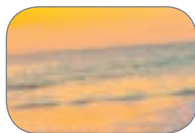


Introducing Hospitality

OBJECTIVES

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

- Describe the characteristics of the hospitality industry.
- Explain corporate philosophy.
- Discuss why service has become such an important facet of the hospitality industry.
- Suggest ways to improve service.



Prelude

Hospitality through the Ages¹

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 Hospice de Beaune in the Burgundy region of France, also called the Hotel 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 Hospice 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 B.C.E. They moved from being hunter-gatherers 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 4,000 and 2,000 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.

The Hospice de Beaune.



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. Because travel was slow and journeys long and arduous, many travelers depended solely on the hospitality of private citizens.² 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. They were located about twenty-five 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. By the time Marco Polo traveled to the Far East, there were 10,000 inns, the best of which were in China.³

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 eighty-six 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 “high” meat.

Coffee Houses

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 coffee houses, including the famous Café Florian on the piazza San Marco, still filled to capacity today. The first English coffee house was opened in 1652. Coffee houses, 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. After Cole’s, the next recorded ordinary was Hudson’s House, in 1640.⁴ 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 Gage.

The even more famous Frauncis 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

Café Florian, St. Marks Square, Venice, Italy.



on the latest gossip, keep up with current events, hold meetings, and conduct business. The innkeeper 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. John Adams, the second president of the United States, owned and managed his own tavern between 1783 and 1789.

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*. One dish was made of sheep's feet in a white sauce, another was *boulangere* potatoes—a dish in use today—made of sliced potatoes cooked in stock, which was baked in the bread baker's oven after the bread was done.⁵

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 immigrated to America, especially to New Orleans, a French enclave in America. Others scattered throughout Europe or immigrated 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 *sauces piquantes* (sauces having a pleasantly sharp taste or appetizing flavor) and *pots au feu* (French beef stew). In 1784, 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 to lend his expertise. 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 Court of the Two Sisters.



The Nineteenth Century

Restaurants continued to flourish in Europe. In 1856, Antoine Carême published *La Cuisine Classique* 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 1898 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 August 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 "sixpenny 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 1827 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, PJ Clarke's established in 1884, is a "real" 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 and who now

PJ Clarke's, established in 1884 and still going strong.



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).⁶

Many American cities had hotel palaces: Chicago had the Palmer House, New Orleans had the St. Charles, St. Louis had the Planter's 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 Breakers, Palm Beach, Florida.

The Twentieth Century

In 1921, Walter Anderson and Billy Ingraham began the White Castle hamburger chain. The name White Castle was selected because white stood for purity and castle for strength. The eye-catching restaurants were nothing more than stucco building shells, a griddle, and a few chairs. People came in droves, and within ten years, White Castle had expanded to 115 units.⁷

The Four Seasons restaurant 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. It is very important that the restaurant reinforce why guests chose it in the first place. Restaurants exist to create pleasure, and how well a restaurant meets this expectation of pleasure is a measure of its success.⁸

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 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 9/11, the economic recovery proved very strong and hospitality businesses expanded in North America and abroad, particularly in Europe and China.

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 job—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, and they are discussed in the section titled, “Characteristics of the Hospitality Industry,” found later in this chapter. 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. 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 is.

Ever think about why Marriott International is so successful? Well, one of the reasons is given by Jim Collins writing in the foreword to Bill Marriott's book, *The Spirit to Serve: Marriott's Way*. Collins says Marriott has *timeless core values and enduring purpose*, including the belief that its people are number one: “Take care of Marriott people and they will take care of the 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, or as one human resources director, Charlotte Jordan, calls it, “creating memorable experiences for others and being an ambassador of the world, adding warmth and caring.”⁹ Every day we 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 it's “we the people” who succeed in the hospitality industry when we take pride 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? You bet! 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

