states of Hong Kong, Singapore and Macau. The study focuses on how they acknowledge Gen Y as a unique generational cohort worthy of attention, and on the strategies they adopt to meet the cohort's combination of needs, wants and expectations. In response to criticisms evident in the literature on generational theory, this paper also critically explores the extent to which cultural distinctions and/or traits are as, or more, important in the context of Asia, with Gen Y being viewed by some as a purely Anglophone phenomenon (Moscardo & Benckendorff, 2010).

This study thus provides a critical review of the literature on generational theory and Gen Y; patterns of Asian consumption; and the concepts of "face" and "face consumption" in the specific context of Asia. The paper then clarifies the qualitative nature of the research methodology before introducing the research framework that informed our collection of data. The study then provides an analysis of the views of visitor attraction professionals on Gen Y and those strategies deemed suitable to capture their attention. The study concludes with a critical reflection on the usefulness of generational theory for studies of this nature and the contribution of "Face" and "Face Consumption" as explanatory variables in the context of Asia, before recommending a deeper, longitudinal approach to the further study of generational cohorts.

REVIEW OF THE LITERATURE

Generational theory and Gen Y

Many studies have demonstrated that various traits vary across the generations and generational cohort theory explains these changes across generations (D'Amato & Herzfeldt, 2008). According to this theory, important historical events and social changes in society affect the values, attitudes, beliefs, and inclinations of individuals. Such events that unfold during the formative rather than later years of individuals are especially consequential and therefore, individuals born during a particular time, and thus corresponding to the same cohort, will often share specific inclinations and cognitive styles (Moss, 2016). Recent studies by Leask et al. (2013a; 2013b) provide a detailed critique of generational theory in general, and Gen Y more specifically, with the vast

majority of studies originating from advanced Western economies. Underpinned by the initial study by Mannheim (1952) generational theory provides a broader, more dynamic, socio-cultural context within which to understand behaviour, as compared to the more individualistic approach advocated by Pendergast (2010). Although far from criticism free, this broad approach to the study of generational behaviour is separated into three core tenets. The first, “location”, relates to the chronological span of years for the birth of a generational cohort (Pendergast, 2010), while the second, “actuality”, identifies those major forces in the wider environment and how they impact on the persona of a generational cohort (Donnison, 2007). The third and final tenet provides the theory with an additional sub-division or sub-cohorts into smaller segments within the broader generational cohort, as advocated by Kupperschmidt (2000).

The breadth and flexibility of generational theory, however, provide the basis for some criticisms of its use. These criticisms include determining the specific “location” of a cohort which can lead to much supposition and speculation in the field (Huntly, 2006); disagreement regarding periods of time that relate to a particular generation (see, for example, Kupperschmidt, 2000); and the extent to which generational characteristics transcend national boundaries (see for example Jesofowicz, 2003; Seeney, 2008; Moscardo & Benckendorff, 2010). In their analysis of Gen Y festival attendees, Kruger and Saayman (2015) contribute to the discourse regarding the creation of generational cohorts and neatly identify the complexity of generational theory through further identification and segmentation of this complex generational groups. They conclude that significant differences in socio-demographic and behavioural characteristics can be observed within Gen Y as a whole, but further argue the importance of understanding generation theory for organisations interested in attracting this particular segment.

One of the key defining traits of Gen Y is that they are the most sheltered and parentally - protected generation to date (Howe, 2006). A further defining trait is their immersive online experience and the consequent importance of online social interaction (Nusair, Bilgihan & Okumus, 2013). Studies by Daniel-Dreyfuss (2007) and Wolburg and Pokrywczynski (2001) further highlight the high levels of cultural diversity and levels of acceptance of Gen Y, encouraged by the growth of educational opportunities and higher levels of achievement, that have resulted in more tolerant patterns of social and cultural behaviour. Taylor and Cosenza (2002) argue that this may in turn lead to greater

“intra-generational” heterogeneity and further sub divisions or “waves” of Gen Y (Kruger & Saayman, 2015).

Consistent across a number of studies is Gen Y’s strong orientation toward friends and family that, in turn, has generated a longer period of adolescence than was evident in previous generations (see for example Greenberg, 2009; Jennings et al., 2010). In addition, although in part driven by the technologies available, the need for social approval by Gen Y continues to feed the online social networks and Web 2.0 technologies (Bausch & McGiboney, 2009; Richardson, 2009). Alongside the observed trait of online immersion, are those of a need for instant gratification and an overall shortening of attention spans (Fountain & Charters, 2010; Moss, Parfitt, & Skinner, 2009).

Another trait that is frequently debated, and disputed, is the degree to which Gen Y have significant financial sources at their disposal (see Morton, 2002; Valentine & Powers, 2013). That said, Gen Y have been found to demonstrate a particularly “spend now” and “save later” culture (Martin & Turley, 2004), while they demonstrate a particular liking for brands at the same time seeking value for money (Kim & Kim, 2005). Running parallel to the wider experiential paradigm, Gen Y seek experiential consumption experiences with a preference for listening less and doing more in a co-creative manner (Benckendorff & Moscardo, 2010; Jennings et al., 2010) with implications for those responsible for the pre-, during and post-visit consumption experience. However, it has been suggested that, whilst the debate regarding level of disposable income continues, scholars such as Gardiner, Grace and King (2014) identify the importance of emerging generational cohorts to destinations, and conclude that the development of products and experiences need to be cognisant of the needs and wants of the consumer of the future.

The Asian consumer and Asian Gen Y

With the above discussion relating predominantly to Western Gen Y consumers, in recent years the English language literature has begun to feature a number of studies on the consumption patterns of the Asian consumer. For example, a study by St-Maurice, Sussman-Dyckerhoff and Tsai (2008) highlights a number of key generic consumer trends evident in China, with Chinese consumers tending to be less adventurous than others and very wary of untried products, which impacts directly on their choice of brands.

St-Maurice et al. (2008) also highlight the very sensitive “value for money” nature of Chinese consumers, with recommendations from family and friends and word-of-mouth being far more influential than more traditional television advertising. With a particular focus on younger consumers, Fan and Xiao (1998) provided a consumer typology with a specific focus on decision-making, containing five dimensions; brand consciousness; quality consciousness; price consciousness; time consciousness; and; information utilisation. Although their study found that young adult consumers in the US, Korea and China demonstrated all five dimensions, young Chinese consumers differed from the US and Korean consumers, who demonstrated further dimensions of novelty-fashion consciousness; impulsiveness; and habitual brand loyalty, all of which were missing from Chinese respondents to this study. Gardiner and Kwek, (2017) in their study of Chinese Generation Y’s perceptions of adventure tourism found they have a unique generational sociocultural perception of taking part in adventure activities, and their decision making is influenced by family and cultural beliefs.

