

# Bootstrapped Total Factor Productivity Analysis of International Tourist Hotels in Taiwan

Hui Meng<sup>a</sup>, Shew-Huei Kuo<sup>b</sup>, Yang Li<sup>c,d,\*</sup>, and Yu-Jung Chen<sup>e</sup>

## Abstract

The Malmquist productivity index (MPI), proposed by Fare et al. (1994) and based on the data envelopment analysis (DEA), is commonly used to measure total factor productivity (TFP). Being a linear-programming-based measure and lack of statistical nature, MPI may give incomplete information about TFP and its components and thus, guides incorrect policy and/or managerial implications. This study uses the bootstrapping approach, proposed by Simar and Wilson (1998, 1999) which takes into account the time-dependence structure of the data, to generate the appropriate bootstrap samples for analyzing productivity changes of Taiwan's International Tourist Hotels (ITHs). The dataset, obtained from the annual Operating Report of International Tourist Hotel in Taiwan published by the Taiwan Tourism Bureau during 2010-2015, consists of 67 ITHs and 402 observations. Empirical results indicate that it is apparent to overstating the situation of changes in efficiency of Taiwan's ITHs, and even worse in the case of changes in technology.

**Keywords:** DEA, total factor productivity, Malmquist indices, quasi-fixed inputs, bootstrap methods

## 1. Introduction

Due to greater global awareness of environmental pollution, the tourism industry is known as an "industry without a chimney" and has thus been heavily promoted by many governments in recent years. In addition, the rise of emerging markets, the increase of global income, and more convenient transportation links have also helped boost this sector's growth. Benefitting from the expansion of the international tourist market, topic of the internationalization of the tourist hotel industry has attracted many scholars. According to the World Travel and Tourism Council (WTTC), the global tourist revenue reached seven trillion U.S. dollars (about 9.5% of global GDP) in 2013, which had created 4.7 million new employment opportunities around the world. It predicted that there will be average annual 4.2% of growth rate of contribution to GDP for future two decades and continuously outpaces the economic rate of growth

over the world. This mainly results from the increasing demand of emerging markets and the rise of overall consumption expenditures in the tourist industry. Growth of the tourist industry also drives developments of transportation, commerce, construction, accommodation and catering industries (Proenca and Soukiazis, 2008). Indicated from 2013 Report issued by Inter-Continental Hotels Group (IHG), there were approximate 14.6 million rooms supplied in the hotels globally in 2013, where average room revenue grew up by 4.4% compared with that of 2012.

To pursue the development of its tourism market, Taiwan has actively promoted tourism policies such as "Doubling Tourist Arrivals Plan" and "Taiwan Ecotourism" in 2002, "2008-2009 Taiwan Tour Year," "Top Tourist Pilot Program" in 2009, "Traditional Hotel for One Thousand Stars Plan" in 2012, etc. In particular, Taiwan opened up to Chinese tourists in 2008, and from the statistics of the Taiwan Tourism Bureau more than 8 million tourists came to the country in 2013, representing an average annual growth rate of 16.44% since 2008. The rapid growth of tourists coming to Taiwan has resulted in the establishment of more international tourist hotels in the country, with a rise of 18% in the number of ITHs during the period

<sup>a</sup>Shanxi University of Finance and Economics, Shanxi, China.

<sup>b</sup>Department of Finance, National Yunlin University of Science and Technology, Yunlin, Taiwan.

<sup>c</sup>New Huadu Business School, Minjiang University, Fujian, China.

<sup>d</sup>Research Center of Efficiency and Productivity, Fujian College's Research Base of Humanities and Social Science, Fujian, China.

<sup>e</sup>Institute of Business and Management, National University of Kaohsiung, Taiwan.

\*Corresponding Author: Prof. Yang Li, Email: isu.yangli@nbs.edu.cn

2008-2014 (an increase from 61 ITHs to 72 ITHs). Moreover, there are 26 ITHs being planned currently. When facing a rapid growth of tourists and increasing intra-industry competition in Taiwan, fully understanding the total factor productivity (TFP) and its corresponding components on the tourist hotel industry not only can effectively improve the operating performance of Taiwan's ITH industry, but also can be a reference for policy implementation and development by the government sector.

Data envelopment analysis (DEA), proposed by Charnes *et al.* (1978), is essentially a linear programming model to evaluate the efficiencies of decision making units (DMUs) by calculating the best multiplier for inputs and outputs. Since it can deal with multiple inputs and outputs without assuming any particular functional form, it has been widely applied in many different fields, including the tourist hotel industry (Anderson *et al.*, 2000;

Barrors, 2004; Hwang and Chang, 2003; Yang and Lu, 2006; Wu and Song, 2011). The Malmquist productivity index (MPI), proposed by Fare *et al.* (1994) and based on the data envelopment analysis (DEA), is commonly used to measure total factor productivity (TFP). The primary problem is that being a linear-programming-based measure and lack of statistical nature, MPI may give incomplete information about TFP and its components and thus, guides incorrect policy and/or managerial implications. Hence, this study uses the bootstrapping approach, proposed by Simar and Wilson (1998, 1999) which takes into account the time-dependence structure of the data, to generate the appropriate bootstrap samples for analyzing productivity changes of Taiwan's ITHs.

The rest of the paper is organized as follows. Section II describes the methodology used in this study. Section III consists of the description of the data and the variables and the empirical results. The final section offers conclusion.

## 2. Methodology

Suppose that there are  $H$  decision making units (DMUs). Each DMU employs  $k$  inputs  $\tilde{\mathbf{x}} = [x_1, \dots, x_k]' \in \mathfrak{R}_+^k$  to produce  $m$  outputs  $\tilde{\mathbf{y}} = [y_1, \dots, y_m]' \in \mathfrak{R}_+^m$ . The production possibility set at time  $t$  is given by the closed set:

$$\Omega^t = \{(\tilde{\mathbf{x}}, \tilde{\mathbf{y}}) \mid \tilde{\mathbf{x}} \text{ can produce } \tilde{\mathbf{y}} \text{ at time } t\} \subset \mathfrak{R}_+^{k+m} \quad (1)$$

Shephard (1970) defines the output distance function for DMU  $h$  at time  $t$  by

$$D^{ht} = \inf \left\{ \theta \mid (\tilde{\mathbf{x}}_{ht}, \tilde{\mathbf{y}}_{ht}/\theta) \in \Omega^t \right\} \quad (2)$$

The output distance function considers a maximal proportional expansion of output  $\tilde{\mathbf{y}}_{ht}$  given input  $\tilde{\mathbf{x}}_{ht}$  in the sense that  $(\tilde{\mathbf{x}}_{ht}, \tilde{\mathbf{y}}_{ht}/D^{ht})$  is on the frontier of  $\Omega^t$ .

Equation (2) cannot be evaluated since  $\Omega^t$  is unknown. Hence, we have to first estimate  $\Omega^t$  from the observed input-output set. Charnes *et al.* (1978) proposed the data envelopment analysis (DEA) estimator of  $\Omega^t$ , known as the CCR model, as follows:

$$\hat{\Omega}^t = \left\{ (\tilde{\mathbf{x}}, \tilde{\mathbf{y}}) \mid \tilde{\mathbf{x}} \geq \mathbf{X}_t \boldsymbol{\lambda}, \tilde{\mathbf{y}} \leq \mathbf{Y}_t \boldsymbol{\lambda}, \boldsymbol{\lambda} \geq \mathbf{0} \right\} \subset \mathfrak{R}_+^{k+m}, \quad (3)$$

where  $\mathbf{X}_t = [\tilde{\mathbf{x}}_{1t}, \dots, \tilde{\mathbf{x}}_{Ht}]$ ,  $\mathbf{Y}_t = [\tilde{\mathbf{y}}_{1t}, \dots, \tilde{\mathbf{y}}_{Ht}]$ ,  $\boldsymbol{\lambda}$  is an  $(H \times 1)$  vector of intensity variables, and  $\mathbf{0}$  is an  $(H \times 1)$  vector of zeros. Equation (3) reveals that  $\hat{\Omega}^t$  is the smallest free disposal convex set containing all the data.

