

## Dr Qu Xiao

Associate Professor  
School of Hotel and Tourism Management  
The Hong Kong Polytechnic University

### Areas of Research Expertise

- Strategic Management
- Hospitality Real Estate Investment and Asset Management
- Brand Management
- M&A and Chain Development
- Internationalization
- Innovations in the Hospitality Industry

### Areas of Teaching Expertise

- Strategic Management
- Hotel Planning and Development
- Hotel Asset Management
- Advanced Hotel Management
- Multi-Unit Hospitality Management
- Innovations in the Hospitality Industry
- Consultancy Projects

### Personal Introduction

An Associate Professor in the School of Hotel and Tourism Management, Dr. Qu Xiao specializes in teaching and researching in the fields of strategic management and hotel real estate. Previously, Dr. Xiao taught Advanced Hotel Management in the School of Hospitality Management at The Pennsylvania State University, where he received his PhD. He also obtained a PhD Minor in Strategic Management from Smeal College of Business at Penn State. Dr. Xiao has worked in different aspects of the hospitality industry prior to becoming an academic. As a consultant, he conducted projects related to hotel investment and development strategies, hotel valuation, market analysis and feasibility studies, branding strategies, franchise evaluation, management contract negotiation, strategic alliance formation and HR management in the United States and China. He also held various management and operational positions with major U.S. hotel chains including Hilton, Holiday Inn, Marriott and Extended Stay America. Prior to his hotel experience in the U.S., Dr. Xiao was a journalist of *China Tourism News*, the leading newspaper in China's hospitality and tourism industries.

### Qualifications

[ Academic qualifications ]

- PhD (2007) The Pennsylvania State University, USA
- MHM (2001) University of Houston, USA
- BA (1996) Beijing Normal University, China

[ Professional affiliations ]

- Member of the Academy of Management (AOM)
- Member of the International Council on Hotel, Restaurant and Institutional Education (I-CHRIE)
- Member of the North American Case Research Association
- Member of the Association of Hospitality Financial Management Educators
- Certified Professional Hotel Manager by China Hotel Association

[ Ad Hoc Reviewers for Journals and Conferences ]

- International Journal of Hospitality Management
- International Journal of Contemporary Hospitality Management
- Journal of Hospitality & Tourism Research
- Journal of Travel & Tourism Marketing
- Journal of China Tourism Research
- Asia Pacific Journal of Tourism Research
- Academy of Management Conference
- Annual APac-CHRIE Conference
- Annual I-CHRIE Conference
- Annual China Tourism Forum
- China Tourism and China Branding Forum
- Annual Graduate Student Research Conferences in Hospitality & Tourism

[ Honors and Awards ]

- Cornell Hotel and Restaurant Best Article Award for 2006
- Best Paper Award of the 2006 International Council on Hotel, Restaurant and Institutional Education (I-CHRIE) Conference

**Publications**

[ Journal Articles ]

- Xiao, Q., Zhang, H., Pine, R., & Hua, N. (2014). Strategic implications of government policies on the future group and brand development of state-owned hotels in China. *Journal of China Tourism Research*, 10 (1), 4-20.
- Denizci Guillet, B., Law, R., & Xiao, Q. (2014). Rate fences in hotel revenue management and their applications to Chinese leisure travelers: A fractional factorial design approach. *Cornell Hospitality Quarterly*, 55 (2), 186-196.
- Lee, S., Koh, Y., & Xiao, Q., & Kang, K.H. (2014). Internationalization and financial health in the U.S. hotel industry. *Tourism Economics*, 20 (1), 87-105.
- Liu, W., Denizci Guillet, B., Xiao, Q., & Law, R. (2014). Globalization or localization of consumer preference: The case of hotel room booking. *Tourism Management* 41, 148-157.
- Xiao, Q., Zhang, H., & Huang, H. (2013). The theme strategy: How much do theme elements matters? *Journal of China Tourism Research*, 9,133-150.
- Hua, N., Xiao, Q., Yost, E. (2013). An empirical framework of financial characteristics and outperformance in troubled economic times: Evidence from the restaurant industry. *International Journal of Contemporary Hospitality Management*, 25(6), 945-964.
- Paek, S., Xiao, Q., Lee, S., & Song, H.(2013).Does managerial ownership affect different corporate social responsibility dimensions? An empirical examination of hospitality firms. *International Journal of Hospitality Management*, 34, 423-433.
- Zhang, H., Luo, J., Xiao, Q., & Denizci Guillet, B. (2013). The impact of urbanization on hotel development: Evidence from Guangdong province in China. *International Journal of Hospitality Management*, 34, 92-98.
- Zhang, H., Ren, L., Shen, H., & Xiao, Q. (2013). What contributes to the success of Home Inns in China? *International Journal of Hospitality Management*, 33, 425-434.

