

Introduction to

Hospitality

Eighth Edition



John R. Walker

Introduction to Hospitality

Eighth Edition



JOHN R. WALKER

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*To you: the professors and students who are dedicating
yourselves to the future of Hospitality*

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TO THE STUDENT

Dear Future Hospitality Professional:

This textbook is written to empower you and help you on your way to becoming a future leader of this great industry. It will give you an in-depth overview of the world's largest and fastest growing business. Each chapter contains **profiles of industry practitioners and leaders**, **case studies**, and **corporate profiles**. Additionally, industry experts speak on their area of specialization in **focus boxes**.

Read the Book

Read and study the text, including the profiles, focus boxes, applications, and case studies. Answer the Check Your Knowledge questions and review questions. By using the many tools throughout this textbook, you will be amazed at how much more you get out of class by preparing ahead of time.

Use the Resources Accompanying This Book

Make use of the excellent Revel (<https://www.pearsonhighered.com/revel/index.html>) course with its unique Hospitality and Tourism Interactives, including activities; end-of-chapter quizzes; shared writing; videos, with questions; simulations, with questions; lecture note PowerPoints, and flashcards. By doing so, you will improve your chances of achieving success in this class and will find that you enjoy learning.

Success in the Classroom

Faculty constantly say that the best students are the ones who come to class prepared. I know that, as a hospitality student, you have many demands on your time: work, a heavy course load, family commitments, and, yes, fun—plus a lot of reading and studying for your other courses. With these thoughts in mind, I tried to make this book as visually appealing, easy, and engaging to read and enjoyable as possible.

Wishing you success in your studies and career.

Sincerely,

John Walker D.B.A., CHA., FMP.

Take some time to turn the page and review descriptions of all the features and tools in this book and find out how they will facilitate your reading and understanding of the concepts. **Discover** the exciting opportunities in the numerous and varied segments of the hospitality industry.

Boxed Features Connect You to the Real World

These boxed features introduce you to *real people* who describe their experiences *on the job* in the world of hospitality management.

Introducing . . . and A Day in the Life of . . .

Introducing Valerie Ferguson

Regional General Manager—Resort Operations, Walt Disney Company


To most, “making it big” seems like a regular statement and a task easily achieved. To Valerie Ferguson, it comes with a lot of work, dedication, and heart. She speaks often about seizing opportunities and adding self-interest to what you do for your career.

For this African American woman, life wasn’t always easy. As the managing director of Loews Philadelphia Hotel and regional vice president of Loews Hotels, she had a lot to say about what got her to where she is now.




Courtesy of Valerie Ferguson

When Loews was being opened, Valerie was thrilled with the adventure of being with a still-growing company. Chairman and CEO of Loews, Jonathan Tisch, became a close friend as they served together on the board of the American Hotel and Lodging Association (AHLA). Valerie is the past chairman of the AHLA, and she was the second woman, who served as chair for the association, and she was the first woman, who is African American.



A Day in the Life of a Fast Casual Restaurant Manager

Chris Marrero, Regional Manager, Pei Wei Asian Diner



Chris Marrero

Pei Wei is an Asian-themed fast casual restaurant that is owned by P. F. Chang’s China Bistro, which is a subsidiary of Wok Parent LLC. Pei Wei has about 190 locations and offers a different menu and dining atmosphere than its parent company. Pei Wei utilizes counter ordering.

Wei restaurants. He leads a large team and works with his leaders to ensure Pei Wei standards are maintained. When Chris was a general manager, he typically worked 50 hours a week and he began his day between 8:00 and 9:00 A.M. with a walk through the restaurant and a check of the online “red books”—an electronic logbook into which managers enter important details as a part of necessary communication. Chris would then order the food, create the schedule, do inventories, and oversee the food preparation. With wok-seared cooking, everything is fresh with supplies coming six days a week. During the early morning, Chris would check the prep list to ensure the correct quantities were prepared. At approximately 10 A.M. each morning, he would conduct a line check where all the temperatures are checked. At 11:00 A.M., it’s “all hands on deck” and

You’re introduced to industry practitioners’ careers, the issues and challenges they encounter, and their achievements and contributions. These features give a “from-the-heart,” up-close and personal view of their work. From dreams to reality—follow the career paths to success for industry leaders and learn from their experiences.

Corporate Profiles



Corporate Profile

Wyndham Worldwide— A Collection of Hotel Brands

Wyndham Hotels consist of Hawthorn, Microtel, Baymont Inns and Suites, Travelodge, Knights Inn, Dolce Hotels and Resorts, Dazzler Hotels, Esplendor Boutique Hotels, and others including RCI, totalling more than 8,400 hotels in 82 countries.¹⁷

As a franchisor, the company licenses the owners and operators of independent businesses to use Wyndham brand names, without taking on big business risks and expenses. Wyndham does not operate hotels, but instead provides coordination and services that allow franchisees to retain local control of their activities. At the same time, franchisees benefit from the economies of scale of widely promoted brand names and well-established standards of service and regional

profitability. A further advantage of being a franchiser of such dimension is that the company is even more protected from the cyclical nature of the economy than are other franchise ventures.

Wyndham Vacation Ownership is the largest vacation ownership business when measured by the number of vacation ownership interests. It develops, markets, and sells vacation ownership interests and provides consumer financing to owners through its three primary consumer brands: Wyndham Vacation Resorts, WorldMark by Wyndham, and Wyndham Vacation Resorts Asia Pacific.¹⁸


Wyndham Vacation Ownership has developed or acquired approximately 220 vacation ownership resorts throughout the United States, Canada, Mexico, the Caribbean, and the South Pacific that represent approximately 71,000 individual vacation ownership units.¹⁹

Wyndham Exchange and Rentals helps to deliver vacations to more than 3.8 million members in more than 100 countries. Wyndham provides exclusive access for specified periods to more than 117,000 vacation properties, includ-




Learn about the practices, growth, and scope of leading corporations and organizations. For example, Marriott International did not start out as a multibillion-dollar company; the company began as a nine-seat root beer stand in 1927.

Focus on



Focus on Rooms Division

Charlie Adams, PhD., Professor of RHIM, Texas Tech University, Lubbock, TX




From the early days of primitive inns to our modern super hotels, like the Izmailovo Hotel with 5,000 rooms in Moscow, employees are the crucial ingredient to hotel or motel success. Even with extraordinary advances in technology and the globalization of lodging in the twenty-first century, lodging remains fundamentally a people business and it is the employees who are responsible for the appearance, image, and reputation of the hotel.

are met and that they have a memorable experience. As a rooms division employee, you will be part of several interconnected functions that include: front desk, housekeeping, reservations, concierge, guest services, security, and communications. The following are some important tips for success in fulfilling the company's promise to each guest:

- **Front Desk.** Here is where the first and last impressions are always made! At the front desk, it is important to be personable, confident, and patient because your guests will vary in temperament, needs, and expectations. Always remember a friendly, calm, and positive attitude are your best tools even in trying situations. Multitasking becomes an art form at the front desk, calling upon all of your communication, typing, and computer skills.
- **Housekeeping.** Perception is reality and cleanliness is

Written by contributing expert authors, these boxes offer unique personal perspectives on chapter topics.

How To



How to Plan for the Improvement of Health Care Managed Services

Courtesy of James McManemon, M.S., University of South Florida Sarasota-Manatee

Karen Ozawa is a foodservice manager who works for a 300-bed medical center that is accredited by the Commission on Accreditation of Rehabilitation Facilities (CARF). Ozawa shared her plan for enhancing the foodservice operations at her facility.

When hired, Ozawa was tasked with surveying the current foodservice operations, and, based upon information that came back from both employees and patients, she identified areas for improvement.

the employee cafeteria, making mental notes of areas for improvement. She noted that the kitchen was usually clean and appeared to be well maintained, with each kitchen attendant partaking in some job responsibility. The layout of the kitchen was conveniently planned for mass production and distribution of food items.

At the heart of the kitchen's foodservice operation was a long meandering assembly line for preparing food trays for the hospital patients. The trays were assembled in a swift manner; however, the presentation of the food items was messy during peak meal times. The meat and side items were placed onto the

This feature focuses on a specific issue related to a central function within various sectors of the hospitality industry and how that issue was (or might be) addressed and resolved.

Current Issues



Current Issues in Hotel and Rooms Division Operations

Technology and Social Media

Technology to help improve the guest experience and social media reviews are increasingly important—Trip Advisor has more than 350 million unique monthly visitors. Websites like Trip Advisor offer reviews of hotels, restaurants, and other hospitality attractions. Some hotels have created virtual reality property tours to help persuade potential guests to become actual guests. Guests value a personalized experience, so some hotels have appointed a chief guest experience officer to oversee the guest journey. There are hotel apps that promise best rate for bookings, easy check-in, and front desk service designed to optimize the guest experience.

that we genuinely want to make their stay a great experience. If necessary, apologize, listen carefully and empathize with the guest and let them know that you are “with them” and what you will do to help the guest. We need to be good listeners and fully grasp what the guest is saying and asking for and notice their body language and tone of voice by giving complete attention and letting the guest know what you will do to help them. Be sincere and use their name whenever possible.

- What are three things you could do to turn a poor guest experience into a positive experience?
- What does service mean to you?

Dr. Greg Dunn and Professor Mary Nunaley have revised and updated the Current Issues section in each chapter to give you an up-to-date and realistic picture of factors currently shaping the future of that segment of the industry.

Hone Your Critical Thinking Skills

Case Studies

CASE STUDY

Overbooking Case

A year ago, you took a position with a well-known hotel company in the southeast United States. The company has 78 four- and five-star properties ranging from 220 rooms to 318, and yours is the smallest. Your general manager has taken you under her wing and you are doing a good job, which is a strong indication that your career is moving forward.

You were recently promoted to resident manager of your hotel and the company is expecting big things from you. You have the use of an average hotel room at the back of the hotel, near the ice machines, with the "New York City view" of the garbage bins. This weekend you are the

Now the question is what should you do? The three arrivals overbooking for tonight are Dr. Thomas, a long-time five-star guest of the company who spends 59 nights a year with the company; Mr. Smith, who has never stayed at your hotel and made his reservation via Priceline; and Ms. River, a leading hotel consultant for a large influential company, who called the hotel directly yesterday.

You know that there is a competitive hotel down the street with rooms available, but they would charge rack rate (the highest rate for a room) and that in an emergency, you could "walk" a guest there. (Walking a guest is industry speak for escorting an overbooked guest to another hotel.)

In this edition, you will find a new case study written for each chapter—all based on industry scenarios. You will be challenged to test your skills and knowledge as you address and recommend appropriate actions in each situation.

Apply Your Knowledge


Apply Your Knowledge

1. You are the rooms division director at a large city-center hotel. Your GM is concerned that room revenue is down and asks you to create a plan to increase room revenue over the next 90 days. What are the first three things you would do to complete this request?
2. Your hotel has 500 rooms. Five are off market for main-

Apply the knowledge and skills learned in each chapter to real-life industry topics.

Important Memory Tools

Learning Objectives



Edward Naltanjan/123RF

Rooms Division 3

Learning Objectives

After reading and studying this chapter, you should be able to:

- Outline the duties of the general manager and executive committee.
- Summarize the main functions of the rooms division.
- Discuss revenue management and calculate key operating ratios.

Front of the House

Learning Objective 1: Describe the responsibilities of a restaurant's front of house.

Restaurant operations are generally divided between what is commonly called **front of the house** and **back of the house**. The front of the house includes anyone with guest contact,

Helping students keep track of and focus on the essential information they must take away from each chapter is an essential pedagogical tool. In this edition, a bulleted list of objectives is featured on the opening page of each chapter, thus providing a “heads up” with regard to chapter coverage and organization; however, you also will be reminded of the relevant objective to be covered in each major section by a *numbered* Learning Objective to help you focus and organize your thoughts as you read through the chapter. Ultimately this feature provides a map of what you need to know after studying the chapter and doing the exercises, case questions, and Apply Your Knowledge questions.

Check Your Knowledge



Check Your Knowledge

LO 1: Outline the duties of the general manager and executive committee.

- **Hotels contain many revenue or cost centers that contribute to the profitability of the hotel and often require unique skills and knowledge to successfully manage them. The management structure varies based on the size of a hotel but the ultimate**

At the end of every LO section, the Check Your Knowledge section helps you review and reinforce the material that has just been covered.

Key Words and Concepts

Highlighted in bold with easy-to-understand definitions in the Glossary, the key words and concepts help you recall the importance of and meaning of these important terms. Master the key words and concepts of the text and improve your test scores.

Review Questions

By answering these review questions, you will reinforce your mastery of the materials presented in the text and most likely improve your test scores.

Visuals

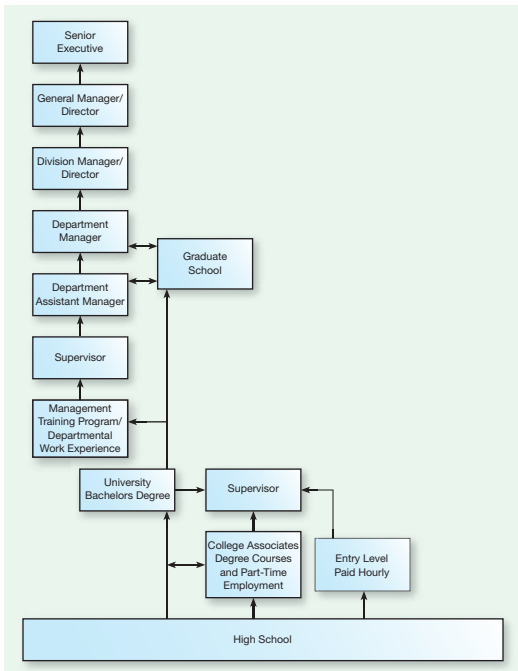


FIGURE 1-1 A Possible Career Path in the Hospitality Industry. Is Education Worth It? You Bet! Just Think—Over a Career, the Difference in Salary between an Associate and a Bachelor's Degree is \$700,000. Yes, that's More Than Half a Million Bucks! (Source: U.S. Census Bureau Average Lifetime Earnings—Different Levels of Education.)