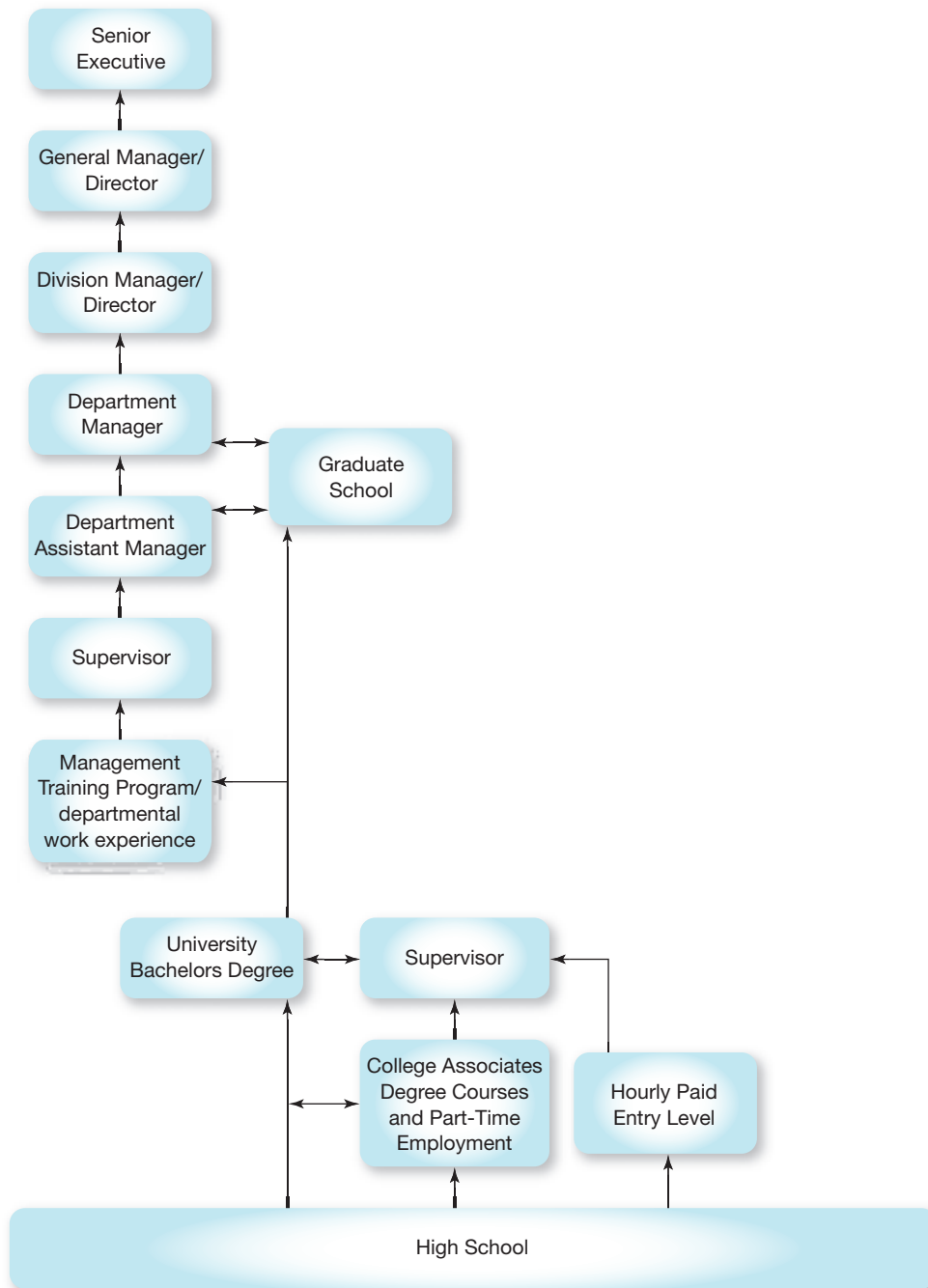


Figure 1 • A Possible Career Path in the Hospitality Industry. Is Education Worth It? You Bet! Just Think—Over a Career, the Difference in Salary between an Associate and a Bachelor's Degree Is \$500,000. Yes, That's Half a Million Bucks!

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

industry has some distinct characteristics. For starters, we are in the business of giving service. When Kurt Wachtveilt, thirty-year veteran general manager of the 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!” But what is service? *Service* is defined in *Webster’s New World Dictionary* as “the act or means of serving.” To serve is to “provide goods and services for” and “be of assistance to.” 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 or whatever. 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 (Karl Kartcher, owner of Carl’s Jr.). And that a former dishwasher, Ralph Rubio, now owns the successful chain of Rubio’s Fresh Mexican 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 in an atmosphere charged with energy, fun, and the excitement of rock and roll.¹⁰ More recently, 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 well over 16,000 Starbucks locations.¹¹ Any ideas on what the next hot entrepreneurial idea will be?

The pineapple is the symbol of hospitality.



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.

The Interrelated Nature of Hospitality and Tourism

The hospitality and **tourism** industries are the largest and fastest-growing industry groupings in the world. 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 2 and 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—that may last a lifetime. (A “moment of truth” is an industry expression used to describe a guest and an associate meeting, as when a guest walks into a restaurant.)

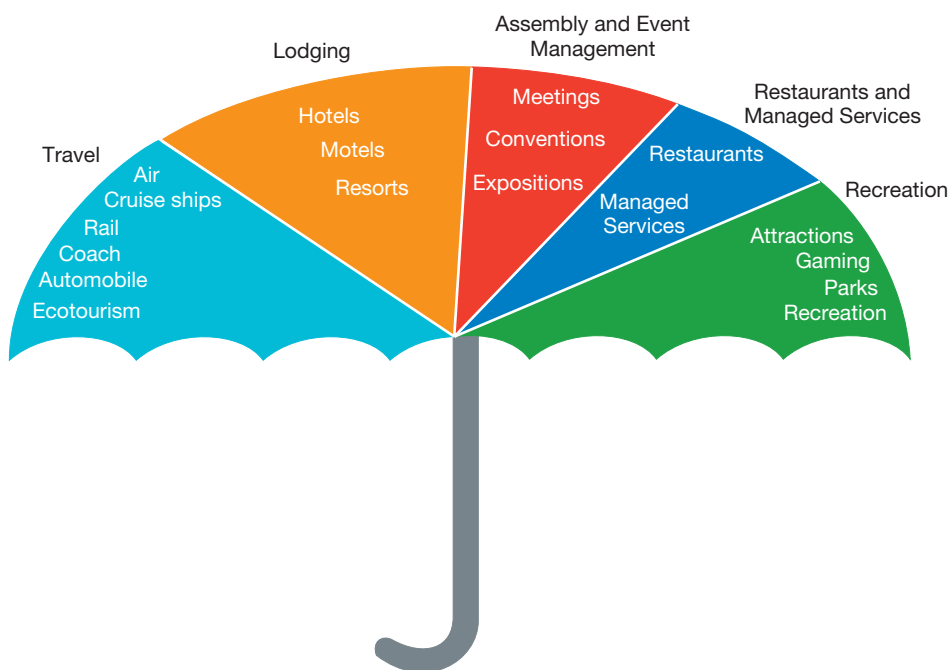


Figure 2 • Scope of the Hospitality and Tourism Industries.



Figure 3 • The Interrelated Nature of Hospitality, Travel, and Tourism.

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



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. A trip away from home might be 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 up-state 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 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 for socialization 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 twenty-one 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



Gramercy Tavern, a Danny Meyer, Union Square Hospitality Group Restaurant.

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.

TECHNOLOGY SPOTLIGHT

The Increasing Importance of Technology to the Hospitality Industry



Cihan Cobanoglu, Ph.D., Dean, School of Hotel and Restaurant Management, University of South Florida, Sarasota-Manatee

Think about the last travel reservation that you made—did you book your travel online? Did you check consumer reviews on the hotel or restaurant? Studies show that as many as 55% of consumers now use the Internet to book their travel, a percentage that vastly changes the landscape of the hospitality industry. In fact, technology could be the thin line between a successful business and bankruptcy for many organizations. In 2011, only four out of every ten restaurants that open will still be operating in three years. One of the main reasons for the high failure rate is the lack of control in a slim profit-margin industry. With technology, hospitality and tourism businesses can attempt to control costs and generate success. Technology used to be accepted as a cost center by hospitality and tourism organizations. However, in

today's world, technology is a strategic enabler. Technology has become such a vital tool that it is hard to imagine a hotel, resort, theme park, cruise ship, restaurant, or airline company running without it.

Consider this: In a typical full-service hotel, there are about 65 different technology applications. This number is around 35 for a limited-service hotel. Hotels are finding new ways to use technology for a strategic advantage. Consider this example: Mandarin Oriental is keeping track of the fruits eaten by the guest. These records are kept in the guest's profile. Next time the guest visits the hotel, when a fruit basket is sent, it is dominated by the fruits that guest likes. This creates a "wow"

factor since it is not directly solicited, rather, quietly observed and recorded with the help of proper training and technology.

