Bed and Breakfasts in Virginia:  
Identification of Success Factors 

by 

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BED AND BREAKFASTS IN VIRGINIA:
IDENTIFICATION OF SUCCESS FACTORS

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(ABSTRACT)

Virginia bed and breakfast operations were researched in order to determine the attitudes/beliefs which were necessary for success in the bed and breakfast industry. The objectives of the study were to: (1) identify demographics of Virginia bed and breakfast operations; (2) identify successful bed and breakfast operations based upon their self-definition of success; (3) identify the attitudes and beliefs operators believe are necessary for success in running a bed and breakfast operation and correlate attitudes with operators’ actual behaviors; and (4) based upon the operator’s self-definition of success, compare the correlations identified in the previous objective between successful and other operators.

Data was collected by utilizing a mailed questionnaire. Pearson’s correlation was used to determine if there were any relationships present between what attitudes/beliefs bed and breakfast operators perceived to be necessary for success and their actual behavior. Fishers r to z transformation was used to determine if the relationship between the attitudes/beliefs perceived to be necessary for success and operator’s actual behavior was greater among successful bed and breakfast operations based upon a self-definition of success.
The results found that the correlation between the attitude/belief, past experience and actual past experience in hotels, restaurants, and large organizations was significant in the success group as well as high knowledge of cash flow/accounting and use of financial data. Stronger correlations were present in interpersonal skills, good relationship with employees and guests in the success group versus other group. Past experience in and knowledge of the bed and breakfast industry as well as family support were significantly correlated in the success group.
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CHAPTER ONE

INTRODUCTION

The bed and breakfast industry first emerged after World War II in Great Britain where citizens housed American soldiers waiting to return to the United States (Notarius & Brewer, 1992). This practice led to more and more bed and breakfast homes in Great Britain. The concept became quite popular for the budget-minded tourist looking for a place to stay while visiting historic sites in Europe (Huss & Banyas, 1986).

The bed and breakfast industry was slow in coming to the United States because of the growth of the hotel and motel industry following World War II. Americans liked the convenience as well as the reliability that the hotel/motel industry brought (Notarius & Brewer, 1992). However, some Americans were beginning to tire of the generic feeling of staying in a chain hotel. They wanted more interaction with the people and places they visited (Groves, 1992). Bed and breakfast operators were able to deliver more personalized service and
generally treated customers like house guests. People had a sense of "visiting" instead of "staying" at a bed and breakfast (Buchanan & Espeseth, 1988).

The growth of the bed and breakfast industry has been dramatic since its onset in the late seventies and is now a $1.3 billion dollar industry (Lanier & Berman, 1993). In 1982 Lanier Publishing's Complete Guide to Bed and Breakfast Operations, Inns, and Guest Houses in the United States and Canada listed 1,200 properties. In 1993 the number of operations had grown to over 9,500 (Lanier & Berman, 1993).

Hardy (1989) separates bed and breakfast operations (B&B's) into two categories. Both categories include either a full or continental breakfast in the rate of the room. The first category consists of a bed and breakfast home with one to three bedrooms used for guests. The operators generally have a large home and have converted spare rooms into guest rooms. They generate business through reservation systems or bed and breakfast guidebooks. These establishments may not have to adhere to many governmental regulations except in certain cities where health, safety, and zoning regulations have been implemented. The operators are generally in business to augment their income and have the experience of meeting new people through the "guest host" experience (Hardy, 1989).

The second establishment type is the bed and breakfast inn. These properties are customarily larger in size than the bed and breakfast home with
the number of rooms ranging from four to twenty. The operators are more involved in running the bed and breakfast inn. The inn functions like other lodging establishments in that they advertise, may serve meals other than breakfast, and may have a small staff. The establishments are licensed as well as controlled by any applicable local or state ordinances (Hardy, 1989).

The common link between the bed and breakfast home and inn is that both establishments provide lodging accommodations and breakfast with a primary emphasis placed on personalized service (Hardy, 1989). Guest rooms are usually decorated individually as opposed to all rooms being identical (Stevens, 1983).

MATURATION OF THE BED AND BREAKFAST INDUSTRY

The dramatic growth seen in the bed and breakfast industry has attracted a significant amount of press coverage (Davies, et al., 1989). This attention has led some practitioners in the lodging industry to rethink their product and to offer more personalized service (Warnick & Klar, 1991). However, at this time the bed and breakfast industry is not organized to the extent that it would pose a threat to the lodging industry. Also, most bed and breakfast operators are concerned that they do not become over commercialized, therefore they feel that they do not compete directly with traditional hotels (Warnick & Klar, 1991).
As the bed and breakfast industry matures, it runs the risk of losing the special brand of personalized service which made the establishments so popular in the first place (Barrier, 1988). Many people are also trying to join the "bandwagon" by calling themselves a bed and breakfast operation when they are not delivering the services of B&B’s (Stevens, 1983). This has led to operator support for legislation of bed and breakfast operations in the United States. Operators feel guests having a bad experience with a bed and breakfast operation which does not offer the services of a legitimate bed and breakfast operation could destroy guests’ perceptions and cause them to avoid B&B lodging in the future.

THE BED AND BREAKFAST INDUSTRY IN VIRGINIA

The number of bed and breakfast operations in Virginia totals over 600 (Hepler, 1993). The growth of the bed and breakfast industry, as in the country as a whole, is a result of the public’s desire for a personalized and a more highly valued lodging experience. Another reason that could have prompted the growth is that an affluent travel market is beginning to spend more time and money in rural areas. However, it is not obvious whether the bed and breakfast industry’s rapid expansion has prompted the increase of visitors to rural areas or the increase of visitors to rural areas has prompted the industry’s growth (Warnick & Klar, 1991). Regardless, this influx of visitors interested in travel to
rural areas has definitely led to more opportunities for profit in operating bed and breakfast operations in Virginia based on the large proportion of rural areas in the state.

PURPOSE OF THE STUDY

The research on the bed and breakfast industry was limited. Mainly it has been a descriptive study of industry characteristics. In Virginia, only one study by Evans and Wiley (1988) has been published on the bed and breakfast industry. Other studies in the bed and breakfast industry include Brown, 1990; Dawson, 1987, 1989; Emerick & Emerick, 1986, 1988; Glassman, 1988; Inn Keeping Newsletter, 1988; Mahoney, et al 1989; Norman, 1987; Poynter, 1991; Schwieger, 1987; Stevens, 1983; Swagler, 1989; Warnick & Klar, 1991.

The purpose of this study was to educate prospective bed and breakfast operators, provide useful data to operators in Virginia, and expand on the limited research about the industry. The attitudes and beliefs which Virginia operators feel are necessary for success were evaluated along with their actual behaviors. This research supplements previous research (1991) and supports additional study in the bed and breakfast industry.

STATEMENT OF THE PROBLEM

The problem was to determine whether a relationship exists between the
attitudes and beliefs perceived to be necessary for success in the B&B industry and an operator's actual behavior. Both successful and other operators, as defined by the operators, were examined.

OBJECTIVES

The objectives of these research are to:

1) Identify demographics of Virginia bed and breakfast operations.

2) Identify successful bed and breakfast operations based upon their self-definition of success.

3) Identify the attitudes and beliefs operators believe are necessary for success in running a bed and breakfast operation and correlate attitudes with operators' actual behaviors.

4) Based upon the operator's self-definition of success, compare the correlations identified in the previous objective between successful and other operators.

RESEARCH QUESTIONS

1) What are the general demographics of bed and breakfast operations in Virginia?

2) What attitudes and beliefs do bed and breakfast operators in Virginia perceive to be necessary for success in running a bed and breakfast operation?
3) Do bed and breakfast operators in Virginia perceive that they are successful?

4) Is there a relationship between the attitudes and beliefs perceived necessary for success and the actual behavior of a bed and breakfast operator?

5) Is the relationship greater between attitudes and beliefs perceived necessary for success and the actual behavior of a bed and breakfast operator in the success group than the other group?

JUSTIFICATION OF THE STUDY

The bed and breakfast industry is the most romanticized segment of the hospitality industry. The reality of operating a bed and breakfast is that it requires a significant amount of hard work and patience. The experience, however, can be both personally and financially rewarding. Education will help deter individuals who do not have the skills or capital necessary to be successful bed and breakfast operators. This study helps potential operators determine if they have the attitudes and beliefs that will make them successful B&B operators.

Potential for further research areas within this study are unlimited. This study helps create the genesis of much needed research about the bed and breakfast industry in Virginia as well as the rest of the United States.
LIMITATIONS OF THE STUDY

The primary limitation of the study was the length of the questionnaire; eight pages might have deterred some operators from responding. However, the Bed and Breakfast Association of Virginia volunteered to help by encouraging operators to fill out the survey. Also, the surveys were sent the first week of November which is the beginning of a slow period for most operations in Virginia and before the holidays.

ORGANIZATION OF THE THESIS

Chapter 1 gave an overview of the history of the bed and breakfast industry and the purpose of this study. The importance of this type of research to industry practitioners and potential operators was also discussed. Chapter 2 consists of a literature review. Chapter 3 is the study's methodology followed by the findings of the study in Chapter 4. Chapter 5 interprets the data and specifies areas of future research.

SUMMARY

It is important to understand the bed and breakfast industry because with its sudden growth, many people may feel they have found an easy opportunity to prosper financially. Although the B&B industry may offer many extrinsic and intrinsic rewards, it is necessary to educate the potential operator. As with any
small business, failure rates are high. This education assists prospective B&B operators by determining what attitudes and behaviors are necessary to be successful.
CHAPTER TWO

REVIEW OF RELATED LITERATURE

This chapter contains a review of the appropriate literature and an analysis of success factors in small businesses, the hospitality industry, and the bed and breakfast industry. There is also a discussion of the definition of success in the 1990's which has undoubtedly changed people's perceptions of success. The literature review progresses from the general area of small businesses to the hospitality industry and finally to the bed and breakfast industry. Due to the lack of research regarding success factors in the bed and breakfast industry, most of the research has been collected from the fields of management, economics, and psychology.
REDEFINITION OF SUCCESS IN THE 90'S

The concept of success is being redefined during the 1990's. Characteristics of the bed and breakfast operators are an example as this redefinition of success corresponds to the values of bed and breakfast operators.

The old model of success as defined by Webster's New World Dictionary states that success is "a favorable or satisfactory outcome or result; the gaining of wealth, fame, rank, etc." (1986). The traditional model of success maintains a separation between work and personal time. Success meant working 40 to 60 hours a week and climbing the corporate ladder by accomplishing goals and meeting standards set by someone else. The same mind set is seen in Webster's linear definition of success. The goal is accomplished without seeing the big picture. Focusing only on the results of success can leave a person empty and fragmented (Lannon, 1990).

The following definition of success portrays the new model of success. Instead of the old compartmentalized definition, it is a way of life. The new model of success is a process during which satisfaction can be experienced by the way in which a goal is accomplished not in reaching the goal itself (Lannon, 1990). Success, as defined by Ralph Waldo Emerson, is:

- to laugh often and much;
- to win the respect of intelligent people and the affection of children;
- to earn the appreciation of honest critics and endure the betrayal of false friends;
- to appreciate beauty;
- to find the best in others;
- to leave the world a bit better, whether by a healthy child, a
garden patch or a redeemed social condition; to know even one life has breathed easier because you have lived. This is to have succeeded (Lannon, 1990).

For this generation, success does not mean professional achievement, accumulation of an excessive amount of money, and the lifestyle that accompanies such achievements. Success means adopting appropriate values, giving something back to the community, and spending time with one's family instead of bringing work home (Breathnach, 1991). As Henry David Thoreau stated:

If one advances confidently in the direction of his dreams and endeavors to live the life which he has imagined, he will meet success unexpected in common hours (Breathnach, 1991).

The definition of success for the nineties supports the role of the bed and breakfast operator as a lifestyle choice and not a change for financial prosperity alone. This definition is supported by findings reported by Koth (1989) in a Minnesota study which stated that only 18% of bed and breakfast operators reported that they were making a profit. The Evans and Wiley study (1988) found that 75% of the bed and breakfast operations in the survey based in Virginia reported a profit. However, the authors noted that the findings could not be generalized based upon the small number (20) included in the survey. Therefore it is not conclusive whether a majority of the bed and breakfast operations are making a profit. The self-definition of success for the bed and

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breakfast operator used in this study includes personal perception of success as well as financial gain.

SUCCESS FACTORS IN SMALL BUSINESS

Small businesses are defined by the Small Business Administration as independently owned operations who do not dominate their field and which operate for a profit. They are considered very small if under 20 people are employed and small when 20 to 99 people are employed. (United States Small Business Administration, 1988).

Small businesses give entrepreneurs a place to establish themselves and fulfill personal and financial dreams. Former President Bush proclaimed during a presentation to attendees of the 1991 Small Business Person of the Year presentation, "Small business owners are 20 million pieces of the American dream" (Applegate, 1991). Small businesses have helped in the creation of new jobs. Between 1960 and 1985, 80 percent of all new jobs in the United States were created by small businesses (Hofer, 1987). In fact in 1980, 97 percent of all businesses were characterized as small businesses. (Ibrahim & Goodwin, 1986).

REASONS FOR STARTING A SMALL BUSINESS

Small businesses are a unique entity in that, although making a profit is important, other aspects may be as important or more so. Less than one third
(29%) new business owners in Minnesota ranked self-employment/autonomy as the main reason for going out on their own. This was followed by income/wealth at 19% and challenge at 12% (Bowers & Tannenbaum, 1991). One established entrepreneur pointed out that some people go into business simply for the thrill of it (Bowers, 1992). Many entrepreneurs find that freedom of action is the most important element in achieving personal satisfaction, more important than prestige, power, and even monetary rewards (Bowers & Tannenbaum, 1991). Freedom to pursue personal passions is another reason people venture out on their own. Operating a business which reflects the owner’s tastes is perceived to be a deeply satisfying experience (Selz, 1991).

The number of small businesses grew in the 1980’s due to the recession and corporate restructuring. Today as many as 50% of M.B.A. students plan to go into business for themselves within ten years of graduation. This is due to the desire for business independence and disillusionment with the bureaucracy of large corporations and their perceived "mediocrity" (Bowers & Tannenbaum, 1991).
FACTORs FOR SURVIVAL IN SMALL BUSINESS

Determination of survival in small business is determined by many factors.

Twelve factors necessary for survival in the 1990's and continued success in the
21st century as stated by Pollan & Levine (1992) are:

1) Plan for unexpected change;
2) Focus on the process (not just cash flows);
3) Pursue equity financing (less expensive than debt);
4) Strive for uniqueness;
5) Concentrate on the core (focus on the service and/or product that
they are "really" selling);
6) Think and act globally;
7) Maintain a contingency reserve;
8) Develop relationships with your customers;
9) Be fair and flexible with employees;
10) Address expanded constituencies;
11) Address and use environmental concerns; and
12) Establish and maintain solid business partnerships;
(pp. 65-80).

In particular, collection of capital to open and to continue operating a
small business until it is profitable is essential. As Timothy Bates (1990) states:

The ability of owners to raise debt capital is related to values of other
explanatory variables: the financial capital structure of the small business
at the point of start up is therefore endogenous. Specifically, the level of
owner education is a major determinant of the loan amounts that
commercial banks extend to small business formations (p.551).

The factors for survival and importance of capital in small business are
paralleled in the bed and breakfast industry through the importance of operator
awareness of the environment. Understanding realities of the environment and
collection of capital are essential for survival in the bed and breakfast industry as well.