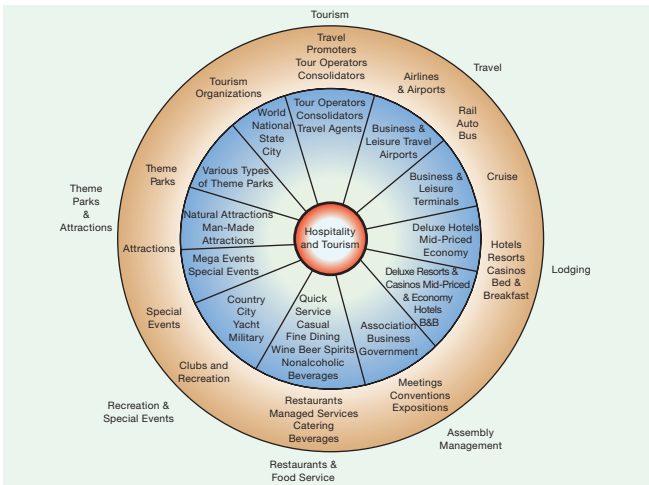


FIGURE 1-3 The Interrelated Nature of Hospitality, Travel, and Tourism.

The interrelated nature of hospitality and tourism means that we could fly here, stay in a hotel, and eat in a restaurant.



The colorful design with lively photographs, drawings, and tables maintain your interest and provide visual aids to learning.

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PREFACE

Thank you to the professors and students who have used the previous editions of this text. This new eighth edition of *Introduction to Hospitality* focuses on hospitality operations and has been written in response to professors and students who wanted a broader view of the world's largest industry. *Introduction to Hospitality* complements *Exploring the Hospitality Industry*, also written by John R. Walker. Adopters may select the title best suited to their needs. This text offers a comprehensive overview of the industry.

This text is designed for the hospitality management professionals of tomorrow. By involving readers in each step of this exciting journey, *Introduction to Hospitality* invites students to share the unique enthusiasm and passion surrounding the hospitality industry. Each chapter has been vetted by industry professionals and includes several hands-on examples that help students understand the how-to aspects of the hospitality industry.

The primary goals and objectives of this text are to:

- Prepare students to advance in their hospitality career by offering a foundation of knowledge about the hospitality industry presented in a lively, interesting manner with an extensive array of features to facilitate the learning process.
- Offer students information on the array of careers available in the various segments of the hospitality industry.
- Assist students in learning the details of the hospitality industry by offering chapters on the operational areas of the industry.
- Facilitate learning by offering a student-friendly text to students and an outstanding instructional package to professors.

Organization of the Text

This eighth edition has been divided into five parts:

- Part I Introducing Hospitality and Lodging
- Part II Beverages, Restaurants, and Managed Services
- Part III Tourism, Recreation, Attractions, Clubs, and Gaming
- Part IV Assemblies, Events, Attractions, Leadership, and Management
- Part V Managerial Areas of the Hospitality Industry

New to This Edition:

1. Updated interviews with hospitality professionals, including social media coach Fallon Zoe; general managers Thom Druffel and Norberto Roman; and Hospitality Playbooks founder Bob DuPrey
2. Five simulations based on real-world examples, incorporated into Revel, that are designed to reinforce management skills for future hospitality professionals
3. Updated information on planning, including information on objectives and key results
4. Reorganization of information on gaming entertainment, with history of the industry and current practices in one complete section

5. In Revel, one video with exercises that focus on current trends and management principles in the industry for each chapter
6. In Revel, opportunities for students to share their reflections and put their understanding of management principles to work in Shared Writing exercises

New and Continuing Features:

- Revision of each chapter with current facts, figures, new photos, and new page layouts

Chapter 1:

- Addition of a section on hospitality in the twenty-first century
- An update of the salaries figure

Chapter 2:

- Extension of timeline beyond the year 2000
- The addition of new hotels by price segment
- Revised Introducing Valerie Ferguson and Jason Samson features

Chapter 3:

- New “Focus on Revenue Management” feature
- New case study about a hotel overbooking challenge
- New section on spas
- New information on sustainability

Chapter 4:

- New “Corporate Profile” featuring Terranea Resort
- New information about careers in food and beverage
- New case study about a family-owned hotel group with eight locations

Chapter 5:

- New “A Day in the Life” featuring Brad Coburn
- New section on craft brewing
- New information on sustainability
- New “Current Issues in Beverage Management” feature
- New case study on the implications of serving minors in a business establishment

Chapter 6:

- New information about how to provide a remarkable dining experience
- New “Introducing Poonam Maini” feature
- New “Current Issues in the Restaurant Business” feature
- New information on sustainability
- New case study challenging students to create a plan to make a restaurant financially stable

Chapter 7:

- New information about wireless POS systems
- New “Introducing Bob Duprey” feature
- New “Corporate Profile” featuring Panera Bread
- New “Current Issues in Restaurant Operations” feature
- New case study on calculating the per portion food cost

Chapter 8:

- New “Current Issues in Managed Services” feature

Chapter 9:

- New “Introducing Mary Kenealy” feature
- New information on sustainability
- New “Focus on Lorie Tuma” feature
- New “Current Issues in Travel and Tourism” feature
- New case study on management strategies in the event of a destructive weather incident

Chapter 10:

- New section on spas
- New “Career Information” section
- New information on sustainability
- New case study on managing labor costs in a private club setting

Chapter 11:

- New “Career Information” section
- New “Current Issues in Gaming Entertainment Industry” feature

Chapter 12:

- New focus on marketing
- New information on sustainability
- New “Career Information” section
- New “Current Issues in Meetings, Conventions, and Expositions” feature

Chapter 13:

- New “Introducing Emily Greenbaum” feature
- New information on sustainability
- New “Current Issues in Special Events” feature

Chapter 14:

- New “How to Lead Yourself” feature
- New “Introducing Fallon Zoe” feature
- New “A Day in the Life” featuring Elena Cormio
- New information on sustainability

Chapter 15:

- New “Introducing Virginia Haley” feature
- New “Introducing John Horne” feature
- New information on sustainability
- New “Current Issues in Planning” feature

Chapter 16:

- New “Corporate Profile” featuring Darden restaurants
- New information on sustainability
- New “Current Issues in Organizational Management” feature
- New case study on creating an organizational structure

Chapter 17:

- New “Corporate Profile” featuring Red Roof Inns
- New information on sustainability
- New “Current Issues in Communication” feature
- New case study on applying the eight-step decision making process

Chapter 18:

- New “A Day in the Life” featuring Shannon Litchfield
- New information on sustainability
- New “Current Issues in Control” feature
- A Check Your Knowledge feature throughout each chapter aids in checking reading comprehension of learning objectives
- Key words and concepts set in boldface in text, listed at the ends of chapters, and defined in the Glossary
- Conclusion of each chapter with Review Questions, Apply Your Knowledge Questions, and Suggested Activities

Interactive Learning Environment

1. Revel, an interactive learning environment designed for how you want to teach—and how your students want to learn **<https://www.pearsonhighered.com/revel/index.html>**
2. Professional PowerPoint presentation is available online to qualified text adopters
3. Online Instructors Manual is available online to qualified text adopters

To access supplementary materials online, instructors need to request an instructor access code.

Go to **www.pearsonhighered.com/irc**, where you can register for an instructor access code.

Within 48 hours after registering, you will receive a confirming e-mail, including an instructor access code. Once you have received your code, go to the site and log on for full instructions on downloading the materials you wish to use.

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ABOUT THE AUTHOR

Dr. John R. Walker, DBA, FMP, CHA, is the McKibbon Professor of Hotel and Restaurant Management at the University of South Florida and a Fulbright Senior Specialist. John's years of industry experience began with management training at the Savoy Hotel London. This was followed by terms as food and beverage manager, assistant rooms division manager, catering manager, and general manager with Grand Metropolitan Hotels, Selsdon Park Hotel, Rank Hotels, Inter-Continental Hotels, and the Coral Reef Resort, Barbados, West Indies.

John has taught at two- and four-year schools in Canada and the United States. In addition to being a hospitality management consultant and text author, he has been published in *The Cornell Hotel Restaurant Administration Quarterly*, *The Hospitality Educators Journal*, and the *New York Times*. He is a 10-time recipient of the President's Award for teaching, scholarship, and service, and he has received the Patnubay Award for exemplary professional performance through teaching and authorship of tourism and hospitality publications.

John is an editorial advisory board member for Progress in Tourism and Hospitality Research. He is a past president of the Pacific Chapter of the Council on Hotel, Restaurant, and Institutional Education (CHRIE). He is a certified hotel administrator (CHA) and a certified foodservice management professional (FMP).

John is married to Josielyn T. Walker, and they have twins, Christopher and Selina. The Walkers live in Sarasota, Florida.

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Scnhnc052008/Shutterstock

Introducing Hospitality

1

Learning Objectives

After reading and studying this chapter, you should be able to:

- Discuss the history of hospitality through the ages.
- Describe the modern hospitality industry.
- Explain why service is so important to success in the hospitality industries and how to perfect it.
- Determine and prepare yourself for a career path in the hospitality and tourism industries.



The modern lobby reflects the changing needs of the modern traveler focusing on creating a warm and welcoming experience.

Prelude

Interested in a six-figure income? Read on: This book and the hospitality industries can take you there. Let's begin with a brief overview of how we got to where we are today.

Hospitality through the Ages¹

Learning Objective 1: Discuss the history of hospitality through the ages.

The concept of hospitality is as old as civilization itself. Its development from the ancient custom of breaking bread with a passing stranger to the operations of today's multifaceted hospitality conglomerates makes fascinating reading, and interesting comparisons can be made with today's hospitality management.

The word **hospitality** comes from *hospice*, an old French word meaning "to provide care/shelter for travelers." The most famous hospice is the Hospices de Beaune in the Burgundy region of France, also called the Hôtel Dieu or the House of God. It was founded as a charity hospital in 1443 by Nicolas Rolin, the chancellor of Burgundy, as a refuge for the poor.

The hospital is still functioning, partly because of its role in the wine world. Throughout the centuries, several Burgundian landowners have donated vineyards to the Hospices to help pay for maintaining its costs. Every fall, the wines from these vineyards—about a hundred acres of vines—are sold at a colorful wine auction on the third Thursday in November, which determines the prices for the next year's Burgundy wines.

Ancient Times

The Sumerians (who lived in what is now Iraq) were the first to record elements of hospitality in about 4,500 years before the Common Era (B.C.E.). They moved from being hunter-gatherers



Vergisson, located in the Burgundy region of France and known for its Pouilly-Fuisse, is a popular destination for wine connoisseurs and novices who travel to France to experience the wine and culture.

to growing crops, which, due to surpluses, they were able to trade. More time became available for other activities such as writing, inventing money, creating pottery, making tools, and producing beer, which was probably safer to drink than water. Taverns served several beers and, as with today, provided a place for locals to relax and enjoy each other's company.

Between 4000 and 2000 B.C.E., early civilizations in Europe, China, Egypt, and India all had some elements of hospitality offerings, such as taverns and inns along the roadside.

Greece and Rome

Mention of hospitality—in the form of taverns—is found in writings dating back to ancient Greece and Rome, beginning with the Code of Hammurabi (circa 1700 B.C.E.). The Code required owners to report guests who planned crimes in their taverns. The penalty for not doing so was death, making tavern-keeping a hazardous occupation. The death penalty could also be imposed for watering the beer!

Increased travel and trade made some form of overnight accommodations an absolute necessity. In the Greek and Roman empires, inns and taverns sprang up everywhere. The Romans constructed elaborate and well-appointed inns on all the main roads, located about 25 miles apart. To ensure that fresh horses were available for officials and couriers of the Roman government, these inns could only be used with special government documents granting permission. The Mongol expansion through the Asian continent and the re-establishment of the Silk Road provided some of the best inns in China.

Some wealthy landowners built their own inns on the edges of their estates. These inns were run by household slaves. Nearer the cities, inns and taverns were run by freemen or by retired gladiators who would invest their savings in the "restaurant business" in the same way that so many of today's retired athletes open restaurants. The first "business lunch" is reputed to have been the idea of Seqius Locates, a Roman innkeeper; in 40 B.C.E., Locates devised the idea for ships' brokers, who were often too busy to go home for their midday meals.

Medieval Times

On the European continent, Charlemagne established rest houses for pilgrims in the eighth century; the sole purpose of several orders of knighthood was to protect pilgrims and to provide hospitality for pilgrims on their routes. One such rest house, an abbey at Roncesvalles, advertised services such as a warm welcome at the door, free bread, a barber and a cobbler, cellars full of fruit and almonds, two hospices with beds for the sick, and even a consecrated burial ground.

In 1282, the innkeepers of Florence, Italy, incorporated a guild, or an association, for the purpose of business. The inns belonged to the city, which sold three-year leases at auction. They must have been profitable, because by 1290, there were 86 innkeepers as members of the guild.

In England, the stagecoach became the favored method of transportation. A journey from London to the city of Bath took three days, with several stopovers at inns or taverns that were also called post houses. Today, the journey from London to Bath takes about one and a half hours by car or train. As travel and travelers increased during the Middle Ages, so did the number of wayside inns in Europe; yet, they were primitive affairs by today's standards. Guests often slept on mattresses in what today would be the inn's lobby. As the quality of the inns improved, more people began to travel. Many of the travelers were wealthy people, accustomed to the good life; their expectations demanded that inns be upgraded.

In the late sixteenth century, a type of eating place for commoners called an *ordinary* began to appear in England. These places were taverns serving a fixed-price, fixed-menu meal at a long common table. "Ordinary" diners could not be choosy, nor did they often question what they were eating. Frequently, the main dish served was a long-cooked, highly seasoned meat-and-vegetable stew. Culinary expertise was limited by the availability and cost of certain ingredients. Few diners had sound teeth—many had no teeth at all—so the

meal had to be able to be gummed as well as being edible. Fresh meat was not always available; spoiled meat was often the rule rather than the exception. Spices helped not only to preserve meat but also to disguise the flavor of gamey or rotten meat.