Similarly, restaurants use more than 30 different technology applications to provide faster, more cost efficient and productive business operations for guests and staff. Airline companies use complex central reservation and yield-management tools. Travel agencies depend on global reservation system networks to operate. Cruise ships employ different technology and navigation systems to operate in an efficient and fast way. Theme parks use different biometric technologies to keep track of their guests and staff members.

The Airline industry became a commodity a long time ago. In the contemporary age, travelers do not necessarily care about which carrier will take them from point A to point B. Price seems to be the most important factor in selecting an air carrier. The hotel industry is showing similar symptoms. In the age where hospitality and tourism products are becoming a commodity, technology is becoming a true differentiator. Hoteliers like in the example of Mandarin Oriental are turning to technology to differentiate themselves so that they do not become a commodity in the eyes of guests. Many studies already showed that high-speed Internet is one of the most important in-room amenities that enable guest satisfaction in a hotel. In this new age of technology, it is very important for hospitality and tourism students to understand all different technology applications out there to be able to compete in a tough market environment.

Characteristics of the Hospitality Industry

Hospitality businesses are open 365 days a year and 24 hours a day. No, we don't have to work all of these days, but we do tend to work longer hours than people in other industries. Those on their way to senior positions in the hospitality industry, and many others for that matter, often work ten hours a day. However, because of managerial burnout, there is a trend in the industry of reducing working hours of managers to fifty hours a week to attract and retain members of Generation X and the Millennial Generation. 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.

The other 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 do we do with the 200 unsold rooms? Nothing. We have permanently lost 200 room-nights and their revenue. This example illustrates that in the hospitality industries we are in business to make a **return on investment** 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, such as we have recently experienced. Then, the struggle is to make more money than is spent, known as keeping one’s head above water!

► Check Your Knowledge

1. List and describe the four shifts in the hospitality industry.
 2. Identify and explain two differences between the hospitality business and other business sectors.
-

Each year, the National Restaurant Association (NRA) invites the best and brightest students from universities and colleges to participate in the annual restaurant show in Chicago. The highlight of the show is the “Salute to Excellence” day when students and faculty attend forums, workshops, and a gala award banquet with industry leaders. Coca-Cola and several other corporations involved in the industry sponsor the event.

During the day, students are invited to write their dreams on a large panel, which is later displayed for all to enjoy. Here are a few of one of the previous year’s hopes and dreams:

- To help all people learn and grow (Jason P.)
- To be the best I can (NMC)
- To establish a chain of jazz cafés in six years and go public in ten years (Richard)
- To successfully please my customers (J. Calicendo)
- To be happy and to make others happy, too

- To put smiles on all faces
- To be one of the most creative chefs—I would like to be happy with everything I create
- To make a difference in the lives of people through food! (Mitz Dardony)
- To be successful professionally, socially, and financially (Marcy W.)
- To preserve our natural resources by operating a restaurant called Green (Kimberley Mauren)
- Anything I do I like to do it in such a way that I can always be meaningful to people (Christian Ellis-Schmidt)
- To reach the top because I know there is a lot of space up there (P. W., Lexington College)
- To use the knowledge that I've gained throughout my career and pass it on to others in hopes of touching their lives in a positive way! To smile and to make smiles. (Armeý P. DaCalo)
- I want to be prosperous in my desire to achieve more than \$. Happiness and peace are the keys to life. (D. McKinney)
- To teach and be as good as those who have taught me (Thomas)

So what are your dreams and goals? Take a moment to think about your personal dreams and goals. Keep them in mind and look back on them often. Be prepared to amend them as you develop your career.

Careers

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. In Figure 3 you can see 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 B&B in upstate New York who cater to seasonal guests. Another example is the hundreds of employees necessary to keep the City Center in Las Vegas operational.

Figures 4, 5, and 6 show a career ladder for lodging management and food and beverage management and the rooms division in mid-sized and large hotels. Figure 7 shows a career ladder for restaurant management. Information relating to careers comes from the U.S. Census Bureau's statistic of lifetime salaries by education level,¹² which indicates that high school graduates earn \$1.2 million, Associate degree holders earn \$1.6 million, Bachelor's degree holders earn \$2.1 million, and Master's degree holders earn \$2.5 million. Now, these numbers are based on 1999 data, so the good news is that they are going to be much higher for you! Speaking of salaries, Figure 8 is a salary guide for hospitality positions.



Figure 4 • Lodging Management Career Ladder.

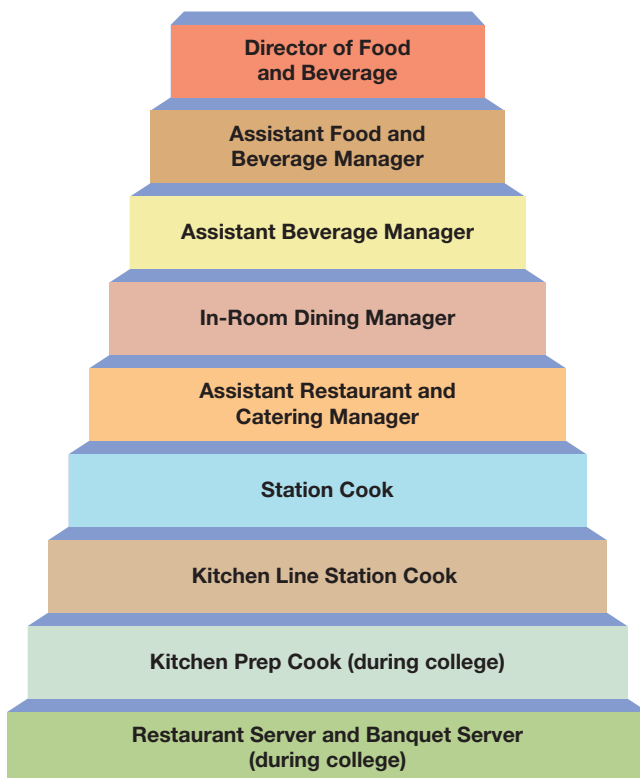


Figure 5 • Lodging Food and Beverage Career Ladder.

