

CAUTHE 2021 CONFERENCE ONLINE

TRANSFORMATIONS IN UNCERTAIN TIMES: FUTURE
PERFECT IN TOURISM, HOSPITALITY AND EVENTS

9-12 February | #cauthe2021 | We're expecting you!



CAUTHE 2021 Conference Online Report

Date: 9-12 February 2021
Location: Online
Hosted by: CAUTHE
Website: <https://forumgroup.eventsair.com/cauthe2021/>

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1. CONFERENCE OVERVIEW

1.1 Background and overview

CAUTHE 2021 Conference Online proved to be a great success setting standards for online conferences, from which others may learn and even emulate.

The conference gathered together 303 participants from 101 institutions/universities, 19 organisations and 34 countries to discuss, vision and set the FUTURE PERFECT of our tourism, hospitality and events industry. CAUTHE 2021 Conference Online was not a simple digitisation of our traditional annual CAUTHE Conference. We made the most of technology tools and their ability to enrich all aspects of the conference program, including the *TH&E Standards* and *PhD/Early Career Researcher workshops*, the keynote speaker and interactive workshop, two industry-academic panel discussions, an *applied qualitative interviewing workshop*, a *global hotel industry outlook*, *research brainstorming* and *SHARE center update*, the *Meet the Editor* and *Ask a Fellow* sessions, the virtual exhibition, the 137 paper/poster presentations, our *Great Debate*, three social networking activities, the Awards ceremony, five Special Interest Group meetings, the Annual General Meeting of members, a Chapter director meeting and *JHTM Journal editors' meeting*.

Technology gave us the chance to overcome time and place barriers and to incorporate into the program 23 distinguished academic and industry professionals from leading organizations all over the globe such as McKinsey, Texas University, TripAdvisor, STR, CEOs of destination management organisations (PATA, Vienna, Vancouver, South Australia), TEAM Tourism Consulting, SeaLink Travel Group, Adelaide Fringe, Culshaw Group of Companies, Council of Australian Tour Operators, and of course, our social event sponsors, Adelaide Festival Centre, Business in Bliss, Sprout and Sydney Opera House. The conference platform has also empowered colleagues to network, strengthen and establish new collaborations, to post and share inputs, questions and comments, to have their 'voice raised and heard' or even to watch themselves presenting.

The CAUTHE 2021 Conference Online produced a great legacy of material, including video recordings, proceedings, power point presentations and the digital footprint of the online participants. All these now constitute our collective CAUTHE 2021 memory, a valuable learning and edutainment resource of which we should all be proud.

The conference provided a valuable professional development opportunity for many CAUTHE members to learn, be mentored, to network and promote themselves and their research work. CAUTHE 2021 was the collective work and success of many and various people behind and in front of the 'zoom' cameras.

However, we need to specifically thank:

- the two conference co-chairs: Professor Marianna Sigala and Dr Paul Whitelaw
- the whole organising committee including specific directors/members (Aaron Tham, Effie Steriopoulos, Nicole (Nanyi) Yu)
- the scientific committee, 49 track chairs and 163 reviewers and one volunteer (Isabella Ye)
- the FORUM Group Events & Marketing team (Monique Bernauer, Leanne Constantino, Lauren Hayward, Clare Dawson and Amy Pue)
- the PhD/ECR Workshop team (Edmund Goh, Ina Reichenberger, Mahdis Madani, Michael Hughes)
- the CAUTHE Oversight Committee (Kirsten Holmes, Karen Smith and Judith Mair)
- the sponsors (STR, Channel View, Elsevier, Goodfellow Publishers, Wakayama University, ACSPRI and Intellect Books)
- a special huge thank you to our superhero Penny Jose, CAUTHE Secretariat/Conference Administrator
- and last but not least a big thank you to ALL of you for participating and co-creating with us this collective CAUTHE 2021 memory.