The output-oriented technical efficiency of the CCR model for DMU  $h$  at time  $t$ ,  $\hat{\theta}_h^t$ , is defined as:

$$(\hat{\theta}_h^t)^{-1} = \sup_{\delta, \boldsymbol{\lambda}} \left\{ \delta \mid (\tilde{\mathbf{x}}_{ht}, \delta \tilde{\mathbf{y}}_{ht}) \in \hat{\Omega}^t \right\} \quad (4)$$

Given the DEA estimator  $\hat{\Omega}^t$  of  $\Omega^t$ , the corresponding estimator of the output distance function is given by

$$\hat{D}_h^t = \inf_{\gamma, \boldsymbol{\lambda}} \left\{ \gamma \mid (\tilde{\mathbf{x}}_{ht}, \tilde{\mathbf{y}}_{ht}/\gamma) \in \hat{\Omega}^t \right\} \quad (5)$$

Note that the output-oriented technical efficiency  $\hat{\theta}_h^t$  coincides with the output distance function  $\hat{D}_h^t$ . Färe et al. (1994) employed the concept of output distance functions to define the Malmquist output-oriented total factor productivity (TFP) change index for DMU h from period s to period t as follows:

$$\hat{M}_h^{s \rightarrow t} = \left[ (\hat{D}_h^{t|s} / \hat{D}_h^{s|s}) \times (\hat{D}_h^{t|t} / \hat{D}_h^{s|t}) \right]^{1/2} \quad (6)$$

where  $\hat{D}_h^{t|s}$  represents the output distance function for DMU h from the period t observation to the period s technology; i.e.,

$$\hat{D}_h^{t|s} = \inf_{\gamma, \lambda} \{ \gamma \mid (\mathbf{x}_{ht}, \mathbf{y}_{ht} / \gamma) \in \hat{\Omega}^s \} \quad (7)$$

If  $s = t$ , then  $\hat{D}_h^{t|t}$  is a measure of efficiency relative to the contemporaneous technology and  $\hat{D}_h^{t|t} (= \hat{D}_h^t) \leq 1$ .

If  $s \neq t$ , then we have a measure of distance function relative to the intertemporal technology and both  $\hat{D}_h^{t|s}$  and  $\hat{D}_h^{s|t}$  could be  $\leq 1$  or  $\geq 1$ . Equation (6) is, in fact, the geometric mean of two TFP indices: the first in the square bracket is evaluated with respect to period s technology and the second with respect to period t technology. A value of  $\hat{M}_h^{s \rightarrow t}$  greater than one will indicate positive TFP growth from period s to period t, while a value less than one indicates a TFP decline.

The Malmquist TFP change index can be further decomposed as the product of efficiency change and technical change as follows:

$$\hat{M}_h^{s \rightarrow t} = (\hat{D}_h^{s|s} / \hat{D}_h^{t|t}) \times \left[ (\hat{D}_h^{t|s} / \hat{D}_h^{t|t}) \times (\hat{D}_h^{s|s} / \hat{D}_h^{s|t}) \right]^{1/2} \quad (8)$$

The parenthesis of the right hand side of equation (8) measures the efficiency change:

$$\widehat{Ef}_h^{s \rightarrow t} = \hat{D}_h^{s|s} / \hat{D}_h^{t|t}, \quad (9)$$

while the square brackets evaluates the technical change, which is the geometric mean of the shift in technology between two periods, evaluated at time t and also at time s:

$$\widehat{Tc}_h^{s \rightarrow t} = \left[ (\hat{D}_h^{t|s} / \hat{D}_h^{t|t}) \times (\hat{D}_h^{s|s} / \hat{D}_h^{s|t}) \right]^{1/2} \quad (10)$$

Simar and Wilson (1998) proposed a bootstrap procedure to generate bootstrap samples for DEA models. Unfortunately, it is not applicable in the analysis of productivity change because the time-dependence structure of the data has to be taken into account. Simar and Wilson (1999) recommended another bootstrap procedure, taking into account the time-dependence structure of the data, to generate the appropriate bootstrap samples for analyzing productivity change. This algorithm can be summarized as follow:

[1] Use all DMUs in period s and t, respectively, to calculate  $\hat{D}_h^s$  and  $\hat{D}_h^t$  by the CCR model; then, we have  $\hat{\alpha} = [(\hat{D}_1^s)^{-1}, \dots, (\hat{D}_H^s)^{-1}]'$  and  $\hat{\beta} = [(\hat{D}_1^t)^{-1}, \dots, (\hat{D}_H^t)^{-1}]'$ .

$$\Lambda = \begin{bmatrix} \hat{\alpha} & \hat{\beta} \\ 2\mathbf{1} - \hat{\alpha} & \hat{\beta} \\ 2\mathbf{1} - \hat{\alpha} & 2\mathbf{1} - \hat{\beta} \\ \hat{\alpha} & 2\mathbf{1} - \hat{\beta} \end{bmatrix}_{4H \times 2} \text{ and } \begin{cases} \hat{\Sigma} = \begin{bmatrix} \hat{\sigma}_{ss} & \hat{\sigma}_{st} \\ \hat{\sigma}_{st} & \hat{\sigma}_{tt} \end{bmatrix} \\ \hat{\Sigma}_R = \begin{bmatrix} \hat{\sigma}_{ss} & -\hat{\sigma}_{st} \\ -\hat{\sigma}_{st} & \hat{\sigma}_{tt} \end{bmatrix} \end{cases} \text{ where } \begin{cases} \hat{\sigma}_{ss} = \text{cov}(\hat{\alpha}, \hat{\alpha}) \\ \hat{\sigma}_{st} = \text{cov}(\hat{\alpha}, \hat{\beta}) \\ \hat{\sigma}_{tt} = \text{cov}(\hat{\beta}, \hat{\beta}) \\ \mathbf{1} \text{ is an } (N \times 1) \\ \text{vector of ones} \end{cases} \quad (2)$$

[2] Define

[3] Randomly draw with replacement H rows from  $\Lambda$  to form a matrix  $\Lambda^* = [\delta_{hi}]_{H \times 2}$ .

[4] Compute  $\Pi = (1 + h^2)^{-0.5} \left( \Lambda^* + h\Psi^* - J \begin{bmatrix} \bar{\delta}_{\cdot s} & 0 \\ 0 & \bar{\delta}_{\cdot t} \end{bmatrix} \right) + J \begin{bmatrix} \bar{\delta}_{\cdot s} & 0 \\ 0 & \bar{\delta}_{\cdot t} \end{bmatrix}$ , where  $\Pi = [\pi_{hi}]_{H \times 2}$ ,  $h = (4/5H)^{1/6}$ ,  $\bar{\delta}_{\cdot i} = H^{-1} \sum_{h=1}^H \delta_{hi}$  ( $i = s, t$ ),  $J = [\mathbf{1} \mathbf{1}]_{H \times 2}$ , and  $\Psi^*$  is an  $(H \times 2)$  matrix with the hth row to

be a random draw from bivariate normal  $N(\mathbf{0}, \hat{\Sigma})$  if the  $h$ th row of  $\Lambda^*$  was drawn from  $\begin{bmatrix} \hat{\alpha} & \hat{\beta} \\ 2\mathbf{1} - \hat{\alpha} & 2\mathbf{1} - \hat{\beta} \end{bmatrix}$ , or a random draw from bivariate normal  $N(\mathbf{0}, \hat{\Sigma}_R)$  if the  $h$ th row of  $\Lambda^*$  was drawn from  $\begin{bmatrix} 2\mathbf{1} - \hat{\alpha} & \hat{\beta} \\ \hat{\alpha} & 2\mathbf{1} - \hat{\beta} \end{bmatrix}$ .