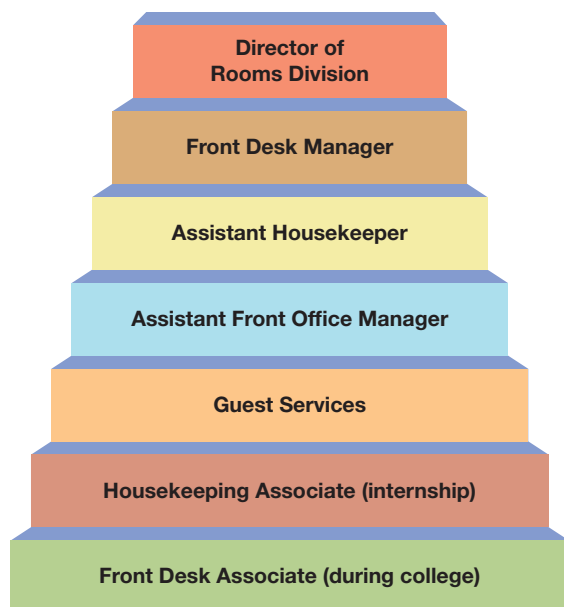


Figure 6 • Lodging Rooms Division Career Ladder.



Figure 7 • Restaurant Management Career Ladder.

Hospitality Salaries	
President of a Chain Lodging Company	\$250,000–500,000
President of a Chain Restaurant Company	\$175,000–450,000
Vice President of a Lodging Company	\$150,000–250,000
Hotel/Resort General Manager	\$75,000–175,000
Country Club General Manager	\$100,000–350,000
Vice President of a Restaurant Company	\$75,000–150,000
Restaurant General Manager	\$40,000–80,000
Hotel or Resort Rooms Division Director	\$50–80,000
Hotel/Resort Human Resources Director	\$50,000–80,000
Hotel or Resort Food and Beverage Director	\$55,000–100,000
Hotel/Resort Catering Manager	\$50,000–90,000
Assistant Restaurant Manager	\$25,000–40,000
Hotel Front Office Manager	\$30,000–60,000
Hotel/Resort Executive Housekeeper	\$30,000–75,000
Hotel/Resort Assistant Food and Beverage Manager	\$35,000–60,000
Hotel/Resort Executive Chef	\$40,000–90,000
Restaurant Chef	\$30,000–80,000
Front Desk Agent	\$16,000–25,000
Servers	\$20,000–40,000
Cooks	\$20,000–30,000

Figure 8 • A Guide to Hospitality Salaries.

Hospitality Industry Philosophy

Current **hospitality industry philosophy** has changed from one of managers' planning, organizing, implementing, and measuring to that of managers' counseling 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 has strong links to quality leadership and the **total quality management (TQM)** process. (TQM is discussed in a later section.)

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. Disney Corporation, as discussed later in the chapter, is a good example of a corporation that has a permeating corporate philosophy.



J.W. (Bill) Marriott Jr.

Service Philosophy Is a Way of Life

J. W. (Bill) Marriott Jr. is chairman of the board of directors of Marriott International. Marriott's web site 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."¹⁶ 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."¹⁷

Sustainable Hospitality

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.”¹³ 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 to achieve continuing economic prosperity while protecting the natural resources of the planet and providing a high quality of life for its people and future generations.¹⁴ Operators of hospitality businesses have generally embraced the concept of sustainable hospitality and are increasingly operationalizing it. As an example in the lodging industry, the Willard InterContinental’s Sustainable Development initiative is showing substantial results. The program’s chief goals are based on profits, people, and planet. The first goal is to find ways to operate the hotel according to the idea of a “triple bottom line,” which embodies profitable operation combined with attention to the people who use and work in the hotel and with a focus on careful stewardship of resources.¹⁵

► Check Your Knowledge

1. Describe Marriott’s “Spirit to Serve.”
 2. What is corporate philosophy?
-

Success in Service

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 defined in *Webster’s New World Dictionary* as “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*.”¹⁸ With thousands of guest encounters, or moments of truth, each 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.
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 him- or herself in someone else’s shoes—in the following situation: A party of two ladies 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 up 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 ladies 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

INTRODUCING J. W. (BILL) MARRIOTT JR.

Chairman and Chief Executive Officer, Marriott International



Bill Marriott is the son of J. W. Marriott, founder of Marriott International, a company that began as a nine-stool root beer stand in Washington, D.C., in 1927. Bill was an Eagle Scout and recipient of the Distinguished Eagle Scout Award who, during and after high school, worked various positions in his parents’ Hot Shoppes restaurant chain. He graduated from the University of Utah with a Bachelor of Science degree in finance and served as an officer in the Navy before joining the Marriott Corporation in 1956.

Bill Marriott has had an enormous influence on the hospitality industry with years of dedicated service. He is an example of the Spirit to Serve, the title of his well-worth-reading book. Under Marriott’s lead, Marriott International has grown from a family restaurant business to a global lodging company of over 3,000 managed and franchised properties of 18 brands,

ranging from economy limited-service brands up to full-service luxury hotels and resorts, as well as executive apartments, conference centers, and golf courses in 67 countries and territories.¹⁹

Mr. Marriott continues his father's tradition of visiting two to three hundred hotels a year. He is passionate about quality and service and can quickly tell how good a general manager (GM) is by the reaction of associates to him or her when the GM is walking the halls of the property. If the associates smile and greet the GM with a cheerful good morning, he knows he has a great GM, but if the associates look down and don't say anything, he knows that there is a problem.

Bill Marriott also cares passionately about Marriott associates by giving them the best possible working conditions, competitive wages and salaries, and excellent benefits. Marriott also provides outstanding training programs to help associates do a great job and to retain the best associates. One of the often used quotes from Mr. Marriott is, "I want our associates to know that there really is a guy named Marriott who cares about them."²⁰ A central part of Marriott's core values is that attention to detail, quite simply, leads to high customer satisfaction, to repeat business—and to good profits and attractive returns for stockholders and property owners.²¹

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 several years—say, ten—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? Also, 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!*, Albrecht and Zemke suggest two basic kinds of service: "Help me!" and "Fix it."²² "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."

Moments of Truth

"Moments of truth" is a term coined by Jan Carlson. When Carlson became president of Scandinavian Airline System (SAS), it was ranked at the bottom of the European airline market. He quickly realized that he had to spend a lot of time on the front line coaching SAS associates in how to handle guest encounters, or as he called them, "moments of truth." As a result of his efforts, SAS was soon ranked at the top of the European airlines for service. Service commitment is a total organizational approach that makes the quality of service, as perceived by the customer, the number one driving force for the operation of the business.²³

FOCUS ON SERVICE

Hospitality Is Offering a Cup of Kindness



William B. Martin, Cal Tech–Monterey Bay

Customer service is a central focus of hospitality. It is what hospitality is all about—what we do. If you are interested in a hospitality career, it is important to understand and learn as much as possible about customer service and particularly how to be successful at it. Your success will come from a complete understanding of hospitality.