CRITICAL SUCCESS FACTORS

Another way small business success has been research is by the identification of critical success factors (CSFs). These are defined as "events, circumstances, conditions, or activities that require special attention because of their significance. They can be internal or external and can influence success either positively or negatively" (Dickinson, Ferguson, & Sircar, 1984). Critical success factors can aid the small business person in creating a business, management of human relations factors, development of management information systems, maintaining a focus, planning and organizing.

CSFs consist of the following:

1) Possible events or occurrences which, although not predictable, do have some significant probability of occurrence (i.e. there is risk exposure).

2) A performance or level of achievement of an individual on which the company has a particular dependence for success.

3) A condition which, if not corrected or changed, will have a serious negative impact on the company’s ability to meet its goals.

4) A condition that makes it possible for the company to meet its objectives and which requires special protective or monitoring action.

5) The operation, system, process, or facility upon which the company has a special dependence for a high level of performance or utilization and which causes a special vulnerability because of significant probabilities that such performance cannot be met, and which requires special monitoring or contingency plans (Dickinson, Ferguson, & Sircar, 1984, pp. 49-50).
SUCCESS IN SMALL BUSINESS THROUGH ENTREPRENEURIAL BEHAVIOR

The entrepreneurial behavioral characteristics have proven to help in the success of small businesses. Ibrahim and Goodwin (1986) found entrepreneurial behavior to be a key factor for small business success. Other studies support this fact and contend that personality traits (i.e. "risk taking, autonomy, change, cognitive structure, innovation, and locus of control") are effectual measurements in discerning successful entrepreneurs from the general population (Brockhaus, 1980; Sexton and Bowman, 1983). Chaganti & Chaganti found innovation, creativity, and managerial competence to be key success factors for small business (1983). Lucas (1978) implied that people with more entrepreneurial capability became entrepreneurs whereas people with less became workers.

Jovanovic’s model (1982) speculated that uncertainty describes the managerial factor from the point small business begins operations. The learning process begins for the entrepreneur from the start of small business operations through actually running a business. Survivors learn through experience and have a better understanding of their abilities. Whereas younger firms’ behavior is more sporadic, older firms’ behavior tends to be increasingly stable (Jovanovic, 1982).

One course a prospective entrepreneur can take to help avoid failure is to appraise the characteristics of a successful entrepreneur and decide if their own
personality is compatible with these characteristics (Dickinson, 1981). The following list of characteristics of a successful entrepreneur has been completed by Timmons (1978, p. 7):

1) Drive and Energy
2) Self-Confidence
3) Long Term Involvement/Commitment
4) Money as a Measure for Success
5) Persistent Problem Solving
6) Goal Orientation
7) Moderate Risk Taking
8) Not Afraid of Failing
9) Feedback Orientated
10) Self-Reliant
11) Effectively Using Resources
12) Competing Against Self-Imposed Standards
13) Control of Fate
14) Tolerance of Ambiguity

SMALL BUSINESS FAILURES

Shapero (1981) has suggested that one of the biggest barriers to entrepreneurship is the widespread belief that almost all new businesses fail in a very short time. However, every failure is an individually driven by the entrepreneur and chances for success vary for each situation. Dickinson (1981) has cited several factors that help businesses succeed: 1) Franchising; 2) Better Education and Training; 3) Borrowing Money; 4) Buying or Inheriting an Ongoing Business; and 5) Other Decision Making Experience (Dickinson, 1981).

Other strategies for small businesses include the following variables. The rate of failure for the franchisee of a large franchisor is lower than a non-
franchised small business by a significant margin (Dickinson, 1981). Although
not definitive, education and training has proven to help businesses survive.

Borrowing money may improve chances for success based on the fact that
the lending facility is more selective of customers whom it lends money to and
for what purpose (Dickinson, 1981). Self-starters had a higher failure rate over
a three year period than purchased or inherited businesses (Dickinson, 1981).
Prior experience in decision making in the capacity of an owner or manager in
any type of business may increase a businesses’ chance for survival (Small
Business Administration, 1976).

STRATEGIES FOR SMALL BUSINESS SURVIVAL

Several strategies can be incorporated into the operation of a new
business to help the business become successful. A list of these strategies
include:

1) differentiating products from competitors
2) focusing differentiation on areas such as product quality, marketing
   approaches, and customer service
3) seeking to dominate competing market segments
4) striving to produce innovative products
5) seeking to grow by building upon the organization’s strengths (Hofer

These strategies can be incorporated with the following guidelines:

1) Face reality squarely; don’t hide from or seek to explain away bad
   news, and don’t give undue attention to good news.
2) Focus on opportunities, not problems! Seek ways to change
   problems into opportunities.
3) Develop innovative responses to such opportunities, and integrate them into a total new venture plan.
4) After reasonable thought and review, take action on such plans!
5) Maintain your health. You’ll need it for the long-pull!
6) Focus upon the essentials! If you get them right, the non-essentials will take care of themselves (Hofer & Sandberg, 1987, p.23).

In summary, small business success depends upon several factors:

augmented capital, education, experience and knowledge of the industry, the characteristics and desire to be an entrepreneur and an ongoing education and knowledge of the business environment.

SUCCESS FACTORS IN THE HOSPITALITY INDUSTRY

In the hospitality industry success may be determined by the quality of the guest experience. Because the experience is intangible, factors that can be used to predict success are elusive. It is also difficult to identify the type of individual who will be successful in the hospitality industry.

As stated by Lane (1993) in his profile of the successful Food and Beverage Manager: "No single profile can predetermine the most successful personality that would endure--and yes, even thrive on--unusually long hours, hard physical work, dissatisfied guests, constant challenges with motivating a fairly free-moving labor market, legal liability and insurance concerns" (p. 38). Successful managers have not been determined based upon their experience, but their love of the business. This is seen in their proclivity to employees and
guests, adherence to detail, and aspiration to yield quality, value, and service to their market (Lane, 1993).

Critical success factors in the hospitality industry can be derived from areas in the industry where good performance is vital to attain goals. Performance can be monitored by specific measures used to monitor critical success factors. Geller (1985) indicated that the most frequently mentioned goals, CSFs, and measures used to monitor CSFs in the hotel industry are:

**Goals most frequently mentioned**

- Profitability, Return on investment
- Growth
- Best management (including image)
- Greatest market share
- Guest satisfaction
- Shareholder wealth-value
- Employee morale
- Maximizing cash flow
- Brand loyalty
- Financial stability

**CSFs most frequently mentioned**

- Employee attitude
- Guest satisfaction (service)
- Superior product (physical plant)
- Superior location
- Maximizing revenue
- Cost control
- Increasing market share
- Increasing customer price-value perception
- Achieve market segmentation

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**Measures most commonly used to monitor CSFs**

- Occupancy percentage
- Guest comment cards
- Turnover (employee)
- Inspections
- Average rate
- Rate of promotion (internal hire)
- Rate of repeat business
- Rate of return (on investment)
- Sale ($)
- Profit (or cash flow)
- Scientific sampling (of guests)
- Complaint Letters
- Gross operating profit
- Outside "shoppers"
- Employee opinion surveys (Geller, 1985, pp. 77-81).

Although some critical success factors may be shared in the hotel industry, each company should ensure that it develops its own CSFs specific to its own needs.

The B&B operator could adapt the above goals, CSFs, and methods to measure CSFs on a smaller scale. Some examples include utilizing the bed and breakfast operation’s occupancy percentage, guest comment cards if available, inspections from a regulatory organization of which the bed and breakfast operator may be a member, rate of repeat business, and an increase in profit over time.
THE BED AND BREAKFAST INDUSTRY

The bed and breakfast industry has increased dramatically in the past decade. In the 1970's there were fewer than 1,000 bed and breakfast operations and today the number totals approximately 20,000 in the United States (Marsh, 1993). A reason for the increase could be due to the number of individuals desiring to escape to the romanticized world of a bed and breakfast operator (Marsh, 1993). Attaining a second income or an additional means of support for retirees are other reasons.

SUCCESSFUL LOCATIONS FOR BED AND BREAKFAST OPERATIONS

Bed and breakfast operations have become an attractive lodging option in rural areas. In fact, a 1989 study indicated that a majority of B&Bs were located in rural areas (Hardy, 1989). However, it is not yet determined whether the growth of bed and breakfast operations in rural areas encouraged travel to rural areas or the growth of B&Bs was indicative of the travel patterns to rural areas. Regardless, B&Bs thrive in both rural and/or tourism destination areas (Warnick & Klar, 1991).

SUCCESS FACTORS IN THE BED AND BREAKFAST INDUSTRY

The main misconception of potential operators in the bed and breakfast industry is the amount of work involved (Bangs, 1987). Bed and breakfast
operations are an appealing invitation to entrepreneurs, but prospective owners should be prepared for hard work. As with most small businesses, the businesses require attention twenty-four hours a day, yielding no free weekends or vacations until it is well into the black. Failure to anticipate or be prepared for the hard work involved contributes to the estimated ten percent annual departure of inn operators from the California B&B industry (Bangs, 1987). Many people venture into the bed and breakfast operation industry naively and undercapitalized (Hardy, 1991).

The reason bed and breakfast operations fail are due to many misconceptions about the industry and improper planning. Research by Dun and Bradstreet (Buchanan & Epeseth, 1988) indicates the following reasons why bed and breakfast operations fail (in decreasing order):

1) Inadequate sales
2) Competitive weakness
3) Heavy operating expenses
4) Poor location
5) Excessive fixed costs
6) Other problems indicating poor judgement (Buchanan & Epeseth, 1988, p. 8).

Upon establishing a bed and breakfast operation the operator should define, describe, and evaluate the concept that will best suit their strengths, interests, and needs. By developing a concept the operator will be able to visualize the total picture in every aspect of the business. The concept should include the following key points:
1) Types of customer
2) Months and days of operation, number of customers, and occupancy percentage by month
3) Structure, furnishing, theme, decor, equipment and atmosphere (the way it "feels" to the customer)
4) Service, emphasizing unique features and amenities
5) Menu, recipes, purchasing, equipment, food preparation and presentation, and service style
6) Marketing
7) Pricing
8) Staffing
9) Strengths and weaknesses of your B&B
10) Financial needs and start-up costs
11) Ability to make a profit and meet financial obligations
12) Expansion opportunities
13) Professional business advisors
14) A failure contingency plan (Buchanan & Epeseth, 1988, p.9).

Along with developing a business concept, the operator should be sure that his or her entire family enjoys meeting new people and having guests and serving their needs (Huss & Banyas, 1986). There is a big difference between liking people and serving people (Walkup, 1991).

People take on a business and remain in business for a variety of reasons, not all of which are based on money. In a nine-state survey, 88% of the bed and breakfast owners considered their business to be successful. In fact, a number of people noted that the business was personally very rewarding for them and therefore a success, even though it was not a financial success (Brown, 1990). One operator states that what makes it all worthwhile is the number of interesting people that one meets and that the number of lifelong friends one makes are phenomenal (Walkup, 1991).
GEORGIA'S BED AND BREAKFAST INN INDUSTRY:

AN EXPLORATORY STUDY

Poynter's research was the first bed and breakfast study on success factors (1991). The study included four separate statements which determined the success of the bed and breakfast operation based upon the owner/manager's self definition of success (Poynter, 1991).

The study covered performance characteristics related to operations, marketing, human resources, finance, and planning, as well as owner/manager attitudes and beliefs. A response rate of 65% (92 out of 140 contacts) was obtained with 54 of the surveys returned were from inns. Four of the surveys were not usable, leaving a sample size of 50.

The respondents of the survey had been in business an average of 4.6 years. The average size of the bed and breakfast operation was 13 rooms and over 76% of the bed and breakfast operations included private baths. The average room rate was $70 with a 43% occupancy rate for January through September 1990. Twenty-four percent of the respondents reported a profit for 1989 and expected to make a profit in 1990. Owner/managers lived on the property in over 64% of the bed and breakfasts and the owners worked an average of 50 to 59 hours a week, whereas managers averaged 60 to 69 hours a week. Over 49% of the respondents had graduated from college and the modal range of their age was 40 to 49 years (Poynter, 1991).
The total sample was divided up into two groups: those who were successful and those who did not meet the success criteria. Success was based upon a self-definition of success. Twenty-four were considered successful and eighteen placed in the other group. A comparison between two groups was made based on a series of correlation coefficients between attitudes and beliefs of bed and breakfast operators and their actual behaviors.

Overall, fifty-two percent of the correlations were significant at the p<.05 level. Correlations between the attitudes, beliefs and behaviors that concerned guests, owner/manager’s relationship with employees, knowledge of marketing, and knowing the bed and breakfast operation’s labor costs were significant at p<.001 (Poynter, 1991).

SUCCESSFUL BED AND BREAKFAST OPERATIONS

The successful group had a significant correlation for past experience in the hospitality industry. Although the past managerial experience and the owner actually having experience correlation was not significant for either group, the correlation proved to be higher for the success group. The correlation between beliefs and behavior of the owner/manager’s knowledge in the bed and breakfast industry was significant for this group while the correlation between belief and behavior about actually having experience in the industry was not significant (Poynter, 1991).
Among the successful bed and breakfast inns there was a significant
correlation between expansion of the inns in Georgia and inns being good for
the state’s dollar. The correlation between the owner’s beliefs and attitudes
about the industry and whether bed and breakfast operations in the area help
the bed and breakfast operation surprised the author. The successful group had
a negative correlation (Poynter, 1991).

Although the correlation between owner/manager’s attention to
detail and the use of a computer in the analysis of the B&B was not significant
for either group, the successful group had a positive correlation (Poynter, 1991).

OTHER BED AND BREAKFAST OPERATIONS

The other group had significant correlations for past experience in the
hospitality industry as well. The other group had a negative correlation in past
managerial experience and the owner actually having experience (Poynter, 1991).

The correlation between beliefs and behavior of the owner/manager’s
knowledge in the bed and breakfast operation industry was significant for the
other group as well. The other group had a significant correlation concerning
knowledge of cash flow/accounting questions, and belief about the
owner/manager’s relationship with employees and attitudes about employees
being essential for success (Poynter, 1991).
There was a positive correlation between an owner's beliefs and attitudes about the industry and whether bed and breakfast operations in the area help the bed and breakfast operation. The correlation between the owner/manager's attention to detail and the use of a computer in the analysis of the bed and breakfast inn was negative for the other group, although the correlation was not significant (Poynter, 1991).

The results from the study indicated that successful bed and breakfast operations differed from other bed and breakfast operations concerning their beliefs and their actual practices. Based on the fact that there were a higher number of correlations in this group than in the other group in all areas studied, the successful inns were more likely to practice what they believed (Poynter, 1991).

THE BED AND BREAKFAST ASSOCIATION OF VIRGINIA

National and state bed and breakfast organizations provide a promotional outlet as well as a forum through which operators can be educated. The state organization for Virginia, the Bed and Breakfast Association of Virginia (BBAV), defines itself as:

An association of highly individual lodging establishments offering the discerning traveler a unique alternative to larger chain hotel and motels. These specialized accommodations reflect the personality and dedication of the owner as well as the region in which each is located. Most are located in the country, in small towns, on quiet city streets and include
private homes, manor houses, farm houses, historic buildings, mills, log cabins, estates, etc. (Bed and Breakfast Association of Virginia, 1993).

The association's objectives and purposes are:

1) To broaden public understanding and appreciation of bed and country inns.
2) To develop and encourage high standards of hospitality and professionalism.
3) To provide a forum for communication on all aspects of the industry.
4) To support and promote one another through referrals and other cooperative activities.
5) To act as an advocate with state and local regulatory agencies.
6) To undertake such other functions consistent with these by laws to advance the interests of the industry (Bed and Breakfast Association of Virginia, 1993).