The term Gen Y itself is relatively new to Asia with many theorists preferring to adopt social events to name each generation (Liu & Zhao, 2008). For example, Hung, Gu and Yim (2007) use social institutional changes to divide generational cohorts in China and see the Cultural revolution (1966-79); economic reform (1980-91); and the globalization of China (1992-present) as major events that have created distinct generational cohorts. In China and Hong Kong, Gen Y is commonly referred to as the “Post 80’s generation” (Liu & Zhao, 2008). That said, the seminal study by McEwen et al. (2006) highlights the changing dynamics of the Chinese consumer from the historical trend of working hard to get rich, to one whereby there exists more of a desire to express one’s individuality. This theme is further developed by Arora (2005), McEwen (2005) and Stanat (2006). They note that this may in part be due to the one-child policy, where China now has a generation of “Little Emperors”, with an inclination towards a lifestyle devoted to self-actualisation, as opposed to one driven by an understanding of the link between hard work and appropriate rewards “work hard and get rich” mind-set. This may be explained by the “location” dividing Gen Y and other generations, being that consumers who are over 35 years of age grew up under the Maoist socialist regime, while those under 35 grew up under Deng’s more open governance and economic reform (Anderson & He, 1998). As a consequence, McEwen et al. (2006: 6) assert that:

“China’s Generation Y has increasing drive, hopes, and demands; it is a highly literate and information-savvy group that refuses to be taken for granted. These young adults are open to western ideas and products, yet still are proudly supportive of their own culture. And they’re apparently on a buying spree “.

The study by Bhosale and Gupta (2006) highlights the many meta-trends that have transformed the region and that have created such a dramatic evolutionary period for this generation. Bhosale and Gupta (2006) also argue that the convergence of global teen values is a key indicator as to how prosperity brings about universality in culture with such values now encompassing consumerism, materialism, independence, self-expression, openness to new ideas and cultures, flexibility, mobility and enjoyment of life. As in the West, the younger generation in China has been found to have a higher propensity to spend (McEwan, 2005; Miller, 2007) which in turn has heightened attitudes to brands and brand status.

Face, Face Consumption and Gen Y

Although on the surface there appear to be many similarities between Gen Y in the West and in Asia, this section introduces a cultural lens to the discussion of generational cohorts in Asia. Taking the advice of Moscardo and Benckendorff (2010), this may act as a means to unearth more subtle differences between Western and Asian Gen Y. Key amongst these differences is the concept of Face that Qi (2011:281) indicates is an “Inevitable and unavoidable aspect of interpersonal encounters, connections and relationships in almost every aspect of life in China”. Defined by Goffman (1967/1972: 5) as:

“the positive social value a person effectively claims for himself by the line others assume he has taken during a particular contact. Face is an image of self - delineated in terms of approved social attributes – albeit an image that others may share as when a person makes a good showing of his profession or religion by making a good showing for himself”.

Whilst Goffman (1972) suggested that the idea of Face might be applied to all societies and ethnic groups, a general feeling is that an appreciation of Face is essential

to understanding Asian business and Cardon and Scott (2003:9) conclude that “[n]early all Chinese and Western researchers identify face as a major dimension of Chinese culture”. Anderson and He (1998) explain that Face is a communal tradition which focuses more on the development of the social self rather than the private self.

The concept of “Face” is particularly relevant when exploring consumption behaviour in Asia generally, and China more explicitly (Hu, 1944). A more recent study by Li and Su (2007) indicates that introduces the important concepts of “Face” and “Face consumption” which together help explain the fascination of Chinese consumers with luxury items even if they are earning low incomes. Face in China is not only about prestige, but rather is a social self-construct within a broader group, while it is also an obligation as people are under pressure to meet the expectations of others in maintaining their face and reciprocating due regard of the face of others. Crucially, however, it has been found that the concept of Face is “socially current” (Qi, 2011:287) and therefore not only change over time. However, it is also strongly influenced by societal norms, current values and future trends, and it is suggested that more emphasis should be placed on the concept of Face as a means of explaining Chinese consumer behaviours (Sun, Chen & Li, 2015). Whilst the concept of Face is relatively well known and broadly understood by an international audience (see for example, Goffman, 1972; Cardon & Scott, 2003) it is, however, a complicated phenomenon and affects many elements of life and behaviour amongst Asian communities (Qi, 2011, Zhu, 2003). Kwek and Lee (2015) reinforced the importance of Face and identified a strong emphasis on rank and position; social harmony; and group consensus; demonstrating how strongly these socially shared meanings, and importantly the concept of Face, are embedded in Asian society.

Given that Face is what a person feels about his or her image as seen through the eyes of that person’s social group, Face Consumption is of particular importance to providers of goods and services (Li & Su, 2007). Having a significant effect on consumer choice and purchasing decisions, this concept has been found to manifest itself in three types of behaviour. The first, “conformity” face consumption, identifies behaviour that consumers require due to social and group pressures within the same reference group or social class (see also Lau & Wong, 2008). This therefore affects what people buy and consume, and indicates that such consumers are likely to take advice from other similar consumers and that they are perhaps more ready to follow trends and fashions. The

second, “distinctive” Face Consumption, highlights that the Chinese are more sensitive to their hierarchical position in social structures than Western consumers and behave in ways that reflect the reality and Face of their own and others’ positions. Alongside rapid economic growth, consumption has become a means of showing “distinctive face”. Different products distinguish amongst groups and social classes and more expensive and name brands function as symbols in this context. Finally, “other-oriented” face consumption emphasizes the need to show respect to others in practices such as gift giving in starting, maintaining and reinforcing social relationships. Prices are higher for gifts than for any products the giver consumes, so both giver and receiver receive “Face” from the giver. This process is then reciprocated with gifts of an equal or higher value.

The impact of Face Consumption on the behaviour of Gen Y was a theme adopted in the reverse-study by Thrassou, Vrontis and Ho (2008). They applied the self-concept to develop a framework of the “undesired self” to investigate which values are “undesired” amongst Chinese Generation Y consumers and how this relates to attitudes towards marketing and brand image. Unlike the “ideal self” that is based upon abstract elements, the undesired self is based upon negative images that are experience-based. In their study it was found that gender differences do exist in the “undesired self” for Chinese Gen Y. Most Chinese young people conceive human nature as bad and only trust or believe their own kin group; that the influence of family and friends is significant; and that although Chinese Gen Y believe that elders should be respected, they felt that Gen Y should have more authority. Interestingly, Chinese Gen Y see themselves as being completely different to other generations in both positive and negative qualities. However, there is evidence to suggest that this particular group of consumers are consumeristic and status conscious, with O’Cass and Siahtiri (2013) concluding that young Chinese adults perceive that status can be positively influenced by the consumption of recognized brands that are held as symbols of success, prestige and wealth.

Whilst it has been identified that there have been a number of studies that have examined the characteristics of the Gen Y consumer, there is a paucity of research that examines the link between the impact of cultural and historical values, such as Face, and the commonly held understanding of the characteristics of this generation of consumers. Therefore, given the importance of Face and, particularly Face Consumption as a means of satisfying the significant emerging consumer market in Asia, this study aims to develop

a deeper understanding of Face Consumption amongst a group of Asian Gen Y consumers as perceived by visitor attraction managers in major Asian destinations.

STUDY METHODS

This study adopts a qualitative comparative orientation in that the study is underpinned by 8 semi-structured interviews conducted with senior attraction managers in the Asian city states of Hong Kong, Singapore and Macau. These three locations were selected for a variety of reasons. They share similar cultural contexts and colonial historical legacies that, for the most part, have contributed to stable political and social systems coupled with language and cultural diversity (Todd, Leask & Fyall, 2015).