Let's begin by exploring why we provide hospitality. Why are hospitality businesses in business? What is the primary purpose of a foodservice operation? A lodging establishment? A travel- or tourism-related business? Is it just for the money? Many of you might answer an easy yes to this question. But as you will see, hospitality is much more than just about money. Money is important, but it is important as a means and as a necessary ingre-

dient to help us get to where we want to go. Money is not the primary reason for hospitality. Then what is the primary purpose of hospitality?

Our job, first and foremost, is to enhance the lives of those people (guests, customers, passengers, etc.) to whom we are dedicated to serve. Yes, it is that simple (and complex at the same time). Our job is to make the lives of others better in a small way or big way; it makes no difference. Whatever it is, we are out to make people's lives on this planet a little bit better, or maybe even a lot better. This is our purpose. It is where we find meaning. We in the hospitality industry are about enhancing the lives of others—period. Ultimately, that is what makes it all worthwhile.

With that said, where does customer service fit in? Good question. If you are a sharp student, you've already got it. You can readily see that if the purpose of hospitality is to enhance the lives of others, the way we do that is through service. And what is service? It is how we go about treating our guests—how we make (or fail to make) their lives better by how we treat them. And we can go a long way toward treating them well by simply offering them a cup of kindness.

What does this mean? What does it take to be kind? What do we have to do? How do we enhance the lives of others through kindness? We begin by *understanding* what it is that they need. The problem is that all of our guests come to us with many needs. Some we can meet, some we can't. But of all the needs they come with, four of them are specifically hospitality related. If you can work toward helping them satisfy these needs, you can go a long way toward making their lives better through kindness. Quality customer service demands that service providers understand what it is that customers want. Kindness, after all, comes through understanding. Kindness is demonstrated by making everyone feel *welcome*.

Quality customer service requires that we make all guests feel *comfortable*—that we provide the assurance that they will be taken care of, and follow through. They don't need to worry; they are in good hands. In short, when we can do this we are filling their cups with more kindness. Whether they deserve it or not, they should be made to feel important. Why? Because, we all have a *need to feel important*. This is a part of our job. Moreover, it is another important way we can show kindness to our guests.

We need to stay focused on the primary purposes of hospitality. We need to understand the power of kindness and the importance of satisfying the four basic customer service needs of our guests. In the final analysis, hospitality and customer service success are found in our ability to enhance the lives of others through how we treat them—with a little cup of kindness.

Every hospitality organization has thousands of moments of truth every day. This leads to tremendous challenges in maintaining the expected levels of service. Let's look at just some of the moments of truth in a restaurant dining experience²⁴:

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 moments of truth there are in a restaurant dining experience.

► Check Your Knowledge

1. What is the purpose of a mission statement?
 2. Why is service so important?
 3. What is a moment of truth?
-

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.

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 web site (www.restaurant.org).

Among the various programs and courses is one titled Foodservice Leadership. Effective leaders are those who make things happen because they have developed the knowledge, skills, and attitude required to get the most out of the people in their operation. Leadership involves change; in fact, change is the one thing we can be sure of in the coming years. Our guests are constantly changing; so is technology, product availability, and, of course, our competition.

The American Hotel & Lodging Association (AH&LA) offers a great variety of information on service-related topics including **best practices**, which give details of the most effective techniques in lodging operations. One area of interest is the Green Resource, where innovative means of going green are shared to improve the carbon footprint and the "bottom line."²⁵

One way in which leaders involve employees in the process of improving guest service is through TQM and empowerment.

Service and Total Quality Management

The increasingly open and fiercely competitive marketplace is exerting enormous pressure on service industries to deliver superior service. Inspired by rising guest expectations and competitive necessity, many hospitality companies have jumped on the service quality bandwagon. W. Edwards Deming is credited with launching the Total Quality movement. He was best known for his work in Japan, where in the 1950s and onward, the quality of Japanese products was not good. He taught top Japanese management how to improve design—through the use of statistical methods he reduced the number of defects—and thus service, product quality, testing, and sales. Dr. Deming made a significant contribution to the improvement of Japanese products.²⁶

The Malcolm Baldrige National Quality Award is the highest level of national recognition for quality that a U.S. company can receive. Named after former commerce secretary Malcolm Baldrige, who was a champion of quality movement as a way of improving U.S. commerce, the award promotes an understanding of quality excellence, greater awareness of quality as a critical competitive element, and the sharing of quality information and strategies.

The Ritz-Carlton Hotel Company, the only hospitality company to win two Malcolm Baldrige National Quality Awards, in 1992 and 1999, was founded on principles of excellence in guest service. The essence of this philosophy was refined into a set of core values collectively called the Gold Standards. The credo is printed on a small laminated card that all employees must memorize or carry on their person at all times when on duty. The card lists the three steps of service:

1. A warm and sincere greeting; use the guest name, if and when possible.
2. Anticipation and compliance with guests' needs.
3. Fond farewell; give them a warm good-bye and use their names if and when possible.

The quality movement began at the turn of the century as a means of ensuring consistency among the parts produced in the different plants of a single company so that they could be used interchangeably. In the area of service, TQM is a

participatory process that empowers all levels of employees to work in groups to establish guest service expectations and determine the best way to meet or exceed these expectations. Notice that the term *guest* is preferred over the term *customer*. The inference here is that if we treat customers like guests, we are more likely to exceed their expectations. One successful hotelier has insisted for a long time that all employees treat guests as they would like to be treated themselves.

TQM is a continuous process that works best when managers are also good leaders. A successful company will employ leader-managers who create a stimulating work environment in which guests and employees (sometimes called internal guests: One employee serves another employee, who in turn serves a guest) become integral parts of the mission by participating in goal and objective setting.

Implementing TQM is exciting because after everyone becomes involved, there is no stopping the creative ways employees will find to solve guest-related problems and improve service. Other benefits include cost reductions and increased guest and employee satisfaction, leading ultimately to increased profits.

The Employee Promise

At the Ritz-Carlton, our Ladies and Gentlemen are the most important resource in our service commitment to our guests.

By applying the principles of trust, honesty, respect, integrity, and commitment, we nurture and maximize talent to the benefit of each individual and the company.