The Association endorses the American Bed & Breakfast Association's Quality Assurance Program with modifications made by the association. The following are guidelines for the Bed and Breakfast Association of Virginia:

1) A common area must be available for guest and host interaction during evening and breakfast hours.
2) Unhosted facilities or establishments with permanent boarders are not considered bed and breakfast accommodations.
3) There is a minimum of one full guest bath provided for every three rooms. The maximum number of people allowed to share a full bath is four.
4) The bed and breakfast must adhere to all fire regulations on local, state, and federal levels.
5) Each guest room should have proper ventilating and heating equipment according to local climate.
6) The area surrounding the bed and breakfast as well as the B&B itself should be attractive, desirable, and safe.
7) Parking must be convenient and close to the B&B.
8) The interior of the B&B must maintain a high degree of cleanliness.
9) Guest rooms should be spacious enough to ensure comfortable movement, have adequate storage, and a lock on the bedroom door for privacy.
10) Beds should be of good quality. Sofa beds cannot be used as the primary bed in the guest room. For stays longer than one night the linens should be changed every third day.

11) Bathrooms should have good illumination, an ample supply of hot water, and a latch on the door.

12) The preparation of food should be in a kitchen in compliance with health standards. The type of breakfast (full or continental) should be established when reservations are made.

13) The B&B must carry adequate liability insurance.

14) Rates and cancellation policies should be established to the guest when the reservation is made.

15) Reasonable precautions should be made to ensure the safety of the guests.

16) Management must permit periodic unscheduled inspections.

17) Complaints from guests must be handled promptly and cooperatively (Bed and Breakfast Association of Virginia, 1993).

Bed and breakfast operations are divided into regions according to Virginia Division of Tourism’s market areas.

District 1: Northern Virginia
District 2: Tidewater, Hampton Roads, & Eastern Shore
District 3: Central Virginia
District 4: Shenandoah Valley
District 5: Southwest Blue Ridge Highlands

SUMMARY

This chapter reviewed the literature which related to the sudden expansion of the bed and breakfast industry since the early 1970's. The change of the definition of success for the 1990's was focused upon in order to understand the change in the work place which has helped to prompt this growth in the industry. Small businesses were researched in order to discover why people start small businesses, how success can be determined, what factors are critical for success,
what type of behavior is necessary for success, why they fail, and strategies for survival. The research of success factors in the hospitality industry helped to focus on what was necessary for success by developing an understanding and use of Critical Success Factors.

Success factors in the bed and breakfast operation industry were developed from prior research to show how bed and breakfast operations survive and how success is determined differently in the bed and breakfast industry.

Poynter’s (1991) study illustrated areas upon which this study’s research can focus to understand what attitudes and beliefs are perceived necessary for success and how they relate with the operator’s actual behavior. Also discovered was whether there was a relationship between the two groups and if there was a difference between successful and other B&Bs.

The information about the Bed and Breakfast Association of Virginia showed the standards by which the population of this sample are held accountable. The information also provided insight into how regulations can help in the success of bed and breakfast operations in Virginia.
CHAPTER THREE

RESEARCH DESIGN AND METHODOLOGY

This study was modeled after a previous study (Poynter, 1991). The study looked at many variables perceived necessary for success in operating a bed and breakfast. The operator's actual behavior was correlated with the variables perceived necessary for success in operating a bed and breakfast. The correlations were studied to find positive or negative correlations based upon whether the operator had a self formulated definition of success or not (Poynter, 1991).

The variables in Poynter's study included operations, marketing, finance, human resources, and owner/manager attitudes and beliefs. This study focused on owner/manager attitudes and beliefs perceived necessary for success, and actual behaviors of the operator. B&B operators were also separated into two groups: a success and other group based upon their self definition of success and correlations between successful and other bed and breakfast operations as determined by a self definition of success. A general demographic profile of
Virginia bed and breakfasts also was developed. The following variables were analyzed:

1. Attitudes and beliefs operators perceive necessary for success.
2. The actual behavior of the operators.
3. Absence or presence of success as determined by operator's self definition of success.
4. Demographics of the bed and breakfasts in Virginia.

RESEARCH DESIGN

POPULATION

The population of interest are members of the Bed and Breakfast Association of Virginia (BBAV). This population consists of 174 B&Bs and was chosen because the membership is made up of full time operators. The researcher wanted to avoid homestay operators who only open spare rooms for special occasions such as homecoming festivities and graduations. The BBAV does not include larger inns which may have the "charm" of a bed and breakfast, but operate in a capacity similar to a hotel. In Virginia there are over 600 bed and breakfasts that include homestays and larger inns which have the characteristics of a bed and breakfasts but have over 20 rooms (Hepler, 1993). Therefore the BBAV includes 27% of the total number estimated by Muncy, the author of *Bed and Breakfast and Unique Inns of Virginia* (Hepler, 1993).
All of the members of the Bed and Breakfast Association of Virginia operate year round except for one bed and breakfast which operates only in the summer.

The Bed and Breakfast Association of Virginia was representative of bed and breakfasts in Virginia. They differed in size, amenities offered, price per room, and were located throughout Virginia. Membership of the Bed and Breakfast Association of Virginia was large enough and diverse enough to represent Bed and Breakfast operators in Virginia (Bed and Breakfast Association of Virginia, 1993).

DEVELOPMENT OF THE SURVEY

The survey utilized in the Poynter study was modified for this study. Although sections of this survey were utilized for the purpose of this study, they were included for further research opportunities and by the request of the Bed and Breakfast Association of Virginia. Some questions that were included in Poynter’s survey were deleted in order to condense the 14 page survey and encourage a reasonable response rate. The survey was also modified to include questions from the Bed and Breakfast Association of Virginia.
POYNTER'S SURVEY

The survey was an exhaustive tool used to obtain information based upon operations, human resources, finance, marketing, and attitudes and beliefs of owner/managers of bed and breakfasts in Georgia.

The first half of the survey asked questions related to the above variables in order to determine factors necessary for success as perceived by the bed and breakfast operator. The second half of the survey contains questions pertaining to the operator's actual behavior in the running of the bed and breakfast.

After consulting with Dr. Poyerter, questions that were not internally consistent and other questions deemed inappropriate were eliminated from this study's survey.

PRESENT SURVEY

The survey was laid out in the same manner as Poyerter’s survey. The first half of the survey contained: 1) Questions pertaining to attitudes and beliefs perceived necessary for success; and 2) Questions aimed at determining whether the operations are successful. The second half of the survey contained: 1) Questions regarding the actual behavior of bed and breakfast operators; and 2) Questions on operating procedures.

The survey was eight pages long and contained sections which were not utilized for the purpose of this study and therefore will not be discussed here.
The sections of the survey included for the present study are operating procedures and attitudes and beliefs. The demographic questions are found in the operating procedure section and the attitudes and beliefs section (see Appendix I, pp. 119 & 121). The attitudes and beliefs questions that were used are located in two sections of the survey (see Appendix I, pp. 117-118 & 120-121).

Based upon the fact that this study used a previously tested survey, a pilot test was not performed.

DATA COLLECTION

After consulting the president of the Bed and Breakfast Association of Virginia, November through early December was determined to be the best time period to distribute the survey. This is based on the drop in occupancy from the busy fall season. A cover letter from Holladay was included with the survey to endorse the study and to encourage B&B operators to respond (Holladay, 1993).

The Dillman method was utilized for the mailing of the surveys (Dillman, 1978). The surveys were sent out with a postage-paid, addressed envelope on November 3, 1993. All surveys were numbered so that returned surveys could be identified. On November 15, 1993 a post card was sent to the participants who had not mailed in the survey to encourage a higher response rate. On December 1, 1993 a letter was sent to participants who had still not responded
along with another survey and postage-paid envelope. Appendix I contains examples of all of the correspondence.

DATA ANALYSIS

The information from returned surveys was transcribed onto Opscan forms. These forms were downloaded to a main frame account and a data file was created on the Virginia Tech main frame computer. The surveys were coded and a SPSS program was used to analyze the data.

VARIABLES
ATTITUDES AND BELIEFS

The attitudes and beliefs perceived necessary for success in running a bed and breakfast were obtained through the questions included in the survey as seen in Appendix I, pp. 117-118. Table 3.1 includes the list of attitudes and beliefs. A Likert scale was used to determine whether the bed and breakfast operator felt items dealing with owner/manager attitudes and beliefs contribute to the overall success of a bed and breakfast operation. A score of four or above is required for the variable to be perceived as necessary for success.
BEHAVIORS

The actual behaviors of the bed and breakfast operators in Virginia were obtained through the questions included in the survey as seen in Appendix I, pp. 120-121. Table 3.2 includes a list of the behaviors. A Likert scale was used to determine the actual behaviors of the bed and breakfast operators. A score of four or above was required to determine if the operators agree that the behavior relates to their running of the operation.

DEMOGRAPHICS

The questions that have been obtained throughout the survey for the demographic section presented in Table 3.3 helped to describe the demographics of the bed and breakfasts of Virginia.

SELF DEFINITION OF SUCCESS

The self definition of success was assembled in four statements taken from Poynter's study (1991). These include the following statements (these statements are included in Table 3.4 and are found in Appendix I, p. 118):

1. The inn is satisfying my personal goals.
2. The inn has or is satisfying my financial goals.
3. My inn is a success; and
4. I have or am accomplishing what I have wanted with my operation.
5. Total success (which is derived by a compilation score of the above dependent variables).

A Likert scale rated the variables with 1 = strongly disagree to 5 = strongly agree with the total success score having a range from 4 to 20. For an operator to be considered successful, a score of at least three must have been obtained on each of the four statements, and a score of at least fifteen was necessary for the total score.

Once the bed and breakfast operations were separated into two groups, successful and unsuccessful, by using the above procedure the attitudes and beliefs and behavior questions seen in Table 3.1 and 3.2 were correlated as seen in Table 3.5 to discover any positive or negative correlations.

TABLES

Table 3.1 contains the attitudes and beliefs perceived necessary for success. The questions are in Likert style format with 5 for strongly agree item is necessary for success and 1 for strongly disagree item is necessary for success.

Table 3.2 contains actual behavior of the bed and breakfast operator. The questions are in Likert style format with 5 for strongly agree and 1 for strongly disagree.

Table 3.3 contains the questions pertaining to demographics of bed and breakfasts in Virginia which are open-ended or request yes or no answers.
Table 3.4 contains the questions which determined the self definition of success. These follow the same Likert style format as the above questions with 5 for strongly agree and 1 for strongly disagree.

Table 3.5 contains the attitudes and beliefs perceived necessary for success with the actual behaviors to which they are correlated.

RESEARCH HYPOTHESES TESTING

The two research hypotheses tested in this study were:

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

HII: The relationship between the attitudes/beliefs and behavior will be greater in the success group than the other group.

Each research hypothesis was tested by a series of subhypotheses.

HI was tested by the following subhypotheses:
Table 3.1

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 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
Management/accounting
High 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's belonging to professional associations
Owner/manager's community involvement

¹Scale: 1-Strongly Disagree to 5-Strongly Agree
Table 3.2

Behaviors of Bed and Breakfast Operators\(^1\)

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

\(^1\)Scale: a=Yes/No(1-2); b=continuous number(0-a); c=strongly disagree to strongly agree (1-5); d=categorical(1-a); e=ranking(1-a).
### Table 3.3

#### 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.

<table>
<thead>
<tr>
<th>Number of guest rooms</th>
<th>Number of private baths</th>
<th>Number of shared baths</th>
</tr>
</thead>
</table>

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?

<table>
<thead>
<tr>
<th>What is your age?</th>
<th>under 20</th>
<th>50-59</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>20-29</td>
<td>60-69</td>
</tr>
<tr>
<td></td>
<td>30-39</td>
<td>70 and over</td>
</tr>
<tr>
<td></td>
<td>40-49</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>What is your educational background?</th>
<th>Some high school</th>
<th>Undergraduate degree(s) Area(s)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>High school diploma</td>
<td>Graduate degree(s) Area(s)</td>
</tr>
<tr>
<td></td>
<td>Some college</td>
<td>Attended course(s) in innkeeping</td>
</tr>
</tbody>
</table>
Table 3.4

Questions Regarding the Self-Definition of Success

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 operations

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
Table 3.5

**Attitudes and Beliefs Perceived Necessary for Success and Corresponding Behaviors**

<table>
<thead>
<tr>
<th>Owner/manager attitudes and beliefs¹</th>
<th>Actual Behavior²</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Owner actively involved in operation</td>
<td>1a. Weekly hours worked by owner³</td>
</tr>
<tr>
<td>2. Family support of venture</td>
<td>2a. Family is supportive⁴</td>
</tr>
<tr>
<td>3. Owner having had work experience in hotels and/or restaurants</td>
<td>3a. Past experience in hotels and/or restaurants⁵</td>
</tr>
<tr>
<td>4. Owner having had past managerial experience</td>
<td>4a. Past managerial experience in large or small businesses⁵</td>
</tr>
<tr>
<td>5. Owner’s education</td>
<td>5a. Educational level⁶</td>
</tr>
<tr>
<td>6. Owner’s positive beliefs and attitudes about the industry</td>
<td>5b. Attended innkeeping course⁷</td>
</tr>
<tr>
<td>7. Owner/manager's personality is people oriented</td>
<td>6a. B&amp;Bs will expand in Virginia because of potential⁸</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 dollar⁸</td>
</tr>
<tr>
<td>9. Owner/manager’s life experiences and background</td>
<td>6c. B&amp;Bs in Virginia are financially profitable⁸</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 alternative⁸</td>
</tr>
<tr>
<td></td>
<td>6f. Like other types of lodging B&amp;Bs will become franchised⁹</td>
</tr>
<tr>
<td></td>
<td>6g. Other B&amp;Bs in my area hurt my business⁹</td>
</tr>
<tr>
<td></td>
<td>6h. Other B&amp;Bs in my area help my business⁹</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).
Table 3.5 (Continued)

<table>
<thead>
<tr>
<th>Owner/manager attitudes and beliefs&lt;sup&gt;1&lt;/sup&gt;</th>
<th>Actual Behavior&lt;sup&gt;2&lt;/sup&gt;</th>
</tr>
</thead>
<tbody>
<tr>
<td>10. Inn as the owner's sole means of support</td>
<td>9c. Travel experience&lt;sup&gt;e&lt;/sup&gt;</td>
</tr>
<tr>
<td>11. Age of the owner/manager</td>
<td>9d. Skills learned from life in general&lt;sup&gt;e&lt;/sup&gt;</td>
</tr>
<tr>
<td>12. High owner/manager knowledge of the bed and breakfast industry</td>
<td>10a. Inn as owner's sole means of support&lt;sup&gt;e&lt;/sup&gt;</td>
</tr>
<tr>
<td>13. Owner/manager having had past experience in the bed and breakfast industry</td>
<td>11a. Owner/manager age&lt;sup&gt;a&lt;/sup&gt;</td>
</tr>
<tr>
<td>14. High owner/manager knowledge of cash flow/accounting</td>
<td>12a. Owner/manager of the bed and breakfast knowledgeable of the bed and breakfast industry&lt;sup&gt;a&lt;/sup&gt;</td>
</tr>
<tr>
<td>15. High owner/manager knowledge of marketing</td>
<td>13a. Past experience in the bed and breakfast industry&lt;sup&gt;b&lt;/sup&gt;</td>
</tr>
<tr>
<td>16. Owner/manager's relationship with employees</td>
<td>14a. High knowledge of cash flow/accounting&lt;sup&gt;e&lt;/sup&gt;</td>
</tr>
<tr>
<td>17. Owner/manager's relationship with guests</td>
<td>15a. High knowledge of marketing&lt;sup&gt;e&lt;/sup&gt;</td>
</tr>
<tr>
<td>18. Owner/manager's attention to detail</td>
<td>16a. My employees are essential to my B&amp; Bs success&lt;sup&gt;e&lt;/sup&gt;</td>
</tr>
</tbody>
</table>

19. Owner/manager's interpersonal skills
20. Owner/manager's belonging to professional associations
21. Owner/manager's community involvement and breakfast industry

| Owner/manager's belonging to professional associations | 20a. Number of professional associations<sup>b</sup> |
| Owner/manager's community involvement and breakfast industry | 21a. Member of local Chamber of Commerce<sup>a</sup> |

<sup>1</sup>Scale: 1-Strongly Disagree to 5-Strongly Agree
<sup>2</sup>Scale: a=Yes/No(1-2);b=continuous number(0-a);c=strongly disagree to strongly agree (1-5);d=categorical(1-9);e=ranking(1-a).
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 Virginia 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 Virginia 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 orientated and owner/manager personality contributes to success.