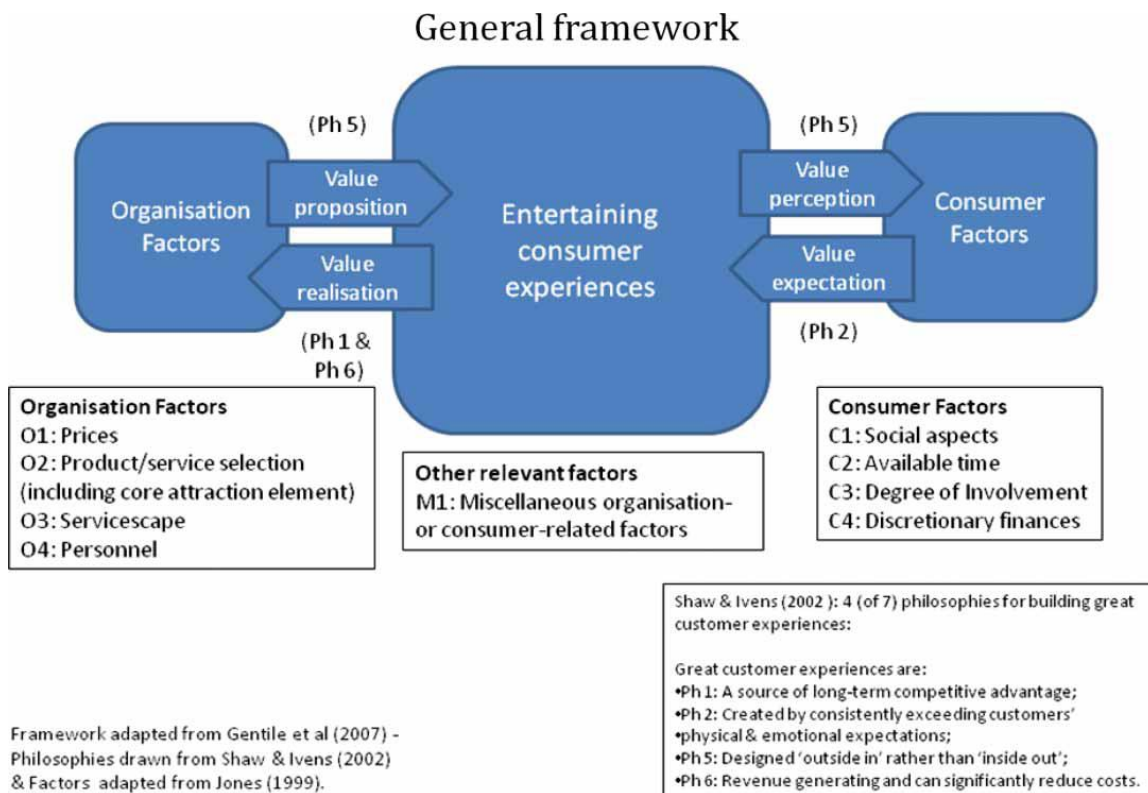
Attractions 1 to 3 are located in Hong Kong, with all representing large, private-sector attractions with significant market appeal to both domestic and international markets. The same is true for Attractions 4 and 5 in Singapore, with Attraction 6 representing an industry association with a broad range of attraction membership. Finally, Attractions 7 and 8 are located in Macau with both similarly large and broad market appeal. A purposive sampling approach was adopted as a means of selecting attractions to take part in this study. Consequently these attractions were specifically chosen as they were considered to be major, or significant, attractions in the various destinations that enjoyed high visitor numbers; possessed a breadth of market appeal - with no single attraction focusing exclusively on Gen Y; and had senior management were both willing and able to provide a measured opinion regarding their operation. The outcomes of these interviews were then analysed and considered within the wider literature, including the findings of previous studies on Gen Y, such as that by Leask et al. (2013), and destination based studies such as that by Greenwood and Dwyer (2016) and Henderson (2105), in relation to Macau and Singapore respectively.

After a synthesis of the core literature and identification of the key values, tenets and characteristics of Gen Y, this study utilizes a research framework, the Audience Experience Model (see Figure 1), based on the early work of Gentile et al. (2007), Jones (1999) and Shaw and Ivens (2002), before adopting an appropriate comparative case study approach. The choice of the Audience Experience Model in this study to explain the pre-, during and post-visit experiences is highly pertinent as it is structured on the

premise that visit experiences ought to create value for both the visitor and host organization (Gentile et al., 2007). This is critical for Gen Y, as underpinned by the early study by Berry (1996), where “fun” is a critical component for those attractions wishing to appeal to Gen Y.

A series of research questions were then formulated from the literature review based on the various Gen Y perspectives identified and the general Gen Y profile that had been constructed. Each question correlated to one or more of the various organization and consumer factors in the Audience Experience Model that were to be assessed for relevance in a Gen Y visit experience context. Questions focused on the: identification of the constituent components of the products, services and experiences currently offered or planned for Gen Y by attractions; provision by attractions for socializing; the nature of the attractions’ marketing and promotional activities and emphasis placed on value; characteristics of Gen Y as employees at attractions and the support necessary by attractions to enhance delivery of the customer experience; and, mechanisms to deliver the attraction experience including the contribution of information communication technology. The managers who took part in these interviews were introduced to the concept of generational theory and, more specifically, the characteristics and norms of Gen Y. This was undertaken as a means of encouraging respondents to form their answers according to this specific visitor group. The focus on the Gen Y visitor was reinforced throughout the interview, with the interviewer reminding respondents of the focus of the study and ensuring that respondents were considering the specific Gen Y visitor in their responses.

Figure 1: Audience Experience Model



Source: Leask, Fyall and Barron (2013: 23).

Senior managers were identified at the eight attractions through industry networks and were then targeted for interview. See Table 1 below for a summary of the category of attractions and the position of the interviewees at each attraction. All interviews adopted a semi-structured approach, with interviews taking place at each attraction with two researchers present at most interviews (Eisenhardt, 1989; Rowley, 2002). All interviews lasted between 60 and 75 minutes and were recorded and fully transcribed. As a means of ensuring that the interviews were both valid and reliable, both interviewers took notes throughout the interview process and these notes were compared as soon as possible after the conclusion of the interview. These notes were then compared with the appropriate interview transcription as a means of further ensuring that the data recorded was a true representation of the interviews and, in addition, also acted as an initial method of identifying emerging themes that were then more fully explored in the analysis phase. The demands of triangulation were adhered to (see Denzin, 1978) with the views

of the interviewees treated in a manner consistent with Woodside and Wilson (2003: 498). Cross-case analysis was then conducted with thematic coding and analysis taking place. This involved the classification and categorization of the interviewees' responses in accord with the Organisation and Consumer factors identified in Figure 1. Where responses related to more than one factor, such responses were categorised in all relevant categories.

Location	Attraction Category	Interviewee
Hong Kong	Theme Park/Amusement Park	Chief Executive
Hong Kong	Theme Park/Amusement Park	Marketing Manager
Hong Kong	Heritage	Marketing Manager
Macau	Heritage	Chief Executive
Macau	Visitor Centre	Chief Executive and Marketing Manager
Singapore	Museum and Gallery	Chief Executive
Singapore	Visitor Centre	Marketing Manager
Singapore	Theme Park/Amusement Park	Marketing Manager

Table 1: Summary of category of attractions (from Leask, 2010) and respondents taking part in this study.

In a manner similar to all research, this study has some limitations. Key amongst these is that the results of this study can in no way be generalised and, indeed the authors fully recognise that this study is unable to draw any definitive conclusions due to the limited number of interviews conducted across three destinations. However, it is considered that interpretivist approach adopted in this study does allow for the development of a number of conclusions that contribute to the understanding of this group of consumers. In addition, the location, and willingness, of the various visitor attractions to become involved in this study will have influenced the findings. All of the participating organisations are located in dynamic, growing destinations that have a significant and emerging Generation Y consumer. Whilst it might be unwise to apply findings from this study to other destinations, it is proposed that conclusions drawn from this research might influence other visitor attractions when considering the development and supply of goods and services for this generation.