[5] For each element  $\pi_{hi}$  of  $\Pi$ , define  $\pi_{hi}^* = \begin{cases} 2 - \pi_{hi}, & \text{if } \pi_{hi} < 1 \\ \pi_{hi}, & \text{if } \pi_{hi} \geq 1 \end{cases}$ .

[6] set  $\mathbf{x}_{hi}^* = \mathbf{x}_{hi}$  and  $\mathbf{y}_{hi}^* = (\hat{D}_h^i)^{-1} \mathbf{y}_{hi} / \pi_{hi}^*$ ,  $h = 1, \dots, H$ ;  $i = s, t$ .

[7] Calculate the bootstrap estimates  $\hat{D}_{h^*}^{s|i}$  and  $\hat{D}_{h^*}^{t|i}$  by the CCR model with technology  $(\mathbf{X}_i^*, \mathbf{Y}_i^*)$ , where  $\mathbf{X}_i^* = [\mathbf{x}_{1i}^*, \dots, \mathbf{x}_{Hi}^*]$  and  $\mathbf{Y}_i^* = [\mathbf{y}_{1i}^*, \dots, \mathbf{y}_{Hi}^*]$  for  $i = s, t$ .

[8] Redo the above steps [3]~[7]  $B$  times to get bootstrap estimates  $\{\hat{D}_{h^*b}^{s|s}\}_{b=1}^B$ ,  $\{\hat{D}_{h^*b}^{s|t}\}_{b=1}^B$ ,  $\{\hat{D}_{h^*b}^{t|t}\}_{b=1}^B$ , and  $\{\hat{D}_{h^*b}^{t|s}\}_{b=1}^B$  for  $h = 1, \dots, H$ .

After obtaining bootstrap samples of  $\{\hat{D}_{h^*b}^{s|s}\}_{b=1}^B$ ,  $\{\hat{D}_{h^*b}^{s|t}\}_{b=1}^B$ ,  $\{\hat{D}_{h^*b}^{t|t}\}_{b=1}^B$ , and  $\{\hat{D}_{h^*b}^{t|s}\}_{b=1}^B$  for  $h = 1, \dots, H$ , we can use equation (8) ~ (10) to construct the corresponding bootstrap samples of Malmquist TFP indices such as  $\{\hat{M}_{h^*b}^{s \rightarrow t}\}_{b=1}^B$ ,  $\{\hat{TC}_{h^*b}^{s \rightarrow t}\}_{b=1}^B$ , and  $\{\hat{EF}_{h^*b}^{s \rightarrow t}\}_{b=1}^B$  for  $h = 1, \dots, H$ . Then we can construct confidence intervals for output distance functions and Malmquist TFP indices.

Take  $\mathbf{M}_h^{s \rightarrow t}$  as an example. If we knew the distribution of  $(\hat{M}_h^{s \rightarrow t} - \mathbf{M}_h^{s \rightarrow t})$ , it is easy to find the values  $a$  and  $b$  such that

$$\text{Prob}(a \leq (\hat{M}_h^{s \rightarrow t} - \mathbf{M}_h^{s \rightarrow t}) \leq b) = (1 - \alpha) \quad (11)$$

to obtain the  $(1 - \alpha)\%$  of confidence interval of  $\mathbf{M}_h^{s \rightarrow t}$ . Fortunately, the bootstrap sample  $\{\hat{M}_{h^*b}^{s \rightarrow t}\}_{b=1}^B$  offers an empirical distribution of  $(\hat{M}_{h^*}^{s \rightarrow t} - \hat{M}_h^{s \rightarrow t})$  and allow us to locate the values  $a^*$  and  $b^*$  such that

$$\text{Prob}(a^* \leq (\hat{M}_{h^*}^{s \rightarrow t} - \hat{M}_h^{s \rightarrow t}) \leq b^*) = (1 - \alpha) \quad (12)$$

Since  $(\hat{M}_h^{s \rightarrow t} - \mathbf{M}_h^{s \rightarrow t})$  approximates  $(\hat{M}_{h^*}^{s \rightarrow t} - \hat{M}_h^{s \rightarrow t})$ , we use the bootstrap approximation

$$\text{Prob}(a^* \leq (\hat{M}_h^{s \rightarrow t} - \mathbf{M}_h^{s \rightarrow t}) \leq b^*) \approx (1 - \alpha) \quad (13)$$

to get an estimated  $(1 - \alpha)\%$ -percent confidence interval of  $\mathbf{M}_h^{s \rightarrow t}$  as:

$$[(\hat{M}_h^{s \rightarrow t} - b^*), (\hat{M}_h^{s \rightarrow t} - a^*)] \quad (14)$$

### 3. Empirical Analysis

#### 3.1 Data and Input-Output variables

The dataset, obtained from the annual *Operating Report of International Tourist Hotel in Taiwan* published by the Taiwan Tourism Bureau during 2010-2015, consists of 67 ITHs and 402

observations. All nominal variables are deflated by the tourist price index with 2011 as the base year. This study includes four inputs and three outputs. Four Inputs are: (1) The number of employees (including guest rooms, catering, and management staff); (2) The number of guest rooms; (3) Areas of

the F&B department; (4) Other expenditures (containing water and electricity fuel expenses, F&B costs, insurance premium, and maintenance and repair costs). Three outputs include: (1) Revenues of guest rooms; (2) Revenues of F&B, consisting of that from sales of food, snacks, alcohol, and

beverages in the dining room, coffee room, banquet room, and night club; (3) Other revenues, including operating revenues from the lease of store spaces, laundry, swimming pool, ball courts, barbershop, beauty salons, bookstores, etc. Table 1 reports the descriptive statistics of the inputs and outputs used in the analysis.

**Table 1. Descriptive Statistics of Inputs and Outputs (2010-2015)**

|   | Mean     | Std. Dev. | Min    | Max       |
|---|----------|-----------|--------|-----------|
| Input variables                         |          |           |        |           |
| Number of employees (persons)           | 323.18   | 207.38    | 43.00  | 1,058.00  |
| Area of F&B department (square feet)    | 3,819.68 | 4,424.25  | 210.00 | 52,966.00 |
| Number of guest rooms (number of rooms) | 292.69   | 151.68    | 50.00  | 865.00    |
| Other expenditures (NT\$ million)       | 265.85   | 244.29    | 18.06  | 1,302.41  |
| Output variables                        |          |           |        |           |
| Revenues of guest rooms (NT\$ million)  | 256.67   | 199.78    | 31.75  | 1,145.87  |
| Revenues of F&B (NT\$ million)          | 280.94   | 281.70    | 8.84   | 1,456.26  |
| Other revenues (NT\$ million)           | 79.92    | 123.71    | 0      | 757.40    |

Note: All nominal variables are deflated by the tourist price index with 2011 as the base year.

Input and output variables in the DEA model should satisfy the property of isotonicity - that is, increased inputs cannot reduce outputs. Table 2 presents the Pearson correlation coefficients of input and output variables. All values are

significantly positive at the 0.1% level of significance, indicating that our selected input and output variables indeed meet the property of isotonicity.

**Table 2. Pearson Correlation Coefficients between Input and Output Variables**

|                         | Number of employees | Area of F&B department | Number of guest rooms | Other expenditures |
|-------------------------|---------------------|------------------------|-----------------------|--------------------|
| Revenues of guest rooms | 0.8545(< 0.001)     | 0.4613(< 0.001)        | 0.8116(< 0.001)       | 0.8722(< 0.001)    |
| Revenues of F&B         | 0.9160(< 0.001)     | 0.4462(< 0.001)        | 0.6556(< 0.001)       | 0.8395(< 0.001)    |
| Other revenues          | 0.7035(< 0.001)     | 0.3178(< 0.001)        | 0.4426(< 0.001)       | 0.6098(< 0.001)    |

Note: Values in parentheses are *p*-value, and all correlation coefficients are significant at the 0.1% level of significance.