1.2 Conference program

Date	Times (AEDT)	Activity
Thur 4 Feb	13:00 – 16:00	TH&E Standards Workshop: 2021 Assessment Design workshop
Fri 5 Feb		PhD/ECR Workshop
	13:00 – 14:00	<ul style="list-style-type: none"> Panel Session: Back to basics: How to get the most out of your PhD
	14:00 – 15:00	<ul style="list-style-type: none"> Small Group Mentoring Sessions: with Fellows & academics
	15:00 – 16:00	<ul style="list-style-type: none"> Social Activity: Business is Bliss e-Mindfulness workshop
Tue 9 Feb – Thur 11 Feb	Throughout	The Marketplace: 1:1 appointment available at rostered times <ul style="list-style-type: none"> Sponsor / Exhibitor displays 'Ask a Fellow'
Tue 9 Feb		Plenary
	13:00 – 13:20	<ul style="list-style-type: none"> Open and welcome
	13:20 – 14:00	<ul style="list-style-type: none"> Keynote: Prof Ray Fisk Tourism Services Elevate Human Experience
	14:00 – 15:00	Concurrent paper session 1
	15:00 – 16:00	Concurrent paper session 2
	16:00 – 17:00	Social Activity: Sprout Online cooking demonstration
Wed 10 Feb	08:00 – 09:00	Interactive panel discussion ServeCollab Chair: Prof Ray Fisk Researching for wellbeing: How can you help?
	13:00 – 14:00	Panel discussion with industry and academic speakers <ul style="list-style-type: none"> Restarting the tourism, hospitality and events industry: looking backwards to move forward
	14:00 – 15:00	Concurrent paper session 3
	15:00 – 16:00	e-Poster visual paper session
	16:00 – 17:00	Panel discussion: Meet the Editors
	17:00 – 18:00	<ul style="list-style-type: none"> 'Everything you ever wanted to ask an editor but were too afraid to ask'
		Social Activity: Adelaide Festival Centre presentation and Q&A
	Thur 11 Feb	11:00 – 12:00
13:00 – 14:00		Panel discussion with industry and academic speakers <ul style="list-style-type: none"> Destination Management in the post-COVID era: How can we 'Build back better?'
14:00 – 15:00		Concurrent paper session 4
15:00 – 16:00		The Great Debate: 'Face-to-Face is so outdated! We should move everything online and keep it there!'
16:00 – 17:00		Closing ceremony
		<ul style="list-style-type: none"> CAUTHE Awards Handover to CAUTHE 2022
17:00 – 18:00		Social Activity: Sydney Opera House online guided tour and talk
Fri 12 Feb		10:30 – 12:00
	13:00 – 14:00	Annual General Meeting
	14:00 – 15:00	Chapter Director catch up and Voting for 2021 Executive Committee (by invitation)
	15:00 – 16:00	Special Interest Group meetings <ul style="list-style-type: none"> Critical Approaches Event Studies Information and Communication Technologies Teaching and Learning
		18:00 – 19:00
Mon 15 Feb	13:00 – 15:00	Special Interest Group meeting <ul style="list-style-type: none"> Tourism Risk Crises and Recovery Management

2. CONFERENCE COMMITTEE

Chair Scientific Committee

- Marianna Sigala, University of South Australia

Chair Organising Committee

- Paul Whitelaw, The Hotel School, Southern Cross University

Conference Administrator

- Penny Jose, CAUTHE Secretariat

Professional Conference Organiser

- Forum Group Events and Marketing: Monique Bernauer, Leanne Constantino, Lauren Hayward, Clare Dawson, and Amy Pue

Oversight Committee

- Kirsten Holmes, Curtin University
- Karen Smith, Victoria University of Wellington
- Judith Mair, The University of Queensland (and Chair, The Great Debate)

Scientific Committee Member

- Isabella Ye, The University of Queensland

PhD/ECR Workshop Coordinators

- Ina Reichenberger, Victoria University of Wellington
- Edmund Goh, Edith Cowan University
- Michael Hughes, Murdoch University

PhD Student Representative

- Mahdis Madani, Otago University

Sponsorship and Industry Engagement Coordinator

- Aaron Tham, The University of the Sunshine Coast

Promotions and Marketing Coordinator

- Effie Steriopoulos, William Angliss Institute

Delivery Coordinator

- Nicole (Nanyi) Yu, The University of Queensland

3. SPONSORS

3.1 List of sponsors

Organisation	Type	Specific inclusions
STR Share Center	Gold	Workshop
Channel View	Silver	Exhibition
Elsevier	Silver	Exhibition
Goodfellow Publishers	Silver	Exhibition, Videos
Wakayama University, Japan	Silver	Exhibition
ACSPRI	Industry	Workshop
Business is Bliss	In-kind	Social event
Sprout	In-kind	Social event
Adelaide Festival Centre	In-kind	Social event
Sydney Opera House	In-kind	Social event
Intellect Books	In-kind	Cross-marketing

3.2 Sponsor inclusions

Gold AU\$1,000 |

Gold conference partner status, included:

- Mentions (logo inclusion) in ongoing marketing material
- Two conference registrations that include all conference activities and social functions
- Space in the Virtual Exhibitor Hall with opportunity to host pre-scheduled or impromptu meetings with delegates
- One full-colour A4 page advertisement placed in the online program
- Mention at the conference opening and closing as well as inclusion in the sponsor and exhibitor section of the online program
- Your logo to appear on the header slides in the main plenary room (along with Platinum and Silver sponsor logos)
- 250-word organisation profile and hyperlinked logo on the sponsor and exhibitor page of the website
- Three mentions on the CAUTHE 2021 Conference social media platforms (Facebook, LinkedIn and Twitter): one upon receipt of payment, one prior to and one during the conference**
- A delegate list provided to you one week prior to the conference (less privacy requests)

Silver AU\$500

Silver conference partner status included:

- Mentions (logo inclusion) in ongoing marketing material
- One conference registration that includes all conference activities and social functions
- Space in the Virtual Exhibitor Hall with opportunity to host pre-scheduled or impromptu meetings with delegates
- One full-colour A4 page advertisement placed in the online program
- Mention at the conference opening and closing as well as inclusion in the sponsor and exhibitor section of the online program
- Your logo to appear on the header slides in the main plenary room (along with Platinum and Gold sponsor logos)
- 150-word organisation profile and hyperlinked logo on the sponsor and exhibitor page of the website
- Two mentions on the CAUTHE 2021 Conference social media platforms (Facebook, LinkedIn and Twitter): one upon receipt of payment and one either prior to or during the conference*
- A delegate list provided to you one week prior to the conference (less privacy requests)

*Additional Goodfellow offer: Joint book launch for several new publications with Australian and NZ authors

Industry AU\$250

Tailored to ACSPRI.