FINDINGS

Organisational issues

Price

A key theme that emerged was the joint concepts of price and value and the

impact that dynamic pricing had on consumption behaviour. This is similar to a UK study by Leask et al. (2013a) where one of the most notable findings was that high charges for admission do not appear to represent a barrier to entry for Gen Y. This is also true in the Asian context on the key condition that value for money is perceived and obtained. In Hong Kong, all three attractions recognize that their Gen Y visitors are willing to pay for quality products and services with Attraction 2 avoiding discounting techniques completely. This “high cost – high quality” mantra appears consistent across all attractions with Gen Y appearing to be less price sensitive than other markets. This accords well with conclusions drawn by Sun, Chen and Li (2015) who found that young consumers were less impacted by price as a means of protecting and developing face amongst their peer group. For example, when Attraction 1 increased prices recently visitor volume increased by 10%, the majority of whom were Gen Y. As commented by Attraction 1:

“maybe they’re just not price sensitive at all!” (Attraction 1)

In essence, it’s all about:

“creating value ... it’s perceptions of that experience!” (Attraction 1)

Attraction 3 has capitalized on the popularity and perceived higher status of premium cards that offer those prepared to pay a much quicker and convenient experience when passing through the various attractions. This finding accords well with the concept of status as a method of face consumption as highlighted by O’Cass and Siahtiri (2013) who identified the important role that the purchase of premium brands had on maintaining face. Indeed, it was found that the success of Attraction 3’s “Privilege” card has become integral to the Gen Y experience, while at Attraction 1 the availability of “Octopus” contactless smartcards to pay for both travel to the attraction and to pay for products and services on site has proved particularly successful. In the words of Attraction 3:

“And they know that they are getting special treatment, but they pay more for it.”

Product/service selection

In Singapore, the Gen Y market is mixed in terms of country of origin and the attraction managers believe this makes meeting the needs of this market more challenging than in other contexts. The concept of Face and Face Consumption being “socially current” (Qi, 2011:287) and being influenced by current and future trends was recognized by Attractions 4, 5 and 6. They each recognise the importance of offering a portfolio of products, services and experiences, particularly aimed at for the younger Gen Y market which is perceived to be seeking new and thrilling experiences which are defined and determined by its own changing needs (Sun, Chen & Li, 2015). In Macau, the addition of a bungee jump from the top of Attraction 7 has proved particularly powerful in adding value for Gen Y markets.

Although web-based price-driven promotions are common in destinations such as the UK, this is less so in Hong Kong, Singapore and Macau, where web sites and social media are more prevalent for alternative forms of visitor engagement and promotions. The power of social media as a means of assisting an organisations’ product or service in achieving the status of maintaining, and indeed enhancing, Face amongst this generation was not lost on these visitor attraction managers and the comment below from Attraction 4 is typical of the many comments on social media.

“But you know, it’s just very viral, anything exciting just goes by in a whizz and within a few days you get a million fans, a million hits on YouTube if the teens like it, so you cannot ignore them really, so, what we do is, we went on very aggressive, especially this year, on Facebook, not just Singapore, but also in the region, we got a lot more fans and now, after hitting the top 25, most, top Facebook fan pages in Asia or whatever, we’re number 25, we just got into the 25”

Due to the well-developed transport network in all three Asian destinations, all the attractions are easily accessed and, as such, are able to benefit from Gen Y’s preference for easy access and clustering of attraction provision. More important than physical location, however, is the need to deliver an attraction experience that taps into the fun and adventure-seeking motivations of Gen Y with their inherent desire for active involvement and engagement (Benckendorff & Moscardo, 2010). The organization of special events targeted closely to Gen Y are considered critical in engaging their level of

interest and participation in attractions which would not always be considered to be of natural Gen Y appeal. For example, in Hong Kong, Attraction 2 and 3 organize numerous events specific to Gen Y. Designed to satisfy the demand for unique, yet status building Face Consumption opportunities (Sun, Chen & Li, 2015), and to also complement the attractions' core products and services, these attractions engage in culturally-relevant events and activities, out-of-hours retailing opportunities, and major themed events such as for Halloween and Chinese New Year. Gen Y make up between 40-50% of the audience base for such events with a trail for extended opening hours at Attraction 2 proving to be very successful with Gen Y (see also Calver & Page, 2013). Looking back Attraction 1 provides an honest assessment, that:

“Some years ago when we did our situation analysis, back in 2000, we realised that people were looking for reasons to come to the [] and looking for reasons to buy, and we weren't offering! So in coming up with five events here we were giving them five reasons to come.”

In addition to Halloween and Chinese New Year (Lunar New Year), Easter, Christmas and “Summer Splash” offer perfect Gen Y event opportunities.

“That will specifically appeal to that (Gen Y) age group as well. It's more visceral, less cerebral. It's really just purely adventure and opening up an opportunity for the guests, and we're finding the younger guests and specifically the Gen Y guests, are far more inclined to do the thrill rides, far more inclined to get out there and do what others consider risky things. And so this will appeal to them.”

(Attraction 3).

In order to remain culturally relevant and unique to its Hong Kong context:

“I think the key thing was our relevance would be devolved through our differential values and we had to go back and look at what was the essence of our origin and not deviate too far from that” (Attraction 3).

Common to both this and other studies such as that conducted by Leask et al. (2013) is the agreement that Gen Y display very demanding and fickle patterns of buyer behaviour and tire quickly of basic core products and services – indicating a desire for new products, services and experiences as a means of satisfying the desire to be part of the next trend or fashion and thus maintaining high levels of Face Consumption. Even those attractions that have novel qualities inherent within them find Gen Y excessively demanding in their quest for new features offering the necessary variety and excitement required when visiting. For example, although Attraction 1 trades on its historical connotations, its current development of iPhone apps is targeted specifically at Gen Y. Attraction 2 and Attraction 3 are constantly adding new rides, exhibits, digital technologies and augmented reality to meet the insatiable demands of Gen Y. For example, Attraction 2 is adding a new themed land and is investing in what is claimed to be the world's scariest rollercoaster, with use of digital technologies being integral to new features such as the "Magic in the Air" experience. Attraction 3 meanwhile believe Chinese Gen Y to be even more demanding perhaps than Gen Y in the US and UK, as any novelty attraction, event or activity is soon forgotten, with the next novelty eagerly awaited.

The fickleness, and ultimate future importance of Gen Y, is summarized in the below findings from Attraction 7 and Attraction 8 in Macau:

"Yes, it gives a sense of thrill. I think that generation, the Y generation is one that will go somewhere, and immediately they will say 'boring' and then just leave it! You know, they'll say 'boring, I've seen this on the internet and it doesn't excite me', because on the internet they can see such an extravaganza of crazy things happening around the globe, and whatever you do it's never really exciting for a long time. So this is I think the major challenge, to come up with something that is really attractive and now the Y generation they are 30, 31 so their importance is getting greeter as they grow older in the next 5 years. They'll have money!" (Attraction 7).