The Ritz-Carlton fosters a work environment where diversity is valued, quality of life is enhanced, individual aspirations are fulfilled, and the Ritz-Carlton mystique is strengthened.

I am proud to be Ritz-Carlton

1. I build strong relationships and create Ritz-Carlton guests for life.
2. I am always responsive to the expressed and unexpressed wishes and need of our guests.
3. I am empowered to create unique, memorable, and personal experiences for our guests.
4. I understand my role in achieving the Key Success Factors, embracing Community Footprints, and creating The Ritz-Carlton Mystique.
5. I continuously seek opportunities to innovate and improve the Ritz-Carlton experience.
6. I own and immediately resolve any guest problems.
7. I create a work environment of teamwork and lateral service so that the needs of our guests and each other are met.
8. I have opportunity to continuously learn and grow.
9. I am involved in the planning of the work that affects me.
10. I am proud of my professional appearance, language, and behavior.
11. I protect the privacy and security of our guests, my fellow employees, and the company's confidential information and assets.
12. I am responsible for uncompromising levels of cleanliness and creating a safe and accident-free environment.

© 2009 The Ritz-Carlton Hotel Company, L.L.C. All rights reserved. Reprinted with the permission of The Ritz-Carlton Hotel Company, L.L.C.

A DAY IN THE LIFE OF RYAN LASHWAY

Assistant Manager, Mar Vista Dockside Restaurant, Longboat Key, Florida



To describe a typical day of work for me at the Mar Vista, I must first tell you a little bit about the restaurant. Located on Sarasota Bay on the north end of Longboat Key in historic Longbeach Village, the Mar Vista has existed for over 60 years. Built in the early 1940s, "The Pub" was originally a bait and tackle shop until the 1950s, when the owners started selling hamburgers and beer to the local fishermen crowd. The Mar Vista operated like this until coming under the ownership of Ed Chiles of the Chiles Group Corporation in 1990. Chiles is the son of former governor of Florida Lawton Chiles and also owns the Beachhouse and Sandbar restaurants on Anna Maria Island. The Mar Vista is an authentic part of Old Florida, and our history and ambiance make it a fun and relaxing place. Our goal at the Mar Vista is to provide our guests with the finest in food and courteous,

(continued)

A DAY IN THE LIFE OF RYAN LASHWAY *(continued)*

prompt service. For further information about the Chiles Group Corporation, visit our web site at **www.groupersandwich.com**.

A typical day for a manager at the Mar Vista goes like this:

8:30 A.M. Arrive and check the premises for any unusual activity. Unlock the doors and turn on all lights and A/C units. Check to see that the overnight cleaning crew has done a thorough job, especially in the kitchen, restrooms, and behind the bars. Then, look at the schedules to see which employees are working on any given day and make ready for the kitchen staff's arrival at 9:00 A.M.

9:00 A.M. Upon arrival, the kitchen staff is entered into our in-house computer system so that their hours for the day will be recorded. Towels and cleaning materials must also be supplied for the entire staff. The restrooms must be checked and stocked with hand towels, liquid soap, and toilet paper. The premises are then walked again and the grounds checked for trash. All windows and mirrors must be cleaned.

10:30 A.M. The wait staff and bar staff arrive. The cash banks for the bar must be counted and paired up for daily use. The safe in the manager's office must then be opened and the money from the previous day made ready for pickup by our financial officer. The kitchen manager must then be met with to discuss the daily specials. Upon agreement of the best use for food items, the specials must then be printed and inserted into the menus.

11:30 A.M. Open for lunch business. Throughout the day, management focuses on customer relations and making sure the restaurant runs smoothly. Incoming paperwork from deliveries for the kitchen and bar must be fully documented, and all incoming orders must be checked in and signed for. Any problems with food orders or guest service must be handled in such a way that the customer is never scorned; return business is the primary focus. In general, the customers are always right, and in this business we must do whatever is necessary to keep them happy.

3:00 P.M. Toward the end of the lunch shift, servers are finishing their daily work and will require check-out forms to do their money drops. Managers must check each server out individually and make sure that all side work is completed and that the restaurant will be ready for the next shift crew arriving at 4:00 P.M. Managers must meet with the kitchen manager again and prepare the dinner specials. The P.M. bartender will also be arriving and will require a night bank, while the A.M. bartender will need to be checked out and his or her bank checked for correct money transactions.

5:00 P.M. Dinner begins and the night manager arrives. Discuss the events and highlights of the day with the P.M. manager and notify him or her of any problems.

Then it's off to rest up and prepare to do it again tomorrow!

Top executives and line managers are responsible for the success of the TQM process; when they commit to ownership of the process, it will be successful. Focused commitment is the foundation of a quality service initiative, and leadership is the critical component in promoting commitment. Achieving TQM is a top-down, bottom-up process that must have the active commitment and participation of all employees, from the top executives down to those at the bottom of the corporate ladder. The expression "If you are not serving the guest, then you had better be serving someone who is" still holds true today.

The difference between TQM and quality control (QC) is that QC focuses on error detection, whereas TQM focuses on error prevention. QC is generally based on industrial systems and, because of this, tends to be product oriented rather than service oriented. To the guest, services are experiential; they are felt, lived through, and sensed. The moment of truth is the actual guest contact.

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:

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

CORPORATE PROFILE

Marriott International, Inc.²⁷



Marriott International is a leading worldwide hospitality company. Its heritage is traced back to a root beer stand opened in Washington, D.C., in 1927 by J. Willard and Alice S. Marriott. Today, Marriott International has more than 3,500 lodging properties in the United States and 67 other countries and territories. Marriott International operates and franchises hotels under the following tiers of brands:

Luxury Tier: Bulgari Hotels and Resorts, a collection of sophisticated, intimate luxury properties tucked away in exclusive destinations

The Ritz-Carlton Hotel Company, LLC: 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.

(continued)

CORPORATE PROFILE *(continued)*

JW Marriott Hotels and Resorts: The most elegant and luxurious Marriott brand, offering business and leisure travelers a deluxe level of comfort and personal service

Autograph Collection: A collection of high-personality, independent hotels, powered by the world-class platforms of Marriott International

Lifestyle/Boutique: EDITION was created in partnership with boutique hotel pioneer Ian Schrager to introduce a new brand with as many as one hundred hotels that have perfected a highly personal, intimate, and rarified experience for each guest.

Renaissance Hotels invite guests to “stay interesting” at distinctive hotels offering unique, locally relevant architecture and design, destination restaurants and bars, and off-the-radar travel experiences worldwide.