- A one hour workshop run on a separate Zoom platform for a qualitative workshop run by an ACSPRI masterclass trainer to advance the understanding, techniques and frameworks of qualitative methodologies as espoused by a range of CAUTHE prominent scholars
- Dissemination of an ebook on qualitative research methods (either via website, social media, CAUTHE newsletter)
- Promotion of the ACSPRI workshop on all social media platforms (Facebook, LinkedIn, Instagram and Twitter)
- A weblink to ACSPRI on the conference website
- A weblink to the ebook on the conference website
- A delegate list provided to ACSPRI (less privacy requests)

In-kind: Social event package

- Naming rights for the social activity
- Mentions (logo inclusion) in ongoing conference marketing material
- One complementary conference registration that includes all conference activities and social functions
- Mention at the conference opening and closing as well as inclusion in the sponsor and exhibitor section of the online program
- Your logo to appear on the header slides in the main plenary room (along with Platinum, Gold and Silver sponsor logos)
- 150-word organisation profile and hyperlinked logo on the sponsor and exhibitor page of the website
- Two mentions on the CAUTHE 2021 Conference social media platforms (Facebook, LinkedIn and Twitter)

In-Kind: Cross marketing

- One full-colour A4 page advertisement placed in the online program + two mentions on the CAUTHE 2021 Conference social media platforms (Facebook, LinkedIn and Twitter) in exchange for two linked CAUTHE2021 conference banners within our Cultural Studies Newsletter (that reaches over 2000+ subscribers) and two mentions on Intellect's social media platforms Facebook, LinkedIn and Twitter (4000+ followers).

4. DELEGATE PROFILE

4.1 Delegates by registration type

Registration Type	Earlybird	Standard	Total
Full registration			
• Non-member	16	20	36
• Non-member (incl. membership)	30	20	50
• CAUTHE member	40	29	69
Student			
• Non-member	12	8	20
• Non-member (incl. membership)	22	16	38
• CAUTHE member	31	9	40
	151	102	253
Speaker / Panelist / Fellow		24	24
Sponsor		10	10
Case study winner		2	2
	151	138	289
Volunteer		2	2
Staff (Forum Group)		12	12
		TOTAL	303

4.2 Delegate place of origin

Origin	n	%
Australia	159	55
New Zealand	20	7
International	110	38
TOTAL	289	

4.3 Session attendance

Activity	Description	Delegates
Welcome and keynote	<i>Tourism Services Elevate Human Experience</i> Ray Fisk	152
Day 2 Panel 1	<i>Researching for wellbeing: How can you help?</i> Ray Fisk	121
Day 2 Panel 2	<i>Restarting the tourism, hospitality and events industry: looking backwards to move forward</i> Marianna Sigala, Fevzi Okumus	137
Social	Sprout Online Cooking Demonstration	80
Concurrent papers	e-Poster visual paper session (votes)	36
Day 2 Panel 3	<i>Meet the Editors: Everything you ever wanted to ask an editor but were too afraid to ask</i> Edmund Goh, Lizette Olivier	100
Social	<i>Adelaide Festival Centre presentation and Q&A</i>	56
Day 3 Panel 4	<i>Destination Management in the post-COVID era: How can we 'Build back better?'</i> Roger Carter	121
Workshop	ACSPRI Applied qualitative interviewing workshop	75
The Great Debate	<i>'Face-to-Face is so outdated! We should move everything online and keep it there!'</i>	150
Social	<i>Sydney Opera House online guided tour and talk</i>	49
Workshop	<i>Global hotel industry outlook, research brainstorming and SHARE center update</i> Steve Hood	n/a

5. PAPER AND ABSTRACT REVIEW PROCESS

5.1 Paper and abstract reviewers

List of Track Chairs

Critical approaches

Tamara Young | Oscar Vorobjovas-Pinta | Erica Wilson

Destination management, development and policy

Laurie Murphy | Michael Volgger | Anne Hardy

Education and training

Mieke Witsel | Charles Arcodia | Hazreel Hasmi

Entrepreneurship and Innovation

Harald Pechlaner | Marcela Fang | Vanessa Ratten | Craig Lee

Ethics, justice and sustainability

Mingming Cheng | Raymond Rastegar | Freya Higgins Desbiolles | Julia Albrecht

Events, festivals and MICE

Judith Mair | Leonie Lockstone-Binney | Martin Robertson | Insun Sunny Lee | Faith Ong | Isabella Ye

Experiences

Brian King | Ina Reichenberger | Effie Steriopoulos

Human resource management

Edmund Goh | Tom Baum | Diane Lee

Information and communication technologies

Ulrike Gretzel | Aaron Tham | Marianna Sigala

Risk, crisis and recovery

David Beirman | Brent Ritchie | Joanna Fountain | Joanne Pyke

Service operations management

Erwin Losekoot | Rajka Presbury | Anastasia Yeark

Special interest tourism

Anna Carr | Connie Loi | Denis Tolkach | Eve Lianping Ren | Naomi Dale | Timothy Lee