Coffeehouses

During the sixteenth century, two "exotic" imports began to influence the culinary habits of Western Europe: coffee and tea. These beverages, so integrated into the twenty-first century way of life, were once mere curiosities. Travelers to Constantinople (now Istanbul, Turkey) enjoyed coffee there and brought it back to Europe.

During the seventeenth century, coffeehouses sprang up all over Europe. By 1675, the city-state of Venice had dozens of coffeehouses, including the famous Caffè Florian on the Piazza San Marco, still filled to capacity today. The first English coffeehouse was opened in 1652. Coffeehouses, the social and literary centers of their day and the predecessor of today's cafés and coffee shops, served another, even more useful (though less obvious), purpose: They helped to sober up an entire continent.

In a day when water was vile, milk dangerous, and carbonated beverages centuries in the future, alcoholic drinks were the rule, rather than the exception. Adults drank amounts measured in gallons. Queen Elizabeth I's ladies-in-waiting, for instance, were allowed a breakfast allowance of two gallons of ale. Drunkenness was rampant.

The New World

There is some evidence that a tavern was built in Jamestown, Virginia, during the early days of the settlement. It was in Boston where the first "ordinary" was recorded—Cole's Ordinary—in 1663. Boston magistrate John Winthrop wrote in his journal under the date 4 March 1634 that "Samuel Cole set up the first house for common entertainment," this being the first tavern or inn in the colony. After Cole's, the next recorded "ordinary" was Hudson's House, in 1640.² The Dutch built the first known tavern in New York—the Stadt Huys—in 1642. Early colonial American inns and taverns are steeped as much in history as they are in hospitality. The next year, Kreiger's Tavern opened on Bowling Green in New York City. During the American Revolution, this tavern, then called the King's Arms, became the Revolutionary headquarters of British general Thomas Gage.

The even more famous Fraunces Tavern was the Revolutionary headquarters of General George Washington and was the place where he made his famous Farewell Address. It is still operating today. As the colonies grew from scattered settlements to towns and cities, more and more travelers appeared, along with more accommodations to serve them. The inn, tavern, or "ordinary" in the colonies soon became a gathering place for residents, a place where they could catch up on the latest gossip, keep up with current events, hold meetings, and conduct business. The innkeeper



Inns can be traced back to 40 B.C.E when wealthy landowners built inns on their estates. Today, travelers can choose from a wide array of accommodations from a B&B to an inclusive resort.

Rusty426/Shutterstock



Europeans in the sixteenth century may have first experienced coffee in a café similar to this one in Kuzguncuk, a neighborhood in Istanbul, Turkey. Traders brought coffee and the coffeehouse experience to Europe and laid the foundation for one of the most popular beverages in the world.

was often the most respected member of the community and was always one of its more substantial citizens. The innkeeper usually held some local elected office and sometimes rose much higher than that.

The Revolutionary War did little to change the character of these public places. They maintained their position as social centers, political gathering places, newsrooms, watering holes, and travelers' rests; now, however, these places were going by different names—hotels—that reflected a growing French influence in the new nation.

The French Revolution

The French Revolution took place at approximately the same time as the American colonies were fighting for their independence. Among many other effects, the French Revolution helped to change the course of culinary history. M. Boulanger, “the father of the modern restaurant,” sold soups at his all-night tavern on the Rue Bailleul. He called these soups *restorantes* (restoratives), which is the origin of the word *restaurant*.³

The French Revolution (1789–1799) changed the course of culinary history. Because nearly all the best chefs worked for the nobility, who were deposed or literally “lost their heads,” the chefs lost their employment. Many chefs emigrated to America, especially to New Orleans, a French enclave in America. Others scattered throughout Europe or emigrated to Quebec, a French-speaking province of Canada. The chefs brought their culinary traditions with them. Soon the plain, hearty fare of the British and the primitive cooking of the Americans were laced with *saucés piquantes* (sauces having a pleasantly sharp taste or appetizing flavor) and *pots-au-feu* (French beef stew). During a five-year period as an envoy to France, Thomas Jefferson acquired a taste for French cuisine. He later persuaded a French chef to come to the White House



Le Train Bleu at Gare de Lyon in Paris, France, was founded in 1901. Each room of the train represents a different region and culinary tradition, and travelers visit to experience the food and culture of the country.

to train his staff. This act stimulated interest in French cuisine and enticed U.S. tavern owners to offer better quality and more interesting food.

Over time, New Orleans was occupied by Britain, Spain, France, and America, and one interesting restaurant there, The Court of the Two Sisters, has the names of prisoners of various wars inscribed on the walls of its entrance.

The Nineteenth Century

Restaurants continued to flourish in Europe. Around 1825, Marie-Antoine Carême published *Le Pâtissier royal parisien* and his five-volume treatise on *grande cuisine*, *L'Art de la cuisine française au dix-neuvième siècle*, in 1833 and other volumes detailing numerous dishes and their sauces. The *grande cuisine* offered a *carte* (or list) of suggestions available from the kitchen. This was the beginning of the *à la carte* menu. In 1889, the Savoy Hotel opened in London. The general manager was the renowned César Ritz (today, the Ritz-Carlton hotels bear his name) and the chef de cuisine was Auguste Escoffier. Between them, they revolutionized hotel restaurants. Escoffier was one of the greatest chefs of all time. He is best known for his classic book *Le Guide Culinaire*, which simplified the extraordinary works of Carême. He also installed the brigade de cuisine system in the kitchen.

Americans used their special brand of ingenuity to create something for everyone. By 1848, a hierarchy of eating places existed in New York City. At the bottom was Sweeney's “six-penny eating house” on Ann Street, whose proprietor, Daniel Sweeney, achieved questionable fame as the father of the “greasy spoon.” Sweeney's less than appetizing fare (“small plate sixpence, large plate shilling”) was literally slid down a well-greased counter to his hungry guests, who cared little for the social amenities of dining.

The famous Delmonico's was at the top of the list of American restaurants for a long time. The Delmonico family owned and operated the restaurant from 1837 until 1923, when it closed due to Prohibition. The name *Delmonico's* was synonymous with fine food, exquisitely prepared and impeccably served—the criteria by which all like establishments were judged. Delmonico's served Swiss-French cuisine and became the focal point of American gastronomy (the art of good eating). Delmonico's is also credited with the invention of the bilingual menu, Baked Alaska, Chicken à la King, and Lobster Newberg. The Delmonico steak is named after the restaurant. More and more, eating places in the United States and abroad catered to residents of a town or city and less to travelers; the custom of eating out for its own sake had arrived.

Thirty-five restaurants in New York City have now celebrated their one-hundredth birthdays. One of them, P. J. Clarke's, established in 1884, is a restaurant-bar that has changed little in its hundred years of operation. On entering, one sees a large mahogany bar, its mirror tarnished by time, the original tin ceiling, and the tile mosaic floor. Memorabilia ranges from celebrity pictures to Jessie, the house fox terrier that customers had stuffed when she died, who now stands guard over the ladies' room door. Guests still write down their own checks at lunchtime, on pads with their table numbers on them (this goes back to the days when one of the servers could not read or write and struggled to remember orders).

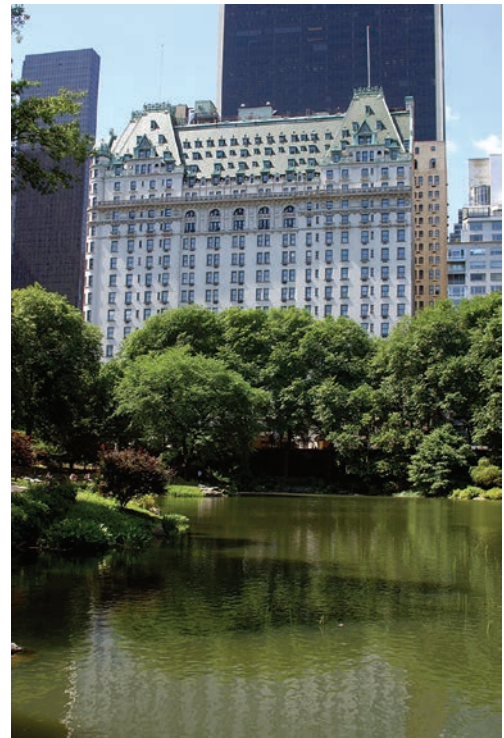
Many American cities had hotel palaces: Chicago had the Palmer House, New Orleans had the St. Charles, St. Louis had the Planter's House Hotel, Boston had The Lenox, and San Antonio had The Menger. As the railroads were able to transport passengers to exotic locations like South Florida, hotels such as The Breakers in Palm Beach were built to accommodate the guests.

The Twentieth Century

In 1921 in Kansas, Walter Anderson and Billy Ingram began the White Castle hamburger chain. The name White Castle was selected because "white" stood for purity and "castle" for strength. These eye-catching restaurants were nothing more than stucco building shells, a griddle, and a few chairs.

The Four Seasons restaurant in New York opened in 1959 as the first elegant American restaurant that was not French in style. The Four Seasons was the first restaurant to offer seasonal menus. With its modern architecture and art as a theme, Joe Baum, the developer of this and many other successful restaurants, understood why people go to restaurants—to be together and to connect to one another.

Following World War II, North America took to the road. There was a rapid development of hotels, motels, fast food, and coffee shops. The 1950s and 1960s also saw an incredible growth in air transportation. Cross-continental flights were not only more frequent but took much less time. Many of the new jets introduced in this period helped develop



Csp/123RF

The Plaza Hotel, established in 1907, epitomizes the spirit of hospitality and hosted dignitaries, celebrities, and guests from around the world for more than a century.



Michaeljung/Shutterstock

The rise of food photography, celebrity chefs, and social media has created higher expectations from today's guests when dining out, helping the industry to continue growing.

tourism worldwide. Hotels and restaurant chains sprang up to cater to the needs of the business and leisure traveler as well as city residents.

In the 1980s, hospitality, travel, and tourism continued to increase dramatically. The baby boomers began to exert influence through their buying power. Distant exotic destinations and resorts became even more accessible. The 1990s began with the recession that had started in 1989. The Gulf War continued the downturn that the industry had experienced. As hospitality and tourism companies strived for profitability, they downsized and consolidated. From 1993 until September 11, 2001, the economic recovery proved very strong and hospitality businesses expanded in North America and abroad, particularly in Europe and China.

The Twenty-First Century

Americans saw 9/11, ongoing wars, new epidemics, and a recession all in the first few years of the twenty-first century. As we moved in to the second decade of the century, the economy improved as new technologies were launched that brought and continue to bring rapid change to the industry. The hospitality industry continues maturing, and with that comes increased market segmentation and consolidation. There is an increasing focus on security, health, sustainability and lifestyles. More people are traveling to locations such as China, Brazil, and India. Technology will improve the facilitation of guests' needs and "Big Data" will be a challenge but will also provide new and exciting methods of providing what travelers need. While the recession of the early part of the century may have slowed the industry, it has rebounded and both occupancies and revenue per available room is rising. Companies continue focusing on making a profit and providing a solid return on investment to their owners.



Check Your Knowledge

LO 1: Discuss the history of hospitality through the ages.

- **The concept of hospitality has existed almost since the beginning of time.**
- **The existence of taverns can be traced back to early Greece and Rome (circa 1700 B.C.E.).**
- **The "ordinary," eating places for commoners appeared in the late 1500s.**
- **Coffeehouses began to gain in popularity in the 1600s after coffee and tea were introduced to Western Europe a century earlier.**
- **The first recorded ordinary in the New World was Cole's Ordinary founded in Boston around 1663.**
- **The French Revolution altered the course of the culinary world as many chefs emigrated to America and established themselves there.**
- **Antoine Carême and Auguste Escoffier revolutionized the hotel kitchen with the introduction of the kitchen brigade and the à la carte menu.**

- **The 1900s saw the restaurant industry expand and restaurant chains grew in popularity.**
- **The early twenty-first century saw a slowing of the industry due to war, recession, and other factors.**

The Modern Hospitality Industry

Learning Objective 2: Describe the modern hospitality Industry.

Welcome to You, the Future Hospitality Industry Leaders!

The hospitality industry is a fascinating, fun, and stimulating one in which to enjoy a career; plus, you get compensated quite well and have excellent advancement opportunities. We often hear from industry professionals that it (the industry) gets in your blood—meaning we become one with the hospitality industry. On countless class industry visits, the persons speaking to the class said that they wouldn't change their jobs—even if they had a chance. Only one speaker said, "You must be nuts if you want to work in this industry"—of course, he was joking! But there are some realities you need to be aware of. Many examples exist of people graduating and being offered positions that enable them to gain a good foundation of knowledge and experience in the industry. Possible career paths are illustrated in Figure 1–1. In most cases, it does not take long for advancement opportunities to come along. Let's begin our journey with a look at *service spirit*, which plays a crucial role in the success of our industry, no matter what your position or title.

Ever think about why Marriott International is so successful? In the foreword of Bill Marriott's book, *The Spirit to Serve: Marriott's Way*, Jim Collins explains that Marriott has *timeless core values and enduring purpose*, including the belief that its people are number one: "Take care of Marriott people and they'll take good care of Marriott guests." Also, Marriott's commitment to continuous improvement and good old-fashioned dedication to hard work, and having fun while doing it, provide a foundation of stability and enduring character. Collins adds that Marriott's core purpose—making people away from home feel that they are among friends and are really wanted—serves as a fixed point of guidance and inspiration.