### 3.2 Empirical Results

The output-oriented efficiency, technology, and TFP change estimates from 2011 to 2015 are reported in Table 3, Table 4, and Table 5, respectively. We employed the bootstrap methods, proposed by Simar and Wilson (1999) and outlined in section two, to obtain estimates of bias and variance, and to test for significant differences from unity, while setting  $B = 2,000$  as suggested by Simar and Wilson (1998, 1999). Comparing the variance and estimated biases, this study found that most of the bias correction for the TFP, efficiency, and technology change indices would increase mean-square error and hence, we do not report the bias corrected estimates. Since this study construct output-oriented MPI, numbers greater than unity represent progress, while numbers less than unity symbolize regress. In

addition, we use single asterisks (\*) and double asterisks (\*\*) to indicate significantly different from unity at the 10% and 5% level of significance, respectively.

Examining efficiency changes between all successive pairs of year in Table 3, the traditional method suggests that there are 106 and 118 observations experienced efficiency improvement and regression, respectively, while the bootstrap result reveals that they are only 32 and 38, respectively. In all, of the 224 estimates of efficiency change reported in Table 4 that are not equal to unity, only 70 (31.25%) are significant at 10% level of significance. It is apparent to overstating the situation of changes in efficiency of Taiwan's ITHs.

It is even worse for changes in technology. There is almost no technology change estimate in

Table 4 to be unitary and among them, there are 133 and 134 observations encountered technology enhancement and deterioration, respectively. In all, of the 267 estimates of technology change reported in Table 4 that are not equal to unity, only 34 (12.73%) are significant at 10% level of significance.

Turning to the results for TFP change index in

Table 5, traditional method indicates that all observations are different from unitary and among them, there are 135 and 133 observations experienced TFP augmentation and descents, respectively. However, bootstrap results argue that there are only 33 and 134 observations encountered TFP enrichment and decreases, respectively.

Table 3. Changes in efficiency

| DMU | 2011/12  | 2012/13  | 2013/14  | 2014/15  | DMU | 2011/12  | 2012/13  | 2013/14  | 2014/15  |
|-----|----------|----------|----------|----------|-----|----------|----------|----------|----------|
| 1   | 1.2859   | 0.8495** | 0.8600*  | 1.0146   | 35  | 1.1699** | 0.7439** | 0.8827** | 1.2071** |
| 2   | 1.0384   | 1.0000   | 1.0000   | 1.0000   | 36  | 1.0297   | 0.9425   | 1.0710   | 1.0037   |
| 3   | 1.1054   | 1.0299   | 1.1005   | 1.0122   | 37  | 0.9405   | 0.9510   | 1.1176   | 0.9603   |
| 4   | 1.0436   | 0.9955   | 0.9367   | 0.9401   | 38  | 0.9345*  | 1.0074   | 0.9744   | 1.0556   |
| 5   | 1.2071** | 0.9903** | 0.7976** | 1.3136** | 39  | 0.9931   | 0.8648   | 1.0177   | 1.0276   |
| 6   | 1.2405** | 0.8618   | 0.9898   | 0.9922   | 40  | 0.9772   | 1.1035   | 1.0091   | 0.9472   |
| 7   | 1.1489*  | 1.0000   | 1.0000   | 1.0000   | 41  | 0.9797   | 0.9818   | 1.0261   | 0.9322   |
| 8   | 1.1223   | 0.9345   | 0.9098   | 1.1692** | 42  | 0.9177   | 0.9455   | 1.0405   | 0.9875   |
| 9   | 0.9873   | 0.9753   | 0.9694   | 0.9665   | 43  | 1.1221   | 0.9720   | 1.1675   | 0.8904** |
| 10  | 1.0000   | 1.0000   | 1.0000   | 1.0000   | 44  | 1.0000   | 1.0000   | 1.0000   | 1.0000   |
| 11  | 1.2322** | 1.0000   | 1.0000   | 0.8306** | 45  | 1.1348   | 0.9281   | 1.3813** | 0.8887** |
| 12  | 1.0346   | 0.9592   | 0.9179   | 0.9705   | 46  | 0.9048*  | 1.0136   | 1.1383*  | 0.9349   |
| 13  | 1.1249** | 1.0000   | 1.0000   | 1.0000   | 47  | 0.8692** | 0.8740** | 0.9784   | 1.1534** |
| 14  | 1.0699   | 0.9798   | 1.0206   | 0.8232** | 48  | 1.0944   | 1.0310   | 0.9898   | 1.1744** |
| 15  | 1.0890   | 1.1131   | 0.9760   | 1.0246   | 49  | 0.8862   | 0.9357   | 1.1768** | 1.0106   |
| 16  | 1.0416   | 0.9127   | 0.9803   | 1.0153   | 50  | 1.2556** | 0.9907   | 1.0562   | 1.0429   |
| 17  | 0.9219   | 0.8852** | 1.3224** | 0.7683*  | 51  | 0.7991** | 1.2967** | 1.1044*  | 0.9482   |
| 18  | 1.0000   | 1.0000   | 1.0000   | 1.0000   | 52  | 1.0000   | 1.0000   | 1.0000   | 1.0000   |
| 19  | 1.0418   | 1.0000   | 1.0000   | 0.9226   | 53  | 1.0662   | 0.9777   | 1.0228   | 1.0000   |
| 20  | 1.0120   | 0.9061   | 0.9504   | 0.9607   | 54  | 1.4299** | 1.2438** | 0.8968** | 1.1028*  |
| 21  | 0.6894** | 1.0043   | 1.3688** | 0.8577   | 55  | 1.0000   | 1.0000   | 1.0000   | 1.0000   |
| 22  | 0.7812** | 0.9638   | 1.1440   | 0.9182   | 56  | 0.9583   | 1.0203   | 1.0378   | 1.0368   |
| 23  | 0.9094   | 0.9979   | 1.0399   | 0.9384   | 57  | 1.0031   | 1.0618   | 1.0207   | 1.1053   |
| 24  | 1.0000   | 1.0000   | 1.0000   | 1.0000   | 58  | 0.9479*  | 0.8765** | 1.0035   | 0.9520   |
| 25  | 0.8501** | 0.9612   | 0.9717   | 0.8897   | 59  | 1.1178** | 1.0000   | 1.0000   | 1.0000   |
| 26  | 1.1027   | 0.8475** | 0.7217** | 0.8088** | 60  | 0.9185** | 0.9117** | 0.8661*  | 0.8424** |
| 27  | 1.0959   | 0.9518   | 0.9676   | 0.9171   | 61  | 0.8982   | 1.0805   | 1.1442** | 0.8294** |
| 28  | 0.9903   | 0.9104*  | 0.9768   | 0.9407   | 62  | 1.2326** | 0.9685   | 0.9327   | 0.9883   |
| 29  | 1.3552** | 1.0000   | 1.0000   | 1.0000   | 63  | 1.4653** | 1.0896** | 1.3416** | 1.1328*  |
| 30  | 0.9539   | 1.1114   | 0.8466** | 0.8144** | 64  | 1.2130   | 0.9797   | 1.0221   | 1.0453   |
| 31  | 1.0078   | 0.9884   | 1.0976   | 0.9047   | 65  | 1.1008   | 0.9739   | 0.9014** | 1.0342   |
| 32  | 0.9830   | 0.9834   | 1.0328   | 0.7885** | 66  | 1.0500   | 1.0469   | 1.0711   | 1.0270   |
| 33  | 1.1198   | 1.0334   | 0.9836   | 0.9205   | 67  | 1.1826** | 0.9646   | 1.1379** | 0.7684** |
| 34  | 1.0578   | 1.0226   | 0.6900** | 1.0823   |     |          |          |          |          |

Note: Single asterisks (\*) and double asterisks (\*\*) indicate significantly different from unity at the 10% and 5% level of significance, respectively.