Tourism geographies and tourism economics

Joseph M. Cheer | Elaine Yang | Haiyan Song

Tourism marketing and consumer behaviour

Anja Pabel | Gabby Walters | Chris Krolkowski | Perry Hobson

Well-being

Sebastian Filep | Andreas Zins

List of paper reviewers

Taufik Abdullah	Marco Haid	Ân Thị Nhã Lương
Elizabeth Agyeiwaah	Rob Hallak	Sharon Nisbet
Hafidh Al Riyami	Juyeon Ham	Yohei Okamoto
Maria Alebaki	Anne Hardy	Faith Ong
Sergio Alvarez	Tracy Harkison	Can-Seng Ooi
Alberto Amore	Alana Harris	Caroline Orchison
Allison Anderson	Hazreel Hasmi	Amy Osmond
Charles Arcodia	Najmeh Hassanli	Linda Osti
Eli Avraham	Neil Hengyun Li	Anja Pabel
David Beirman	Perry Hobson	Jenny Panchal
Antoine Bisson	Afiya Holder	Hannah Parsons
Richard Brown	Karen Hughes	Joanna Pearce
Wenjie Cai	Ben Iaquinto	Harald Pechlaner
Leonie Cassidy	Yan Io	Rachel Perkins
Fabio Cazzoli	Maneka Jayasinghe	Tomas Pernecky
Vicky Chen	Heather Jeffrey	Mike Peters
Tingzhen Chen	Cathy Jin	Christof Pforr
Xiaolian Chen	Patricia Johnson	Tien Pham
Mingming Cheng	Ulrike Kachel	Stephen Pratt
Monica Chien	Zilmiyah Kamble	Girish Prayag
Yeongbae Choe	Marion Karl	Bruce Prideaux
Kijung Choi	Brian King	Ricardo Prozano
Nicole Cocolas	Ksenia Kirillova	Joanne Pyke
Willem Coetzee	Eliza Kitchen	Hongxia/Caroline Qi
Émilie Crossley	Elena Konovalov	Richard Qiu
Terrence Cummins	Virginia Lau	Nadeera Ranabahu
Natalie De Vito	Cindy Lee	Raymond Rastegar
Csilla Demeter	Craig Lee	Ina Reichenberger
Colin Drake	Sean Lee	Nafiseh Rezaei
Thea Edith Vinnicombe	Clara Lei	Brent Ritchie
Deb Edwards	Patrick L'Espoir Decosta	Richard Robinson
Georges El Hajal	Rosanna Leung	Hiroki Sano
Phoebe Everingham	Daniel Leung	Kaede Sano
Abrar Faisal	ShiNa Li	Heike Schanzel
Marcela Fang	Sam Li	Katie Schlenker
Sebastian Filep	Anyu Liu	Matthew Scott
Christopher Fleming	Erwin Losekoot	Sanaz Shafiee
Joanna Fountain	Harng Luh Sin	Ismail Shaheer
Barry Fraser	Yue Ma	Tekle Shanka
Elsbeth Frew	Niki Macionis	Marianna Sigala
Alan Fyall	Fuad Mehraliyev	Lee Slaughter
Xiongbin (Ben) Gao	Jessica Mei Pung	David Solnet
Jia Geng	Mucha Mkono	Insun Sunny Son
Edmund Goh	Seyyed Rasoolimanesh	Effie Steriopoulos
Sandra Goh	Laurie Murphy	Leah Stevenson
Simone Grabowski	Birgit Muskat	Eunice Tan

5.2 Refereeing process

All conference submissions (full and working papers) were subject to a double-blind review process. Track chairs were empowered to and delegated to carry out the review process of the submissions submitted to their own track. Track chairs provided, allocated and managed their identified reviewers (at least two per submission). Track chairs consolidated the reviewers' comments and provided their own feedback. The conference chair took the final decision for each submission based on the reviewers' and track chairs' feedback.

Full and working paper submissions were subject to a two-stage review process. At the first stage reviewers reviewed and provided feedback on papers. At the second review stage track chairs were asked to review revised paper in order to check whether the authors have sufficiently addressed and responded to reviewers' feedback and to recommend a final decision on revised submissions. This process was selected in order to expedite the review process (i.e. avoid going back to reviewers for a second time that can cause delays) and to be able to provide more time to authors to revise and re-submit their papers.

Track chairs were also involved and engaged in proposing submissions for the best CAUTHE 2021 papers and serving as session chairs of concurrent paper presentations.

The conference committee was very responsive to authors' requests for extension of deadlines. All deadlines (submission of initial and revised full and working papers) were extended to accommodate a myriad of various requests from authors. This created more stress and workload for all the scientific committee, as well as Forum Group who were required to customize the review platform for last minute changes. However, the scientific committee addressed this issue in a professional and efficient way .

The review platform proved to be less than ideal for handling the peer review requirements. The platform did not operate in the same manner, nor have, the user interface of other review platforms to which academics are accustomed. A lot of training, information and communication was required for the conference chair, track chairs, reviewers and authors alike. However Forum Group was helpful to assist at any stage and tried to customise the platform to fit the needs of the conference and peer review process. A detailed report with specific comments on what did not work for the peer review platform has been submitted separately to the CAUTHE 2021 organising committee.

Overall, the peer review process was managed effectively, as was reflected in delegate feedback received through the CAUTHE 2021 satisfaction survey. Submissions and online presentations of papers were managed on time for the design of the conference program and proceedings. Authors received constructive feedback to improve their submissions. Those submissions that needed to be rejected were rejected, and those submissions that could be accepted were accepted for conference presentation; all respecting the quality and fairness of a conference review process.