Servicescape

The virtual servicescape and Web 2.0-based social media play a high-profile role

in audience engagement and relationship building at Attraction 2. For example, the attraction recognises the value of online targeting and employs online media such as photo messaging, video downloads, Facebook (or in the context of China, Weibo) social networking, and online advertising via Youtube. It also collaborates with major technology providers such as Apple and mobile operators for marketing purposes, the aim being simply to reach as many people as possible. In Singapore, all three attractions comment that social and online media is a vital component of the servicescape environment. Each of the attractions tries to stay at the forefront of social media use and development within their servicescapes with Attraction 4 employing staff members and an agency with responsibility for this aspect of their business. The Singapore attractions also offer a cluster of physical services and products within functional spaces alongside their digital and online presences. Similar initiatives are adopted in Macau where the virtual servicescape and Web 2.0-based social media play important roles at Attractions 7 and 8. Facebook and Weibo are used at both attractions while they also use Smartphone Apps and QR codes as interpretative tools.

One very interesting development is the integration of Gen Y trends into the actual design and development of attractions' servicescapes. For example, the inclusion of new social, online and event spaces to appeal specifically to Gen Y in museums such as the Natural History Museum in London and Metropolitan Museum in New York, was also an approach trialled recently at attractions in Hong Kong in their endeavour to provide features and facilities within the physical servicescape. Examples include "chill-out" zones at Attraction 2 featuring soft comfortable chairs, free coffee and iPod docking stations, and "karaoke" spaces at Attraction 3, albeit with varying degrees of success to date. Although a challenge for all attractions, irrespective of size, it is considered that the stark lack of tolerance amongst Chinese Gen Y to be satisfied with just core products and services, may make it difficult for attraction operators to keep up with their demands and expectations. When coupled with their constant need for the provision of both new and novel features, this is increasingly difficult from both practical and cost perspectives.

Peer-to-peer selling of tickets, co-creation and event organization is evident in Asia. For example

"We sell tickets to the students we get the students to help sell tickets to their friends and

stuff like that. So on that front it's hugely successful, so it's about youth engagement beyond just A and B by using the events as a platform so these are the things we do"
(Attraction 5).

Consumer issues

Social aspects

The social aspects of visitation are integral to a satisfactory visit to attractions, and life generally, for Gen Y with pre-, during and post-visit engagement growing in importance. This reliance on, and emersion in, technology was found to be recognized by professionals in all visitor attractions and the quote below from Attraction 3 is typical of the view amongst professionals who took part in this study:

"I think one thing you understand very quickly and you see very quickly is that particular age bracket; they have this keyboard attached to their fingers. They don't go to sleep without it, they wake-up with it, they go to sleep with it and it really is the way 'they' communicate and the way 'they' receive data" (Attraction 3).

Social media facilitates the thirst for self-promotion and sharing of experiences that underpins much Gen Y behaviour and satisfies face consumption. In turn, the visit experience itself represents an ideal opportunity for physical rather than virtual socialization with friends. Although Attraction 1 in Hong Kong continues to rely on primarily traditional media for information and services, Attraction 2 adopts a very different stance and actively seeks to capitalise on new opportunities afforded by online social media. At all three attractions in Hong Kong, the organization of special events and activities complement the core offerings that create additional valuable socialising opportunities that serve firstly to attract more visitors to their respective attractions, and also to generate additional valuable revenue for the attraction itself. Occasionally, provision of social spaces specifically designed for relaxation and socialising is offered at an attraction, such as was done at Attraction 2.

Available time

Professionals who contributed to this study indicated a desire and need for Gen Y consumers to practice longer dwell times whilst visiting the various elements of the attraction, with short visits predominating and few opportunities to extend the visit. This it was felt, was a consequence of a combination of a low boredom threshold and limited co-creation and involvement opportunities. However, whilst the desire for a longer dwell time was articulated by attraction managers, it was also found that these attractions introduced limited initiatives that encouraged this to occur. It might be argued that an opportunity for co-creation of an element of the attraction experience as a means of addressing low boredom threshold and extending visit times could be introduced by these attractions. It was considered that new product and service development, coupled with a constant updating of issues such as interpretation to include the utilization of up to date methods of engagement, was essential as a means of enabling Gen Y visitors to fully appreciate the real value that the attractions offer. As discussed previously, the trial of extended opening hours with the retail offer at Attraction 2 in Hong Kong proved to be very successful. The key criteria with their success is to heighten the overall visit experience and maximize opportunities for socializing in a child-free/adult-only environment. This is certainly the case with Attraction 4 where there is a distinctly differing proposition for day-time and night-time markets with the latter targeted primarily at Gen Y.

In Hong Kong, technology *per se* does not feature highly in the visit experience at Attraction 1 with very limited provision in the way of interpretation, tour guiding and information communication technologies with the focus primarily on “passive” rather than “active” involvement. In contrast, Attraction 3 seeks to offer a combination of visceral and cerebral “edutainment” with this also applying to some degree at Attraction 2 where consideration is being given to the introduction of iPhone technology, augmented reality and digitisation technology to supplement and complement the existing visit experience. Of all social media platforms, Twitter has yet to fully catch on in Asia. This is in part attributed to the small and compact nature of the destinations in this study as evidenced by Attraction 8:

“Well, word spreads in Macau sometimes faster even than other medias, and this is the nature of Macau. I think it is not as severe as that in Hong Kong as it is in Macau, because people are so close and word of mouth becomes a very phenomenon, because

if something happens in Macau, it is so small word spreads very fast!"

Degree of involvement and discretionary finances

Degree of involvement is also central to all attractions with the use of social media integral as an interactive tool to encourage customer involvement. In Macau, both Attractions 7 and 8 run targeted events that involve the participation of customers. Attraction 7 for example is hosting the largest jigsaw puzzle in the world and has promotional events such as Sky Walks for dogs.

In the context of discretionary financial resources, the willingness of Gen Y to invest heavily in Octopus Cards and Privilege Cards, among others, suggests that price sensitivity is not a major issue for Gen Y with the need for socialization and experiences far more important. Additionally, the willingness of this generation to invest in high status products such as privilege cards satisfies issues surrounding Face Consumption. Merchandising, an often critical component of secondary spend for attractions, is also far from cheap in Hong Kong's attractions with once again value for money and status being more significant than the price itself.

As noted in a number of previous studies, it is becoming common practice for many attractions to work collaboratively with other organisations such as Apple, Monopoly, transport companies and mobile phone operators among others as a means of introducing variety and novelty, and adding value to their respective visit experiences (see Fyall et al., 2001; Leask et al., 2013a). The Gen Y-aged frequent independent traveller (FIT) audience segment, which numbers around 450 million in China alone (with the added benefit of not requiring visas), offers Hong Kong's visitor attractions some of the greatest potential for future business growth and development in the world. However, their particular needs and expectations need to be met in ways that differ from those of other currently dominant audience segments.

DISCUSSION

In view of the growth, dynamism and leadership potential of the Asian tourism industry and the contribution to be played in the future by Gen Y, understanding the finer

behavioural characteristics of demographic groupings is where the competitive edge is to be achieved. For Gen Y, it is interesting to note that although the wider industry is confident in speaking of Gen Y, this confidence evaporates when articulating a precise definition of who Gen Y really are. Speculation and supposition thus continue to be a feature of generational-related studies (Huntly, 2006). Not only is there a lack of definition evident but so too is any acknowledgement of the so-called “waves” introduced by Kupperschmidt (2000). However, this study does contribute to the generational cohort theory debate and further emphasises the characteristics, such as a low boredom threshold and a focus and reliance on online networks.