In summary, traditional Malmquist methodology, based on estimations of distance functions made through DEA models, a non-stochastic procedure, does not provide any insight into the statistical significance of its results and could sometimes lead to biased results

#### IV. Conclusions

Due to the rapid development of the international tourist market, the topic of the internationalization of ITHs has attracted many scholars. The Malmquist productivity index, proposed by Fare et al. (1994), is commonly used to



measure TFP. One major problem is that the Malmquist index is primarily based on the DEA method, which is a non-statistical technique and thus does not take into account the error of measurement in the estimation of efficiency and thus, does not provide any insight into the statistical significance of its results. Hence, our study employs the bootstrapped method, proposed by Simar and Wilson (1999) which takes into

account the time-dependence structure of the data, to analyze the TFP change and its components of Taiwan's ITHs.

The dataset, obtained from the annual *Operating Report of International Tourist Hotel in Taiwan* published by the Taiwan Tourism Bureau during 2010-2015, consists of 67 ITHs and 402 observations. Empirical results indicate that it is apparent to overstating the situation of changes in efficiency of Taiwan's ITHs, and even worse in the case of changes in technology.

Table 4. Changes in technology

| DMU | 2011/12  | 2012/13 | 2013/14  | 2014/15  | DMU | 2011/12  | 2012/13 | 2013/14  | 2014/15  |
|-----|----------|---------|----------|----------|-----|----------|---------|----------|----------|
| 1   | 0.9879   | 1.0197  | 1.0722   | 0.9715   | 35  | 0.8275** | 1.0812  | 1.0525   | 0.9357   |
| 2   | 1.0446   | 1.0436  | 0.9592   | 1.0714   | 36  | 0.9526   | 1.0220  | 1.0401   | 0.9936   |
| 3   | 0.8064** | 1.1074  | 0.9127   | 1.0563   | 37  | 1.0183   | 0.9947  | 0.9245   | 0.9878   |
| 4   | 0.9000   | 1.0257  | 1.0598   | 1.0360   | 38  | 0.9346   | 1.0485  | 1.0528   | 0.9555   |
| 5   | 0.8659** | 1.0685  | 1.1585*  | 0.8413   | 39  | 0.9281   | 1.0456  | 0.9430   | 0.9738   |
| 6   | 0.8228** | 1.0610  | 1.0777*  | 0.9406   | 40  | 0.9622   | 0.9947  | 1.0145   | 1.0176   |
| 7   | 0.8321*  | 1.1493  | 0.9242   | 0.9577   | 41  | 0.9838   | 1.0318  | 0.9871   | 1.0684   |
| 8   | 0.8617** | 1.0719  | 1.1218** | 0.9137   | 42  | 0.9768   | 1.0063  | 0.9998   | 1.0627   |
| 9   | 1.0310   | 0.9941  | 0.9693   | 1.0286   | 43  | 0.8086** | 1.0739  | 1.0049   | 0.9610   |
| 10  | 0.9494   | 1.0196  | 1.0662   | 1.0725   | 44  | 1.0589   | 1.0197  | 1.0221   | 0.9491   |
| 11  | 0.8482   | 1.0771  | 1.1487   | 0.9064   | 45  | 0.9293   | 1.0118  | 1.0564   | 0.9311   |
| 12  | 0.9482   | 1.0019  | 1.0128   | 1.0331   | 46  | 0.9230   | 0.9750  | 0.9977   | 1.0557   |
| 13  | 0.9032*  | 1.0368  | 1.0657   | 0.9402   | 47  | 0.8499** | 1.0571  | 1.1158** | 0.9005*  |
| 14  | 0.9561   | 1.0324  | 0.9037   | 1.1596   | 48  | 0.9200   | 1.0461  | 0.9639   | 1.0008   |
| 15  | 0.9553   | 0.9961  | 1.0257   | 1.0762   | 49  | 0.9739   | 0.9757  | 0.9439   | 0.9973   |
| 16  | 0.9727   | 1.0094  | 1.1039   | 0.9733   | 50  | 0.7984*  | 1.0483  | 0.9839   | 1.0243   |
| 17  | 0.8878*  | 1.0343  | 0.9222   | 1.2798** | 51  | 0.9642   | 1.0085  | 0.9068   | 1.1349   |
| 18  | 1.0121   | 0.9846  | 0.9754   | 0.9665   | 52  | 0.9940   | 0.9324  | 1.0367   | 0.9315   |
| 19  | 0.9845   | 1.0114  | 1.0010   | 1.0825   | 53  | 0.9459   | 0.9945  | 1.0418   | 1.2460   |
| 20  | 0.9369   | 1.0179  | 0.9701   | 1.0088   | 54  | 0.9819   | 0.9644  | 1.0514   | 1.0130   |
| 21  | 0.7620   | 1.0559  | 0.8883   | 1.1198   | 55  | 0.7862*  | 1.0168  | 1.0078   | 0.9723   |
| 22  | 1.2403** | 0.9936  | 1.0110   | 0.9867   | 56  | 0.7935** | 1.0645  | 1.0190   | 0.9680   |
| 23  | 1.1110   | 0.9915  | 1.0242   | 1.0123   | 57  | 0.9933   | 1.0061  | 1.0322   | 1.0323   |
| 24  | 1.0454   | 1.0617  | 0.9121   | 1.0375   | 58  | 0.7411** | 1.0692  | 1.0576   | 0.9609   |
| 25  | 0.9688   | 1.0355  | 0.9687   | 1.1280   | 59  | 0.9979   | 0.9912  | 1.1454** | 0.8132** |
| 26  | 0.9454   | 1.0098  | 1.0201   | 1.1118   | 60  | 0.8916** | 1.0561  | 1.1319** | 0.9509   |
| 27  | 0.9309   | 1.0388  | 0.9737   | 1.0502   | 61  | 0.9760   | 0.9631  | 0.9226   | 1.0588   |
| 28  | 0.9333   | 1.0253  | 1.0402   | 1.0172   | 62  | 0.8226** | 1.0700  | 1.0948*  | 0.9310   |
| 29  | 1.7312** | 0.9236  | 0.9966   | 1.0234   | 63  | 0.8551   | 1.0668  | 1.0057   | 0.9951   |
| 30  | 0.9375   | 1.0040  | 1.0232   | 1.1114   | 64  | 0.8434** | 1.0353  | 1.0912   | 0.9391   |
| 31  | 0.9683   | 1.0268  | 0.9300   | 1.1095   | 65  | 0.8703** | 1.0629  | 1.0869*  | 0.9769   |
| 32  | 0.9735   | 0.9715  | 0.9007*  | 1.1545   | 66  | 0.9874   | 0.9624  | 0.9065   | 0.9943   |
| 33  | 0.8998   | 1.0273  | 1.0293   | 1.0025   | 67  | 0.9245   | 1.0000  | 0.9119** | 1.1945** |
| 34  | 0.8697   | 1.0482  | 1.1025   | 0.9108   |     |          |         |          |          |

Note: Single asterisks (\*) and double asterisks (\*\*) indicate significantly different from unity at the 10% and 5% level of significance, respectively.

#### Acknowledgement

The authors would like to thank the anonymous reviewers for their insightful comments and

suggestions. This study is supported by the Youth Fund for Humanities and Social Sciences Research of the Ministry of Education of China in 2019

(19YJC790151) and the Fujian Province Social

Science Planning Project of China (FJ2019T005).