The inclusiveness and internationalisation of the scientific committee (including track chairs and reviewers) have provided numerous benefits to the review process and the conference, such as:

- Professional development opportunities for many CAUTHE members
- Mentoring possibilities to early and mid-career CAUTHE members
- Great engagement of CAUTHE members with the online conference
- International promotion and positioning of CAUTHE and its conference
- Attraction of conference submissions from all over the globe and at a quantity level similar to other traditional CAUTHE conferences
- Robustness of the peer review process ensuring the quality of the CAUTHE proceedings and paper presentations

5.3 Key dates

- Full paper submission: 1 October 2020
- Working paper submission: 31 October 2020, extended to 15 November 2020
- Author feedback: 30 November 2020
- Submission of revised papers: 15 December 2020
- All submissions to be submitted by 22 January 2021
- Presentations not submitted by 29 January 2021 to be removed from the program

6. PAPERS AND PRESENTATIONS

6.1 Paper and presentation session key features

The CAUTHE 2021 online conference aimed to advance current debates regarding transformations and future directions in the tourism, hospitality and events industries. The conference invited paper submissions in the form of full research papers and working research papers, which aimed to share research findings and ideas and to stimulate discussions related to conference theme *Transformations in Uncertain Times: Future perfect in tourism, hospitality and events*. Given the diversity and multi-dimensional nature of transformation in our industries, the conference developed 15 different tracks to inspire and accommodate submissions dealing with a broad range of topics. Papers were welcomed with focus on one or more of the following conference tracks:

- Critical Approaches
- Destination Management, Development and Policy
- Education and Training
- Entrepreneurship and Innovation
- Ethics, Justice and Sustainability
- Events, Festivals and MICE
- Experiences Human Resource Management
- Information and Communication Technologies
- Risk, Crisis and Recovery
- Service Operations Management
- Special Interest Tourism
- Tourism Geographies and Tourism Economics
- Tourism Marketing and Consumer Behaviour
- Well-being

The response to the call for papers was outstanding, and included papers from an international audience, with 37% (51) papers contributed by researchers outside Australia and New Zealand. Of 160 papers initially submitted, 137 were presented at the conference, comprised of 13 full research papers and 122 working papers and two case studies. Of the accepted papers, 119 were presented as oral presentation with the remaining 18 presented in a poster format as visual presentations.

The oral presentations were delivered as pre-recorded presentations across four concurrent sessions, each with 10 breakout rooms with three presentations (10 mins each) per room. Following each session, chairs were allocated to facilitate the (30 mins) Q&A sessions for presenters and delegates in Zoom breakout meeting rooms. The visual papers were presented in a separate session (60 mins) e-poster session. The winner of the best visual paper was decided by delegate vote through an anonymous survey link following the session and a sub-committee of the Scientific Committee. Overall, by going online, CAUTHE 2021 become a truly global event reaching and helped co-create a wider and more global research community.

6.2 Paper and presentation summary

Item	Number
Keynote presentations	1
Panel presentations	4
Workshops	2
Total papers submitted	160
• Papers withdrawn by author	
• Papers rejected	
Papers accepted	137
• Full papers	13
• Working papers	122
• Case studies	2
Papers presented	
• Oral presentations	119
• Posters / visual presentations	18

7. FINANCIAL SUMMARY

The financial reporting is in AUD.

7.1 Registration fees

Registration Type	Fees	
	Earlybird	Standard
Full registration		
• CAUTHE member	\$120	\$180
• Non-member	\$260	\$350
• Non-member (incl. membership)	\$260	\$350
Student		
• CAUTHE member	\$60	\$90
• Non-member	\$130	\$175
• Non-member (incl. membership)	\$130	\$175

7.2 Sponsorship income

Organisation	Total
STR Share Center	\$1,000.00
Channel View	\$500.00
Elsevier	\$500.00
Goodfellow Publishers	\$500.00
Wakayama University, Japan	\$500.00
ACSPRI	\$250
Business is Bliss	In-kind
Sprout	In-kind
Adelaide Festival Centre	In-kind
Sydney Opera House	In-kind
Intellect Books	In-kind
TOTAL	\$3,250.00

7.3 Conference income and expenditure

Income	
Conference registrations	\$36,680
Sponsorship	\$3,250
Total Income	\$39,930
Expenditure (excised to address conference only)	
Professional Conference Organiser (Forum Group)	\$15,400
Conference administration (CAUTHE)	\$10,400
Technical support	\$2,200
Online conference and paper management systems	\$3,465
Zoom upgrade and additional licenses	\$504
PayPal merchant fees	\$580
Total Expenditure	\$32,549
Net Income	\$6,381

7.4 Budget discussion

In calculating the expenses for the conference and providing an insight into the 'true position' as well as the likely outcomes for future conferences, it was necessary to make several adjustments to the reported budget figures, in recognition of additional events that incurred expense over this period.

It is important to note that the above figures paint a likely scenario for the staging of future CAUTHE conferences in the online configuration like that established for CAUTHE 2021 Conference Online.

Additional expenses, not included in the conference budget were largely due to three main factors:

- Beyond staging the conference, CAUTHE pursued the opportunity to establish an updated and integrated digital Membership Management System: about \$12,000.
- In moving to the fully integrated, online paper, registration and operations systems, CAUTHE incurred a variety of establishment and training costs: about \$5,000
- As a result of undertaking all of this in a very short time period, with very little internal experience in staging a conference, CAUTHE incurred a variety of operational expenses that are best described as ‘trial and error’ and a ‘steep learning curve’: about \$6,000

In short, the transition to a fully integrated and digitized suite of online systems, including set-up, training and some trial-and-error cost CAUTHE about \$23,000. However, whilst that is a not inconsiderable sum, it is important to note that the conference profit plus the retained and increased membership revenue from staging the conference reduces this down to a net figure of less than \$1,000.