While the precision of the “location” of Gen Y would be beneficial, identifying those factors in the external environment shaping behaviour are even more significant with the universal adoption of, and immersion in, online technologies worldwide perhaps the most defining characteristic of Gen Y. Perhaps a close second is the changing social dynamics in that socialization with friends, family and peers is dominant when determining patterns of consumption and the span and depth of influence as compared with the influence of traditional media with previous generational cohorts. As evidenced in the review of the literature, Gen Y are widely reported as being hedonistic, self-indulgent and highly sheltered from over-protective parents. One manifestation of the latter is the extended period of adolescence with there also being an inherent need for instant gratification, with lower levels of tolerance and product/ brand loyalty, and a desire for constantly seeking the next big thing. With so much now available on the internet, meeting and exceeding the expectations of Gen Y via traditional products is becoming ever more challenging, especially as Gen Y are widely viewed as wishing to listen less and do more. As evidenced in the review of the literature, and central to the premise of this study, is whether or not such behavioural traits transcend national boundaries? The evidence from this study of the views of visitor attraction professionals is an unequivocal yes, although minor variances may be in existence. Gen Y is therefore not only an Anglophone phenomenon, however, on the basis of the very clear evidence from those visitor attractions featured in the study, from a supply-side perspective many parallels exist (Leask et al., 2013; Moscardo & Benckendorff, 2010).

Of particular relevance in the context of this study, however, is the extent to which the concepts of “Face” and “Face Consumption” in Asia actually heighten the behavioural

characteristics of Gen Y, or do in fact provide a more robust “cultural” theoretical lens to understand further the Gen Y cohort. Referred to as the “Post-80’s” generation rather than Gen Y, the changing post-Maoist political, economic and social climate has clearly impacted significantly on the much discussed “individuality” and “self-actualisation” of Gen Y in China (Anderson & He, 1998; Arora, 2005; McEwen, 2005; McEwen et al., 2006; Stanat, 2006). When looking through a cultural lens, however, this pattern of behaviour is quite predictable, in that the compartmentalization of culture by Chinese consumers is critical in explaining the ease with which they are able to adopt a Western material culture, while at the same time retaining their spirituality (Bhosale & Gupta, 2006). This openness to Western ideas, accompanying loyalty to their own culture, contributes to explaining their eagerness to purchase brands and seek brand status, even if earning low incomes (Chen, Zhu, Le & Wu, 2014; McEwen et al., 2006), with “Face” and “Face Consumption” perhaps providing a more definitive explanation of Asian behaviour generally, and Gen Y in particular. Social norms and expectations in protecting their social “self” are also critical in Asia, with Face Consumption representing a tool to serve higher order social needs, rather than as an activity in its own right. In essence, consumption is a means of showing distinctive Face with “distinctiveness”, as advocated by Li and Su (2007) and Sun, Chen and Li (2015), explaining why they are happy to pay more for “Face” goods, as well as the increased significance of reference groups. Thus, Face appears to retain its importance amongst Gen Y and attractions might consider the introduction of elements of the experience that will encourage positive face consumption through, for example, the opportunity to purchase bespoke gifts and souvenirs (Kwek & Lee, 2015)

Although it would appear that cultural forces are a possibly stronger explanatory variable for Gen Y in the context of Asia, the outcome is actually similar to the West in the specific context of visitor attractions. For example, in both Asia and the UK it would appear that the ideal Gen-Y friendly visitor attraction is one that offers active involvement; adventure and excitement; is time-flexible; experientially compelling; and an attraction that is to be enjoyed and shared with others. The visit experience encompasses both physical and virtual dimensions; is holistic in that it includes the pre-, during and post-visit dimensions; and where price is not as critical as for other generational cohorts, with value for money and status being far more relevant (O’Cass & Siahtiri (2013).

CONCLUSION AND IMPLICATIONS

In drawing this paper to a close, Gen Y is clearly a very visible and distinct generational cohort in Asia, this despite quite distinct “locational” forces at play over the years as compared to Gen Y in the West. This in itself provides an interesting scenario, raising the question are generational cohorts best researched through a “generational” lens, or one of a more “cultural” bias with the concepts of Face and Face Consumption providing much explanatory power in the Asian context? Underpinned by a dynamic, socio-cultural framework that explores and examines the many drivers and forces that shape generational behaviour, the early work by Mannheim (1952) has served as a catalyst for a large number of researchers to unpick the many complex characteristics evident within generational cohorts. It has served to raise the market opportunity and marketing challenge of all such segments to those industry suppliers, such as attractions, eager to capture their visitation and expenditure. This study has highlighted that organisations wishing to attract this generational cohort would do well to take into account the specific Gen Y characteristics when developing their product and service. Recognising the low boredom threshold of this market might prompt organisations into developing co-creation opportunities, introducing a greater number and range of activities, or even re-evaluating the entire product on a more regular basis. Such approaches would satisfy the adventure seeking, risk taking Gen Y consumer who crave new experiences and who appear to be less price sensitive than other consumer groups. Similarly, the concept of themed events with a particular focus on the Gen Y consumer appear to be attractive and, in addition to providing an alternative revenue stream, are a useful marketing tool, and might encourage re-visitation. Social elements too, whether virtual or actual, are an important consideration for attraction managers and the opportunity to extend the visit experience for Gen Y and provide a social space that might encourage loyalty to the visitor attraction.

In light of the criticisms of generational theory, one could realistically question the overall worth of generational theory for studies of this nature. However, the more valuable contribution is demonstrated through an improved understanding of Face and Face Consumption, with opportunities for deeper, longitudinal cultural and anthropological studies to provide a more robust analysis and explanation of Gen Y in the future. With the concept of Face socially current in that it changes over time and is strongly influenced by

social norms, current values and future trends, further studies that enhance our understanding of “conformity”, “distinctive” and “other-oriented” aspects of Face Consumption among Asian Gen Y are likely to provide valuable insights for the industry to address in the years ahead.

FUTURE RESEARCH

This is an exploratory qualitative study that has attempted to develop a deeper understanding of Face Consumption amongst a group of Asian Gen Y consumers as perceived by visitor attraction managers in three Asian destinations. As a means of not only maintaining and promoting the academic discourse, but also providing industry with practical recommendations regarding this important and emerging market, a number of future studies are suggested. In addition to a more longitudinal qualitative study mentioned above, it is suggested that useful results might be obtained through adopting a more objective, quantitative approach that could, for example, focus on the Asian Gen Y consumer. This research could more closely investigate how their generational characteristics link to the development of products and services that will, on the one hand, satisfy their needs and wants whilst, on the other, ensure that the concept of Face is protected and appropriate products and services are provided that encourage Face consumption.

REFERENCES

- Anderson, P., M. & He, X. (1998). Price influence and age segments of Beijing consumers. *Journal of Consumer Marketing*, 15, 152-169.
- Arora, R. (2005). China's Gen Y bucks tradition: Youngest Chinese reject Confucian work ethic, embrace West. The Gallup Poll Briefing, April 19th Gallup Poll News Service, Washington DC. Available at www.gallup.com/pol/content.
- Barron, P., Leask, A., & Fyall, A. (2014) Engaging the multi-generational workforce in tourism and hospitality. *Tourism Review*, 69(4), 245-263.
- Benckendorff, P., & Moscardo, G. (2010). Understanding Generation-Y tourists: Managing the risk and change associated with a new emerging market. In P. Benckendorff, G. Moscardo & D. Pendergast (Eds.), *Tourism and Generation Y* (pp. 38-46). Cambridge, MA: CAB International.