So, where does *hospitality spirit* fit into all this? It's simple—it begins with each and every time we have a guest encounter. People with a *service spirit* are happy to do something extra to make a guest's experience memorable. The hospitality spirit means that it is our passion to give pleasure to others and to make our guests feel great. Every day we

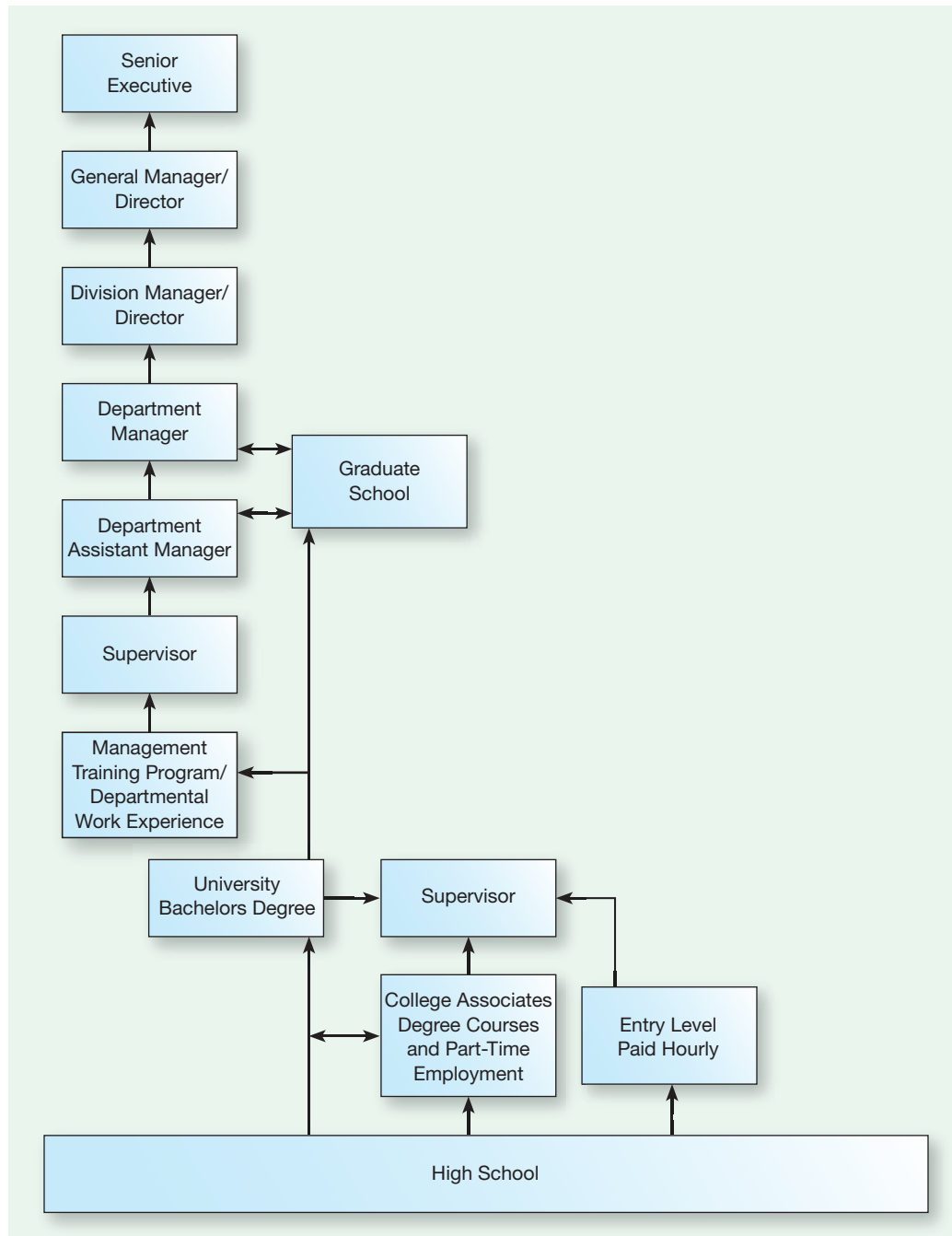


FIGURE 1-1 A Possible Career Path in the Hospitality Industry.

(Source: U.S. Census Bureau Average Lifetime Earnings—Different Levels of Education.)

encounter guests who rely on us for service, which can make or break their experience. We want to “wow” guests and have them return often with their friends. Yes, we are in the people business, and in the words of the Ritz-Carlton hotel company: We are ladies and gentlemen taking care of ladies and gentlemen.

The National Restaurant Association (NRA) forecasts a need for thousands of supervisors and managers for the hospitality and tourism industries. Are you wondering if there’s room in this dynamic industry for you? There’s room

for everyone. The best advice is to consider what you love to do most and get some experience in that area—to see if you really like it—because our industry has some distinct characteristics. For starters, we are in the business of giving service. When Kurt Wachtveitl, 40-year veteran former general manager of the Mandarin Oriental Hotel in Bangkok, Thailand—considered by many to be one of the best hotels in the world—was asked, “What is the secret of being the best?” he replied, “Service, service, service!” To serve is to “provide goods and services for” and “be of assistance to.”



The Pineapple Tradition

The pineapple has enjoyed a rich and romantic heritage as a symbol of welcome, friendship, and hospitality. Pineapples were brought back from the West Indies by early European explorers during the seventeenth century. From that time on, the pineapple was cultivated in Europe and became the favored fruit to serve to royalty and the elite. The pineapple was later introduced into North America and became a part of North

American hospitality as well. Pineapples were displayed at doors or on gateposts, announcing to friends and acquaintances: “The ship is in! Come join us. Food and drink for all!”

Since its introduction, the pineapple has been internationally recognized as a symbol of hospitality and a sign of friendliness, warmth, cheer, graciousness, and conviviality.

With thousands of guest encounters each day, it is critical to give our guests exceptional service at each encounter. And that’s the challenge.

The hospitality industry can also be a good choice for entrepreneurs who prefer to do their own thing, whether it be running a bar, catering company, restaurant, or night club; being involved in event management; or being a tour guide or wedding planner. The prospects are good for starting a successful endeavor. Think about it: You could begin with one restaurant concept, open a second, and then begin to franchise. Whatever your dreams and goals, the hospitality industry likely has an opportunity for you.

Consider that a company like Marriott International started out as a small root beer place in Washington, D.C., with a counter and a few stools. And that an immigrant, who opened up a hot dog stand outside Dodger Stadium in Los Angeles later became the multimillionaire owner of a chain restaurant (Carl Karcher owner of Carl’s Jr.). And that a former busboy, Ralph Rubio, now owns the successful chain of Rubio’s Coastal Grill quick-service restaurants, which have sold more than 50 million fish tacos since the opening of the first restaurant in 1983. Then there is Peter Morton, who, in the early 1970s, lived in London, and, missing American food, borrowed \$60,000 from family and friends to open the Great American Disaster. It was an immediate success, with a line of customers around the block. Morton quickly realized that London needed a restaurant that not only served American food but also embodied the energy and excitement of music past and present. He opened the Hard Rock Cafe and offered a hearty American meal at a reasonable price. Howard Schultz, who while in Italy in the early 1980s was impressed with the popularity of espresso bars in Milan, saw the potential to develop the coffee bar culture in the United States and beyond. There are now more than 18,000 Starbucks locations. Any ideas on what the next hot entrepreneurial idea will be?

hospitality industry.⁴ One of the most exciting aspects of this industry is that it is made up of so many different professions. What picture comes to mind when you think about a career in hospitality and tourism? Do you picture a chef, a general manager, owners of their own businesses, a director of marketing, or an event manager? The possibilities are many and varied, ranging from positions in restaurants, resorts, air and cruise lines, theme parks, attractions, and casinos, to name a few of the several sectors of the hospitality and tourism industries (see Figures 1–2 and 1–3).

James Reid, a professor at New York City Technical College, contributed his thoughts to this section. As diverse as the hospitality industry is, there are some powerful and common dynamics, which include the delivery of services and products and the guests’ impressions of them. Whether an employee is in direct contact with a guest (**front of the house**) or performing duties behind the scenes (**heart of the house**), the profound and most challenging reality of working in this industry is that hospitality employees have the ability to affect the human experience by creating powerful impressions—even brief moments of truth guest service encounters—that may last a lifetime.

Imagine all the reasons why people leave their homes temporarily (whether alone or with others) to go to other places near and far. People travel for many reasons—for vacation, for work, to attend a conference, or maybe even to visit a college campus, just to name a few. Regardless of the reason, under the umbrella of travel and tourism, many professions are necessary to meet the needs and wants of people away from home. Think of the many people who provide services to travelers and who have the responsibility of representing their communities and creating experiences that, when delivered successfully, are pleasurable and memorable for travelers. These people welcome, inform, comfort, and care for tourists and are collectively a part of a process that can positively affect human lives and well-being.

The hotel business provides career opportunities for many associates who help make reservations and greet, assist, and serve guests in hospitality operations of varied sizes and in locations all over the world. Examples include a husband and wife who operate their own bed and breakfast (B&B) in upstate Vermont. This couple provides the ideal weekend retreat for avid skiers during a frosty February, making their guests want to return year after year. Another example is the hundreds of employees necessary to keep the 5,505-room

The Interrelated Nature of Hospitality and Tourism

The hospitality and **tourism** industry is the largest and fastest-growing industry groupings in the world. In fact, the U.S. Bureau of Labor Statistics estimates that there are approximately 16.3 million people working in the leisure and

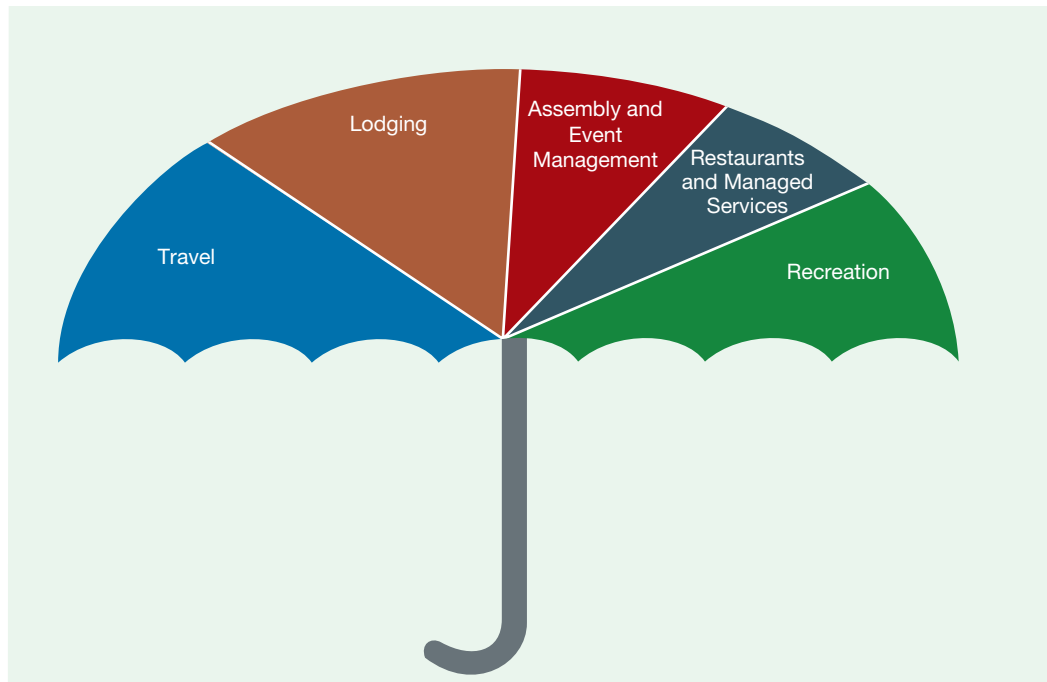


FIGURE 1-2 Scope of the Hospitality and Tourism Industries.

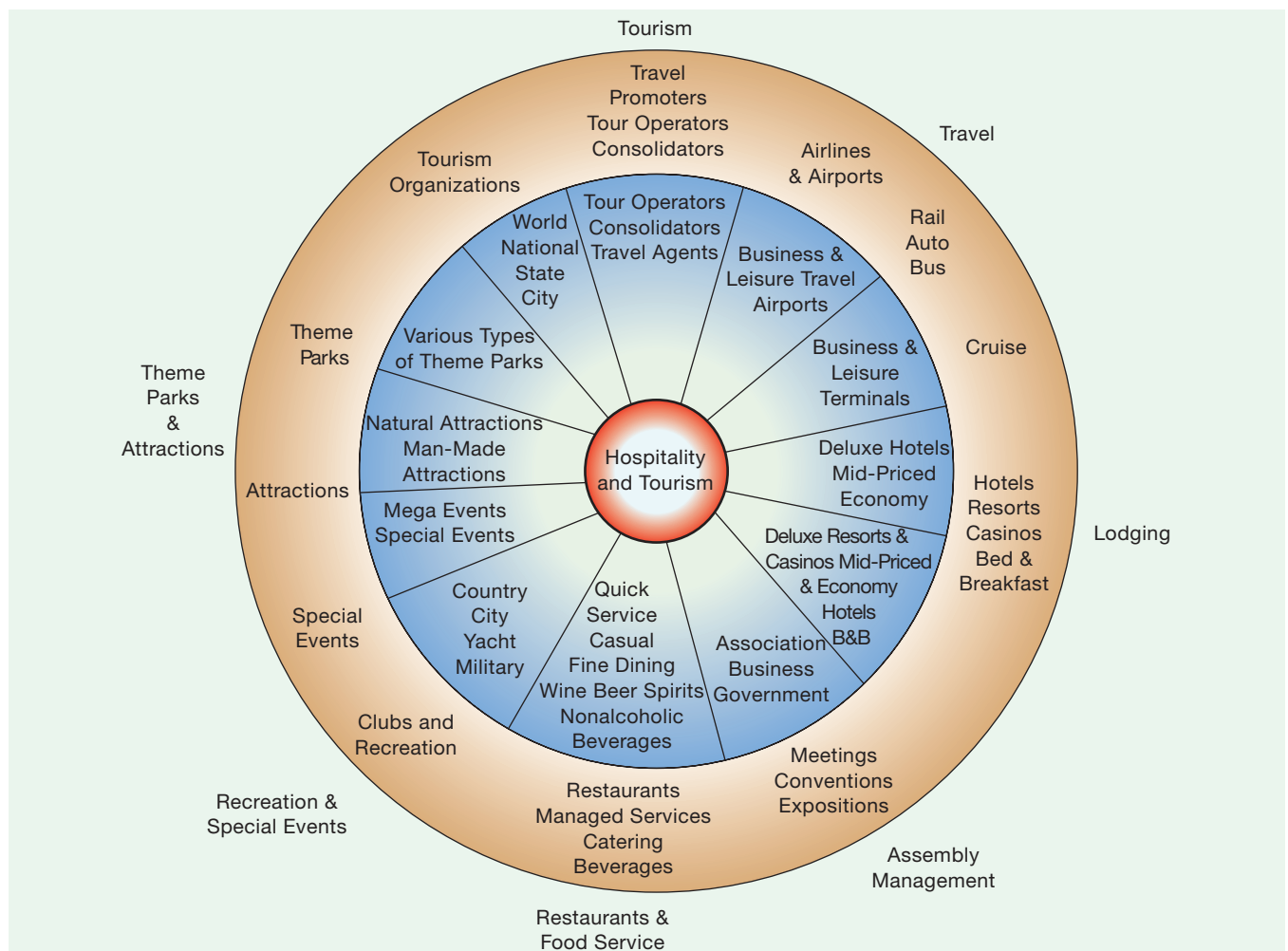


FIGURE 1-3 The Interrelated Nature of Hospitality, Travel, and Tourism.