That is, in mid 2020, CAUTHE had about \$105k in the bank. On March 15, after banking the revenue and settling all of the costs in staging the conference, and all of the administrative systems development, plus the trial and error, and the ongoing services of the CAUTHE Secretariat since mid 2020, CAUTHE will have about \$104k in the bank. In short, after all of that, with all of those benefits, our investment in the conference and the systems and the running of the secretariat cost about \$1k.

In staging the CAUTHE 2021 Conference Online, CAUTHE has advanced its profile, achieved its highest number of members ever, hosted more international delegates (from 32 countries) plus kept the tradition of the annual CAUTHE conference alive is testament to the commitment of CAUTHE’s volunteers and members.

8. DELEGATE FEEDBACK

The following is a summary of the highlights from the delegate survey:

- a mean score of 3.9 (of a scale of 5) for overall conference satisfaction: online networking opportunities obtained the lowest score (3.16), while the conference theme and program received the highest score (4.3)
- almost all the evaluation criteria across all the question categories have received satisfaction scores around the average value of 4
- 89% of the respondents claimed that they will be attending a CAUTHE conference again
- 92% of respondents reported that they would encourage others to attend a CAUTHE conference
- while a delegating declared that 'only death' will prevent him/her from attending CAUTHE in the future

Delegates rated *The Great Debate* and the *Meet the Editors* session as the top conference sessions across the whole conference program (with average satisfaction scores around 4.3). All other conference sessions (including *keynote speaker* and *interactive workshop*, *industry-academic discussion panels*, *online social activities* and *concurrent paper sessions*) received an equally high average satisfaction score (of around 4). The *e-poster session* was the only session that received the lowest satisfaction score of 3.3. This might not be surprising as this is the type of conference session requiring the highest of the participants' interaction. However, based on delegates' feedback, online interactions seemed to have been disadvantaged due to difficulties navigating the online conference setting.

Numerous comments were provided about the best and the worst aspects of the conference, providing us insightful information and feedback for the planning of future conferences. Amongst the various best aspects of the conference, the following comments were frequently repeated:

- opportunity to 'meet' and network with others despite the pandemic
- possibility to conduct the CAUTHE conference during COVID-19
- the variety and quality of (keynote) speakers
- great representation and internationalisation of industry, speakers, paper presenters

Activities that delegates reported to have enjoyed the least related to the online networking and opportunities to socialise. The following issues were often repeated in delegates' feedback:

- not too many opportunities for socialising and networking
- not enough interactive platform features
- lack of awareness of platform networking possibilities
- need to be trained and familiarised on how to use the platform

Hence, it seems that socialising and networking is a combined socio-technical issue. A powerful and interactive platform is an undisputable necessity, but we also need to be equally trained and informed as well as acculturated to digitally enabled and supported interactions and communication styles. This 'new normal' (whatever this might be and/or might be developed) would require a total mindset shift in terms of how we do and how we can do things. However, whatever is the 'next normal', we should also continue socializing and networking without losing and missing out the positive aspects of our face-to-face communication.

The latter is also stressed by the delegates' feedback in relation to their preferred conference option for 2022. Only 17% reported that they wish to have a fully virtual conference, while 35% said that they prefer a 'traditional' conference in Perth (even in a delayed period to minimise risks due to the pandemic). However, the greatest majority (48%) is found to adopt a more realistic approach on how CAUTHE 2022 should proceed by reporting a preferred option of a blended type of conference solution (i.e. a hub and spoke model or a 'limited' F2F conference enhanced with online bespoke participation). Feedback about the reasons that may inhibit many of you to attend the next year's CAUTHE conference also validates why people prefer a

'blended' conference option. Specifically, constraints of not attending that were frequently repeated mainly included issues related to: budget, funding, travel restrictions and work commitments. We should definitely consider this pragmatic view of the reality next year, because these will be the issues that will challenge our community.

Overall, this is a wonderful overall feedback, and we are extremely delighted that delegates enjoyed CAUTHE 2021 Conference Online by declaring it as 'value for money', 'fun' and an 'enjoyable experience'.

9. MEDIA AND COMMUNICATIONS

Social media strategy

The social media plan consisted of four social media channels that would be used pre-during and post conference (FB, LinkedIn, Instagram and Twitter). Effie worked closely with Penny and worked from a common file name program of posts and a shared folder. The consistent approach ensured the message remained consistent across all four media channels. The initial campaign began with one post per week (noon Wednesdays) and this slowly increased to two (Wednesday and Fridays), then three (adding Monday). One month before the conference the team post daily acknowledging all sponsors, highlighting program elements and acknowledging speakers. During the conference, social media posts reminded delegates of upcoming sessions and this was followed by *thank yous* and speaker acknowledgement illustrating key LIVE images/slides.