H7B: A correlation exists between owner/manager’s personality is people orientated 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 of 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 operations 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.

H21: A correlation exists between owner/manager’s community involvement and member of local Chamber of Commerce.

HII was tested by the following subhypotheses:

H1: The correlation of owner/manager actively involved in the operation and weekly hours worked by owner will be greater in the success group than the other group.

H2: The correlation of family support of venture and family is supportive of the operation will be greater in the success group than the other group.

H3A: The correlation of owner having had work experience in hotels and/or restaurants and past experience in hotels will be greater in the success group than the other group.

H3B: The correlation of owner having had work experience in hotels and/or restaurants and past experience in restaurants will be greater in the success group than the other group.

H4A: The correlation of owner having had past managerial experience and past experience in large business will be greater in the success group than the other group.
H4B: The correlation of owner having had past managerial experience and past experience in small business will be greater in the success group than the other group.

H5: The correlation of owner's education and education level will be greater in the success group than the other group.

H6A: The correlation of owner's positive beliefs and attitudes about the industry and bed and breakfast operations will expand in Virginia because of potential will be greater in the success group than the other group.

H6B: The correlation of owner's positive beliefs and attitudes about the industry and bed and breakfast operations are good for the state lodging dollar will be greater in the success group than the other group.

H6C: The correlation of owner's positive beliefs and attitudes about the industry and bed and breakfast operations in Virginia are financially profitable will be greater in the success group than the other group.

H6D: The correlation of 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 will be greater in the success group than the other group.
H6E: The correlation of owner’s positive beliefs and attitudes about the industry and bed and breakfast operations are a permanent lodging alternative will be greater in the success group than the other group.

H6F: The correlation of owner’s positive beliefs and attitudes about the industry and like other types of lodging bed and breakfast operations will be franchised will be greater in the success group than the other group.

H6G: The correlation of owner’s positive beliefs and attitudes about the industry and other bed and breakfast operations in my area hurt my business will be greater in the success group than the other group.

H6H: The correlation of owner’s positive beliefs and attitudes about the industry and other bed and breakfast operations in my area help my business will be greater in the success group than the other group.

H7A: The correlation of owner/manager’s personality is people orientated and owner/manager personality contributes to success will be greater in the success group than the other group.

H7B: The correlation of owner/manager’s personality is people orientated and my interpersonal skills have helped in business will be greater in the success group than the other group.

H8: The correlation of owner/manager’s use of financial data to make decisions and use of financial data to make decisions will be greater in the success group than the other group.
H9A: The correlation of owner/manager's life experiences and background and education will be greater in the success group than the other group.

H9B: The correlation of owner/manager's life experiences and background and work/volunteer experience will be greater in the success group than the other group.

H9C: The correlation of owner/manager's life experiences and background and travel experience will be greater in the success group than the other group.

H9D: The correlation of owner/manager's life experiences and background and skills learned from life in general will be greater in the success group than the other group.

H10: The correlation of inn as the owner's sole means of support and inn as the owner's sole means of support will be greater in the success group than the other group.

H11: The correlation of age of the owner/manager and the owner/manager's age will be greater in the success group than the other group.

H12: The correlation of high owner/manager knowledge of the bed and breakfast industry and owner/manager of the bed and breakfast knowledgeable of the bed and breakfast industry will be greater in the success group than the other group.
H13: The correlation of owner/manager having had past experience in the bed and breakfast industry and past experience in the bed and breakfast industry will be greater in the success group than the other group.

H14: The correlation of high owner/manager knowledge of cash flow/ accounting and high knowledge of cash flow/accounting will be greater in the success group than the other group.

H15: The correlation of high owner/manager knowledge of marketing and high knowledge of marketing will be greater in the success group than the other group.

H16A: The correlation of owner/manager’s relationship with employees and my employees are essential to my bed and breakfast operation’s success will be greater in the success group than the other group.

H16B: The correlation of owner/manager’s relationship with employees and have a good relationship with employees will be greater in the success group than the other group.

H17: The correlation of owner/manager’s relationship with guests and have a good relationship with guests will be greater in the success group than the other group.

H18A: The correlation of owner/manager’s attention to detail and analyzed competition to see how to stay ahead will be greater in the success group than the other group.
H18B: The correlation of owner/manager's attention to detail and have and use a computer in analysis of the bed and breakfast operation will be greater in the success group than the other group.

H18C: The correlation of owner/manager's attention to detail and know what bed and breakfast operation's break-even point is will be greater in the success group than the other group.

H18D: The correlation of owner/manager's attention to detail and know what bed and breakfast operation's labor costs are will be greater in the success group than the other group.

H18E: The correlation of owner/manager's attention to detail and know what bed and breakfast operation's food costs are will be greater in the success group than the other group.

H19: The correlation of owner/manager's interpersonal skills and interpersonal skills have helped in business will be greater in the success group than the other group.

H20: The correlation of owner/manager's belonging to professional organizations and number of professional organizations will be greater in the success group than the other group.

H21: The correlation of owner/manager's community involvement and member of local chamber of commerce will be greater in the success group than the other group.
The population was separated into successful and other groups based upon their self definition of success. Pearson's correlation was used to calculate the correlations present between what is perceived necessary for success and the operator's actual behavior.

HI was tested by calculating the correlation coefficient for the entire sample to determine if the correlation was significant at .05 using a two-tailed test.

HII was tested by calculating the correlation coefficient for successful and other bed and breakfast operations and Fisher's r to z transformation was utilized to test for any significant differences at the .05 level using a one-tailed test.

SUMMARY

This chapter denoted the methodology and research design to be used in the study. The study is based upon Georgia's Bed and Breakfast Industry: An Exploratory Study to Identify Success Factors (Poynter, 1991).

The population used in this study are the members of the Bed and Breakfast Association of Virginia. The surveys were distributed during November and December 1993. The variables analyzed were:

1) Attitudes and beliefs operators perceive necessary for success.
2) The actual behavior of the operators.
3) Absence or presence of success as determined by operator's self definition of success.
4) Demographics of the bed and breakfasts in Virginia.

Based on the variables the study tested the following two research hypotheses which were both tested by using a series of subhypotheses:

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

HII: The relationship between the attitudes/beliefs and behavior will be greater in the success group than the other group.
CHAPTER FOUR

RESEARCH FINDINGS

In this chapter the findings of the research will be presented. The survey response, sample description, and data analysis will be discussed. The chapter closes with the hypotheses results.

SURVEY RESPONSE

One hundred and twenty-four of the 174 surveys were returned resulting in a 71.2% response rate. Only one survey was not usable for the purpose of this study. The data was collected from November 1993 until January 1994. The dispersion of the responses from across the state gave a fair representation of Virginia bed and breakfasts.
SAMPLE DESCRIPTION

BED AND BREAKFAST OPERATION INFORMATION

The bed and breakfasts were located in rural areas (58%); over half (52.9%) were in cities under 10,000 people (Table 4.1). Most of the bed and breakfasts began operating after 1984 (88.5) and 95.9% of the owner/managers began management of the bed and breakfast after 1982. A large percentage of the bed and breakfasts had between two and eight guest rooms (88.7%) and between one and eight private baths (92.3%). The bed and breakfasts with shared baths generally had two shared bathrooms (52.6%).

Over 66% of the owner/managers were 50 years of age and over (Table 4.2). The operators were highly educated; 77.5% had a undergraduate or graduate degree. Most bed and breakfast operations were managed by operators whose sole occupation was operating the bed and breakfast (55.4%) and lived on the premises (93.2%).

As shown by Table 4.3, most bed and breakfast operations had 24 hour staffing (64.8%) and a parlor or lobby area for guests (95.1%). however most operations did not have commercial kitchens (79.7%) and consequently few (9.8%) had a restaurant open to non-guests, offered catering (19.7%) or served dinner to guests upon request (30.1%). Over 41% had public meeting rooms for rent, and a majority of the bed and breakfast operations (69.1%) had the capacity to hold between 15 and 50 people for meetings. Few bed and breakfast
Table 4.1

**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>52.9</td>
<td>64</td>
</tr>
<tr>
<td>10,000-49,999</td>
<td>33.1</td>
<td>40</td>
</tr>
<tr>
<td>50,000-99,999</td>
<td>6.6</td>
<td>8</td>
</tr>
<tr>
<td>100,000 and Over</td>
<td>7.4</td>
<td>9</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Location</th>
<th>Percent</th>
<th>N</th>
</tr>
</thead>
<tbody>
<tr>
<td>Downtown</td>
<td>32.2</td>
<td>39</td>
</tr>
<tr>
<td>Suburb</td>
<td>9.1</td>
<td>11</td>
</tr>
<tr>
<td>Rural</td>
<td>58.7</td>
<td>71</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>When did the B&amp;B begin operation?</th>
<th>Percent</th>
<th>N</th>
</tr>
</thead>
<tbody>
<tr>
<td>1940</td>
<td>0.8</td>
<td>1</td>
</tr>
<tr>
<td>1978-84</td>
<td>10.6</td>
<td>13</td>
</tr>
<tr>
<td>1985-89</td>
<td>43.1</td>
<td>53</td>
</tr>
<tr>
<td>1990-94</td>
<td>45.4</td>
<td>56</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>When did you begin ownership or management of the B&amp;B?</th>
<th>Percent</th>
<th>N</th>
</tr>
</thead>
<tbody>
<tr>
<td>1979-82</td>
<td>4.0</td>
<td>5</td>
</tr>
<tr>
<td>1983-86</td>
<td>16.3</td>
<td>20</td>
</tr>
<tr>
<td>1987-90</td>
<td>35.7</td>
<td>44</td>
</tr>
<tr>
<td>1991-94</td>
<td>43.9</td>
<td>54</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Number of Guest Rooms</th>
<th>Percent</th>
<th>N</th>
</tr>
</thead>
<tbody>
<tr>
<td>2-4</td>
<td>53.7</td>
<td>66</td>
</tr>
<tr>
<td>5-8</td>
<td>35.0</td>
<td>43</td>
</tr>
<tr>
<td>9-12</td>
<td>9.7</td>
<td>12</td>
</tr>
<tr>
<td>14-15</td>
<td>1.6</td>
<td>2</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Number of Private Baths</th>
<th>Percent</th>
<th>N</th>
</tr>
</thead>
<tbody>
<tr>
<td>1-4</td>
<td>63.2</td>
<td>74</td>
</tr>
<tr>
<td>5-8</td>
<td>29.1</td>
<td>34</td>
</tr>
<tr>
<td>9-12</td>
<td>6.0</td>
<td>7</td>
</tr>
<tr>
<td>14-15</td>
<td>1.8</td>
<td>2</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Number of Shared Baths</th>
<th>Percent</th>
<th>N</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>34.2</td>
<td>13</td>
</tr>
<tr>
<td>2</td>
<td>52.6</td>
<td>20</td>
</tr>
<tr>
<td>3</td>
<td>2.6</td>
<td>1</td>
</tr>
<tr>
<td>5</td>
<td>10.5</td>
<td>4</td>
</tr>
</tbody>
</table>

*Total percent may not equal 100 due to rounding*
### Table 4.2

**Owner/Manager Information**

<table>
<thead>
<tr>
<th>Age Range</th>
<th>Percent</th>
<th>N</th>
</tr>
</thead>
<tbody>
<tr>
<td>20-29</td>
<td>2.5</td>
<td>3</td>
</tr>
<tr>
<td>30-39</td>
<td>7.3</td>
<td>8</td>
</tr>
<tr>
<td>40-49</td>
<td>29.5</td>
<td>36</td>
</tr>
<tr>
<td>50-59</td>
<td>37.7</td>
<td>46</td>
</tr>
<tr>
<td>60-69</td>
<td>18.0</td>
<td>22</td>
</tr>
<tr>
<td>70 and Over</td>
<td>4.9</td>
<td>6</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Educational Background</th>
<th>Percent</th>
<th>N</th>
</tr>
</thead>
<tbody>
<tr>
<td>Some high school</td>
<td>1.5</td>
<td>1</td>
</tr>
<tr>
<td>High school diploma</td>
<td>3.1</td>
<td>4</td>
</tr>
<tr>
<td>Some college</td>
<td>17.8</td>
<td>23</td>
</tr>
<tr>
<td>Undergraduate degree</td>
<td>43.4</td>
<td>57</td>
</tr>
<tr>
<td>Graduate degree</td>
<td>34.1</td>
<td>38</td>
</tr>
<tr>
<td>Attended innkeeping course</td>
<td>22.1</td>
<td>27</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Sole Occupation?</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>55.4</td>
<td>67</td>
</tr>
<tr>
<td>No</td>
<td>44.6</td>
<td>54</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Owner/Manager live on premises?</th>
<th>Percent</th>
<th>N</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>93.2</td>
<td>111</td>
</tr>
<tr>
<td>No</td>
<td>6.8</td>
<td>11</td>
</tr>
</tbody>
</table>

*Total may not equal 100 due to rounding*
operations had gift shops (20.3%), sold antiques (13.1%), or had an art
gallery/sold art (15.4%). Generally the bed and breakfasts did not require
reservations but recommended them (53.3%).

SELF DEFINITION OF SUCCESS SCORE

Success was defined by four components (Table 4.4). The final score
being the sum of the responses to these four questions. The total sample
equaled 123; the successful group had 74 bed and breakfast operations, the other
group had 49. Obviously the mean scores were higher in the success group than
in the other group in all categories. The largest disparity between the two
groups occurred when responding to the question relating to the operation
fulfilling their financial goals (4.041 for successful group, 2.171 for other group).
The total success score was 15.851 for the entire sample which was above the
required sum of 15 needed to be defined as a success. However the successful
group received 17.486 for a total success score and the other group had a score
of 13.171.