- Xiao, Q., O'Neill, J.W., & Mattila, A.S. (2012). The role of hotel owners: The influence of corporate strategies on hotel unit performance. *International Journal of Contemporary Hospitality Management*, 24 (1), 122-139.
- Xiao, H., Xiao, Q., & Li, M. (2012). The behavior of citing: A perspective on science communication across languages. *Journal of China Tourism Research*, 8, 334-356.
- Denizci Guillet, B., Kucukusta, D., & Xiao, Q. (2012). An examination of executive compensation in the restaurant industry. *International Journal of Hospitality Management*, 31 (1), 86-95.
- Lee, S., **Xiao, Q.**, & Kang, K.H. (2011). An examination of US hotel segment strategy: Diversified, concentrated or balanced? *Tourism Economics*. 17 (6), 1257–1274.
- Lee, S., & **Xiao, Q.** (2011). An examination of the curvilinear relationship between capital intensity and firm performance for publicly traded US hotels and restaurants. *International Journal of Contemporary Hospitality Management*, 23 (6), 862-880.
- **Xiao, Q.**, & O'Neill, J.W. (2010). Work-family balance as a potential strategic advantage: A hotel general manager perspective. *Journal of Hospitality and Tourism Research*, 34 (4), 415-439.
- O'Neill, J.W., & **Xiao, Q.** (2010). Effects of organizational/occupational characteristics and personality traits on hotel manager emotional exhaustion. *International Journal of Hospitality Management*, 29 (4), 652-658.
- **Xiao, Q.**, O'Neill, J.W., & Wang, H. (2008). International hotel development: Perspectives of potential franchisees in China. *International Journal of Hospitality Management*, 27 (3), 325-336.
- O'Neill, J.W., **Xiao, Q.**, & Mattila, A.S. (2007). Suburban hotel development: Choosing a franchise brand. *Case Research Journal*, 26 (2), 43-60.
- O'Neill, J.W., & **Xiao, Q.** (2006). The role of brand affiliation in hotel market value. *Cornell Hotel and Restaurant Administration Quarterly*, 47 (3), 210-223.
- O'Neill, J.W., Mattila, A.S., & **Xiao, Q.** (2006). Hotel brand performance and guest satisfaction: The effect of franchising strategy. *Journal of Quality Assurance in Hospitality & Tourism*, 7 (3), 25-39.
- Mount, D., & **Xiao, Q.** (2007). Economic value of the recovered guests by hotel call centers. *Journal of Hospitality Financial Management*, 15 (1), 15-24.
- O'Neill, J. W., & **Xiao, Q.** (2005). Towards a strategic approach to smoking bans: The case of the Delaware gaming industry. *FIU Hospitality Review*, 23 (1), 39-50.

[ Book Chapters ]

- **Xiao, Q.**, Qian, J., Cheng, E., Huang, D., Sun, W., & Wang, J. (2014). Development strategies in a difficult economy. In China Tourist Hotel Association. (Ed.), *Blue Book of China Hotel Group Development* (pp. 42-51). Beijing, China: Tourism Education Press.
- **Xiao, Q.** (2013). Evolution and future development trends of China's state-owned hotels: An international perspective. In China Tourist Hotel Association. (Ed.), *Blue Book of China Hotel Enterprise Development* (pp. 55-65). Beijing, China: China Tourism Press.
- Xiao, Z., **Xiao, Q.**, & Wang, H. (2013). *China Boutique and Theme Hotels*. Beijing, China: China Travel and Tourism Press.
- Du, X., **Xiao, Q.**, & Wang, H. (2004). Project design and management of hotel development. In Du, X. (Ed.), *The Management of Hotel Engineering & Facilities* (pp.21-50). Beijing, China: Tsinghua University Press.
- Xiao, Z., & **Xiao, Q.** (2004). *Handbook for Professional Hotel Managers of China*. Hong Kong, China: Great Wall Press.

- Xiao, Z., **Xiao, Q.**, & Wang, H. (2003). *The Pattern of Transforming State-owned Hotels into Joint-stock Ones*. Beijing, China: China Travel and Tourism Press.

[ Conference Papers and Presentations ]