Facebook Page Engagement: 314 followers

Orange: reach

Grey: clicks

Pink: Reactions

Total number of followers:

Insights

[See All](#)

Last 28 days : Jan 21 - Feb 17 ▾













People Reached

11,023
▲139%













Post Engagements

2,814
▲458%
















Most popular post (pre conference)







11/27/2020 10:56 AM		The CAUTHE 2021 Conference Online is offering a full and			3.1K		177 83	 
01/19/2021 12:00 PM		Final program revealed: CAUTHE2021 is one of the			3.3K		119 85	 

Call For Papers in pre conference promotion:

11/02/2020 9:00 AM		Working paper final deadline is extended until 15 November.			2.9K		65 47	 
10/28/2020 12:00 PM		Don't miss out!! Deadline fast approaching for working papers for			2.9K		56 43	 

Most popular program element: PhD/ECR workshop followed by The Great Debate

12/14/2020 12:11 PM		Don't miss the 2021 PhD and Early Career workshop in the week			3.2K		64 58	 
02/10/2021 6:00 PM		Reminder: Don't miss The CAUTHE 2021 Great Debate Held			2.8K		168 212	 
01/25/2021 11:59 AM		The CAUTHE Great Debate will be held on Thursday 11 Feb from			2.5K		140 149	 


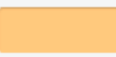

12/09/2020 12:00 PM	 "Destination Management in the post-COVID era: How can we 'Build			2.6K		52 47	 
------------------------	--	---	---	------	---	----------	--

Most popular sponsor engagement:







02/05/2021 1:35 PM	 Thank you to the Centre for Tourism Research at Wakayama			2.5K		61 70	 
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12/21/2020 12:01 PM	 CAUTHE 2021 Conference online is thankful for the generous support			4.2K		174 105	 
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DURING Conference: The Great Debate

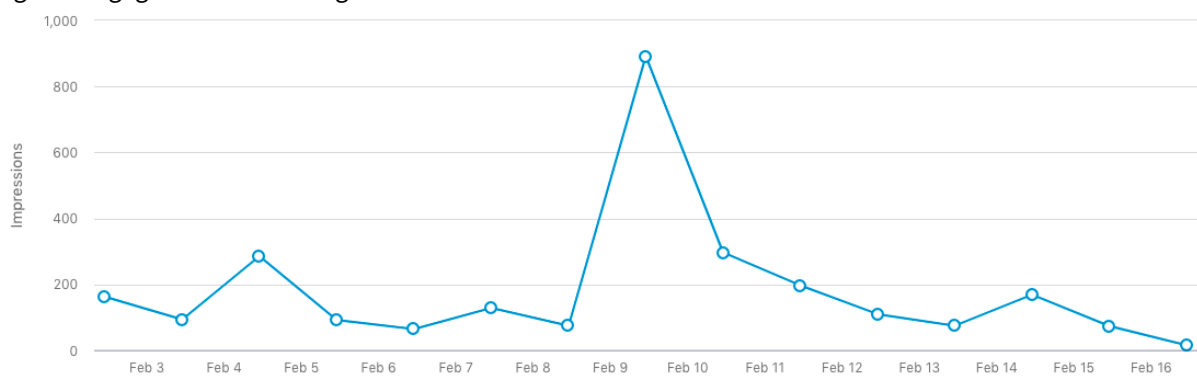
02/11/2021 12:38 PM	 Online or not online? That is the Great Debate #Cauthe2021 Teams			1.4K		104 79	 
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POST conference: Social post (Thu evening)

02/11/2021 9:13 PM	 So excited to finally get together in Melbourne #cauthe2021			819		109 110	 
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LinkedIn engagement: 167 followers as at 18 February.

Highest engagement was during the conference



Twitter: 40 followers

Main goal was to retweet and encourage delegates to post and participate in the CAUTHE conference

Instagram: 38 followers

10. SUMMARY

10.1 What worked and what didn't - general

What worked

- Ask a Fellow - feedback from the Fellows was that this activity should continue at subsequent conferences. There was reasonably good take-up and robust discussion with delegates.
- CANVA - social media campaign
- Concurrent presentation Zoom rooms - maximum 50 participants worked
- Great debate
- PCO (Forum Group) on-site support
- Pre-recordings of presentations
- Social activities
- Sponsorship – in particular:
 - the traditional academic text and journal publishers
 - the social activity 'in-kind' sponsors

What didn't work

- Ask a Fellow / Virtual Exhibition Hall / Meeting hub
 - Need to create gaps between, before and after sessions.
 - Sponsor videos: no time in the program to show the videos.
 - Ask a Fellow: the take-up was low during 'popular' times, notably keynote, plenary and 'the Great Debate' and meant Fellows had to miss out on these sessions.
- Communications/training – ran out of time
- Handbook and conference proceedings
 - Compilation of proceedings/handbook was completely manual.
 - The system downloaded papers in tracks, ie 15 files, which were incomplete (missing papers) and authors and affiliations not included
 - Final paper submission
 - No opportunity for authors whose papers are accepted with no change required to resubmit e.g. to remove use of anonymous text
 - Authors were not sent paper and formatting guidelines, with instructions include author and affiliation details.
- Program
 - The system could not produce an online program e.g. upload batch file of activities
 - Need to share videos prior to conference
- Registration system
 - Unable to apply payments by delegates who purchase membership as part of the registration process to their membership profile, or create a new profile for delegates who join CAUTHE. Integration still not yet functional.
- Run sheet
 - Confusion about fields/information required for each session e.g chair, presenter, panelist (for access, training etc)

We will listen to delegates and respond as best we can. There is nothing in this 'not worked' section that cannot be addressed with more planning and on our part, and in fact, much of the learnings and future directions emerged during the conference.