- **Signature Brand: Marriott Hotels and Resorts:** The flagship brand of quality-tier, full-service hotels and resorts with features such as fully equipped fitness centers, gift shops, swimming pools, concierge levels, business centers, meeting facilities, and high-speed Internet.
- **Select Service & Extended Stay Brands: Courtyard by Marriott:** A moderately priced lodging brand designed by business travelers for business travelers that has recently increased the number of downtown locations, often through conversions of historical buildings. Features include 80 to 150 guest rooms, high-speed Internet access, restaurants, lounges, meeting spaces, central courtyards, exercise rooms, swimming pools, and 24-hour access to food.
- **SpringHill Suites by Marriott:** A moderately priced, all-suite lodging brand that offers up to 25 percent larger-than-standard hotel rooms. Features include complimentary continental breakfast, self-serve business centers, indoor pools, whirlpool spas, high-speed Internet access, and exercise rooms.
- **Fairfield Inn by Marriott:** A consistent, quality lodging at an affordable price. Features include spacious guest rooms, daily complimentary breakfast, and swimming pools. Future plans call for exercise rooms.
- **Residence Inn by Marriott:** Designed as a home away from home for travelers staying five or more nights, it includes a residential atmosphere with spacious accommodations. Features include complimentary hot breakfasts, evening hospitality hours, swimming pools, sport courts, personalized grocery shopping, guest suites with separate living and sleeping areas, fully equipped kitchens, and work spaces with data ports and voice mail.
- **Towne Place Suites by Marriott:** A midpriced, extended-stay brand that provides all the comforts of home in a residential atmosphere.
- **Marriott Executive Apartments:** A corporate housing brand designed to meet the needs of business executives on an overseas assignment for thirty days or more by offering residential accommodations with hotel-like amenities.

In addition to these brands there are also several Vacation Clubs, which are offered on a fractional ownership basis.

Marriott has been ranked the number-one most admired company in the lodging industry by *Fortune* for the past five years and also one of the “100 Best Companies to Work For” for the past seven years.

► Check Your Knowledge

1. List five attributes, traits, and characteristics of a leader.
 2. What is the Malcolm Baldrige National Quality Award?
-

The Disney Approach to Guest Service

The Disney mission statement is simple: “We create Happiness.” Disney is regarded as one of the excellent corporations throughout the text. The following discussion, adapted from a presentation given by Susan Wilkie to the Pacific chapter of the Council on Hotel Restaurant and Institutional Education (CHRIE) conference outlines Disney’s approach to guest service.

When conceiving the idea to build Disneyland, Walt Disney established a simple philosophical approach to his theme park business, based on the tenets of quality, service, and show. The design, layout, characters, and magic of Disneyland grew out of Walt’s successful experience in the film industry. With Disneyland, he saw an opportunity to create a whole new form of entertainment: a three-dimensional live show. He wanted Disneyland to be a dynamic, ever-changing experience.

To reinforce the service concept, Disney has *guests*, not *customers*, and *cast members*, not *employees*. These terms set the expectations for how guests will be served and cared for while at the park or resort. This commitment to service means the following:

- Disney clearly understands its product and the meaning of its brand.
- It looks at the business from the guests’ perspective.
- It considers creating an exceptional experience for every individual who enters its gates to be its responsibility.

Disney executives say that “our inventory goes home at night.” Disney’s ability to create a special brand of magic requires the talents of thousands of people fulfilling many different roles. But the heart of it is the frontline cast members. So, what is it that makes the service at Disney so great? The key elements of Disneyland guest services include the following:

- Hiring, developing, and retaining the right people
- Understanding its product and the meaning of the brand
- Communicating the traditions and standards of service to all cast members
- Training leaders to be service coaches
- Measuring guest satisfaction
- Recognizing and rewarding performance

Disney has used profile modeling but says it all comes down to a few simple things:

- Interpersonal relationship-building skills
- Communication
- Friendliness

Disney uses a forty-five-minute team approach to interviewing called *peer interviews*. In one interview, there may be four candidates and one interviewer. The candidates may include a homemaker returning to the workforce, a teacher looking for summer work, a retiree looking for a little extra income, and a teenager looking for a first job. All four candidates are interviewed in the same session. The interviewer is looking for how they individually answer questions but also how well they interact with each other—a good indicator of their future onstage treatment of guests.

The most successful technique used during the forty-five-minutes is to *smile*. The interviewer smiles at the people being interviewed to see if they *return the smiles*. If they don't, it doesn't matter how well they interview—they won't get the job.

On the first day at work, every new Disney cast member participates in a one-day orientation program at the Disney University, "Welcome to Show Business." The main goal of this experience is to learn the Disney approach to helpful, caring, and friendly guest service.

How does this translate into action? When a guest stops a street sweeper to ask where to pick up a parade schedule and the sweeper not only answers the question but recites the parade times from memory, suggests the best viewing spots on the parade route, offers advice on where to get a quick meal before parade time, *and* ends the interaction with a pleasant smile and warm send-off, people can't help but be impressed. It also makes the sweepers feel their jobs are interesting and important—which they are!

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 I will cease to exist as far as you are 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.

The Show is why people go to Disneyland. Each land tells a unique story through its theme and attention to detail, and the cast members each play a role in the Show. The most integral component of the training is the traditions and standards of guest service. The first of these is called the *Personal Touch*. The cast members are encouraged to use their own unique style and personality to provide a personal

interaction with each guest. One of the primary ways Disney accomplishes this is through name tags. Everyone, regardless of position, goes by his or her first name. This tradition was started by Walt and continues today. It allows cast members to interact on a more personal level with guests. It also assists internally, by creating an informal environment that facilitates the flow of open communication and breaks down some of the traditional barriers.

Opening Disneyland

Imagine what Walt Disney had to overcome to open Disneyland. Disneyland opened on July 17, 1955, to the predictions that it would be a failure. And, in truth, everything that could go wrong did. Just to give an example, here is what happened on opening day:

- Plumbers went on strike.
- Tickets were duplicated.
- Attractions broke down.
- There was a gas leak in Fantasyland.
- The asphalt on Main Street didn't harden in time, so in the heat of July, horses' hooves and women's high heels stuck in the street.

As Walt once said, "You may not realize it when it happens, but a kick in the teeth might be good for you." Walt had his fair share of challenges, one of which was obtaining financing to develop Disneyland—he had to deal with more than 300 banks.

So what is the Disney service model?