Table 5. Changes in TFP

| DMU | 2011/12  | 2012/13  | 2013/14  | 2014/15  | DMU | 2011/12  | 2012/13  | 2013/14  | 2014/15  |
|-----|----------|----------|----------|----------|-----|----------|----------|----------|----------|
| 1   | 1.2703** | 0.8663** | 0.9220** | 0.9858   | 35  | 0.9681   | 0.8043** | 0.9290** | 1.1295** |
| 2   | 1.0847** | 1.0436** | 0.9592   | 1.0714   | 36  | 0.9809** | 0.9633** | 1.1139** | 0.9973   |
| 3   | 0.8913   | 1.1405** | 1.0044** | 1.0692** | 37  | 0.9577   | 0.9459** | 1.0332   | 0.9486** |
| 4   | 0.9393** | 1.0211** | 0.9927   | 0.9739   | 38  | 0.8734** | 1.0562** | 1.0258** | 1.0087** |
| 5   | 1.0452** | 1.0581** | 0.924**  | 1.1051** | 39  | 0.9217** | 0.9042** | 0.9597** | 1.0007   |
| 6   | 1.0208** | 0.9144** | 1.0667** | 0.9332*  | 40  | 0.9403** | 1.0976** | 1.0237   | 0.9639** |
| 7   | 0.9560   | 1.1493** | 0.9242** | 0.9577** | 41  | 0.9638** | 1.0130   | 1.0129   | 0.9959   |
| 8   | 0.9670** | 1.0017   | 1.0206*  | 1.0683** | 42  | 0.8964** | 0.9515** | 1.0402** | 1.0494** |
| 9   | 1.0179   | 0.9695** | 0.9396** | 0.9941   | 43  | 0.9073** | 1.0438** | 1.1733** | 0.8556** |
| 10  | 0.9494** | 1.0196** | 1.0662** | 1.0725** | 44  | 1.0589   | 1.0197*  | 1.0221** | 0.9491** |
| 11  | 1.0451** | 1.0771** | 1.1487** | 0.7529** | 45  | 1.0546** | 0.9390   | 1.4593** | 0.8274** |
| 12  | 0.9810   | 0.9610** | 0.9296*  | 1.0026   | 46  | 0.8351** | 0.9883   | 1.1357** | 0.9870** |
| 13  | 1.0161** | 1.0368** | 1.0657** | 0.9402** | 47  | 0.7387** | 0.9240** | 1.0917** | 1.0387** |
| 14  | 1.0229   | 1.0115   | 0.9223** | 0.9546** | 48  | 1.0069   | 1.0786** | 0.9541** | 1.1754** |
| 15  | 1.0403** | 1.1087** | 1.0011   | 1.1026** | 49  | 0.8631** | 0.9130** | 1.1108** | 1.0079   |
| 16  | 1.0132   | 0.9213** | 1.0821** | 0.9882   | 50  | 1.0024   | 1.0385** | 1.0392** | 1.0682   |
| 17  | 0.8185** | 0.9156** | 1.2196** | 0.9833   | 51  | 0.7705** | 1.3078** | 1.0015*  | 1.0762** |
| 18  | 1.0121   | 0.9846   | 0.9754   | 0.9665** | 52  | 0.9940   | 0.9324** | 1.0367** | 0.9315** |
| 19  | 1.0257** | 1.0114   | 1.0010   | 0.9987   | 53  | 1.0085   | 0.9724** | 1.0655** | 1.2460** |
| 20  | 0.9481** | 0.9223** | 0.9220** | 0.9691   | 54  | 1.4041** | 1.1995** | 0.9429** | 1.1171** |
| 21  | 0.5253** | 1.0605** | 1.2159** | 0.9605   | 55  | 0.7862** | 1.0168** | 1.0078*  | 0.9723** |
| 22  | 0.9689** | 0.9575** | 1.1566** | 0.9060** | 56  | 0.7604** | 1.0862** | 1.0575** | 1.0037   |
| 23  | 1.0103   | 0.9894   | 1.0651** | 0.9500** | 57  | 0.9963   | 1.0683** | 1.0536** | 1.1410*  |
| 24  | 1.0454** | 1.0617** | 0.9121** | 1.0375   | 58  | 0.7025** | 0.9372** | 1.0614** | 0.9148** |
| 25  | 0.8236** | 0.9953   | 0.9413** | 1.0036   | 59  | 1.1155** | 0.9912   | 1.1454** | 0.8132** |
| 26  | 1.0425** | 0.8558** | 0.7363** | 0.8992** | 60  | 0.8189** | 0.9628** | 0.9804   | 0.8010** |
| 27  | 1.0202   | 0.9887** | 0.9421** | 0.9632   | 61  | 0.8766** | 1.0406** | 1.0556** | 0.8782** |
| 28  | 0.9243** | 0.9334** | 1.0161*  | 0.9569   | 62  | 1.0139** | 1.0362** | 1.0211** | 0.9202** |
| 29  | 2.3461** | 0.9236** | 0.9966*  | 1.0234   | 63  | 1.2530** | 1.1624** | 1.3493** | 1.1272** |
| 30  | 0.8943** | 1.1159** | 0.8663** | 0.9052   | 64  | 1.0230   | 1.0143   | 1.1153** | 0.9816** |
| 31  | 0.9758** | 1.0149   | 1.0208** | 1.0038   | 65  | 0.9580** | 1.0352** | 0.9797** | 1.0103** |
| 32  | 0.9569** | 0.9554** | 0.9302** | 0.9104** | 66  | 1.0367   | 1.0075   | 0.9710** | 1.0212** |
| 33  | 1.0076   | 1.0616   | 1.0124   | 0.9228** | 67  | 1.0933** | 0.9646** | 1.0376** | 0.9179** |
| 34  | 0.9200** | 1.0718** | 0.7608** | 0.9857** |     |          |          |          |          |

Note: Single asterisks (\*) and double asterisks (\*\*) indicate significantly different from unity at the 10% and 5% level of significance, respectively.

## References

- [1] Abel, A. (1983), "Optimal Investment Under Uncertainty," *American Economic Review*, 73(1), pp. 28–233.
- [2] Anderson, R. I., F. Robert and J. Scott (2000), "Hotel Industry Efficiency: An Advanced Linear Programming Examination," *American Business Review*, 18(1), pp. 40–48.
- [3] Andreu, R., E. Claver and D. Quer (2009), "Type of Diversification and Firm Resources: New Empirical Evidence from the Spanish Tourism Industry," *International Journal of Tourism Research*, 11(3), pp. 229–239.
- [4] Assaf, A., C. P. Barros and A. Josiassen (2010), "Hotel Efficiency: A Bootstrapped Metafrontier Approach," *International Journal of Hospitality Management*, 29(3), pp. 468–475.
- [5] Ayal, I. and J. Zif (1979), "Market expansion strategies in multinational marketing," *Journal of Marketing*, 43(2), pp. 84–89.
- [6] Balk, B. M. (2001), "Scale Efficiency and Productivity Change," *Journal of Productivity Analysis*, 15(3), pp. 159–183.
- [7] Baker, M. and M. Riley (1994), "New