Travelers to the coastal town of Gaeta, Italy, experience the interrelatedness of hospitality and tourism as they fly, dine, and sleep in the town and explore the surrounding areas.

MGM Grand in full swing 365 days a year. Room attendants, engineers, front desk agents, food servers, and managers are just a few of the positions that are vital to creating experiences for visitors who come to Las Vegas from around the globe.

The restaurant business is also a vital component under the travel and tourism umbrella. People go to restaurants to fulfill diverse needs and wants. Eating is a biological need that restaurants accommodate, but restaurants and the people who work in them fulfill numerous other human desires, such as the need to socialize and to be entertained.

Gramercy Tavern restaurant in New York City may be the perfect location for a certain group of friends to celebrate a twenty-first birthday. The individual guest who turned 21 may remember this fête for a lifetime because the service and food quality were excellent and added value to the experiences for all the celebrants. For this kind of collective and powerful impression to be made, many key players are needed to operate and support the service-delivery system: several front-of-the-house staff members, such as the food servers, bartenders, greeters, managers, and bus attendants; plus the back-of-the-house employees, such as the chefs, dishwashers, food purchaser, and stewards (to name a few). All these people had to coordinate a variety of activities and responsibilities to create this dynamic, successful, and, for the restaurant ownership, profitable event.

In managed services, foodservices are provided for airlines, military facilities, schools, colleges and universities, health care operations, and business and industry. These foodservice operations have the dual challenge of meeting the needs and wants of both the guests and the client (i.e., the institution that hired the foodservices). The employees who are part of foodservices enterprises have responsibilities very much like those of other restaurant operations. The quality of food products delivered in an airline, for example, may be the key to winning passengers back in the future and creating positive word-of-mouth promotion that attracts new customers.

Since history has been recorded, beverages have provided a biological need that has expanded the beverage menu far beyond water alone. Whether it is the cool iced tea garnished with lemon and mint served poolside at a Riviera resort or the champagne toast offered at a fiftieth wedding anniversary party in Boston, beverages play a major role in satisfying people and adding to the many celebrations of life.

As with food products, the creation and delivery systems for beverage products are vital components of the hospitality industry. These operations involve many people who consumers rarely see: the farmer in Napa Valley who tends to the vineyard every day of the year, the coffee bean harvester in Colombia, the sake server in Tokyo, or the orchard owner who crates oranges in Florida. These individuals behind the scenes have diverse and crucial responsibilities so that guests, whether in a resort, an office, a hospital, a college, or a roadside snack bar, can have the quality of products they want.

Characteristics of the Hospitality Industry

Hospitality businesses are open 365 days a year and 24 hours a day. Those on their way to senior positions in the hospitality industry, and many others for that matter, often work 10 hours a day. However, because of managerial burnout, there is a trend in the industry of reducing working hours of managers to attract and retain employees. Evenings and weekends are included in the workweek—so we have to accept that we may be working when others are enjoying leisure time.

The hospitality industry depends heavily on shift work. Early in your career, depending on the department, you will likely work on a particular shift. Basically, there are four shifts, beginning with the morning shift, so you may be getting up as early as 6:00 A.M. to get to the shift that starts at 7:00 A.M. The midshift is usually from 10:00 A.M. to 7:00 P.M.; the evening shift starts at 3:00 P.M. and goes on until 11:00 P.M.; and finally there is the night shift that begins at 11:00 P.M. and lasts until 7:30 A.M. Supervisors and managers often begin at 8:00 A.M. and work until 6:00 or 8:00 P.M. Success does not come easily.

In the hospitality industry, we constantly strive for outstanding **guest satisfaction**, which leads to guest loyalty and, yes, profit. Our services are mostly **intangible**, meaning the guest cannot “test drive” a night’s stay or “taste the steak” before dining. Our product is for the guest’s use only, not for possession. Even more unique, for us to produce our product—hospitality—we must get the guest’s input. Imagine General Electric building a refrigerator with the customer in the factory, participating in the actual construction of the product. Seems preposterous, yet we do it every single day, numerous times per day and in a uniquely different way each time. This is referred to as the **inseparability** of production and consumption of the service

product, which presents a special challenge because each guest may have his or her own requests, and in our business, we essentially produce and consume the hospitality product at the same time.

Another unique dimension of our industry is the **perishability** of our product. For example, we have 1,400 rooms in inventory—that is, available to sell—but we sell only 1,200 rooms. What are we to do with the 200 unsold rooms? Nothing. We have permanently lost the opportunity to sell those 200 room-nights and their revenue. As a hotelier, we can try and make up the lost room revenue in other ways, but the room inventory for sale has perished. The same goes for restaurant seats not filled during a shift, airline seats unsold on a flight that has departed, and cruise ship berths going empty as a ship sails to sea.

Related to the idea that the hospitality product is simultaneously produced and consumed, one other unique characteristic of the hospitality industry to consider is the **variability** inherent within those that produce and consume. For instance, on the production side of the equation, each employee has different levels of skill, knowledge, ability, and passion for what they do and therefore we often see variability in the quality of work. On the consumer side of the equation, each guest has different levels of experience, understanding, and expectations in what they are seeking to buy and therefore we often see variability in the ability and way that guests consume the hospitality product. The variability within employees and guests, combined with the fact that the hospitality product is highly perishable and simultaneously produced and consumed, makes for a more complex buyer–seller relationship than found in other industries. This example illustrates that in the hospitality industry, we are in business to make a **return on investment (ROI)** for owners and/or shareholders and society. People invest money for us to run a business, and they expect a fair return on their investment. Now, the amount that constitutes a fair return can be debated and will

depend on the individual business circumstances. The challenge increases when there is an economic downturn or, worse, a recession. Then, the struggle is to make more money than is spent, known as keeping one's head above water!

Hospitality Industry Philosophy

Current **hospitality industry philosophy** has changed from one in which managers plan, organize, implement, and measure to that in which managers counsel associates, giving them resources and helping them to think for themselves. The outcome is a more participative management style, which results in associate **empowerment**, increased productivity, and guest and employee satisfaction. For example, Ritz-Carlton associates are empowered to spend up to \$2,000 to make a guest completely happy. Imagine a bride-to-be arriving at a hotel and sending her wedding dress to be pressed. Unfortunately, the iron burns the dress. Luckily, the concierge comes to the rescue by taking the bride to a wedding dress store, where they select a gorgeous dress for around \$1,800, and the bride is happy because it is a nicer dress than the original.

Corporate philosophy embraces the values of the organization, including ethics, morals, fairness, and equality. The new paradigm in corporate American hospitality is the shift in emphasis from the production aspect of our business to the focus on guest-related services. The philosophy of “whatever it takes” is winning over “it’s not my job.” Innovation and creativity are winning over “that’s the way we’ve always done it.” Successful organizations are those that are able to impart corporate philosophies to employees and guests alike. Marriott International, as discussed later in the chapter, is a good example of a corporation that has a permeating corporate philosophy.



Service Philosophy Is a Way of Life

J. W. (Bill) Marriott Jr. is chairman of the board of directors of Marriott International. Marriott’s website defines the “Marriott Way” as “about serving the associates, the guest, and the community.” These ideals serve as the cornerstone for all Marriott associates who strive to fulfill the “Spirit to Serve.”⁵ The values originate from deep inside the people themselves—authentic, bone deep, and passionately held. Marriott’s **core values** include the belief that people are number one (“Take care of Marriott people and they’ll take good care of Marriott

guests”), a commitment to continuous improvement and overcoming adversity, and a good old-fashioned dedication to hard work and having fun while doing it.

Marriott’s core values drive the culture. Similarly, regardless of which service organization we work for, our culture influences the way we treat associates, guests, and the community, and that affects the success of everyone. In the words of J. W. Marriott Jr., “Culture is the life-thread and glue that links our past, present, and future.”⁶



On Sustainability

Sustainable development is a holistic concept based on a simple principle. As outlined in the 1987 Brundtland Commission Report titled, “Our Common Future,” the Brundtland Commission, formally the World Commission on Environment and Development, was convened by the United Nations to address the growing concern “about the accelerating deterioration of the human environment.”⁷ The concept of sustainability involves “development that meets the needs of the present without compromising the ability of future generations to meet their own needs.”

Sustainability is the ability create and maintain the conditions under which humans and nature can exist in

productive harmony to support present and future generations.⁸ Operators of hospitality businesses have generally embraced the concept of sustainable hospitality and are increasingly making it a part of their operation by implementing energy management programs, such as lights automatically turning off when guests leave their rooms, reducing the number of times linens and towels are laundered, using low flow toilets, and replacing potentially toxic cleaning products with natural cleaners. More on making sustainable hospitality operational as it relates to water, solid waste, construction, sourcing, use of alternative power, and reduction of energy will be presented in each chapter in the text.



Check Your Knowledge

LO 2: Describe the modern hospitality industry.

- **Opportunities for career growth and advancement are abundant in the hospitality industry if you are willing to work hard and have a service-oriented personality.**
- **The hospitality and tourism industry is one of the largest and fastest growing industries in the world.**
- **The hospitality industry is unique from many businesses because the product provided is intangible. A unique dimension of the industry is that products are both produced and consumed almost simultaneously.**
- **Hospitality industry philosophy has changed from one where managers plan, organize, and implement to one where managers work more closely to guide, mentor, and grow employees.**

Kitti Tantibankul/Shutterstock



Success in the hospitality industry depends on providing outstanding service and exceeding guest expectations from dinner at a casual café to a burger at a quick service restaurant.

day, it is critical to incorporate service excellence in each hospitality organization. Some corporations adopt the expression, “If you’re not serving the guest, you had better be serving someone who is.” This is the essence of teamwork: Someone in the **back of the house** (also called the heart of the house) is serving someone in the front of the house, who is serving the guest.

A guest is anyone who receives or benefits from the output of someone’s work. The external guest is the guest most people think of in the traditional sense. The satisfaction of external guests ultimately measures a company’s success, because they are the people who are willing to pay for its services. The internal guests are the people inside a company who receive or benefit from the output of work done by others in the company—for example, the server or busser preparing the restaurant to serve lunch has been “served” by the dishwasher, who has prepared clean plates, knives, forks, spoons, and glassware.

For success in service, we need to do the following:

1. Focus on the guest.
2. Understand the role of the guest-contact employee.
3. Weave a service culture into education and training systems.

Success in Service

Learning Objective 3: Explain why service is so important to success in the hospitality industries and how to perfect it.

What must happen to achieve success in service? Given that approximately 70 percent of the U.S. and Canadian economies and an increasing percentage of other countries’ are engaged in **service industries**, it is critical to offer guests exceptional service, but what is exceptional service? *Service* is “the act or means of serving.” To serve is to “provide goods and services for” and “be of assistance to.”

This is the *age of service*, and the hospitality industry is getting revamped because guest expectations have increased and the realization is that “we buy loyalty with service.”⁹ With thousands of guest encounters, or guest service encounter each

4. Emphasize high touch as well as high tech.
5. Thrive on change—constantly improve the guest experience.

As hospitality professionals, we need to recognize a variety of guest-related situations and act to relieve them or avoid them. Imagine how an associate can win points by showing empathy—that is, putting oneself in someone else’s shoes—in the following situation: A party of two women arrives for lunch one cool January day at an upscale Florida water-front hotel. They decide it would be nice to have lunch on the terrace. A server from the adjacent lounge notices the guests, and upon learning of their request to have lunch on the terrace, quickly lays a table for them, brings them hot tea, takes their order, and then goes to the laundry to have two blankets put in the dryer for a couple of minutes to take out to the guests to keep them warm. Little did the server realize who the guests were—travel writers for the *New York Times*, who described their outstanding experience in an article that brought praise to the hotel and its service.

Another key objective in the service equation is to encourage guest loyalty. We not only need to keep guests happy during their stay but also to keep them returning—with their friends, we hope! It costs several times more to attract new guests than it does to retain existing ones. Imagine how much more profitable a hospitality business would be if it could retain just 10 percent of its guests as loyal guests. Losing a guest equates to losing much more than one sale; it has the potential to be a loss of a lifetime guest. Consider a \$40 restaurant dinner for two people. If the guests return twice a month over 10 years the amount they have contributed to the restaurant quickly becomes huge (\$9,600). If they bring their friends, this amount is even higher. Can you remember your worst service experience? Can you remember your best service experience?

We know that service is a complex yet critical component of the hospitality industry. In their book, *Service America!*, Karl Albrecht and Ron Zemke suggest two basic kinds of service: “Help me!” and “Fix it.”¹⁰ “Help me!” refers to guests’ regular and special needs, such as, “Help me find the function room” or, “Help me to get a reservation at the best restaurant in town.” “Fix it” refers to services such as, “Please fix my toilet; it won’t flush” or, “Please fix the TV so that we can watch the World Series.”

Every hospitality organization has thousands of guest service encounters every day. This leads to tremendous challenges in maintaining the expected levels of service. Let’s look at just some of the guest service encounters in a restaurant dining experience:

1. Guest calls the restaurant for a table reservation.
2. Guest tries to find the restaurant.
3. Guest parks.
4. Guest is welcomed.
5. Guest is informed that the table is not ready.
6. Guest either waits or goes to the lounge for a cocktail.
7. Guest tries to attract the bartender’s attention for a cocktail because there are no seats available.
8. Guest is called over a loudspeaker or paged.
9. Guest is seated at the table.
10. Server takes order.
11. Server brings beverages or food.
12. Server clears food or beverages.
13. Server brings check.
14. Guest pays for meal.
15. Guest departs restaurant.