CORRELATION RESULTS

Upon analysis of the relationships between attitudes and beliefs
perceived necessary for success and the operator's actual behavior, the following
findings emerged. Out of a total of 39 correlations 31 were positive with three
**Table 4.3**

**Offerings of Bed and Breakfast***

<table>
<thead>
<tr>
<th>Offerings</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>64.8</td>
<td>79</td>
</tr>
<tr>
<td>No</td>
<td>35.2</td>
<td>43</td>
</tr>
<tr>
<td>Commercial Kitchen</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Yes</td>
<td>20.3</td>
<td>25</td>
</tr>
<tr>
<td>No</td>
<td>79.7</td>
<td>98</td>
</tr>
<tr>
<td>Restaurant Open to Non-Guests</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Yes</td>
<td>9.8</td>
<td>12</td>
</tr>
<tr>
<td>No</td>
<td>90.2</td>
<td>111</td>
</tr>
<tr>
<td>Offer Catering</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Yes</td>
<td>19.7</td>
<td>24</td>
</tr>
<tr>
<td>No</td>
<td>80.3</td>
<td>98</td>
</tr>
<tr>
<td>Serve Dinner to Guests Upon Request</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Yes</td>
<td>30.1</td>
<td>37</td>
</tr>
<tr>
<td>No</td>
<td>69.9</td>
<td>86</td>
</tr>
<tr>
<td>Public Meeting Rooms for Rent</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Yes</td>
<td>41.5</td>
<td>51</td>
</tr>
<tr>
<td>No</td>
<td>58.5</td>
<td>72</td>
</tr>
<tr>
<td>Meeting Room Capacity</td>
<td></td>
<td></td>
</tr>
<tr>
<td>6-9</td>
<td>9.6</td>
<td>4</td>
</tr>
<tr>
<td>10-12</td>
<td>14.3</td>
<td>6</td>
</tr>
<tr>
<td>15-18</td>
<td>19.1</td>
<td>8</td>
</tr>
<tr>
<td>20-25</td>
<td>19.1</td>
<td>8</td>
</tr>
<tr>
<td>30-50</td>
<td>30.9</td>
<td>13</td>
</tr>
<tr>
<td>75-150</td>
<td>7.2</td>
<td>3</td>
</tr>
<tr>
<td>Gift Shop</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Yes</td>
<td>20.3</td>
<td>25</td>
</tr>
<tr>
<td>No</td>
<td>79.7</td>
<td>98</td>
</tr>
<tr>
<td>Antique Shop or Antiques for Sale</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Yes</td>
<td>13.1</td>
<td>16</td>
</tr>
<tr>
<td>No</td>
<td>86.9</td>
<td>106</td>
</tr>
<tr>
<td>Art Gallery or Art for Sale</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Yes</td>
<td>15.4</td>
<td>117</td>
</tr>
<tr>
<td>No</td>
<td>84.6</td>
<td>6</td>
</tr>
<tr>
<td>Parlor/Lobby Area for Guests</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Yes</td>
<td>95.1</td>
<td>19</td>
</tr>
<tr>
<td>No</td>
<td>4.9</td>
<td>104</td>
</tr>
<tr>
<td>Are reservations required?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Yes</td>
<td>43.4</td>
<td>53</td>
</tr>
<tr>
<td>No</td>
<td>3.3</td>
<td>5</td>
</tr>
<tr>
<td>No, but recommended</td>
<td>53.3</td>
<td>65</td>
</tr>
</tbody>
</table>

*Total percent may not equal 100 due to rounding.
### Table 4.4

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

<table>
<thead>
<tr>
<th>Success Component</th>
<th>Total Sample (N=123)</th>
<th>Successful B&amp;Bs* (N=74)</th>
<th>Other B&amp;Bs* (N=49)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>X</td>
<td>SD</td>
<td>X</td>
</tr>
<tr>
<td>My operation has or is fulfilling my personal goals**</td>
<td>4.2</td>
<td>.772</td>
<td>4.5</td>
</tr>
<tr>
<td>My operation has or is fulfilling my financial goals**</td>
<td>3.4</td>
<td>1.060</td>
<td>4.0</td>
</tr>
<tr>
<td>My operation is a success**</td>
<td>4.2</td>
<td>.704</td>
<td>4.5</td>
</tr>
<tr>
<td>I have or am accomplishing what I have wanted to do with my operation**</td>
<td>4.1</td>
<td>.887</td>
<td>4.5</td>
</tr>
<tr>
<td>Total Success Score***</td>
<td>15.9</td>
<td>2.685</td>
<td>17.5</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 >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.
greater than 0.50, eight between 0.25 and 0.50, and 20 between 0.00 and 0.25

(Please refer to table 4.5).

The success group had 28 correlations out of the 39 that were positive. Three of the correlations were greater than 0.50, nine were between 0.25 and 0.50, and sixteen were between 0.00 and 0.25.

The other group had 31 correlations out of 39 that were positive. Three of the correlations were greater than 0.50, nine were between 0.25 and 0.50, and nineteen were between 0.00 and 0.25.

RESULTS FROM HYPOTHESES

RESEARCH HYPOTHESES I

H1: A correlation exists between each pairing of attitudes/beliefs and actual behavior of the bed and breakfast operator.

This general research hypothesis was tested by a series of subhypotheses. Each significant correlation has a "*" by it in Table 4.5. Correlations were tested at the \( \alpha = .05 \) level.

H1: A correlation exists between owner/manager actively involved in the operation and weekly hours worked by owner.
Table 4.5

**Correlations of Attitudes/Beliefs and Actual Behaviors**

<table>
<thead>
<tr>
<th></th>
<th>Total Group</th>
<th>Success Group (N=74)</th>
<th>Other Group (N=49)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Owner/Manager Attitudes and Beliefs</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Owner actively involved in operation by weekly hours worked by owner</td>
<td>.1006</td>
<td>.0485</td>
<td>.0759</td>
</tr>
<tr>
<td>Family support of venture by family is supportive</td>
<td>.5494**</td>
<td>.6290**</td>
<td>.5070**</td>
</tr>
<tr>
<td>Owner having had work experience in hotels and/or restaurants by past experience in hotels and/or restaurants</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>(Hotels)</td>
<td>.2032*</td>
<td>.2946*</td>
<td>.0188</td>
</tr>
<tr>
<td>(Restaurants)</td>
<td>.3117**</td>
<td>.3529**</td>
<td>.2306</td>
</tr>
<tr>
<td>Owner having had past managerial experience by past managerial experience in large or small businesses</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>(Large)</td>
<td>.2518**</td>
<td>.2937*</td>
<td>.2020</td>
</tr>
<tr>
<td>(Small)</td>
<td>.1076</td>
<td>.1510</td>
<td>-.2876</td>
</tr>
<tr>
<td>Owner’s education by educational level</td>
<td>-.0030</td>
<td>-.1071</td>
<td>.1160</td>
</tr>
<tr>
<td>Owner’s positive beliefs and attitudes about the industry by:</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>(A) B&amp;Bs will expand in Virginia because of potential</td>
<td>.0176</td>
<td>-.0917</td>
<td>.2278</td>
</tr>
<tr>
<td>(B) B&amp;Bs are good for the state lodging dollar</td>
<td>.1519</td>
<td>.1325</td>
<td>.1864</td>
</tr>
<tr>
<td>(C) B&amp;Bs in Virginia are financially profitable</td>
<td>.1171</td>
<td>.0828</td>
<td>.2008</td>
</tr>
</tbody>
</table>

*Indicates significance at .05 α level.
** Indicates significance at .01 α level.
<table>
<thead>
<tr>
<th>Statement</th>
<th>Total Group (N=74)</th>
<th>Success Group (N=74)</th>
<th>Other Group (N=49)</th>
</tr>
</thead>
<tbody>
<tr>
<td>(D) Owning a B&amp;B is a lifestyle change more than it is a way to make money</td>
<td>.0809</td>
<td>.1273</td>
<td>.0889</td>
</tr>
<tr>
<td>(E) B&amp;Bs are a permanent lodging alternative</td>
<td>.1444</td>
<td>.0296</td>
<td>.2813</td>
</tr>
<tr>
<td>(F) Like other types of lodging B&amp;Bs will become franchised</td>
<td>-.0981</td>
<td>-.1434</td>
<td>-.0477</td>
</tr>
<tr>
<td>(G) Other B&amp;Bs in my area hurt my business</td>
<td>-.1657</td>
<td>-.0084</td>
<td>-.3294</td>
</tr>
<tr>
<td>(H) Other B&amp;Bs in my area help my business</td>
<td>.1070</td>
<td>-.0531</td>
<td>.3991*</td>
</tr>
<tr>
<td>Owner/Manager's personality is people oriented by:</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>(A) Owner/Manager personality contributes to success</td>
<td>.2452**</td>
<td>.1463</td>
<td>.2708</td>
</tr>
<tr>
<td>(B) My interpersonal skills have helped in business</td>
<td>.3049**</td>
<td>.1387</td>
<td>.2631</td>
</tr>
<tr>
<td>Owner/Manager's use of financial data to make decisions by using financial data to make decisions</td>
<td>.2053*</td>
<td>.3389**</td>
<td>.1564</td>
</tr>
<tr>
<td>Owner/Manager's life experiences and background by</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>(A) education</td>
<td>-.0860</td>
<td>-.0676</td>
<td>-.2541</td>
</tr>
<tr>
<td>(B) work/volunteer experience</td>
<td>.0717</td>
<td>.1137</td>
<td>.0274</td>
</tr>
<tr>
<td>(C) travel experience</td>
<td>-.1569</td>
<td>-.1575</td>
<td>-.2218</td>
</tr>
<tr>
<td>(D) skills learned from life in general</td>
<td>.1033</td>
<td>.0796</td>
<td>-.0393</td>
</tr>
<tr>
<td>Inn as the owner's sole means of support</td>
<td>-.3257**</td>
<td>-.3398**</td>
<td>-.4632**</td>
</tr>
<tr>
<td>Age of the owner/manager by owner/manager age</td>
<td>.1675</td>
<td>.1211</td>
<td>.1417</td>
</tr>
<tr>
<td>High owner/manager knowledge of the bed and breakfast industry by owner/manager of the bed and breakfast knowledge of the bed and breakfast industry</td>
<td>.4095**</td>
<td>.4771**</td>
<td>.4379**</td>
</tr>
<tr>
<td>Owner/Manager having had past experience in the bed and breakfast industry by past experience in the bed and breakfast industry</td>
<td>.2502**</td>
<td>.3013**</td>
<td>.0686</td>
</tr>
</tbody>
</table>

*Indicates significance at .05 α level.

** Indicates significance at .01 α level.
<table>
<thead>
<tr>
<th>Description</th>
<th>Total Group</th>
<th>Success Group (N=74)</th>
<th>Other Group (N=49)</th>
</tr>
</thead>
<tbody>
<tr>
<td>High Owner/Manager knowledge of cash flow/accounting by high knowledge of cash flow/accounting</td>
<td>.3427**</td>
<td>.5012**</td>
<td>.1197</td>
</tr>
<tr>
<td>High Owner/Manager knowledge of marketing by high knowledge of marketing</td>
<td>.0855</td>
<td>.2177</td>
<td>-.0783</td>
</tr>
<tr>
<td>Owner/Manager's relationship with employees by:</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>(A) My employees are essential to my B&amp;B's success</td>
<td>.3024**</td>
<td>.2815*</td>
<td>.4684**</td>
</tr>
<tr>
<td>(B) Have a good relationship with employees</td>
<td>.5606**</td>
<td>.5390**</td>
<td>.7106**</td>
</tr>
<tr>
<td>Owner/Manager's relationship with guests by having a good relationship with guests</td>
<td>.2848**</td>
<td>.3211**</td>
<td>.5657**</td>
</tr>
<tr>
<td>Owner/Manager's attention to detail:</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>(A) Analyzed competition how to see how to stay ahead</td>
<td>-.0048</td>
<td>.0468</td>
<td>.0043</td>
</tr>
<tr>
<td>(B) Have and use a computer in analysis of the B&amp;B</td>
<td>.0199</td>
<td>-.0160</td>
<td>.3309</td>
</tr>
<tr>
<td>(C) Know what B&amp;B's break-even point is</td>
<td>.1143</td>
<td>.1395</td>
<td>.1254</td>
</tr>
<tr>
<td>(D) Know what B&amp;B's labor costs are</td>
<td>.0897</td>
<td>-.0027</td>
<td>.1456</td>
</tr>
<tr>
<td>(E) Know what B&amp;B's food costs are</td>
<td>.0950</td>
<td>.0435</td>
<td>.1540</td>
</tr>
<tr>
<td>Owner/Manager's interpersonal skills by interpersonal skills have helped in business</td>
<td>.2996**</td>
<td>.2901*</td>
<td>.2781</td>
</tr>
<tr>
<td>Owner/Manager's belonging to professional associations by number of professional associations</td>
<td>-.0084</td>
<td>-.0229</td>
<td>.2787</td>
</tr>
<tr>
<td>Owner/Manager's community involvement by member of local Chamber of Commerce</td>
<td>.0133</td>
<td>.0344</td>
<td>-.0381</td>
</tr>
</tbody>
</table>

*Indicates significance at .05 α level.
** Indicates significance at .01 α level.
There is not statistically significant evidence of a correlation. The correlation of .1006 was not significant at the .05 level.

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

There is statistically significant evidence of a correlation. The correlation of .5494 was 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 .2032 was significant at the .05 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 .3118 was significant at the .05 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 .2518 was significant at the .05 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 .1076 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 -.0030 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 Virginia because of potential.

There is not statistically significant evidence of a correlation. The correlation of .0176 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 .1519 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 Virginia are financially profitable.

There is not statistically significant evidence of a correlation. The correlation of .1171 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 .0809 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 not statistically significant evidence of a correlation. The correlation of .1444 was not significant at the .05 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 -.0981 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 -.1657 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 .1070 was not significant at the .05 level.

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

There is statistically significant evidence of a correlation. The
correlation of .2452 was significant at the .05 level.

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

There is statistically significant evidence of a correlation. The
correlation of .3049 was 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 statistically significant evidence of a correlation. The
correlation of .2053 was significant at the .05 level.

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

There is statistically significant evidence of a correlation. The
correlation of -.0860 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 .0717 was not significant at the .05 level.

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

There is not statistically significant evidence of a correlation. The correlation of -.1569 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 .1033 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 statistically significant evidence of a correlation. The correlation of -.3257 was not significant at the .05 level.

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

There is not statistically significant evidence of a correlation. The correlation of .1714 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 of the bed and breakfast industry.

There is statistically significant evidence of a correlation. The correlation of .4095 was significant at the .05 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 statistically significant evidence of a correlation. The correlation of .2502 was 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 .3427 was significant at the .05 level.

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

There is not statistically significant evidence of a correlation. The correlation of .0855 was not significant at the .05 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 .3024 was significant at the .05 level.

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

There is statistically significant evidence of a correlation. The correlation of .5606 was 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 statistically significant evidence of a correlation. The correlation of .2848 was 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 -.0048 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 .0199 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 .1143 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 .0897 was not significant at the .05 level.

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

There is not statistically significant evidence of a correlation. The correlation of .0950 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 statistically significant evidence of a correlation. The correlation of .2996 was 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 -.0084 was not significant at the .05 level.

H21: A correlation exists between owner/manager's community involvement and number of local chamber of commerce.
There is not statistically significant evidence of a correlation. The
correlation of .0133 was not significant at the .05 level.

Table 4.5 also depicts the significant correlations ($\alpha = .05$) for the
success group and the other group. Two were significant for the success group
and one for the other group.

RESEARCH HYPOTHESES II

HIII: The relationship between the attitudes/beliefs and behavior will be
greater in the success group than the other group.

This hypothesis will be tested by a series of subhypotheses. Each
subhypothesis was tested by the Fishers R to Z transformation. Table 4.6 shows
the difference between the successful and other group correlations and
designates if the difference was significant. A one-tailed test was used and the $\alpha$
level was .05.

H1: The correlation of owner/manager actively involved in the operation by
weekly hours worked will be greater in the success group than the other
group.

There is not statistically significant evidence of a correlation. The
difference of -.0274 was not significant at the .05 level.