- Berry, L. L. (1996). Retailers with a future. *Marketing Management*, 5(1), 38.
- Bhosale, S. & Gupta, S. (2006). Tomorrow is a new consumer! Who is the future Asian consumer?'. *ESOMAR Asia Pacific 2006 Conference*, Mumbai, India, 19th-21st March 2006.
- Calver, S.J., & Page, S. (2013). Enlightened hedonism: Exploring the relationship of service value, visitor knowledge and interest, to visitor enjoyment at heritage attractions. *Tourism Management*, 39(3), 23-36.
- Cardon, P. and Scott, J. (2003). Chinese business face: Communication behaviours and teaching approaches. *Business Communication Quarterly*, 66, 9-22
- Chen, Y., Zhu, H., Le, M. and Wu, Y., (2014). The effect of face consciousness on consumption of counterfeit luxury goods, *Social Behavior and Personality*, 42(6), 1007-1014.
- D'Amato, A. & Herzfeldt, R. (2008). Learning orientation, organizational commitment and talent retention across generations: A study of European managers. *Journal of Managerial Psychology*, 23, 929-953.
- Daniel-Dreyfuss, C. (2007). Wooing Generation Y: A practical guide. June 2007. Retrieved 5 November, 2009, from Landor Web site: http://www.landor.com/pdfs/k9/CDanDrey_GenY_US_13Nov07.pdf
- Denzin, N. K. (1978). *The research act: A theoretical introduction to sociological methods*. New York: McGraw-Hill.
- Donnison, S. (2007). Unpacking the Millennials: A cautionary tale for teacher education. *Australian Journal of Teacher Education*, 32(3), 1-13.
- Eisenhardt, K. M. (1989). Building theories from case study research. *Academy of Management. The Academy of Management Review*, 14(4), 532-550.
- Fan, J. X. & Xiao, J. J. (1998). Consumer decision-making Styles of young-adult Chinese. *Journal of Consumer Affairs*, 32(2), 275-294.
- Fountain, J., & Charters, S. (2010). Generation Y as wine tourists: Their expectations and experiences at the winery-cellar door. In P. Benckendorff, G. Moscardo & D. Pendergast (Eds.), *Tourism and Generation Y* (pp. 47-57). Cambridge, MA: CAB International.
- Fyall, A., Garrod, B., & Leask, A. (2001). Scottish visitor attractions: A collaborative future? *International Journal of Tourism Research*, 3(4), 211-228.
- Gardiner, S., Grace, D., & King, C. (2014). The generation effect the future of domestic tourism in Australia. *Journal of Travel Research*, 53(6), 705-720.

- Gardiner, S., & Kwek, A. (2017). Chinese Participation in Adventure Tourism: A Study of Generation Y International Students Perceptions. *Journal of Travel Research*, 56(4), 496– 506.
- Gentile, C., Spiller, N., & Noci, G. (2007). How to sustain the customer experience: An overview of experience components that co-create value with the customer. *European Management Journal*, 25(5), 395-410.
- Goffman, E., (1972). On face-work: An analysis of ritual elements in social interaction. In Goffman, E. (ed) *Interaction Ritual: Essays on Face-to-Face Behaviour*, 5-46,. London, Penguin.
- Greenwood, V.A. & Dwyer, L. (2016) Reinventing Macau Tourism: gambling on creativity. *Current Issues in Tourism*. <http://dx.doi.org/10.1080/13683500.2016.1187585>
- Grove, S. J., & Fisk, R. P. (1997). The impact of other customers on service experiences: A critical incident examination of "getting along". *Journal of Retailing*, 73(1), 63-85.
- Gursoy, D., Maier, T. A., & Chi, C. G. (2008). Generational differences: An examination of work values and generational gaps in the hospitality workforce. *International Journal of Hospitality Management*, 27(3), 448-458.
- Hagermann B. & Stroop, S. (2013). Developing the next generation of leaders. *Industrial and Commercial Training*, 45(2): 123-126
- Henderson, J., (2015), "Destination development and transformation: 50 years of tourism after independence in Singapore", *International Journal of Tourism Cities*, 1(4), 269 - 281
- Howe, N. (2006). A generation to define a century. Retrieved 21 Jun, 2010, from ASCD Web site:
http://ascd.typepad.com/annualconference/2006/04/a_generation_to.html
- Hu, H. C. (1944). The Chinese concepts of "Face", *American Anthropologist*, 46(1), 45-64.
- Hung, K.H., Gu, F.F., & Yim, C.K. (2007). A social institutional approach to identifying generation cohorts in China with a comparison with American consumers. *Journal of International Business Studies*, 38(5), 836-853.
- Huntly, R. (2006). *The World According to Y*. Allen and Unwin: Crow's Nest, NSW, Australia.
- Jennings, G., Cater, C., Lee, Y.-S., Ollenburg, C., Ayling, A., & Lunny, B. (2010).

- Generation Y: Perspectives of quality in youth travel experiences in an Australian backpacker context. In P. Benckendorff, G. Moscardo & D. Pendergast (Eds.), *Tourism and Generation Y* (pp. 58-72). Cambridge, MA: CAB International.
- Johnson Morgan, M., Summers, M. J., & Jocumsen, G. (2006). Sports consumption behaviour among generation Y in mainland China. *International Conference of the Academy of Business Administration*, August 2006, Munich, Germany. 222-227.
- Jones, M. A. (1999). Entertaining shopping experiences: An exploratory investigation. *Journal of Retailing and Consumer Services*, 6(3), 129-139.
- Josefowicz, M. (2003). *Gen-Y college students, financial services, and the web*. Boston, MA: Celent.
- Kapoor, C., & Solomon, N. (2011). Understanding and managing generational differences in the workplace. *Worldwide Hospitality and Tourism themes*, 3(4): 308-318.
- Kim, E. Y., & Kim, Y.-K. (2005). The effects of ethnicity and gender on teens' mall shopping motivations. *Clothing and Textiles Research Journal*, 23(2), 65-77.
- Kruger, M., & Saayman, M. (2015). Consumer preferences of Generation Y Evidence from live music tourism event performances in South Africa. *Journal of Vacation Marketing*, 21(4), 366-382.
- Kumar, A., & Lim, H. (2008). Age differences in mobile service perceptions: comparison of Generation Y and Baby Boomers. *Journal of Services Marketing*, 22(7), 568-577.
- Kupperschmidt, B. R. (2000). Multigeneration employees: Strategies for effective management. *The Health Care Manager*, 19(1), 65-76.
- Kwek, A., & Lee, Y. S. (2015). How "Face" Matters: Chinese Corporate Tourists in Australia. *Journal of Travel & Tourism Marketing*, 32(1-2), 120-140.
- Leask, A. (2010). Progress in visitor attraction research: Towards more effective management. *Tourism Management*, 31(2), 155-166.
- Leask, A. & Fyall, A. (2006). Researching the management of visitor attractions: International comparative study issues. *Tourism Recreation Research*, 31(2), 23-32.
- Leask, A., Fyall, A., & Barron, P. (2013a). Generation Y: Market opportunity or marketing challenge – strategies to engage Generation Y in the UK attractions' sector. *Current Issues in Tourism*, 16(1), 17-46.
- Leask, A., Fyall, A. & Barron, P. (2013b). Generation Y: An agenda for future visitor attraction research. *International Journal of Tourism Research*, 16(5), 462–471.

doi:10.1002/jtr.1940.