From your own experiences, you can imagine just how many guest service encounters there are in a restaurant dining experience.

The Focus on Service

Giving great service is a very difficult task; few businesses give enough priority to training associates in how to provide service. We suffer from an overreliance on technology so that service providers are often not motivated to give great service. For example, when checking a guest into the hotel, the front desk associate may greet the guest but then look down at the computer for the remainder of the service encounter, even when asking for the guest’s name. Or consider the reservations associate who says nothing when asked for a specific type of guest room because he is waiting for the computer to indicate availability.

The American Hotel and Lodging Association (AHLA) offers a great variety of information on service-related topics including best practices, which give details of the most effective techniques in lodging operations.

To help improve service in the hospitality industry, the Educational Foundation of the NRA, one of the hospitality industry’s leading associations, developed a number of great programs that will enhance your professional development. Further information may be obtained from the NRA’s website (www.restaurant.org).

The nature of business has changed. Leaders empower employees who welcome change. Empowerment is a feeling of partnership in which employees feel responsible for their jobs and have a stake in the organization’s success. Empowered employees tend to do the following:

- Speak out about their problems and concerns.
- Take responsibility for their actions.
- Consider themselves a network of professionals.
- Accept the authority to make their own decisions when serving guests.

To empower employees, managers must do the following:

- Take risks.
- Delegate.
- Foster a learning environment.
- Share information and encourage self-expression.
- Involve employees in defining their own vision.
- Be thorough and patient with employees.

Introducing Norberto Roman

Interview with Norberto Roman, General Manager, La Quinta Inn & Suites, Clarksville, TN

I started in the hospitality business on 2007, after serving 12 years in the Army. I never imagined myself in a career as a manager of a hotel, but I love customer service, I love talking to my guests and listening to their stories. For the last 11 years I have been a general manager for both brands, Choice Hotels and the La Quinta Inn & Suites. As general manager under Choice Hotels I received the Award for Property Excellence (APEX) for Service Excellence in 2008 and 2010 and the APEX Community Hero award in 2011.

My biggest achievement so far was receiving the La Quinta Inn & Suites 2018 Military Award. Being a general manager is not only about your guests; it is also about your community and, at my property, the military families. We are a military friendly hotel and we have an amazing relationship with our community; especially with our Fort Campbell military base. While La Quinta Inn & Suites is a military friendly organization, it is up to each franchise hotel to decide if they will be working with a military base or directly with our community. It is not mandatory, but we choose to do it in our hotel. We also hold a military spouse job fair together with Fort Campbell. We reach out to military spouses looking for jobs each month in partnership with the Hiring Our Heroes military program.

As an Army veteran myself, I contacted non-profit organizations like Hearts of Valor and Operation Homefront to join

forces and support our veterans and their families. We have also had local organizations reach out to us asking for support, like Team Red, White & Blue. At our hotel, we have gone on multiple mission trips to other states to help victims of hurricanes with a van full of medical, clothing, and food supplies. We also host a monthly employee appreciation lunch and meeting where we recognize an employee as the employee of the month, not only for exceptional service and performance at the hotel but also for volunteering at any community activity or military event.

If asked, I'd say my biggest challenge as a general manager is working 50+ hours at the hotel and after that finding time for my triathlon training. I currently train 16+ hours a week, swimming, cycling, and running for my 140.6 mile IRONMAN. Anything is possible in this industry if you put your heart into it and you commit to be the best you can be, not only for yourself but, most importantly, for your employees and your guests. I guarantee it is very rewarding.

If someone would have told me how amazing and rewarding this industry is, I would have started working for hotels a long time ago. To me, working in the hospitality industry is the most amazing job in the world, and I expect to keep doing it for as long as I live.

(Source: Courtesy of Norberto Roman, General Manager, La Quinta Inn and Suites, Clarksville, Tennessee)



I am Your Guest

We can all find inspiration from these anonymous words about people who make our business possible:

- *I am your guest.* Satisfy my needs, add personal attention and a friendly touch, and I will become a “walking advertisement” for your products and services. Ignore my needs, show carelessness, inattention, and poor manners, and you will cease to exist as far as I am concerned.
- *I am sophisticated*—much more so than I was a few years ago. My needs are more complex. It is more important to me that you appreciate my business; when I buy

your products and services, I'm saying you are the best.

- *I am a perfectionist.* When I am dissatisfied, take heed. The source of my discontent lies in something you or your products have failed to do. Find that source and eliminate it or you will lose my business and that of my friends as well. For when I criticize your products or services, I will talk to anyone who will listen.
- *I have other choices.* Other businesses continually offer “more for my money.” You must prove to me again and again that I have made a wise choice in selecting you and your company above all others.



Focus on Professionalism

Jeffrey C. Lolli, Ed.D, CHE, CHIA,
Widener University

1. **Professionalism** and the Hospitality Leader

“Professionalism,” or “being professional,” is a broad term that can foster a different meaning to different individuals. As a member of a profession, one should be neat in appearance, polite, ethical, reliable, and competent. When people are professional, they are characterized by or conforming to the technical or ethical standards of a profession and also exhibiting a courteous, conscientious, and generally businesslike manner in the workplace. One thing is certain, in business, being a professional is a norm, not an exception. It is part of the culture and norms of the tourism and hospitality industry that leaders conduct themselves in a professional manner at all times. This applies to all key stakeholders, whether interacting with guests, employees, or owners.

The tourism and hospitality industry is unique compared to others because guests leave a hospitality venue with nothing more than an intangible experience versus a tangible product. While technology continues to shape guest services today, a majority of guest experiences still happen through humans. Thus, professionalism is interwoven into every interaction with guests at every point of the service process. However, what does this mean specifically to the tourism and hospitality industry? There are many components that make up the hospitality professional, and a few are discussed below:

Appearance: There is a proverbial saying, “First impressions are lasting impressions.” The appearance of hospitality leaders must always be professional. Dress can vary based on the various sectors of the industry. For example, clubs may allow pressed slacks and a collared shirt, whereas hotels may require a full business suit. Nonetheless, it is always safe for leaders to wear a full business suit based on the following acceptable standard:

Men: Dress slacks, dress shirt, tie, dress socks (color should coordinate with dress shoes), dress shoes, suit jacket or blazer

Women: Dresses, dress slacks or skirt, dress blouse, closed-toe dress shoes, suit jacket or blazer

Jewelry should be worn sparingly and none should be worn on the face. Conservative style is best when considering perfume, makeup, and accessories. Hair for men and women should be neatly styled and a natural

color. Men should have their hair no longer than the top of the shirt collar. Men should be clean-shaven; however, if there is a mustache, beard, or goatee, it should be kept neatly and closely trimmed.

2. Interpersonal Communication Etiquette

Verbal: Leaders should speak in an articulate and clear manner at all times. Slang or inappropriate language should never be used.

Non Verbal: Leaders should always be aware of their body language. For example:

Welcoming body language should be used when interacting with others (e.g., closed arms should be avoided).

When speaking with others, eye contact communicates interest and a connection.

A firm handshake with the right hand conveys confidence.

Smiling creates a positive and inviting interaction.

It is important to be aware of cultural differences in terms of body language to avoid sending the wrong message or offending someone.

It is important to consider personal space. Generally speaking, anything less than 18 inches is considered intimate space and should never be violated in a professional interaction.

Written: Whether in formal letters or electronic communications such as email, correct and solid grammatical language should be used. The tone should be formal with a proper opening salutation and proper closing signature. Texting lingo should never be used in professional written communication.

3. Conduct and Accountability

Think through every interaction, because for every action there is a consequence. Author Maya Angelou stated, “People will forget what you said, people will forget what you did, but people will never forget how you made them feel.”

Take responsibility for all actions and be willing to fix mistakes as soon as possible.

Most importantly, students majoring in the field of tourism and hospitality management need to shift from the mindset of being just a “student” to being a young hospitality “leader.” Being a hospitality professional starts from the first day of walking into class and carries through to a life-long career in one of the most dynamic and vibrant global industries.

Marriott International, Inc.¹¹

With thirty brands, Marriott International is now the largest hotel company and its heritage is traced back to a small root beer shop opened in Washington, D.C., in 1927 by J. Willard and Alice S. Marriott. Today, Marriott International has more than 6,000 lodging properties in the United States and 122 other countries. Marriott places its brands in five groupings: Luxury, Premium, Select, Longer Stays, and Collections.

Luxury: The Ritz-Carlton, the worldwide symbol for the finest in hotel and resort accommodations, dining, and service. Two-time recipient of the Malcolm Baldrige National Quality Award, offering signature service amenities, fine dining, 24-hour room service, twice-daily housekeeping, fitness centers, business centers, and concierge services.

St. Regis, JW Marriott, Ritz-Carlton Reserve, The Luxury Collection, Bvlgari, W Hotels, Edition.

Premium: Marriott Hotels, Sheraton, Marriott Vacation Club, Delta Hotels, Gaylord Hotels, Distinctive Premium: Le Meridien, Westin, Renaissance Hotels.

Select: Courtyard Hotels, Four Points, Spring Hill Suites, Protea Hotels, Fairfield Inns and Suites. Distinctive Select: AC Hotels, Aloft Hotels, Moxey Hotels.

Longer Stay: Marriott Executive Apartments, Residence Inn, Towne Place Suites. Distinctive Longer Stay: Element.

Collections: Autograph Collection Hotels, Design Hotels, Tribute Portfolio.

Marriott has 30 different brands of hotels that cater to different clientele. Marriott knows who their guests are and where they like to stay.

How is the Marriott brand positioned?

Marriott like many other companies in the hotel industry have many different brands that are positioned to attract different travelers. Marriott's high end and generally expensive brands include Ritz-Carlton, JW Marriott, and Autograph Collection. Who stays at hotels like these?

Usually they are upper level executives that work for large corporations. The companies are willing to spend the money to be sure their top-level management is comfortable when traveling. Other guests are usually folks who have a pretty high level of wealth and are willing to spend extra money to receive a higher level of service and amenities.

Marriott learned a longtime ago that there is money to be made with higher end hotels and services, but to also cater to those that don't want to or can't afford a lot of money to travel. Marriott has brands such as Fairfield, Elements and Four Points that cater to folks that have more limited funds. Many companies and organizations do not allow their employees to just stay anywhere when they are traveling. They are on tighter budgets and are required to stay at hotels that don't have lavish services and amenities. The same is true for the typical traveler who doesn't have endless funds to frequently stay at high end hotels.

How do they distinguish themselves from their competitors?

Hotels try to distinguish themselves from their competitors all the time. However, this is not an easy thing to do. Most companies brag about how great their service is and how special they are. But are they really any different from the hotel down the street? The companies that really distinguish themselves from the competition are the ones that really understand how good guest service is delivered.

For example: If a hotel General Manager truly treats their employees well they will usually end up with a hotel that guests want to come back to. Why? Is it because the GM treats the guest well. The answer is no. The GM rarely gets to even talk with guests. When the GM (or any manager) treats their employees well the employees are generally going to be happy and treat the guests well. When the guests are happy they will come back and spend their money and make the owners happy. This is true for almost any business. There are other ways that hotels distinguish themselves from the competition, but service is usually the number one issue. Some hotels distinguish themselves by location, others by price, amenities or pools, spas, types of restaurants and food service.

John Walker

Check Your Knowledge

LO 3: Explain why service is so important to success in the hospitality industries and how to perfect it.

- Success in service relies on five key factors all of which focus on the guest experience. Every hospitality organization experiences thousands of guest encounters daily. A key to success in service is being able to embrace change.
- Empowering employee's places trust in them to do the right thing for the guest.

Determining Your Career Path

Learning Objective 4: Determine and prepare yourself for a career path in the hospitality and tourism industries.

There are hundreds of career options for you to consider, and it's fine if you are not yet sure which one is for you.

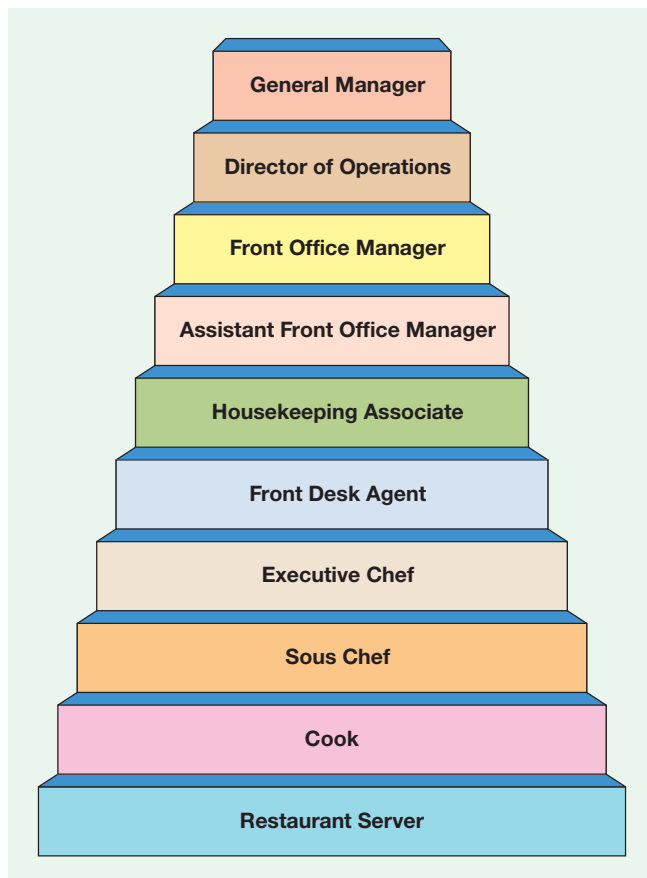


FIGURE 1-4 Lodging Management Career Ladder.