H2: The correlation of family support of venture by family is supportive will
be greater in the success group than the other group.
<table>
<thead>
<tr>
<th>Correlation</th>
<th>Difference Between Success Group &amp; Other Group</th>
<th>1 Sided Test of Significance at .05 α Level</th>
</tr>
</thead>
<tbody>
<tr>
<td>Owner actively involved in operation by weekly hours worked by owner</td>
<td>-.0274</td>
<td>No</td>
</tr>
<tr>
<td>Family support of venture by family is supportive</td>
<td>.1220</td>
<td>Yes</td>
</tr>
<tr>
<td>Owner having had work experience in hotels and/or restaurants by past experience in hotels and/or restaurants</td>
<td>.2758</td>
<td>Yes</td>
</tr>
<tr>
<td>Hotels</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Restaurants</td>
<td>.1223</td>
<td>Yes</td>
</tr>
<tr>
<td>Owner having had past managerial experience by past experience in large or small businesses</td>
<td>.4386</td>
<td>Yes</td>
</tr>
<tr>
<td>Small</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Large</td>
<td>.0917</td>
<td>Yes</td>
</tr>
<tr>
<td>Owner's education by education level</td>
<td>-.2231</td>
<td>No</td>
</tr>
<tr>
<td>Owner's positive beliefs and attitudes about the industry by B&amp;Bs will expand in Virginia because of potential</td>
<td>-.3195</td>
<td>No</td>
</tr>
<tr>
<td>B&amp;Bs are good for the state lodging dollar</td>
<td>-.0539</td>
<td>No</td>
</tr>
<tr>
<td>B&amp;Bs in Virginia are financially profitable</td>
<td>-.1180</td>
<td>No</td>
</tr>
<tr>
<td>Owning a B&amp;B is a lifestyle change more than it is a way to make money</td>
<td>.0384</td>
<td>No</td>
</tr>
<tr>
<td>Correlation</td>
<td>Difference Between Success Group &amp; Other Group</td>
<td>1 Sided Test of Significance at .05 α Level</td>
</tr>
<tr>
<td>-----------------------------------------------------------------------------</td>
<td>-----------------------------------------------</td>
<td>---------------------------------------------</td>
</tr>
<tr>
<td>B&amp;Bs are a permanent lodging alternative</td>
<td>-0.2517</td>
<td>No</td>
</tr>
<tr>
<td>Like other types of lodging B&amp;Bs will become franchised</td>
<td>0.1911</td>
<td>No</td>
</tr>
<tr>
<td>Other B&amp;Bs in my area hurt my business</td>
<td>0.3210</td>
<td>Yes</td>
</tr>
<tr>
<td>Other B&amp;Bs in my area help my business</td>
<td>0.4522</td>
<td>No</td>
</tr>
<tr>
<td>Owner/Manager's personality is people oriented by owner/manager personality</td>
<td></td>
<td></td>
</tr>
<tr>
<td>contributes to success</td>
<td>-0.1245</td>
<td>No</td>
</tr>
<tr>
<td>My interpersonal skills have helped in business</td>
<td>-0.1244</td>
<td>No</td>
</tr>
<tr>
<td>Owner/Manager's use of financial data to make decisions by use of financial</td>
<td></td>
<td></td>
</tr>
<tr>
<td>data to make decisions</td>
<td>0.1825</td>
<td>Yes</td>
</tr>
<tr>
<td>Owner/Manager's life experiences and background by education</td>
<td>0.1865</td>
<td>Yes</td>
</tr>
<tr>
<td>Work/Volunteer experience</td>
<td>0.0863</td>
<td>Yes</td>
</tr>
<tr>
<td>Travel experience</td>
<td>0.0643</td>
<td>Yes</td>
</tr>
<tr>
<td>Skills learned from life in general</td>
<td>0.1189</td>
<td>Yes</td>
</tr>
<tr>
<td>Inn as the owner's sole means of support</td>
<td>0.1234</td>
<td>Yes</td>
</tr>
<tr>
<td>Age of the owner/manager by owner/manager age</td>
<td>-0.0206</td>
<td>No</td>
</tr>
<tr>
<td>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</td>
<td>0.0392</td>
<td>Yes</td>
</tr>
<tr>
<td>Owner/Manager having had past experience in the bed and breakfast industry by past experience in the bed and breakfast industry</td>
<td>0.2327</td>
<td>Yes</td>
</tr>
<tr>
<td>High owner/manager knowledge of cash flow/accounting by high knowledge of cash flow/accounting</td>
<td>0.3815</td>
<td>Yes</td>
</tr>
<tr>
<td>High owner/manager knowledge of marketing by high knowledge of marketing</td>
<td>0.2960</td>
<td>Yes</td>
</tr>
<tr>
<td>Correlation</td>
<td>Difference Between Success Group &amp; Other Group at .05 α Level</td>
<td></td>
</tr>
<tr>
<td>-----------------------------------------------------------------------------</td>
<td>---------------------------------------------------------------</td>
<td></td>
</tr>
<tr>
<td>Owner/Manager's relationship with employees by</td>
<td></td>
<td></td>
</tr>
<tr>
<td>My employees are essential to my B&amp;B's success</td>
<td>-.1869 No</td>
<td></td>
</tr>
<tr>
<td>Have a good relationship with employees</td>
<td>-.1716 No</td>
<td></td>
</tr>
<tr>
<td>Owner/Manager's relationship with guests by</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Have a good relationship with guests</td>
<td>-.2446 No</td>
<td></td>
</tr>
<tr>
<td>Owner/Manager's attention to detail by</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Analyzed competition to see how to stay ahead</td>
<td>.0425 Yes</td>
<td></td>
</tr>
<tr>
<td>Have and use a computer in analysis of the B&amp;B</td>
<td>-.3469 No</td>
<td></td>
</tr>
<tr>
<td>Know what B&amp;B's break-even point is</td>
<td>.0141 No</td>
<td></td>
</tr>
<tr>
<td>Know what B&amp;B's labor costs are</td>
<td>-.1483 No</td>
<td></td>
</tr>
<tr>
<td>Know what B&amp;B's food costs are</td>
<td>-.1105 No</td>
<td></td>
</tr>
<tr>
<td>Owner/Manager's interpersonal skills by interpersonal skills have helped in business</td>
<td>.0120 No</td>
<td></td>
</tr>
<tr>
<td>Owner/Manager's belonging to professional organizations by number of professional organizations</td>
<td>-.3016 No</td>
<td></td>
</tr>
<tr>
<td>Owner/Manager's community involvement by member of local chamber of commerce</td>
<td>.6725 Yes</td>
<td></td>
</tr>
</tbody>
</table>
There is statistically significant evidence of a correlation. The difference of .1220 was significant at the .05 level.

H3A: The correlation of owner having had work experience in hotels and/or restaurants by past experience in hotels will be greater in the success group than the other group.

There is statistically significant evidence of a correlation. The difference of .2758 was significant at the .05 level.

H3B: The correlation of owner having had work experience in hotels and/or restaurants by past experience in restaurants will be greater in the success group than the other group.

There is statistically significant evidence of a correlation. The difference of .1223 was significant at the .05 level.

H4A: The correlation of owner having had past managerial experience by past experience in small business will be greater in the success group than the other group.

There is statistically significant evidence of a correlation. The difference of .4386 was significant at the .05 level.

H4B: The correlation of owner having had past managerial experience by past experience in large business will be greater in the success group than the other group.
There is statistically significant evidence of a correlation. The difference of .0917 was significant at the .05 level.

**H5:** The correlation of owner’s education by education level will be greater in the success group than the other group.

There is not statistically significant evidence of a correlation. The difference of -.2231 was not significant at the .05 level.

**H6A:** The correlation of owner’s positive beliefs and attitudes about the industry by bed and breakfast operations will expand in Virginia because of potential will be greater in the success group than the other group.

There is not statistically significant evidence of a correlation. The difference of -.3195 was not significant at the .05 level.

**H6B:** The correlation of owner’s positive beliefs and attitudes about the industry by bed and breakfast operations are good for the state lodging dollar will be greater in the success group than the other group.

There is not statistically significant evidence of a correlation. The difference of -.0539 was not significant at the .05 level.

**H6C:** The correlation of owner’s positive beliefs and attitudes about the industry by bed and breakfast operations in Virginia are financially profitable will be greater in the success group than the other group.

There is not statistically significant evidence of a correlation. The difference of -.1180 was not significant at the .05 level.
H6D: The correlation of owner's positive beliefs and attitudes about the industry by owning a bed and breakfast operation is a lifestyle change more than it is a way to make money will be greater in the success group than the other group.

There is not statistically significant evidence of a correlation. The difference of .0384 was not significant at the .05 level.

H6E: The correlation of owner's positive beliefs and attitudes about the industry by bed and breakfast operations are a permanent lodging alternative will be greater in the success group than the other group.

There is not statistically significant evidence of a correlation. The difference of -.2517 was not significant at the .05 level.

H6F: The correlation of owner's positive beliefs and attitudes about the industry by like other types of lodging bed and breakfast operations will be franchised will be greater in the success group than the other group.

There is not statistically significant evidence of a correlation. The difference of -.1911 was not significant at the .05 level.

H6G: The correlation of owner's positive beliefs and attitudes about the industry by other bed and breakfast operations in my area hurt my business will be greater in the success group than the other group.

There is statistically significant evidence of a correlation. The difference of .3210 was significant at the .05 level.
H6H: The correlation of owner's positive beliefs and attitudes about the
industry by other bed and breakfast operations in my area help my
business will be greater in the success group than the other group.

There is not statistically significant evidence of a correlation. The
difference of -.4522 was not significant at the .05 level.

H7A: The correlation of owner/manager's personality is people orientated by
owner/manager personality contributes to success will be greater in the
success group than the other group.

There is not statistically significant evidence of a correlation. The
difference of -.1245 was not significant at the .05 level.

H7B: The correlation of owner/manager's personality is people orientated by
my interpersonal skills have helped in business will be greater in the
success group than the other group.

There is not statistically significant evidence of a correlation. The
difference of -.1244 was not significant at the .05 level.

H8: The correlation of owner/manager's use of financial data to make
decisions by use of financial data to make decisions will be greater in the
success group than the other group.

There is statistically significant evidence of a correlation. The
difference of .1825 was significant at the .05 level.
H9A: The correlation of owner/manager's life experiences and background by education will be greater in the success group than the other group.

There is statistically significant evidence of a correlation. The difference of .1865 was significant at the .05 level.

H9B: The correlation of owner/manager's life experiences and background by work/volunteer experience will be greater in the success group than the other group.

There is statistically significant evidence of a correlation. The difference of .0863 was significant at the .05 level.

H9C: The correlation of owner/manager's life experiences and background by travel experience will be greater in the success group than the other group.

There is statistically significant evidence of a correlation. The difference of .0643 was significant at the .05 level.

H9D: The correlation of owner/manager's life experiences and background by skills learned from life in general will be greater in the success group than the other group.

There is statistically significant evidence of a correlation. The difference of .1189 was significant at the .05 level.
H10: The correlation of inn as the owner's sole means of support by inn as the owner's sole means of support will be greater in the success group than the other group.

There is statistically significant evidence of a correlation. The difference of .1234 was significant at the .05 level.

H11: The correlation of age of the owner/manager by the owner and manager age will be greater in the success group than the other group.

There is not statistically significant evidence of a correlation. The difference of -.0206 was not significant at the .05 level.

H12: The correlation of 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 will be greater in the success group than the other group.

There is statistically significant evidence of a correlation. The difference of .0392 was significant at the .05 level.

H13: The correlation of owner/manager having had past experience in the bed and breakfast industry by past experience in the bed and breakfast industry will be greater in the success group than the other group.

There is statistically significant evidence of a correlation. The difference of .2327 was significant at the .05 level.
H14: The correlation of high owner/manager knowledge of cash flow/accounting by high knowledge of cash/flow accounting will be greater in the success group than the other group.

There is statistically significant evidence of a correlation. The difference of .3815 was significant at the .05 level.

H15: The correlation of high owner/manager knowledge of marketing by high knowledge of marketing will be greater in the success group than the other group.

There is statistically significant evidence of a correlation. The difference of .2960 was significant at the .05 level.

H16A: The correlation of owner/manager’s relationship with employees by my employees are essential to my bed and breakfast operation’s success will be greater in the success group than the other group.

There is not statistically significant evidence of a correlation. The difference of -.1869 was not significant at the .05 level.

H16B: The correlation of owner/manager’s relationship with employees by have a good relationship with employees will be greater in the success group than the other group.

There is not statistically significant evidence of a correlation. The difference of -.1716 was not significant at the .05 level.
H17: The correlation of owner/manager’s relationship with guests by have a good relationship with guests will be greater in the success group than the other group.

There is not statistically significant evidence of a correlation. The difference of -.2446 was not significant at the .05 level.

H18A: The correlation of owner/manager’s attention to detail by analyzed competition to see how to stay ahead will be greater in the success group than the other group.

There is statistically significant evidence of a correlation. The difference of .0425 was significant at the .05 level.

H18B: The correlation of owner/manager’s attention to detail by have and use a computer in analysis of the bed and breakfast operation will be greater in the success group than the other group.

There is statistically significant evidence of a correlation. The difference of -.3469 was not significant at the .05 level.

H18C: The correlation of owner/manager’s attention to detail by know what B&B’s break-even point is greater in the success group than the other group.

There is not statistically significant evidence of a correlation. The difference of .0141 was not significant at the .05 level.
H18D: The correlation of owner/manager's attention to detail by know what B&B's labor costs are is greater in the success group than the other group.

There is not statistically significant evidence of a correlation. The difference of -.1483 was not significant at the .05 level.

H18E: The correlation of owner/manager's attention to detail by know what B&B's food costs are is greater in the success group than the other group.

There is not statistically significant evidence of a correlation. The difference of -.1105 was not significant at the .05 level.

H19: The correlation of owner/manager's interpersonal skills by interpersonal skills have helped in business is greater in the success group than the other group.

There is not statistically significant evidence of a correlation. The difference of .0120 was not significant at the .05 level.

H20: The correlation of owner/manager's belonging to professional organizations by number of professional organizations is greater in the success group than the other group.

There is not statistically significant evidence of a correlation. The difference of -.3016 was not significant at the .05 level.
H21: The correlation of owner/manager's community involvement by number of local chamber of commerce is greater in the success group than the other group.

There is statistically significant evidence of a correlation. The difference of .0725 was significant at the .05 level.

SUMMARY

There were fifteen correlations that were significant in the total sample at the .05 \( \alpha \) level. In the success group there were thirteen correlations that were significant at the .05 \( \alpha \) level. There were seven correlations that were significant at the .05 \( \alpha \) level in the other group.

The areas in which there were significant relationships included the following: 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.

Research Hypothesis I had 39 subhypotheses, of those 24 statistically significant evidence of a correlation and 15 did not. Research Hypothesis II had
39 subhypotheses, of those 21 had statistically significant evidence of a correlation and 18 did not. An analysis of the results follows in Chapter 5.
CHAPTER FIVE

ANALYSIS OF DATA

This chapter will include an analysis of the results of the study, the implications of the study, and limitations of the study. Future research areas will be discussed as well.

DATA ANALYSIS

In the total sample out of the 39 correlations, 31 were positive and 8 were negative. The success group had 28 positive correlations and 11 negative. The other group had 31 positive correlations and 8 negative.

TOTAL SAMPLE

There is a significant positive correlation between the attitude/belief that family support of the venture was necessary for success and actual support of the family is significantly correlated (.5494). This indicates the need of the family's support in the operation of the bed and breakfast. A significant correlation was present in the attitude/belief that the inn as the owner's sole means of support
was necessary for success and the actual behavior that the inn as the owner's sole means of support (-.3257). This correlation implies that although operators perceive that having the inn be the sole means of support would be important for success of the operation it is not their sole means of support. This disparity could be a result of the perception that if the operation is the operator’s sole means of support more time and energy would be placed in the running of the operation.