- **Xiao, Q.**, Bai, Hua, N., & Liu, W. (2015). Examining the effects of market orientation on hotel performances. Proceedings of the International Council on Hotel, Restaurant and Institutional Education (I-CHRIE) Annual Conference, Orlando, U.S.A., July, 2015.
- Wang, K. & **Xiao, Q.** (2015). The emergence of the new generation of mid-scale hotels in China. Proceedings of the Asia Pacific Council on Hotel, Restaurant and Institutional Education (APacCHRIE) Annual Conference, Auckland, New Zealand, June, 2015.
- **Xiao, Q.**, Bai, X., Ren, L., & Qiu, H. (2014). Brand development of China's domestic hotel chains in the emerging cities of China. Proceedings of the Global Tourism & Hospitality Conference and Asia Tourism Forum, Hong Kong SAR, May, 2014.
- Mabey, J., **Xiao, Q.**, Bai, X., & Guillet, B. (2014). International hotel development: Hotel owners' partner selection criteria in forming strategic alliances with hotel management companies. Proceedings of the 11th Asia Pacific Council on Hotel, Restaurant and Institutional Education (APac-CHRIE) Conference, Kuala Lumpur, Malaysia, May, 2014.
- Lee, S., **Xiao, Q.**, Youn, H., & Sun, K. (2014). Corporate social responsibility as a risk management strategy in the restaurant industry. Proceedings of the International Council on Hotel, Restaurant and Institutional Education (I-CHRIE) Annual Conference, San Diego, U.S.A., July, 2014.
- Mabey, J., **Xiao, Q.**, Bai, X., & Guillet, B. (2014). Partner selection and strategic alliances in hotel development: A conceptual model of the interaction between partner selection criteria and ancillary factors. Proceedings of the European Council on Hotel, Restaurant and Institutional Education (EuroCHRIE) Annual Conference, Dubai, UAE, October, 2014.
- Guo, R., & **Xiao, Q.** (2013). The contribution of brand personality and brand experience on hotel customer's repurchase intention. Proceedings of the 11th Asia Pacific Council on Hotel, Restaurant and Institutional Education (APac-CHRIE) Conference, Macau SAR. May, 2013.
- Wu, A., & **Xiao, Q.** (2013). The effects of hotels on the sale price of apartments and offices in the mixed-use projects of mainland China. Proceedings of the China Tourism and China Hotel Branding Forum 2013, Hong Kong SAR. May, 2013.
- **Xiao, Q.**, & O'Neill, J.W. (2012). The effects of strategic issues perceived by hotel managers on hotel performance. Proceedings of the 10th Asia Pacific Council on Hotel, Restaurant and Institutional Education (APac-CHRIE) Conference, Manila, Philippines. June, 2012.
- **Xiao, Q.**, Bai, X., & Gu, H. (2012). A comparative study on brand experience perceived by hotel employees and guests. Proceedings of the 10th Biennial Asia Tourism Forum. Bandung, Indonesia. May, 2012.
- **Xiao, Q.**, Lee, S., & Heo, C.Y. (2012). Corporate social responsibility ratings for the U.S. hotel industry: Weighted-score approach. Proceedings of the 10th Biennial Asia Tourism Forum. Bandung, Indonesia. May, 2012.
- **Xiao, Q.**, Gu, H., & Bai, X. (2011). Hotel branding in China: A multi-level approach. Proceedings of the 7th China Tourism Forum. Haikou, China. October, 2011.
- **Xiao, Q.**, & O'Neill, J.W. (2010). From top executives to departmental managers: A comparative study of strategic issues perceived by hotel corporate executive and property managers. Proceedings of the 8th Asia Pacific Council on Hotel, Restaurant and Institutional Education (APac-CHRIE) Conference, Phuket, Thailand. August, 2010.

- O'Neill, J.W., & **Xiao, Q.** (2009). Effects of organizational characteristics and personality traits on hotel manager burnout. Proceedings of the International Council on Hotel, Restaurant and Institutional Education (I-CHRIE) Annual Conference, San Francisco, CA, USA. July 2009.
- **Xiao, Q.**, & O'Neill, J.W. (2008). The role of hotel owners: The influence of corporate strategies on hotel unit performance. Proceedings of the International Council on Hotel, Restaurant and Institutional Education (I-CHRIE) Annual Conference, Atlanta, GA, USA. July 2008.
- **Xiao, Q.**, & O'Neill, J.W. (2008). Generation effects on job satisfaction, organizational commitment and turnover intention: A comparison of baby boomer and generation X hotel managers. *Best Paper Award recipient*. Proceedings of the International Council on Hotel, Restaurant and Institutional Education (I-CHRIE) Annual Conference, Atlanta, GA, USA. July 2008.
- Dang, N., Li, M., & **Xiao, Q.** (2007). Importance-satisfaction analysis for world natural heritage site: A case study of Wulingyuan, China. Proceedings of the 4<sup>th</sup> China Tourism Forum, Kunming, China. December 2007.
- **Xiao, Q.**, & O'Neill, J.W. (2007). Strategic implications of hotel work-family issues. Proceedings of the 12<sup>th</sup> Annual Conference on Graduate Education and Graduate Student Research in Hospitality and Tourism, Houston, TX, USA. January 2007.
- **Xiao, Q.**, O'Neill, J.W., & Wang, H. (2006). Chinese hotel operators' perspectives on franchising. Proceedings of the International Council on Hotel, Restaurant and Institutional Education (I-CHRIE) Annual Conference, Washington, DC. July 2006.
- O'Neill, J.W., & **Xiao, Q.** (2006). Hotel branding strategy and market value from an owner perspective. *Best Paper Award recipient*. Proceedings of the International Council on Hotel, Restaurant and Institutional Education (I-CHRIE) Annual Conference, Washington, DC. July 2006.
- Mount, D., & **Xiao, Q.** (2005). Economic value of the recovered guests by hotel call centers. Proceedings of the Association of Hospitality Financial Management Educators (AHFME) Annual Symposium, New York, NY. November 2005.
- **Xiao, Q.**, & O'Neill, J.W. (2005). Do smoking bans matter? Finding a strategic approach in the gaming industry. Proceedings of the International Council on Hotel, Restaurant and Institutional Education (I-CHRIE) Annual Conference, Las Vegas, NV. July 2005.