- Perspectives on Productivity in Hotel: Some Advances and New Directions," *International Journal of Hospitality Management*, 13(4), pp. 297–311.
- [8] Banker, R. D., A. Charnes and W. W. Cooper (1984), "Some Models for Estimating Technical and Scale Inefficiencies in Data Envelopment Analysis," *Management Science*, 30(9), pp. 1078–1092.
- [9] Banker, R. D., (1993), "Maximum Likelihood, Consistency and Data Envelopment Analysis: A Statistical Foundation," *Management Science*, 39(10), pp. 1265–1273.
- [10] Barros, C. P. and P. Alves (2004), "Productivity in the Tourism Industry," *International Advances in Economic Research*, 10(3), PP. 215–25.
- [11] Barros, C. P. (2005a), "Measuring efficiency in the hotel sector," *Annals of Tourism Research*, 32(2), pp. 456–477.
- [12] Barros, C. P. (2005b), "Evaluating the Efficiency of a Small Hotel Chain with a Malmquist productivity index," *International Journal of Tourism Research*, 7, pp. 173–184.
- [13] Barros, C. P. and P. U. C. Dieke (2008), "Measuring the Economic Efficiency of Airports: A Simar–Wilson Methodology Analysis," *Transportation Research Part E*, 44(6), pp. 1039–1051.
- [14] Barros, C. P., L. Botti, N. Peypoch and B. Soloanadrasana (2011), "Managerial Efficiency and Hospitality Industry: The Portuguese Case," *Applied Economics*, 43, pp. 2895–2905.
- [15] Baum, T. and R. Mudambi (1995), "An Empirical Analysis of Oligopolistic Hotel Pricing," *Annals of Tourism Research*, 22(3), pp. 501–516.
- [16] Bitran, G. R. and S. M. Gilbert (1996), "Managing Hotel Reservations with Uncertain Arrivals," *Operations Research*, 44, pp. 35–49.
- [17] Capar, N. and M. Kotabe (2003), "The Relationship between International Diversification and Performance in Service Firms," *Journal of International Business Studies*, 34, pp. 345–355.
- [18] Carlton, D. W. and J. D. Dana Jr. (2008), "Product Variety and Demand Uncertainty: Why Markups Vary with Quality," *The Journal of Industrial Economics*, 56(3), pp. 535–552.
- [19] Caves, R. (1992), "Determinants of technical efficiency in Australia, in: Caves, R. (Ed.)," *Industrial Efficiency in six Nations*, MIT Press, pp. 241–272.
- [20] Charnes, A. C., W. W. Cooper and E. Rhodes (1978), "Measuring the Efficiency of Decision Making Units," *European Journal of Operational Research*, 2, pp. 429–444.
- [21] Chen, C. F. (2007), "Applying the Stochastic Frontier Approach to Measure Hotel Managerial Efficiency in Taiwan," *Tourism Management*, 28(3), pp. 696–702.
- [22] Chen, C. M., C. Y. Yeh and J. L. Hu (2011), "Influence of Uncertain Demand on Product Variety: Evidence from the International Tourist Hotel Industry in Taiwan," *Tourism Economics*, 17(6), pp. 1275–1285.
- [23] Chen, C. M. and C. Y. Yeh (2012), "The Causality Examination between Demand Uncertainty and Hotel Failure: A Case Study of International Tourist Hotels in Taiwan," *International Journal of Hospitality Management*, 31(4), pp. 1045–1049.
- [24] Chen, C. M. and K. L. Chang (2012), "Diversification strategy and Financial Performance in the Taiwanese Hotel Industry," *International Journal of Hospitality Management*, 31(3), pp. 1030–1032.
- [25] Chen C. M. and K. L. Chang (2013), "Cost Efficiency and the Choice of Operation Type: Evidence from Taiwan's International Tourist Hotels," *Asia Pacific Journal of Tourism Research*, 18(8), pp. 880–893.
- [26] Chen, C. M. and Y. C. Lin (2013), "The Influence of Uncertain Demand on Hotel Capacity," *International Journal of Hospitality Management*, 34, pp. 462–465.
- [27] Chen, C. T., J. L. Hu and J. J. Liao (2010), "Tourist Nationality Sources and Cost Efficiency of International Tourist Hotels in Taiwan," *African Journal of Business Management*, 4(16), pp. 3440–3446.
- [28] Chen, L. and D. W. Su (2008), "Industrial Diversification, Partial Privatization and Firm Valuation: Evidence from Publicly Listed Firms in China," *Journal of Corporate Finance*, 14(4), pp. 405–417.
- [29] Chen, M. H. (2011), "The response of Hotel Performance to International Tourism Development and Crisis Events," *International Journal of Hospitality Management*, 30(1), pp. 200–212.
- [30] Chiang, W. E., M. H. Tsai and L. S. Wang (2004), "A DEA Evaluation of Taipei Hotels," *Annals of Tourism Research*, 31(3), pp. 712–715.
- [31] Chiu, Y. H., C. H. Lin and C. W. Huang, (2012), "Assessment of Technology Gaps of Tourist Hotels in Productive and Service Processes," *The Service Industries Journal*, 32(14), pp. 2329–2342.
- [32] Chiu, C. R., K.H. Lu, S. S. Tsang and Y. F. Chen (2013), "Decomposition of Meta-frontier Inefficiency in the Two-stage Network

- Directional Distance Function with Quasi-fixed inputs," *International Transactions in Operational Research*, 20(4), pp. 595–611.
- [33] Connaughton, J. and J. Meikle (2013), "The Changing nature of UK Construction Professional Service Firms," *Building Research and Information*, 41(1), pp 95–109.
- [34] Cross, R.G. (1997), *Revenue Management*, Broadway Books, New York.
- [35] Dickens, P. (1996), "Human Services as Service Industries," *The Service Industries Journal*, 16(1), pp. 82–91.
- [36] Farrell, M. J., (1957), "The Measurement of Productive Efficiency," *Journal of the Royal Statistical Society, Series A*, 120, pp. 253–290.
- [37] Ferrell, O. C., M. D. Hartline and G. H. Lucas, (2002), *Marketing Strategy* (2nd ed.). Fort Worth: Harcourt College Publishers.
- [38] Fay, C. T., R. C. Rhoads, and R. L. Rosenblatt (1971), *Managerial Accounting for Hospitality Service Industries*, Dubuque, Iowa: William C. Brown Publishers.
- [39] Fried, H. O., S. S. Schmidt, S. Yaisawarng (1999), "Incorporating the Operational Environment into a Nonparametric Measure of Technical efficiency," *Journal of Productivity Analysis*, 12, pp. 249–267.
- [40] Graham, I. C. and P. J. Harris (1999), "Development of a Profit Planning Framework in an International Hotel Chain: A Case Study," *International Journal of Contemporary Hospitality Management*, 11(5), pp. 198–204.
- [41] Hu, J. L., H. S. Shieh, C. H. Huang and C. N. Chiu (2009), "Cost Efficiency of International Tourist Hotels in Taiwan: A Data Envelopment Analysis Application," *Asia Pacific Journal of Tourism Research*, 14(4), pp. 371–384.
- [42] Huang, C. W., C. T. Ting, C. H. Lin and C. T. Lin (2013), "Measuring non-convex Metafrontier Efficiency in International Tourist Hotels," *Journal of the Operational Research Society*, 64, pp. 250–259.
- [43] Hwang, S. N. and T. Y. Chang (2003), "Using Data Envelopment Analysis to Measure Hotel Managerial Efficiency Change in Taiwan," *Tourism Management*, 24(4), pp. 357–369.
- [44] IHG (Intercontinental Hotels Group) (2015), *Annual Report and Form 20-F*. [http://www.ihgplc.com/files/reports/ar2014/files/IHG\\_Report\\_2014.pdf](http://www.ihgplc.com/files/reports/ar2014/files/IHG_Report_2014.pdf)
- [45] Ismail, J., M. Dalor and J. Mills (2002), "Using RevPar to Analyze Lodging-segment Variability," *The Cornell Hotel and Restaurant Administration Quarterly*, 43, pp. 73–80.
- [46] Isik, I. and M. K. Hassan (2002), "Technical, Scale, and Allocative Efficiencies of Turkish Banking Industry," *Journal of Banking and Finance*, 26(4), pp. 719–766.
- [47] Jang, S. C., and M. H. Chen (2008), "Financial Portfolio Approach to Optimal Tourist Market Mixes," *Tourism Management*, 29(4), pp. 761–770.
- [48] Jaedicke, R. K. and A. A. Robichek (1964), "Cost-volume-profit Analysis Under Conditions of Uncertainty," *The Accounting Review*, 39(4), pp. 917–926.
- [49] Johns, N., B. Howcroft and L. Drake (1997), "The use of Data Envelopment Analysis to Monitor Hotel Productivity," *Progress in Tourism and Hospitality Research*, 3, pp.119–127.
- [50] Jorge, D. J. and C. Suárez (2014), "Productivity, efficiency and its determinant factors in hotels," *The Service Industries Journal*, 34(4), pp. 354–372.
- [51] Kneip, A, L. Simar and P. W. Wilson (2003), "Asymptotics for DEA Estimators in Nonparametric Frontier Models," Discussion paper 0317, Institut de Statistique, UCL.
- [52] Lee, S. K. and S. C. Jang (2012), "Re-examining the Overcapacity of the US Lodging Industry," *International Journal of Hospitality Management*, 31(4), pp. 1050–1058.
- [53] Lewis, R. C. and R. E. Chambers (2000), *Marketing Leadership in Hospitality: Foundations and Practice* (3rd ed.), John Wiley and Sons, New York.
- [54] Li, L. B. and J. L. Hu (2010), "Efficiency Analysis of the Regional Railway in China: An Application of DEA-Tobit Approach," *Journal of Information and Optimization Sciences*, 31(5), pp. 1071–1085.
- [55] Lin, T. Y. and S. H. Chiu (2013), "Using independent component analysis and network DEA to improve bank performance evaluation," *Economic Modelling*, 32, pp. 608–616.
- [56] Lovelock, C. (2001), *Services marketing: People, technology, strategy*, Upper Saddle River, NJ: Prentice Hall.
- [57] Markides, C. C. and P. J. Williamson (1994), "Related Diversification, Core Competences and Corporate Performance," *Strategic Management Journal*, 15(2), pp. 149–165.
- [58] Mazzeo, M. J. (2004), "Retail Contracting and Organizational form: Alternatives to Chain Affiliation in the Motel Industry," *Journal of Economics and Management Strategy*, 13(4), pp. 599–615.
- [59] Morey, R. C. and D. A. Dittman (1995), "Evaluating a hotel GM's Performance: A Case in Benchmarking," *Cornell Hotel Restaurant and*