There were significant positive correlations between the attitude/belief that the owner have work experience in hotels and/or restaurants was necessary for success and actual past work experience in hotels (.2032) and actual past experience in restaurants (.3118). This implies that the sample that had work experience in hotels and restaurants believed that it was necessary for success in operating a bed and breakfast.

The correlation between the attitude/belief owner having had past managerial experience and actual past managerial experience in large businesses had a significant positive correlation (.2518). The correlation reinstates the need for past experience, more specifically, in a managerial position in a large business. The correlation between the owner having had past managerial experience and actual past managerial experience in small businesses was not significant (.1076). This could be a result of limited experience working in small businesses.
The attitude/belief that owner/manager's personality is people orientated was necessary for success and actual behavior of owner/manager's personality contributes to success had significant positive correlation (.2452). This correlation and the correlation of the attitude/belief that the owner/manager's personality is people orientated and actual behavior of my interpersonal skills have helped in business which also had a significant positive correlation (.3049) indicate the need for the operator to have strong skills working with and relating to people.

The attitude/belief of owner/manager's relationship with employees was necessary for success and actual behavior of my employees are essential to my B&B's success had a significant positive correlation (.3024). This correlation and the correlation between the attitude/belief that owner/manager's relationship with employees was necessary for success and actual behavior of have a good relationship with employees which had a significant positive correlation (.5606) indicate the need for bed and breakfast operators to have a good relationship with employees and acknowledge their importance in the operation of the bed and breakfast.

There was a significant positive correlation present in the attitude/belief that owner/manager's relationship with guests was necessary for success and the actual behavior of having a good relationship with guests (.2848). This correlation and the correlation between the attitude/belief that owner/manager's
interpersonal skills are necessary for success and the actual behavior of interpersonal skills have helped in business which had a significant positive correlation (.2996) demonstrate the necessity of a bed and breakfast operator to have the appropriate skills needed to work well with people.

There was a significant positive correlation between the attitude/belief that owner/manager's use financial data to make decisions was necessary for success and actual use of financial data to make decisions (.2053). This is key in that, as a whole, the total sample is cognizant of the usefulness of financial data.

The attitude/belief that high owner/manager knowledge of the bed and breakfast industry was necessary for success and the actual behavior of owner/manager of the bed and breakfast knowledgeable of the bed and breakfast industry had a significant positive correlation (.4095). This correlation and the correlation between the attitude/belief that owner/manager having had experience in the bed and breakfast industry was necessary for success and actual past experience in the bed and breakfast industry which also had a significant positive correlation (.2502) indicated the need for both experience in and to be knowledgeable of the bed and breakfast industry.

The attitude/belief of high owner/manager knowledge of cash flow/accounting was necessary for success and high knowledge of cash flow/accounting had a significant positive correlation (.3427). The correlation
signifies the need for operators to have a working knowledge of cash/flow accounting and utilize this knowledge in the operation of the bed and breakfast.

SUCCESS GROUP

The correlation between the attitude/belief that the family is supportive of the venture was necessary for success and actual family support had a significant positive correlation (.6290). This reiterates the need of support of the family in the successful running of the bed and breakfast operation.

There was a significant positive correlation present between the attitude/belief of the inn as the owner's sole means of support was necessary for success and the actual behavior of the inn as the owner's sole means of support (.3398). This correlation can be indicative of the same reasons seen in the total sample that the owner would put more time and effort into the running of the operation if it was their sole means of support although it is not actually their sole means of support.

The attitude/belief that owner having had past work experience in hotels and/or restaurants was necessary for success and actual past work experience in hotels (.2946) and restaurants (.3529) were significantly correlated. The attitude/belief that owner having had past managerial experience was necessary for success and actual past managerial experience in large organizations was
significantly correlated (.2937). The three correlations indicate the importance of past managerial experience in hotels, restaurants, and large organizations for this group in the success of the bed and breakfast operation.

There was a significant positive correlation present between the attitude/belief of owner/manager's use of financial data was necessary for success and actual use of financial data (.3389). This correlation restates the importance of the practical use of financial data in this group.

The attitude/belief of high owner/manager knowledge of cash flow/accounting was necessary for success and actual high knowledge of cash flow/accounting had a significant positive correlation (.5012). This correlation restates the usefulness in this group to have a working knowledge of cash flow/accounting to increase chances for success of the bed and breakfast operation.

The attitude/belief that high owner/manager knowledge of the bed and breakfast industry was necessary for success and actual owner/manager knowledge of the bed and breakfast industry had a significant positive correlation (.4771). This correlation and the correlation between the attitude/belief that owner/manager having had past experience in the bed and breakfast industry was necessary for success and actual past experience in the bed and breakfast industry which also had a significant positive correlation
(.3013) reiterate the need for experience in and knowledge of the bed and breakfast industry prior to entering.

There was a significant positive correlation between the attitude/belief of the owner/manager’s relationship with employees necessary for success and the actual behavior of my employees are essential to my B&B’s success (.2815). The attitude/belief of owner/manager’s relationship with employees was necessary for success and the actual behavior of have a good relationship with employees had a significant positive correlation (.5390). The attitude/belief of owner/manager relationship with guests was necessary for success and the actual behavior of having a good relationship with guests had a significant positive correlation (.3211). The attitude/belief owner/manager’s interpersonal skills were necessary for success and actual behavior of interpersonal skills have helped in business had a significant positive correlation (.2901). The four above correlations are indicative of the necessity for quality skills in interacting with both guests and employees in the success of the bed and breakfast operation.

OTHER GROUP

There was a significant positive correlation between the attitude/belief that family support of the venture was necessary for success and actual family support (.5070). This reiterates need for family support of the bed and breakfast operation.
The attitude/belief that the inn as the owner's sole means of support was necessary for success and actual behavior of inn as the owner's sole means of support had a significant negative correlation (-.4632). This correlation restates the disparity seen in the total sample as well as the success group. That although bed and breakfast operators perceive the bed and breakfast as the operator's sole means of support is important, it actually is not their only means of support.

The correlation between the attitude/belief that owner's positive beliefs and attitudes about the industry were necessary for success and the actual behavior that other B&Bs in my area help my business was significant (.3991). This indicates that the other group believes that the support from other B&Bs could help their business, possibly through group exposure.

The attitude/belief that high owner/manager knowledge of the bed and breakfast industry was necessary for success and actual behavior of owner/manager of the bed and breakfast knowledgeable of the bed and breakfast industry had a significant positive correlation (.4379). This correlation implies that although the operator is knowledgeable of the bed and breakfast industry, other factors may have prevented the operation from currently being a success.

The correlations between the attitude/belief that the owner/manager's relationship with employees was necessary for success and the actual behavior of my employees are essential to my B&B's success (.4684) and the actual behavior
of have a good relationship with employees (.7106) both had significant positive correlations. These correlations imply the need to have a good working relationship with employees.

The attitude/belief that the owner/manager's relationship with guests was necessary for success and the actual behavior of having a good relationship with guests had a significant positive correlation (.5657). This correlation restates the need for a positive guest/host relationship.

TOTAL SAMPLE VS. SUCCESS GROUP VS. OTHER GROUP

The correlation between the attitude/belief that family support of the venture was necessary for success and actual family support had significant positive correlations in the total sample, success group, and other group. This strongly implies the need of family support in the operating the bed and breakfast.

The correlations between the attitude/belief that owner having had past experience in the hotel and/or restaurant industry being necessary for success and actual experience in the hotel and restaurant industry were significant in both the total sample and the success group. This implies the need for past experience in the hotel and restaurant industry.

The attitude/belief that owner having had past managerial experience was necessary for success and actual past managerial experience in large
businesses was significant in the total sample as well as the success group. This correlation reiterates the need for managerial experience upon entering the bed and breakfast industry.

The correlation between the attitude/belief that owner/manager's use of financial data to make decisions was necessary for success and the actual use of financial data to make decisions was significant in both the total sample and the success group. The findings reiterate the importance of the practical use of financial data.

The correlation between the owner's positive beliefs and attitudes about the industry and other bed and breakfast operations in the area helping my business was a significant positive correlation for the other group. This is compared to the negative correlation for the success group. These findings imply that successful bed and breakfast operators feel that they do not need other bed and breakfast operations in the area while the other group feels that they may need the support of other bed and breakfast operations.

The attitude/belief that high owner/manager knowledge of the bed and breakfast industry was necessary for success and actual behavior of owner/manager knowledgeable of the bed and breakfast industry had significantly positive relationships in every group. However, the attitude/belief that owner/manager having had experience in the bed and breakfast industry was necessary for success and actual past experience in the bed and breakfast
industry was significantly positive in only the total sample and success group. This states the need for operators to have actual experience in the bed and breakfast industry prior to opening a bed and breakfast operation.

DIFFERENCES BETWEEN SUCCESS GROUP CORRELATION AND OTHER GROUP CORRELATION

There were 17 correlations in which the attitudes/beliefs and actual behavior of the successful group were greater than the other group. The difference between the correlations for attitude/belief of family is supportive of venture and the actual behavior that family is supportive was significant (.1220). Family support is therefore seen as an entity that is not as strong in the other group.

Four correlations imply that past managerial experience, especially experience in hotels and restaurants, influenced the chances for success in bed and breakfast operations. The difference between the correlations for attitude/belief of past experience in hotels and/or restaurants is necessary for success and actual experience in hotels was significant (.2758). The difference between the correlations for attitude/belief of past experience in hotels and/or restaurants is necessary for success and actual experience in restaurants was significant (.1223).
The difference between the correlations for attitude/belief that past managerial experience is necessary for success and actual past experience in small (.4386) businesses and large (.0917) businesses were both significant. Experience in hotels and restaurants influenced the chances for success in bed and breakfasts.

The difference between the correlations for attitude/belief that owner's positive beliefs and attitudes about the industry are necessary for success and actual behavior that other B&Bs in my area hurt my business was significant (.3210). Although both the success group and the other group were negatively correlated the other group had a stronger negative relationship.

The difference between the correlations for the attitude/belief that the owner/manager’s use financial data to make decisions and the actual use of financial data was significant (.1825). Successful bed and breakfasts were more likely to use financial data and think that this is important than the other group. This may show that while the other group gives lip service to using financial data they are not as likely to use it. This also raises the question if they know how to use such information.

The difference between the correlations for attitude/belief that an owner/manager's life experiences and their background were necessary for success and actual education was significantly greater in the success group (.1865). Although both the success group and the other group were negatively
correlated, the success group factored education more into the success of the bed and breakfast than the other group.

The difference between the correlations for attitude/belief that an owner/manager's life experiences and their background were necessary for success and actual work/volunteer experience was significantly greater in the success group (.0863). Both groups had positive correlations, although there was no significance, each group tends to believe that work/volunteer experience is helpful for running a B&B operation the success group had more actual experience.

The difference between the correlations for attitude/belief that an owner/manager's life experiences and their background were necessary for success and actual travel experience (.0643) and skills learned from life in general (.1189) were significantly greater in the success group than the other group. This indicates that through travel and life in general, the success group was better able to utilize knowledge learned to help with the operation of the B&Bs.

The difference between correlations for attitude/belief that the inn as the owner's sole means of support was necessary for success and actual behavior that the inn as the owner's sole means of support was significantly greater in the success group (.1234). The owner being solely dependent upon the bed and
breakfast's income could cause the operator to put more time and energy into the success of the operation.

The difference between the correlations for attitude/belief that high owner/manager knowledge of the bed and breakfast industry is necessary for success and actual behavior that the owner/manager of the bed and breakfast knowledgeable of the bed and breakfast industry was significantly greater in the success group (.0392). This proves the need for the bed and breakfast operator to become informed about the industry prior to starting an operation.

The difference between the correlations for the attitude/belief that owner/manager having had past experience in the bed and breakfast industry being necessary for success and actual experience in the bed and breakfast industry was significantly greater in the success group than the other group (.2327). Although both the success group and the other group had positive correlations, the success group had more actual experience. This reiterates the need for knowledge as well as actual experience in the bed and breakfast industry prior to opening a bed and breakfast operation.

The difference between the correlations for attitude/belief that high owner/manager knowledge of cash flow/accounting is necessary for success and the actual behavior of having high knowledge of cash flow/accounting was significant (.3815). The difference between the correlations for attitude/belief that high owner/manager knowledge of marketing is necessary for success and
the actual behavior of having high knowledge of marketing was significant as well (.2960). It appears the need for a solid business background before starting a bed and breakfast operation is extremely important for successful operators.

The difference between the correlations for attitude/belief that owner/manager’s attention to detail is necessary for success and the actual behavior of having analyzed the competition to stay ahead was significantly greater in the success group (.0425). This reiterates the need to be knowledgeable about the bed and breakfast industry in general as well as, more specifically, what other bed and breakfasts are doing in the area.

The difference between the correlations for attitude/belief that owner/manager’s community involvement is necessary for success and actual behavior of being a member of local Chamber of Commerce was significantly greater in the success group (.0725). This adds support to the premise that a bed and breakfast operation should be involved in the community in order to maintain and gain support which in turn helps with publicity, zoning, etc.

IMPLICATIONS

The results support research that has been done in small businesses. Education and past experience in business were found to be helpful in achieving success in small businesses and in bed and breakfast operations.
The results support Georgia's Bed and Breakfast Inn Industry: An Exploratory Study to Identify Success Factors (1991). Family support, past experience in hotels/restaurants, use of financial data, knowledge of cash flow/accounting, knowledge of the bed and breakfast industry, good relationship with employees, and interpersonal skills were significant in both studies.

This research uncovered many relationships between a person's attitudes/beliefs and their actual behavior. These relationships will add theoretical support to other fields outside the hospitality industry.

The significance in understanding the value of experience in the hotel and restaurant industry reiterates the need for knowledge of the actual demands of the hospitality industry. The time involved as well as the personal instead of fiscal rewards of the work are known by people with experience in the hospitality industry. This knowledge ties in with family support being necessary for success in the bed and breakfast industry. The family will most likely be more supportive if they have experienced the family member working in either the hotel or restaurant industry.

The use of financial data to make decisions in the operation of the bed and breakfast, the use of a computer in the analysis of the bed and breakfast operation, high knowledge of cash/flow accounting, and high knowledge of marketing all had greater correlations in the success group than the other group. This supports the importance of a strong background in business education and
supports the idea of the growing professionalism of the industry. Whereas in the past a good sense of hospitality could have made a bed and breakfast operator successful, today the operator should have a more in depth knowledge of business to be successful. This transformation has come about due to the maturation of the industry and increase in competition.

The attitudes/beliefs that the bed and breakfast operator have both high knowledge of and past experience in the bed and breakfast industry implies that more educational support is needed for this industry. These could include workshops, practical books about this area centered around specific geographic areas and more research. There are limited opportunities for bed and breakfast operators to gain past experience working in bed and breakfast operations. However, this implication reiterates the need for experience and even if one has to volunteer to gain the experience it will be well worth it. Practical understanding of the time and effort involved as well as learning from one’s mistakes can be a valuable commodity before opening a bed and breakfast operation.

Also, it is important to note that the correlation of owner’s positive beliefs and attitudes about the industry and the behavior of owning a bed and breakfast operation is a lifestyle change more than it is a way to make money was not significant. This implies that although a change in lifestyle may be important, money is needed to finance this dream.
Although these actions are not guarantees for success they give direction to bed and breakfast operators. Future operators could determine whether they are suited to run bed and breakfast operations. Current bed and breakfast operators can use these findings to improve their weak areas. They could take classes in business, stay abreast of their competition, and join the local Chamber of Commerce or other professional groups if they are not already members.