In Figure 1-3 you saw the major hospitality industry segments: lodging, restaurants and foodservice, recreation and special events, assembly management, theme parks and attractions, travel, and tourism. For instance, lodging provides career opportunities for many associates who make reservations, greet, assist, and serve guests in hotels, resorts, and other lodging operations all over the world. Among the many examples are the operators of a roadside motel in upstate New York. Another example is the hundreds of employees necessary to keep a large convention hotel in Chicago operational. Throughout the chapters of this text we will explore the important segments of the hospitality industry.

Figures 1-4, 1-5, and 1-6 show a career ladder for lodging management and food and beverage management and the rooms division in mid-sized and large hotels. Figure 1-7 shows a career ladder for restaurant management. In 2018, the Bureau of Labor Statistics reported the weekly earnings of people who did not graduate high school is \$554, high school graduates \$726, those with at least a bachelor's degree \$1,310, and those highest paid with a master's or professional degree \$3,900.

Speaking of salaries, not everyone follows these steps; some move from front-of-the-house positions to heart-of-the-house positions to round out their experiences.

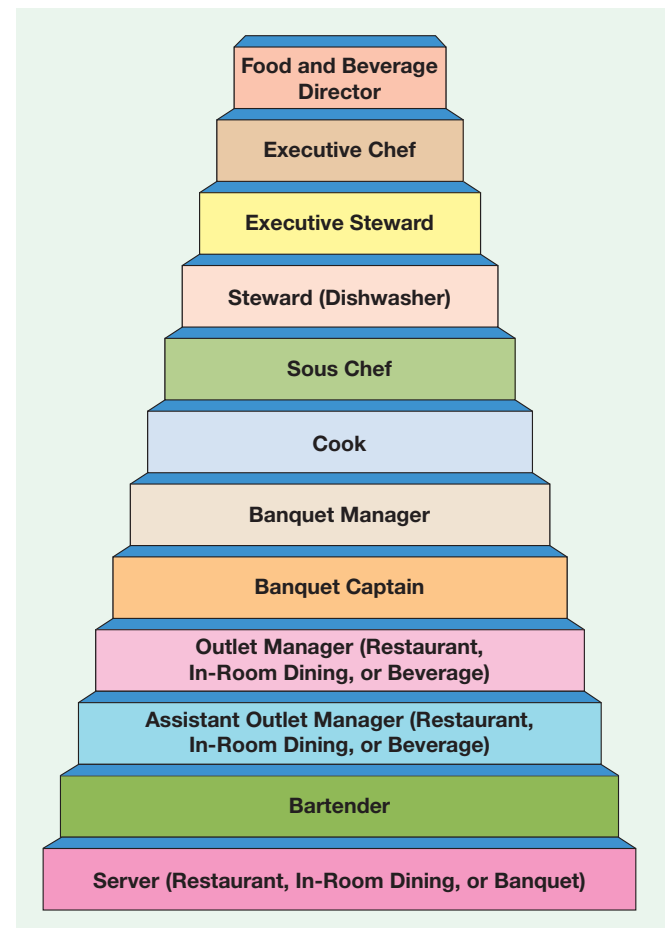


FIGURE 1-5 Lodging Food and Beverage Career Ladder.



FIGURE 1-6 Lodging Rooms Division Career Ladder.

Career Paths

Now that we know that the hospitality industries are the largest and arguably the fastest growing in the world, let's explore some of the many **career paths** available to graduates. The concept of career paths describes the career progression available in each segment of the hospitality industry. A career path does not always go in a straight line, as sometimes described in a career ladder. You could liken it to jumping into a swimming pool: You get wet whichever end you jump in and then you might swim over to the other side—but not always in a straight line. It's like that in the hospitality industry, also. We may begin in one area and later find another that is more attractive. Opportunities come our way and we need to be prepared to take advantage of them. To illustrate, take Barbara. A few years ago, she was a hospitality management graduate who was not very outgoing, so she decided to take a position in the hotel accounting office. A few years later, we visited the hotel where she was working, and to our pleasant surprise, we found a smiling Barbara welcoming us as the front office manager. After a few more years, she moved into the food and beverage department and then the marketing department, and she is now a general manager.

Progression means that we can advance from one position to another. In the hospitality industry we don't always use straight-line career ladders because we need experience in several areas before becoming a general manager, director of human resources, catering manager, meeting planner, or director of marketing. The path to general manager in a hotel may go through food and beverage, rooms division, marketing, human resources, or finance and accounting, or, more likely, a combination of these, because it is better to have experience in several areas (cross-training). The same is true for restaurants. A graduate with service

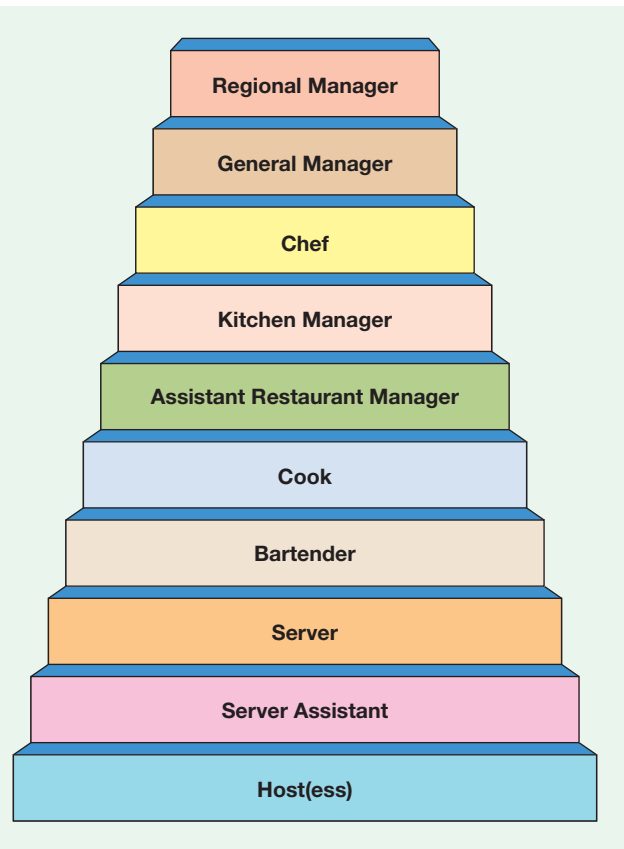


FIGURE 1-7 Restaurant Management Career Ladder.

experience will need to spend some time in the kitchen learning each station and then bartending before becoming an opening or closing assistant or manager, general manager, area manager, regional director, vice president, and president.

Sometimes we want to run before we can walk. We want to progress quickly. But remember to enjoy the journey as much as the destination. If you advance too quickly, you may not be ready for the additional responsibility, and you may not have the skills necessary for the promotion. For instance, you cannot expect to become a director of food and beverage until you really know “food and beverage”: This means spending a few years in the kitchen. Otherwise, how can you relate to an executive chef? You have to know how the food should be prepared and served. You have to set the standards—not have them set for you. Be prepared because you never know when an opportunity will present itself. Please see more information about career opportunities in the Appendix.

Career Goals

You may already know that you want to be a director of accounting, an event manager, a director of marketing or of food and beverage, or a restaurant owner. If you are not sure of which career path to pursue, that's OK. Now is the time to explore the industry to gain the information you need to decide which career path to follow. A great way to do this is through internships and work experience. Some suggest trying a variety of jobs rather than sticking to the same one.

If we follow the interrelated nature of hospitality, travel, and tourism in Figures 1–1 and 1–3, we can see some of the numerous career options in various industry segments.

Is the Hospitality Industry for You?

In this chapter, we described some characteristics of the hospitality industry. Due to the size and scope of the hospitality industry, career prospects are gradually improving. We also know that it is an exciting and dynamic industry with growth potential, especially when the economy is strong. In the hospitality industry, we are often working when others are at leisure—think of the evening or weekend shift; however, in some positions and careers, many evenings and weekends can be yours to enjoy as you wish. (Accounting, marketing and sales, human resources, and housekeeping are some examples.)

The hospitality industry is a service industry; this means that we take pride in caring about others as well as ourselves. Ensuring that guests receive outstanding service is a goal of hospitality corporations. This is a business that gets into your blood! It is mostly fun, exciting, and seldom dull, and an industry in which almost everyone can succeed. So, what does it take to be successful in the hospitality industry? The personal characteristics, qualities, skills, and abilities you'll need are honesty, hard work, being a team player, being prepared to work long hours spread over various shifts, the ability to cope with stress, good decision-making skills, good communication skills, being dedicated to exceptional service, and having a passion and desire to exceed guest expectations. Leadership, ambition, and the will to succeed are also important and necessary for career success.

Recruiters look for *service-oriented* people, who “walk their talk,” meaning they do what they say they’re going to do. Good work experience, involvement in on-campus and professional organizations, a positive attitude, and a good grade point average all show a commitment to an individual’s studies. Career-minded individuals who have initiative and are prepared to work hard and make a contribution to the company, which has to make a profit, are what companies are looking for.

Self-Assessment and Personal Philosophy

The purpose of completing a self-assessment is to measure our current strengths and weaknesses and to determine what we need to improve on if we are going to reach our goals. Self-assessment helps establish where we are now and shows us the links to where we want to go, our **goals**. In a self-assessment, we make a list of our positive attributes. For example, we may have experience in a guest-service position; this will be helpful in preparing for supervisory and managerial positions. Other positive attributes include our character and all the other things that recruiters look for, as listed previously.

We also make a list of areas where we might want to make improvements. For example, we may have reached a certain level of culinary expertise but need more experience and a course in this specialty. Or you may want to improve your

Spanish-language skills because you will be working with Spanish-speaking colleagues. Your *philosophy* is your beliefs and the way you treat others and your work. It will determine who you are and what you stand for. You may state that you enjoy giving excellent service by treating others as you would like to be treated and that you believe in honesty and respect.

A great web resource for self-assessment quizzes is www.queendom.com.

Now Is the Time to Get Involved

For your own enjoyment and personal growth and development, it is very important to get involved with on-campus and professional hospitality and tourism organizations and participate in the organization of events. Recruiters notice the difference between students who have become involved with various organizations and students who have not, and they take that into consideration when assessing candidates for positions with companies. Becoming involved will show your commitment to your chosen career and will lead you to meet interesting peers and industry professionals who can potentially help you along your chosen career path. You will develop leadership and organizational skills that will help you in your career.

Professional Organizations

Joining professional organizations is a good investment in your future and also includes becoming a student member of the Council on Hotel, Restaurant, and Institutional Education (CHRIE). You can also access the excellent online magazine site *Hosteur*, which is published especially for students; CHRIE offers its members free online access. The NRA is another organization to join. You will likely find several NRA magazines and publications to be very helpful. The NRA and your state restaurant association are affiliated, and both have trade shows. The AHLA is a good organization to belong to if you are interested in a career in the lodging segment of the industry. Benefits of AHLA memberships include access to the organization’s career center, which is powered by Hcareers.com, the largest online database of career opportunities in the lodging industry; a subscription to *Lodging* magazine, a leading industry publication with news, product information, and current articles on industry-related topics; subscriptions to *Lodging News*, *Lodging Law*, and *Lodging H/R* e-newsletters; and use of the AHLA’s information center—helpful for those pesky term papers!

The following are professional organizations that focus on specialized areas within the hospitality industry:

Eta Sigma Delta is an international honor society recognizing exceptional academic achievement among hospitality and tourism students. Students must have a 3.0 minimum on a 4.0 grade point scale.

Event Planners Association (EPA) plans and engages participants in social and informational activities to aid students network and better their careers.

Hospitality Sales and Marketing Association International (HSMAI) is an organization for students interested in sales and marketing in the hospitality industries that provides good learning and networking opportunities with industry professionals.

Meeting Professionals International (MPI) combines education and networking to assist students to succeed.

The International Special Events Society (ISES) includes over 3,000 professionals representing special event producers, from festivals to trade shows. Membership brings together professionals from a variety

of special events disciplines. The mission of ISES is to educate, advance, and promote the special events industry and its network of professionals, along with related issues.

The Professional Convention Management Association (PCMA) is a great resource for convention management educational offerings and networking opportunities. The National Society of Minorities in Hospitality (NSMH) has a membership of several hundred minority hospitality majors who address diversity and multiculturalism as well as career development via events and programs.

Current Issues in Hospitality and Tourism

Courtesy of Dr. Greg Dunn, Senior Lecturer and Managing Director, University of Florida, Eric Friedheim Tourism Institute.

Current Issues

Given the economic recovery in the United States, there have been several current issues that have an impact on the hospitality and tourism industries. Here, in no particular order, are some of the current issues to consider as a hospitality professional.

Globalization

Globalization, focusing on development all over the world as international travel increases, is impacting the industry. Development in China and Europe is expanding rapidly as each major hospitality company wants to be a player in the action. Major chains are developing or renovating hotels all over Europe. As an example, Marriott International is expanding its footprint in Europe with hotels in several cities, including Moxy hotels in the economy sector with contemporary, stylish design; good service; and an affordable price.

- What rationale would you use to determine where to develop a hotel?

Sexual Harassment

The Equal Employment Opportunity Commission (EEOC) states that sexual harassment is a form of gender discrimination under Title VII of the 1964 Civil Rights Act. The EEOC also states that sexual harassment consists of “unwelcome advances, requests for sexual favors, and other verbal or physical contact of a sexual nature.”

Sexual harassment is very likely more prevalent in the hospitality industry than society-at-large and the cost of sexual harassment is high, not only in personal harm but also legal costs. It is a given that all managers, supervisors,

and employees should have sexual harassment training (this can be helpful in defending a lawsuit). All kinds of harassment based on national origin, race, color, religion, gender, disability, or age are unlawful. An employer is liable for a supervisor's or manager's harassment and can pay thousands for it. So, it is much better to create a positive work environment and prevent harassment of any kind.

- Does your employer have a sexual harassment policy?
- Are you aware of any past sexual harassment?
- Is there a way to totally prevent and harassment in the hospitality workplace?