- Administration Quarterly, 36(5), pp. 30–35.
- [60] Mukherjee, K., S. C. Ray and S. M. Miller (2001), "Productivity Growth in Large US Commercial Banks: The Initial Post-Deregulation Experience," *Journal of Banking and Finance*, 25(5), pp. 913–939.
- [61] Okeahalam, C. C. (2004), "Foreign Ownership, Performance and Efficiency in the Banking Sector in Uganda and Botswana," *Journal for Studies in Economics and Econometrics*, 28, pp. 89–118.
- [62] Raczka, J. (2001), "Explaining the Performance of Heat Plants in Poland," *Energy Economic*, 23, pp. 355–370.
- [63] Rajopadhye, M., M. B. Ghali and P. P. Wang (1999), "Forecasting Uncertain Hotel Room Demand," *American Control Conference*, 3, pp. 1925–1929.
- [64] Ralston, D., A. Wright and K. Garden (2001), "Can Mergers Ensure the Survival of Credit Unions in the Third Millennium," *Journal of Banking and Finance*, 25(12), pp. 2277–2304.
- [65] Ray, S. C. (2004), *Data Envelopment Analysis: Theory and Techniques for Economics and Operations Research*, Cambridge University Press, Cambridge.
- [66] Rodie, A. R. and C. L. Martin (2001), "Competing in the Service Sector: The Entrepreneurial Challenge," *International Journal of Entrepreneurial Behaviour and Research*, 7(1), pp. 5–21.
- [67] Rumelt, R. P. (1974), *Strategy, Structure, and Economic Performance*, Division of Research, Harvard Business School, Boston.
- [68] Rumelt, R. P. (1982), "Diversification Strategy and Profitability," *Strategic Management Journal*, 3(4), pp. 359–369.
- [69] Shephard, R. W. (1970), *Theory of Cost and Production Functions*, Princeton University Press, Princeton.
- [70] Shieh, H. S., J. L. Hu and L. Y. Gao (2014), "Tourist Preferences and Cost Efficiency of International Tourist Hotels in Taiwan," *International Journal of Marketing Studies*, 6(3), pp. 1918–7203.
- [71] Shyu, J. and S. C. Hung (2012), "The True Managerial Efficiency of International Tourist Hotels in Taiwan: Three-stage Data Envelopment Analysis," *The Service Industries Journal*, 32(12), pp. 1991–2004.
- [72] Simar, L. and P. W. Wilson (2007), "Estimation and Inference in Two-Stage, Semi-Parametric Models of Productive Efficiency," *Journal of Econometrics*, 136(1), pp. 31–64.
- [73] Šušić, V. (2009), "The Development and Territorial Allocation of Hotel Chains in the World," *Economics and Organization*, 6(3), pp. 313–323.
- [74] Tirados, R. M. G. (2011), "Half a Century of Mass Tourism: Evolution and Expectations," *The Service Industries Journal*, 31(10), pp. 1589–1601.
- [75] Thomas, R. and J. Long (2001), "Tourism and Economic Regeneration: The Role of Skill Development," *International Journal of Tourism Research*, 3(3), pp. 229–240.
- [76] Tsaur, S. H. (2000), "The Operating Efficiency of International Tourist Hotels in Taiwan," *Asia Pacific Journal of Tourism Research*, 6(1), pp. 29–37.
- [77] UNWTO (The United Nations World Tourism Organization) (2008–2014), *Tourism Highlights*, <http://www2.unwto.org/>
- [78] Van Doren, C. S. and L. D. Gustke (1982), "Spatial Analysis of the U.S. Lodging Industry," *Annals of Tourism Research*, 9(4), pp. 543–563.
- [79] Vernon, R. (1971), *Sovereignty at Bay: The Multinational Spread of U.S. Enterprises*, New York: Basic Books.
- [80] Wang, C. and H. Xu (2009), "Is Diversification a Good Strategy for Chinese Tourism Companies," *Journal of China Tourism Research*, 5(2), pp. 188–209.
- [81] Wang, F. C., W. T. Hung and J. K. Shang (2006), "Measuring Pure Managerial Efficiency of International Tourist Hotels in Taiwan," *The Service Industries Journal*, 26(1), pp. 59–71.
- [82] Wassenaar, K. and E. R. Stafford (1991), "The Lodging Index: An Economic Indicator for the Hotel/Motel Industry," *Journal of Travel Research*, 30(1), pp. 18–21.
- [83] WTTC (World Travel and Tourism Council) (2014), *Economic Impact of Travel and Tourism*. <http://www.wttc.org/>
- [84] Withiam, G. (1985), "Hotel Companies Aim for Multiple Markets," *Cornell Hotel and Restaurant Administration Quarterly*, 26(3), 3, pp. 39–51.
- [85] Whitla, P., P. G. P. Walters and H. Davies (2007), "Global Strategies in the International Hotel Industry," *International Journal of Hospitality Management*, 26(4), pp. 777–792.
- [86] Wu, M. C., and C. Y. Chen (2011), "An Examination of the Operating Efficiency of International Tourist hotels in Taiwan and Associated Factors," *African Journal of Business Management*, 6(19), pp. 5957–5968.
- [87] Wu, J. and H. Song (2011), "Operational Performance and Benchmarking: A Case Study of International Tourist Hotels in Taipei," *African Journal of Business Management*, 5(22), pp. 9455–9465.

- [88] Yang, C. and W. M. Lu (2006), "Performance Benchmarking for Taiwan's International Tourist Hotels," *Information Systems and Operational Research*, 44(3), pp. 229–245.
- [89] Yeh, C. Y., C. M. Chen and J. L. Hu (2012), "Business Diversification in the Hotel Industry: A Comparative Advantage Analysis," *Tourism Economics*, 18(5), pp. 941–952.