LIMITATIONS OF THE STUDY

One limitation of the study was the sample. Since the Bed and Breakfast Association of Virginia members are active in at least one association they may be more successful than bed and breakfast operators who do not belong to associations. However, due to the size of the sample relative to the total number of B&Bs in the state and the broad geographic distribution of the sample B&Bs, this should not prove to be a major limitation.

Another limitation of the study concerns the scale for self definition of success. A bed and breakfast was not considered successful if it did not have at least a score of "3" or above on each question in the scale may be a problem. Some bed and breakfasts had scores of at least "3" on every question but the one referring to financial prosperity. Therefore, some bed and breakfasts may have had a total of "15" but were not part of the success group simply because their financial goals were not being met.
A third limitation concerns the lengthiness of the survey. Even though a relatively high response rate was obtained this could have kept nonrespondents from filling out the survey.

FUTURE RESEARCH AREAS

This study has a wide range of future research implications. A longitudinal study could be performed to determine whether operators' attitudes and beliefs change over time. There also could be a study to compare the percentage from the success group with the percentage of the other group that stay in business past the critical five year period.

The findings of this study can be compared with Georgia's Bed and Breakfast Inn Industry: An Exploratory Study to Identify Success Factors (Poynter, 1991). Due to the scarcity of bed and breakfast studies there is a wide range of opportunity to research the same area in other states and make comparisons.

SUMMARY

The findings of the research have supported the need for the perspective bed and breakfast operator to be cognizant of their attitudes and beliefs. This study shows that to be successful the operator should be knowledgeable of the bed and breakfast industry, have some experience in the bed and breakfast
industry, be well educated in business, aware of the competition, and active in the community. These findings reiterate the need for the perspective operator to fully understand the industry and not to perceive operating a bed and breakfast as a simple hobby, but a lifestyle and business choice.
REFERENCES


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R6.

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

### These Items Deal With the Operation of the B&B

<table>
<thead>
<tr>
<th>Rating</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>5</td>
<td>Having private baths in all guest rooms</td>
</tr>
<tr>
<td>4</td>
<td>Being open year round</td>
</tr>
<tr>
<td>3</td>
<td>Having an owner or manager on premises</td>
</tr>
<tr>
<td>2</td>
<td>Having a restaurant in the operation that serves the public</td>
</tr>
<tr>
<td>1</td>
<td>Providing catering</td>
</tr>
<tr>
<td></td>
<td>Large number of guest rooms (10 rooms or more)</td>
</tr>
<tr>
<td></td>
<td>Having a commercial kitchen even if not mandated by law</td>
</tr>
<tr>
<td></td>
<td>Having other businesses on premises such as gifts, art, antiques</td>
</tr>
<tr>
<td></td>
<td>Atmosphere of the operation</td>
</tr>
<tr>
<td></td>
<td>Length of time in business</td>
</tr>
</tbody>
</table>

### These Items Deal With Owner/Manager Attitudes and Beliefs

<table>
<thead>
<tr>
<th>Rating</th>
<th>Description</th>
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<tbody>
<tr>
<td>5</td>
<td>Owner actively involved in operation</td>
</tr>
<tr>
<td>4</td>
<td>Family support</td>
</tr>
<tr>
<td>3</td>
<td>Owner having had working experience in hotels and/or restaurants</td>
</tr>
<tr>
<td>2</td>
<td>Owner having had past managerial experience</td>
</tr>
<tr>
<td>1</td>
<td>Owner's education</td>
</tr>
<tr>
<td></td>
<td>Owner's positive beliefs and attitudes about the industry</td>
</tr>
<tr>
<td></td>
<td>Owner/manager's personality is people oriented</td>
</tr>
<tr>
<td></td>
<td>Owner/manager's use of financial data to make decisions</td>
</tr>
<tr>
<td></td>
<td>Owner/manager's life experiences and background</td>
</tr>
<tr>
<td></td>
<td>B&amp;B as the owner's sole means of support</td>
</tr>
<tr>
<td></td>
<td>Age of the owner/manager</td>
</tr>
<tr>
<td></td>
<td>High owner/manager knowledge of the B&amp;B industry</td>
</tr>
<tr>
<td></td>
<td>Owner/manager having had past experience in the B&amp;B industry</td>
</tr>
<tr>
<td></td>
<td>High owner/manager knowledge of cash flow management and accounting</td>
</tr>
<tr>
<td></td>
<td>High owner/manager knowledge of marketing</td>
</tr>
<tr>
<td></td>
<td>Owner/manager has a positive relationship with employees</td>
</tr>
<tr>
<td></td>
<td>Owner/manager has a positive relationship with guests</td>
</tr>
<tr>
<td></td>
<td>Owner/manager's attention to detail</td>
</tr>
</tbody>
</table>

120
<table>
<thead>
<tr>
<th>Score</th>
<th>Item Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>5</td>
<td>Owner/manager's interpersonal skills</td>
</tr>
<tr>
<td>5</td>
<td>Owner/manager belongs to professional associations</td>
</tr>
<tr>
<td>5</td>
<td>Owner/manager is willing to upgrade knowledge/skills</td>
</tr>
<tr>
<td>5</td>
<td>Owner/manager's community involvement</td>
</tr>
</tbody>
</table>

**These items deal with marketing efforts of the B&B.**

<table>
<thead>
<tr>
<th>Score</th>
<th>Item Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>5</td>
<td>Having a high number of amenities/services/room features</td>
</tr>
<tr>
<td>5</td>
<td>Being close to cultural and/or natural attractions</td>
</tr>
<tr>
<td>5</td>
<td>Being listed in a large number of guidebooks</td>
</tr>
<tr>
<td>5</td>
<td>Large amount of money spent on marketing (More than 5-10% of revenues)</td>
</tr>
<tr>
<td>5</td>
<td>Large amount of time spent on marketing (5 or more hours per week)</td>
</tr>
<tr>
<td>5</td>
<td>Operation housed in historical building(s)</td>
</tr>
<tr>
<td>5</td>
<td>Large high number of different marketing efforts</td>
</tr>
<tr>
<td>5</td>
<td>Location in the city/community/area</td>
</tr>
<tr>
<td>5</td>
<td>Large population in the city/community/area</td>
</tr>
<tr>
<td>5</td>
<td>Location in the state</td>
</tr>
<tr>
<td>5</td>
<td>Using a reservation service organization</td>
</tr>
</tbody>
</table>

**These items deal with human resources.**

<table>
<thead>
<tr>
<th>Score</th>
<th>Item Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>5</td>
<td>Low employee turnover rates</td>
</tr>
<tr>
<td>5</td>
<td>Formal training of employees</td>
</tr>
<tr>
<td>5</td>
<td>Above average employee pay and benefits</td>
</tr>
<tr>
<td>5</td>
<td>Ongoing training of employees</td>
</tr>
</tbody>
</table>

**These items deal with finances.**

<table>
<thead>
<tr>
<th>Score</th>
<th>Item Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>5</td>
<td>Efficient accounting and record keeping</td>
</tr>
<tr>
<td>5</td>
<td>Occupancy rates higher than local lodging occupancy rates</td>
</tr>
<tr>
<td>5</td>
<td>Higher average room rate than local lodging rate</td>
</tr>
<tr>
<td>5</td>
<td>Higher percentage of income from rooms than from food, gift shop, etc.</td>
</tr>
<tr>
<td>5</td>
<td>Making a profit</td>
</tr>
</tbody>
</table>

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

<table>
<thead>
<tr>
<th>Score</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>5</td>
<td>Strongly Agree</td>
</tr>
<tr>
<td>4</td>
<td>Agree</td>
</tr>
<tr>
<td>3</td>
<td>Neither Agree nor Disagree</td>
</tr>
<tr>
<td>2</td>
<td>Disagree</td>
</tr>
<tr>
<td>1</td>
<td>Strongly Disagree</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Score</th>
<th>Question Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>5</td>
<td>My operation has or is fulfilling my personal goals.</td>
</tr>
<tr>
<td>5</td>
<td>My operation has or is fulfilling my financial goals.</td>
</tr>
<tr>
<td>5</td>
<td>My operation is a success.</td>
</tr>
<tr>
<td>5</td>
<td>I have or am accomplishing what I have wanted to do with my operation.</td>
</tr>
</tbody>
</table>

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Please add other items that you feel are necessary for your inn's success.

5  4  3  2  1
5  4  3  2  1

Please write any 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.

THINGS 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 not, when are you closed? ________________
   When are you open weekends only? ________________
   What holiday(s) is the B&B closed? ________________

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

4. 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/hobby area for guests
   Others (Please describe) __________________________________________

5. 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

6. Are reservations required? Yes No
   ______ No, but recommended

7. To which of the following professional associations or groups does the B&B (or a representative) belong and what are their main benefits?
   Association Name Main Benefits/Value
   1)______________________________________________________________
   2)______________________________________________________________
   3)______________________________________________________________
   4)______________________________________________________________

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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 Historic 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.

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

   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 Virginia because of potential growth.
   B&Bs are good for the state's lodging dollar.
   B&Bs in Virginia 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&B's in my area hurt my business.
   Other B&B's 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 an 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&Bs
- 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 “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 (Please describe)

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 (Please describe)

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
- Neither
- Other
- 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 as 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 as 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 - 29,999  __________ 30,000 - 49,999  __________ 50,000 - 99,999  __________ 100,000 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  Brochures  Guidebooks  Visitor's Center  Referrals  Other (Please specify) 
   Newpaper/Magazine articles  Advertisements/Yellow Pages  Saw sign while driving past  Chamber of Commerce  State Tourism Publication

33. List the guidebooks you are in, in order of their effectiveness (1 best)
   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 Park  National/State Forest  Historical Landmarks  Festivals  Quality Restaurants  Winery  Shopping Facilities  Golf Course  College/University  Tennis Facilities  Theatre/Plays  Hiking Trails  Seashore/Beach  Water Sports  Antique Shops  Snow Skiing  Mountains  Other (Please list) 

37. What percentage of revenue was spent on marketing in 1992? 

125
38. What advertising/promotional techniques do you use? If you use a particular technique how effective do you think it is?

<table>
<thead>
<tr>
<th>Type</th>
<th>Yes</th>
<th>No</th>
<th>Effective</th>
<th>So-So</th>
<th>Ineffective</th>
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<tr>
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<td>___</td>
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<td>2</td>
<td>3</td>
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<td>Television</td>
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<td>___</td>
<td>___</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
</tbody>
</table>

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 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
- VCR/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)

---

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THESE QUESTIONS DEAL WITH FINANCIAL INFORMATION.
Be assured this information will be held in strict confidence.
40. How would you compare the number of room nights occupied in 1992 with those you expect to be occupied in 1993?
   _______ More than 1992 than 1993
   _______ Less in 1992 than 1993
   _______ The same in 1992 as 1993
   _______ Was not open during full period

41. What were revenue percentages for 1992? This should total 100%.
   _______ Rooms
   _______ Food: Restaurant/Catering
   _______ Other: Gift shop, Meeting room rentals
Has this changed for 1993? Yes  No
If yes, how?

42. Number of rooms rented in 1992.
Number of days open in 1992.

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

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 1992? Yes  No
   Is the B&B expected to make a profit in 1993? Yes  No
   Not Open in 1992

THE FOLLOWING QUESTIONS HAVE BEEN INCLUDED BY THE BED AND BREAKFAST ASSOCIATION OF VIRGINIA
47. Have you attended any Bed and Breakfast Association of Virginia (BBAV) conferences? Yes  No
   If yes, which years?
   If yes, what were the best and worst parts?
   Best:
   ____________________________
   ____________________________
   ____________________________

   Worst:
   ____________________________
   ____________________________
   ____________________________

48. What is the best time of year for a conference? Would you attend then? Yes  No
   If not, why not?
   ____________________________
   ____________________________
   ____________________________

49. What are the main benefits of BBAV to you, in order of importance? (1 = most important)
   1) ____________________________
   2) ____________________________
   3) ____________________________

50. What things, in order of importance, would you like to see BBAV do? (1 = most important)
   1) ____________________________
   2) ____________________________
   3) ____________________________

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.
November 1, 1993

Dear Bed and Breakfast Association of Virginia member,

For the past year I have been involved in the Virginia bed and breakfast industry through my work as a graduate assistant in the tourism division of public services at Virginia Tech. I have found there to be little information about the concerns of bed and breakfast owners/operator. This is why I have chosen to perform my master's research project in this area.

Enclosed is a survey that will be used to help better understand Virginia's bed and breakfast industry. It should take approximately 30 minutes to complete. I know your time is valuable and your help will be greatly appreciated. All information is strictly confidential and will only be presented in summary form. I will be presenting this summary at the Professional Association of Innkeepers International conference in Reston, Virginia in April. If you would like a copy of the results please enclose a business card. I look forward to meeting some of you in the upcoming months.

Thank you for your time. This is very important to me and I really need your help. I am planning on defending my master's thesis in April of 1994 so that I can graduate in May. If you have any questions please contact me at (703) 951-7837.

Sincerely,

Tammie J. Kaufman
Virginia Polytechnic Institute and State University
Hotel, Restaurant, & Institutional Management Department
Dear BBAV member;

Enclosed in this packet is a form which I hope each of you will take the time to fill out. Some members of your Board of Directors have had input into the development of this form and we feel it will produce some valuable statistical information. The results of this information can be very useful to your association as we study regional and national trends in the industry.

Like most other surveys, the results are dependent on the percentage of people who complete and return them in a timely fashion. Please take the time to fill this out today!

Sincerely yours,

[Signature]

Pete Holladay, President
November 13, 1995

Dear Bed and Breakfast Association of Virginia member,

Two weeks ago I sent a survey to you related to the running of your operation. If you have completed and returned the survey, I sincerely thank you. If you have not please take a few moments of your time today and fill out the survey. All responses are important to ensure that the Bed and Breakfast Operators of Virginia have been accurately represented.

If you have misplaced the survey or have not yet received one please call me at (703)951-9333 and I will mail you another one. Thank you again for your time it is greatly appreciated.

Sincerely,

[Signature]

Tammie J. Ruffman
HRM Department
Vienna Tech
December 3, 1993

Dear Bed and Breakfast Association of Virginia member,

A month ago I mailed you a questionnaire requesting your opinion on success factors pertaining to Virginia's bed and breakfast industry. As of today I have not received your questionnaire.

If you have already sent it thank you for your time. It is greatly appreciated. If not I would appreciate it if you would please take some time today and fill it out. I have undertaken this study based upon the lack of information about operators in the bed and breakfast industry. I need all of the questionnaires to insure that you are being properly represented.

In case you have misplaced the questionnaire that was previously sent I am enclosing another copy. If you would like to receive a copy of the results when I finish in April please enclose a business card with your response. Thank you again for your time! It is very valuable.

Have a happy holiday season!

Sincerely,

Tammie J. Kaufman
Hotel, Restaurant, and Institutional Management
Virginia Tech
VITA

Tammie J. Kaufman was born August 29, 1969. She graduated from Clemson University in May 1991 with a B.S. in Parks, Recreation, and Tourism Management. The author has interned at Comfort Inn in Clemson, S.C. and Asheville, N.C. during 1990 and worked as a sales representative at Rocky Mountain Tours and Travel in Breckenridge, CO 1991-1992. She is currently a candidate for a degree in Master of Science in the Department of Hospitality and Tourism Management at Virginia Polytechnic Institute and State University.

Tammie J. Kaufman

May 3, 1994

Date

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