10.2 Paper management system

- Conference chair
 - Various (too many) portals to be closed-open, over which the Chair has no control. Chair has to communicate with Forum Group to co-ordinate with deadlines and reviewers. Multiple portals and screens to be managed creates confusion and multiple communications increase workload and cause time delays.
 - No access a real time overview of what is happening for each paper and obtain a total view of the process – generation of reports of papers at various stages is important.

- e-mails to be sent to authors need to be customised centrally. Chair has no control to customise letters of decisions to authors. Once letters are customised the same message is sent to everyone, without the chair being able to further customise letters to individual authors.
- Full papers categorised as working papers after the first review stage, which created great confusion in tracking and processing. Some paper reviews were delayed and lost in the process.
- Chair cannot edit reviewers' comments to make them anonymous and less insulting, if required.
- Two submissions were totally lost during the process. The submissions were never found/shown in any portal viewed by the chair. The chair asked for reports from Forum Group and these papers never appeared. Forum Group found the papers in late January and they were processed quickly, well after the review process and program had been finalised. It is unknown what system bug caused this issue.
- Track chairs
 - Confused with so many portals and lack of control of the system.
 - Could see the names of reviewers of papers they have co-authored. A problem with access rights to platform information, that undermines the blind peer review process.
- Reviewers
 - Not receiving e-mails, track chairs not able to add reviewers ad hoc and when needed. This is problematic when reviewers do not respond or cannot complete reviews.
 - Track chairs cannot search for reviewers based on keywords, track etc. They see a full list of reviewers and need to search and find the name they wish to add for review.
 - Reviewers not receiving notification that they are reviewers and not be able to access the review portal
- Authors
 - Had access to reviewers' comments before feedback decision was provided – problem with peer review process. Authors must not have access to track chair comments or conference chair comments – this is very important.
 - Track chair comments and conference chair comments NOT VISIBLE to authors – problem specifically for revised papers.
- Overall
 - The platform does not provide alert e-mails to anyone including chair, reviewers or track chairs, for upcoming tasks
 - The user interface is not user friendly and operates quite differently from an average standard review platform as used by most people.

10.3 Recommendations

- Conference administrator/PCO (Forum Group) roles
 - Reassess the duties of the PCO (Forum Group) as per the items on the '2021 Conference administrator position description'.
 - CAUTHE to directly engage an internal 'conference administrator' to liaise between the PCO, CAUTHE committee/volunteers and CAUTHE Executive, and to manage the CAUTHE conference requirements e.g. developing, conference documentation and communications, liaising with conference speakers, panellists, presenters and sponsors, and production of the Conference proceedings.
- Conference format
 - Reality is that there will not be funds for f-2-f travel for the foreseeable future. Next conference will likely need to be online with additional features as outlined below.
 - Plenary sessions in 'webinar' format.
 - All concurrent, eposter, Ask a Fellow, and sponsors in 'meeting' format.
 - Suite of 'meeting rooms' open for colleagues to 'drop in and socialise'
 - Encourage nodes with Chapters (perhaps) 'hosting' all local delegates on site for all sessions including hospitality and socializing. In this situation all logistics, including monies, room bookings and catering be organised and managed locally, ie. without CAUTHE's official involvement.

- Program
 - Create gaps between, before and after sessions for:
 - Social interaction e.g. make (4-5) Zoom meeting rooms available and program time for delegates to be able to chat throughout conference.
 - More opportunities for interaction with virtual exhibitors / sponsor videos / in the meeting hub
 - Ask a Fellow: avoid rostering Fellows at 'popular' times, notably during keynote, plenary and 'the Great Debate'.
 - Invite local teams (nodes) to develop an activity by programming e.g. six slots for one hour each, to be allocated to a node.
 - Contemplate a 'round the clock – round the globe' single stream session that is hosted by nodes across the globe to create a 'session' that runs from the end of day one through to the start of day two to give all international participants a chance to 'lead' a session in their normal work day.
 - Run breakout session as in 2021: three pre-recorded presentations and then 35 minutes Q+A.
- Paper management system
 - Reassess whether the system is fit for purpose, and if necessary 're-configure' to make it more suitable.
 - Needs to include ability to create a handbook of abstracts and proceedings book, which can be downloaded in one document (not by track), containing final abstracts and papers which include authors and affiliations details.
- Run sheet
 - PCO to provide a template and clarify terminology which
 - Clearly identifies each role e.g. chairs/presenters/panelists separately for each session on the MASTER run sheet
 - Enables the provision of the required access, information and training for each role.
- Reconciliation of monies and invoicing
 - Streamline tracking and reporting of direct credit payments e.g. bar code / QR hyperlink in invoice.
 - Following up unpaid delegates – confirm who does this and bring more discipline to delegates in the timing of payments.
- Technical support
 - Need one dedicated technical person per room, who:
 - logs in via Zoom
 - liaises with and supports the Chair (who should log-in via the portal)
 - manages recorded materials and screen sharing
- Training
 - Needs to be provided for all presenters and facilitators prior to conference.

Report prepared by:

Name: Paul Whitelaw, Marianna Sigala and Penny Jose

Position: CAUTHE 2021 Conference organisers

Date: 16-MAR-2021