Safety and Security

Visitor, employee, and resident safety remain important topics worldwide. Perceived or real threats to visitor safety have immediate impacts on a destination's reputation and can dramatically affect visitation and patronage. If guest health and safety are not well-thought-out and managed, adverse incidents can significantly impact in individual hospitality business community or destination. Moreover, and since September 11, 2001 and numerous terrorism attacks, we have all become more conscious of our personal safety and have experienced increased security at airports and federal and other buildings. But it goes beyond that; over the last several years, we have witnessed an increase in the number of kidnapping of tourists from airports, tours, and resorts to be held for ransom, while other tourists have experienced muggings or assaults. Security of all types of hospitality and tourism operations is critical, and disaster plans should be made for all types of threats. Personal health, safety, and security of visitors and guests must be the priority of destinations and hospitality and tourism organizations; they have the

responsibility of having well-thought-out and actionable crisis management plans and programs.

- What are the crisis plans for your institution?
- What are the crisis plans for your place of work?

Technology

There is already a robot run hotel in Japan where one can check in with an English-speaking robot and have your bag delivered to your room by another robot (you enter the room number on the robot's display panel). There is also an English-speaking concierge robot for giving information. The robot hotel rates are from \$80 per

night. On the largest cruise liner, The Royal Caribbean's Harmony of the Seas, there is a robotic cocktail mixer that will mix several cocktails to order.

And remember the last travel reservation you made? Did you book your travel online? Did you check consumer reviews on the hotel or restaurant? Millions of us now use the internet to book travel, lodging, restaurants, and amusement and theme parks. High speed internet is one of the most important features a guest wants in a hotel, and they don't like having to pay for it. Technology has become a strategic enabler for differentiating hospitality organizations.

- How does technology help or hinder guest service?
- What technologies are you using?



Career Information

Do you know exactly where you want to be in five or 10 years? The best advice is to follow your interests. Do what you love to do and success will soon come. Often, we assess our own character and personality to determine a suitable path. Some opt for the accounting and control side of the tourism business; others, perhaps with more outgoing personalities, vie for sales and marketing; and others prefer operations, which could be either in back or in front of the house. Creating your own career path can be an exciting and a challenging task. However, the travel and tourism industry is generally characterized as dynamic, fun, and full of challenges and opportunities. And remember, someone has to run Walt Disney World, Holland American Cruise Lines, Marriot

Hotels and Resorts, B&Bs, and restaurants and be the airport manager.

The anticipated growth of tourism over the next few years offers today's students numerous career opportunities in each section of the industry, as well as increasing job stability. Every chapter in this book will list and describe some of the career possibilities for that specific sector. However, there are many general things that can be said about a career in the hospitality industry. For example, a regular 8:30 A.M. to 4:30 P.M. job is not the norm; nearly all sectors operate up to 24 hours a day, 365 days a year—including evenings, weekends, and holidays. The good news is that nearly all sectors are experiencing growth and should continue to do so over the next few years.



How to Get a Step Ahead in the Industry

Joining the student body of a college hospitality management program can be exciting. The practical advice given students is to gain experience in the hospitality industry as soon as possible. Be prepared by having your résumé ready and contact local operators about part-time work. Some students may work full time and attend college full time—or the other way around. One possible entry-level job is a banquet server, which is an interesting way of launching a hospitality career. Other part-time positions may include the front desk,

possibly on the weekend or any other department. Employers are often flexible to accommodate students' schedules. By gaining valuable experience, you will be building up your résumé and better understanding the contents of your courses. By gaining valuable experience during college or university you will accelerate your managerial career. Some graduates join the management training program of major hospitality corporations—and before long they are well on their way to reaching their career goal.

Introducing Ryan LeVeque

Ryan LeVeque, DePaul University Alumnus and Revenue Manager Marriott Marquis

Ryan LeVeque is a graduate from the DePaul School of Hospitality Leadership. He understood the importance of practical experience within the industry prior to embarking on a fast track into revenue management. At the time, revenue managers had been viewed within the industry as former general managers or sales leaders; a recent college graduate would not be able to jump right into the discipline without a foundation. LeVeque began his career working in a large health club through college and found a familiar niche in the hospitality field upon enrolling at DePaul. By bridging connections, he landed an internship with the Convention Visitors Bureau of Northwest Indiana. Following this, LeVeque approached White Lodging, one of the world's largest lodging management companies to attain the first revenue management intern role for the organization. This provided the chance to experience downtown Chicago's hotel atmosphere and revenue strategy planning sessions. White Lodging committed to LeVeque's goals and offered an entry-level position as a front office agent. He filled in working bellman and concierge shifts, created training materials to help onboard new coworkers, and learned the "ins and outs" of the city. Within a year, LeVeque was promoted into management. He kept this position for two years, grinding through to learn all aspects of the front office and boost guest service scores into the top 3 percent of the Courtyard by Marriott brand.

In his free time, he had been working to acquire a certification in revenue management from the American Hotel and Lodging Association. LeVeque was then approached by another hospitality company as they were expanding their department in the discipline of revenue management, which is when he transitioned to First Hospitality Group as an area revenue manager, overseeing markets from Omaha to Columbus. LeVeque eventually returned to White Lodging, moving into a position managing revenue for a larger, full service hotel.

LeVeque maintains an active relationship with the faculty and peers from DePaul and is often invited back to be an industry judge for students working revenue management-focused projects. Through this experience, he connected with two key players in the Chicago market with Marriott. One was the market leader for revenue and the other was the director of revenue for the soon-to-open Marriott Marquis Chicago, the largest Marriott property being built in North America at the time. A couple cups of coffee with the director and few interviews later, LeVeque found himself as the senior revenue manager of this same Marriott Marquis prior to its opening in September of 2017. Having been in various revenue positions, LeVeque understands that his next move will most likely need to be related to a large group strategy as he has manipulated multiple markets and brands. Ambitions of a post-graduate degree are a twinkle in his eyes as he looks to land his next role in a city that will further his professional education within hospitality.



Check Your Knowledge

LO 4: Determine and prepare yourself for a career path in the hospitality and tourism industries.

- The hospitality and tourism industry provides many career paths.
- Setting career goals are important but the path may be different than the plan.
- Successful people in the hospitality industry are service oriented.
- Engage in a self-assessment to determine your strengths and possible career paths.
- Get involved with the industry or other organizations while in school.
- Research professional organizations and take advantage of student offerings.

Thankfully, This Is Not Your Résumé

1234 Rotten Row
Somewhere MI
January 15, 2018

Goal: To land a job where I can make a lot of money.
Tries to reach goals and provide superior service.
Recognized as a good team player.
Able to communicate.

Key Competences:

Foot Cost Analysis Inventory Control Accounting
Marketing Research Human Resources Guest Service

Education

Bachelor of Science in hospitality Management 2.3 GPA.
State University, Grand Rapids MI 1992.

Honors and Awards

Member of Eta Sigma Delta
Member craft beer society

Experience

University dining dishwasher 1988–1992.
Hotel Bellman—hotel No-Good, grand Rapids MI 1992–1995.
Restaurant busser—Eat Here, Grand Rapids MI 2002–2006.
Restaurant server—Ed's Tavern Grand Rapids MI 2010–2017.

DISCUSSION QUESTIONS

There are several things wrong with this résumé. Can you spot them all? Before you create your own resume, list each error or omission for this one.

Key Words and Concepts

back of the house
career path
core values
corporate philosophy
empowerment
front of the house
goal
guest satisfaction
heart of the house
hospitality
hospitality industry philosophy
inseparability
intangible
perishability
professionalism
return on investment (ROI)
service industries
sustainability
tourism
variability

4. What are possible career paths that you could follow if you wanted to be
 - a. a Rooms Division Manager
 - b. a Restaurant Manager, or
 - c. a General Manager of a mid-sized hotel?

Apply Your Knowledge

1. Think about the position you would like to have five years from now. Create a table. In one column, list your current skills and strengths and in the other list the skills and strengths you will need to acquire to reach that position. Then map out your plan for filling in those gaps. Use a mind map, vision board, or outline. Share your plan with your class and be prepared to support each other.
2. Suggest ways to improve service in a hospitality business.
3. A popular restaurant in your community has begun to experience a decline in guests. Social media posts often critique the poor service, stating long wait times and slow servers. Provide two or three ways to improve service.

Suggested Activities

1. Where are you going? Take a moment to think about your future career prospects. Where do you want to be in 5, 10, or 20 years?
2. Research and create a presentation about the changes that occurred in the culinary world in the sixteenth, seventeenth, and eighteenth century and how that impact is still felt today.
3. Create a list of at least 10 questions that you can use to interview a hospitality professional. In the list, include questions about career, service, and the industry in general. Complete the an interview and share your results with the class.

Chapter 1 Review Questions

1. Provide at least three examples of how the hospitality industry has grown and changed over the centuries and elements that have remained consistent over time. Include an example from before the 1500s, from the 1500s to the 1800s, and from the 1900s to the present.
2. Explain current hospitality industry philosophy.
3. In your own words, explain what a service-oriented personality means to you and the importance of service in today's industry.

Endnotes

1. This section draws on *Hospitality through the Ages* (Corning, NY: Corning Foodservice Products, February 1972), 2–34.
2. Alice M. Earle, *Stage Coach and Tavern Days* (New York: Macmillan, 1900), 180.
3. Sarah R. Labensky, Alan M. Hause, and Priscilla A. Martel, *On Cooking*, 5th Ed. New York: Pearson, 2014), 4.
4. “Industries at a Glance. Leisure and Hospitality.” Retrieved on July 15, 2018. <http://www.bls.gov>. Go to “Tools” and click on “Industries at a Glance.”
5. Please see the Marriott International website. www.marriott.com.
6. Ibid.
7. NGO Committee on Education, United Nations, *Our Common Future, Chairman’s Foreword*. Please see the United Nations website for more information.
8. Please visit the Environmental Protection Association website for more details. www.epa.gov
9. Mohamed Gravy, General Manager, Holiday Inn Sarasota, address to University of South Florida students, Tampa, Florida, February 8, 2010.
10. Karl Albrecht and Ron Zemke, *Service America!* (Homewood, IL: Dow Jones-Irwin, 1985), 2.
11. Marriott International, Inc., *Brands*, <http://www.marriott.com>. Please visit the Marriott International website for more details.



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The Hotel Business

2

Learning Objectives

After reading and studying this chapter, you should be able to:

- Compare different methods of hotel development and ownership.
- Summarize the rating and classification systems of hotels.
- Describe some prestigious and unusual hotels.



A Brief History of Innkeeping in the United States¹

The Introduction of Taverns in the United States

- 1634—Samuel Coles Inn opens on Washington Street and is the first tavern in Boston; it is later named the Ship Tavern.
- 1642—The City Tavern in New York City is built by the West India Company.
- 1801—The Francis Union Hotel in Philadelphia opens in a former presidential mansion.
- 1824—The Mountain House, nestled in the Catskills Mountains was known for its panoramic views and access to lakes. At its peak, the resort had 300 rooms and was able to accommodate 500 guests.
- 1829—The Tremont House in Boston appears. Designed from cellar to eaves to be a hotel, it has three stories and 170 rooms. This hotel is known for several firsts: the first bellboys, the first inside water closets (toilets), the first hotel clerk, the French cuisine on an American menu, the first menu card in this country, the first annunciators in guest rooms, the first room keys given to the guests, and the first guests checked in at a dedicated reception area—previously they checked in at the bar.
- 1834—The Astor House, New York City's first palatial hotel, has rooms furnished in black walnut and Brussels carpeting.
- 1846—The first centrally heated hotel, the Eastern Exchange Hotel, opens in Boston.
- 1852—Electric lights dazzle guests for the first time in New York City's Hotel Everett and at Chicago's Palmer House in 1894.
- 1859—The first passenger elevator goes into operation in the Old Fifth Avenue Hotel; upper rooms are sometimes more expensive than those on lower floors.
- 1875—The Palace Hotel in San Francisco is billed as the "world's largest hotel"; floor clerks are installed along with four elevators.
- 1880–1890s—There is a resort boom in Florida, New England, Virginia, Pennsylvania, and Atlantic City.
- 1887—The Ponce de León Hotel, in St. Augustine, is built; it is the first luxury hotel in Florida.

The Expansion of Grand Hotels

- 1888—The Del Coronado Hotel is built; it is the first luxury resort in California.
- 1892—The Brown Palace Hotel in Denver is built with "gold money" to be as fine as any hotel back east. The Brown Palace focuses on catering to business people and is regarded as one of the first convention hotels.
- 1908—The Statler Hotel in Buffalo, New York, is established by Elsworth Milton Statler, and is considered by

many to be the premier hotelier of all time. The Statler hotel is the first to introduce keyholes for safety, electric light switches, private baths, ice water, and the delivery of a morning newspaper. The hotel is also constructed so as to have bathrooms backing onto each other; this enables the plumbing to go up or down one shaft along with protected electrical wiring. The Statler Inn at Cornell University is built with money from the Statler Foundation.

- 1919—Conrad Hilton opens the Mobley Hotel in Cisco, Texas.
- 1920—There are 12 million cars in America, and auto camping becomes a national pastime as cities open up camps for people to stay at.

From Progress to Setback

- 1922—Cornell University begins a hotel and restaurant program.
- 1929–1945—During the Great Depression and World War II, hotel occupancy drops and several hotels are lost by owners—others just manage to survive.

Start of the Golden Age

- 1946—The Golden Nugget and the Flamingo open in Las Vegas, prompting a boom in hotel construction that continues to this day.
- 1950s and 1960s—More interstate highways are constructed and more motels and hotels are established for the ordinary person, not just the rich.
- 1952—Kemmons Wilson opens the first Holiday Inn.
- 1960s—Westin introduces 24-hour room service.
- 1966—The ice and vending machines make their debuts in InterContinental hotels.
- 1967—The Atlanta Hyatt Regency Hotel, designed by John Portman with an atrium and an indoor garden, opens.

The Development Age

- 1960s and 1970s—Hotels begin to develop internationally.
- 1970s—Hotels are hit hard by the energy crisis—there is little development. Cable TV arrives; it later evolves into internet access.
- 1975—Hyatt introduces concierge lounges for its VIP guests.
- 1980s—The electric key card is introduced, and hotels begin to accept major credit cards as payment.
- 1980s and 1990s—Hotel chains develop more rapidly internationally. Hotels are developed in several tiers/price points to appeal to different market segments.