- Li, J. J. & Su, C. (2007). How face influences consumption: A comparative study of American and Chinese consumers. *International Journal of Market Research*, 49(2), 237.
- Liu, L., & Zhao, E. (2008). China's Generation Y: New trend-setter in the workforce. Proceedings of the IEEE 4th international conference on wireless communications, networking and mobile computing, WiCOM, Dalian, pp.1-4.
- McEwan, W.J. (2005). Marketing to China's generation Y represents a challenging new world for brand marketers. The Gallup Poll Briefing, March 15th Gallup Poll News Service, Washington DC. Available at www.gallup.com/pol/content.
- McEwen, W., Fang, X., Zhang, C., & Burkholder, R. (2006). Inside the mind of the Chinese consumer. *Harvard Business Review*, 1-8.
- McRae, H. (1995). *The World in 2020: Power, culture and prosperity? A vision of the future*. Harper Collins Publishers: London.
- Mannheim, K. (1952). *Essays on the sociology of knowledge*. New York, NY: Oxford University Press.
- Martin, C. A., & Turley, L. W. (2004). Malls and consumption motivation: An exploratory examination of older Generation Y consumers. *International Journal of Retail & Distribution Management*, 32(10), 464-475.
- Mather, C., Countrymann, B., & Yang, J. (2004). Sports marketing in China. In Dayal-Gulati, A., and Lee, A.Y. (Eds). *Kellogg on China: Strategies for Success*. Northwestern University Press, Illinois.
- Miller, K. 2007. Examining the role brand fit plays in Generation Y's propensity to purchase. *Australian and New Zealand Marketing Academy Conference 2007: 3Rs Reputation, Responsibility & Relevance*, 3-5 Dec 2007, Dunedin, New Zealand. 1774-1783.
- Morton, L. P. (2002). Targeting generation Y. *Public Relations Quarterly*, 47(2), 46-48.
- Moscardo, G., & Benckendorff, P. (2010). Mythbusting: Generation Y and travel. In P. Benckendorff, G. Moscardo & D. Pendergast (Eds.), *Tourism and Generation Y* (pp. 16-26). Cambridge, MA: CAB International.
- Moscardo, G., Murphy, L., & Benckendorff, P. (2011) *Generation Y and travel futures*. In I. Yeoman, C. Hsu, K.A. Smith & S. Watson (Eds.) *Tourism and Demography* (pp.87-100), Oxford, Goodfellow Publishers Limited.
- Moss, S., (2016), *Generational Cohort Theory, Sicotests*

- <http://www.sicotests.com/psyarticle.asp?id=374> accessed 9.3.17
- Moss, G., Parfitt, S., & Skinner, H. (2009). Men and women: Do they value the same things in mainstream nightclubs and bars? *Tourism and Hospitality Research*, 9(1), 61.
- Noble, S. M., Haytko, D. L., & Phillips, J. (2009). What drives college-age Generation Y consumers? *Journal of Business Research*, 62(6), 617-628.
- Nusair, K. K., Bilgihan, A., & Okumus, F. (2013). The role of online social network travel websites in creating social interaction for Gen Y travellers. *International Journal of Tourism Research*, 15(5), 458-472.
- Nusair, K. K., Parsa, H. G., & Cobanoglu, C. (2011). Building a model of commitment for Generation Y: An empirical study on e-travel retailers. *Tourism Management*, 32(4), 833-843.
- O'Cass, A., & Choy, E. (2008). Studying Chinese generation Y consumers' involvement in fashion clothing and perceived brand status. *Journal of Product & Brand Management*, 17(5), 341-352.
- O'Cass, A. & Siahtiri, V. (2013). In search of status through brands from Western and Asian origins: Examining the changing face of fashion clothing consumption in Chinese young adults. *Journal of Retailing and Consumer Studies*, 20, 505-515.
- Padgett, B. 2009. The Usefulness of the Theory of Planned Behaviour for understanding U.S. fast-food consumption among Chinese Generation Y consumers. Thesis for PHD, Texas Tech University.
- Pendergast, D. (2010). Getting to know the Y generation. In P. Benckendorff, G. Moscardo & D. Pendergast (Eds.), *Tourism and Generation Y* (pp. 1-15). Cambridge, MA: CAB International.
- Prideaux, B., Yee-Sum Lee, L., & Tsang, N. (2016). A Comparison of photo-taking and online-sharing behaviours of mainland Chinese and Western Theme park visitors based on generation membership. *Journal of Vacation Marketing*, 1, 1-15.
- Qi, X., (2011). Face: A Chinese concept in a global sociology. *Journal of Sociology*, 47(3), 279-295.
- Shaw, C., & Ivens, J. (2002). *Building great customer experiences*. Basingstoke: Palgrave Macmillan.
- Stanat, M (2005). *China's Generation Y: understanding the future leaders of the world's next superpower*. Homa & Sekey Books. [NA]
- St-Maurice, I., Sussman-Dyckerhoff, C., & Tsai, H. (2008) *What's new with the Chinese*

- consumer? The McKinsey Quarterly, available at:
http://www.mckinseyquarterly.com/Whats_new_with_the_Chinese_consumer_2218, accessed on 11th April 2011.
- Sun, G, Chen, J and Li, J. (2015). Need for uniqueness as a mediator of the relationship between face consciousness and status consumption in China. *International Journal of Psychology*, doi:10.1002/ijop.12216.
- Sweeney, J. (2008). Career paths for Gen X, Gen Y. *Canadian Reporter* (June 16), 21.
- Taylor, S. L., & Cosenza, R. M. (2002). Profiling later aged female teens: Mall shopping behavior and clothing choice. *Journal of Consumer Marketing*, 19(5), 393-408.
- Thrassou, A., Vrontis, D. & Ho, C.-W. (2008). The marketing implications of the undesired self; the case of Chinese Y-generation. *Journal for Global Business Advancement*, 1(4), 390-408.
- Todd, L., Leask, A. & Fyall, A. (2015) Destination Competitiveness: A Comparative Study of Hong Kong, Macau and Singapore. *Tourism Analysis: An Interdisciplinary Journal*, 20, 593-605
- Valentine, D. & Powers, T. (2013) Generation Y values and lifestyle segments. *Journal of Consumer Marketing*, 30(7), 597-606.
- von Bergner, N. & Lohmann, M. (2013) Future Challenges for Global Tourism. *Journal of Travel Research*, 53 (4), 420-432.
- Wolburg, J. M., & Pokrywczynski, J. (2001). A psychographic analysis of Generation Y college students. *Journal of Advertising Research*, 41(5), 33-52.
- Woodside, A. G., & Wilson, E. J. (2003). Case study research methods for theory building. *Journal of Business & Industrial Marketing*, 18(6/7), 493-508.
- Yeoman, I., Hsu, C., Smith, K., & Watson, S. (2010). *Tourism and demography*. Oxford: Goodfellow Publishers Ltd.
- Zhao, E., & Liu, L. 2008. China's Generation Y: Understanding the workforce. *Management of Innovation and Technology*, ICMIT, pp. 612-616.
- Zhu, H. (2003). Looking for face. *Journal of Asian Pacific Communication*, 13, 313-321.