It begins with a smile. This is the universal language of hospitality and service. Guests recognize and appreciate the cast members' warmth and sincerity.

Make eye contact and use body language. This means stance, approach, and gestures. For instance, cast members are trained to use *open* gestures for directions, not pointed fingers, because open palms are friendlier and less directive.

Respect and welcome all guests. This means being friendly, helpful, and going out of the way to *exceed* guests' expectations.

Value the magic. This means that when they're on stage, cast members are totally focused on creating the magic of Disneyland. They don't talk about personal problems or world affairs, and they don't mention that you can find Mickey in more than one place.

Initiate guest contact. Cast members are reminded to initiate guest contact actively. Disney calls this being aggressively friendly. It's not enough to be responsive when approached. Cast members are encouraged to take the first step with guests. They have lots of little tricks for doing this, such as noticing a guest's name on a hat and then using the name in conversation or kneeling to ask a child a question.



Cinderella's castle soaring above tourists at Walt Disney World, Orlando, Florida.

Creative service solutions. For example, one Disneyland Hotel cast member recently became aware of a little boy who had come from the Midwest with his parents to enjoy the park and then left early because he was ill. The cast member approached the supervisor with an idea to send the child chicken soup, a character plush toy, and a get-well card from Mickey. The supervisor loved the idea, and all cast members are now allowed to set up these arrangements in similar situations without a supervisor's approval.

End with a "thank you." The phrases cast members use are important in creating a service environment. They do not have a book of accepted phrases; rather, through training and coaching, cast members are encouraged to use their own personality and style to welcome and approach guests, answer questions, anticipate their needs, thank them, and express with sincerity their desire to make the guest's experience exceptional.

Taken individually, these might sound pretty basic. But taken together, they help define and reinforce the Disney culture. After initial cast member training is completed, these concepts must be applied and continually reinforced by leaders who possess strong coaching skills. Disney uses a model called the *Five Steps of Leadership* to lead the cast member performance.

Each step in the leadership model is equally important in meeting service and business goals. Each leader must do the following:

1. Provide clear expectations and standards.
2. Communicate these expectations through demonstration, information, and examples.
3. Hold cast members accountable for their feedback.
4. Coach through honest and direct feedback.
5. Recognize, reward, and celebrate success.

To supplement and reward the leadership team, Disney provides technical training to every new manager and assistant manager. In addition, the management team also participates in classes at the Disney University to learn the culture, values, and the leadership philosophy necessary to be successful in the Disney environment.

Disney measures the systems and reward process by distributing 1,000 surveys to guests as they leave Disneyland and 100 surveys to guests who stayed at each of the Disney hotels. The guests are asked to take the surveys home and mail them back to Disney. In return, their names are entered for a drawing for a family weekend package at the park and hotel.

Feedback from the surveys has been helpful in improving the guest experience. For example, as a result of the surveys, the entertainment division realized that the opportunity to interact with a character was a key driver to guest satisfaction. So, the entertainment team designed a brochure, "The Characters Today," which is distributed at the main entrance daily. This brochure allows guests to maximize their opportunity to see the characters. This initiative has already raised guest satisfaction by ten percentage points.

Cast members are also empowered to make changes to improve service. These measures are supplemented by financial controls and "mystery shoppers" (when people use the services like any other guest, but they are really employed

to sample the service and report their findings) that allow Disney to focus resources on increasing guest satisfaction. The reward system does not consist of just the hard reward system we commonly think of, such as bonuses and incentive plans, important though they are. Recognition is not a one-size-fits-all system. Disney has found that noncash recognition is as powerful as, if not more powerful than, a recognition tool in many situations. Some examples follow:

- Disney recognizes milestones of years of service. They use pins and statues and have a formal dinner for cast members and guests to reinforce and celebrate the value of their experience and expertise at serving Disney's guests.
- Throughout the year, Disney hosts special social and recreational events that involve the cast members and their families in the product.
- Disney invites cast members and their families to family film festivals featuring new Disney releases to ensure that they are knowledgeable about the latest Disney products.
- The Disneyland management team hosts the Family Christmas Party in the park after hours. This allows cast members to enjoy shopping, dining, and riding the attractions. Management dresses in costumes and runs the facilities.

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 Barbra. 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 Barbra 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 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, say, 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 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.

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 Figure 2 or 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 housekeeper 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, 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 is www.queendom.com; this site provides self-assessment quizzes.

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

Professional organizations include becoming a student member of CHRIE (www.chrie.org). You can also access the excellent Webzine *Hosteur*, which is published especially for students; CHRIE offers its members free access. The NRA (www.restaurant.org) 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 NRA hosts the Salute to Excellence, a day of activities that culminates with a gala dinner. Only two students from each school are invited to this special event; make sure you're one of them, as it is well worth it. The AH&LA (www.ahla.com) is a good organization to belong to if you are interested in a career in the lodging segment of the industry. Benefits of AH&LA 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*, *Lodging H/R* e-newsletters; and use of the AH&LA's information center—helpful for those pesky term papers! And you receive scholarship information, too!

The International Special Events Society (ISES; www.ises.com) 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; www.pcma.org) is a great resource for convention management educational offerings and networking opportunities. The National Society of Minorities in Hospitality (NSMH; www.nsmh.org) has a membership of several hundred minority hospitality majors who address diversity and multiculturalism as well as career development via events and programs.

Trends in Hospitality and Tourism

There is a healthy increase in hospitality and tourism not only in North America but around the world. We can identify a number of trends that are having and will continue to have an impact on the hospitality industry. Some, like diversity, have already been realized and are sure to increase in the future. Here, in no particular order, are some of the major trends that hospitality professionals indicate as having an influence on the industry.

- *Globalization.* We have become the global village that was described a few years ago. We may have the opportunity to work or vacation in other countries, and more people than ever travel freely around the world.
- *Safety and security.* Since September 11, 2001, we have all become more conscious of our personal safety and have experienced increased scrutiny at airports and federal and other buildings. But it goes beyond that; terrorists kidnap tourists from their resorts and hold them for ransom, thugs mug them, and others assault them. Security of all types of hospitality and tourism operations is critical, and disaster plans should be made for each kind of threat. Personal safety of guests must be the first priority.
- *Diversity.* The hospitality industry is one of the most diverse of all industries; not only do we have a diverse employee population, but we also have a diverse group of guests. Diversity is increasing as more people with more diverse cultures join the hospitality workforce.
- *Service.* It is no secret that service is at the top of guests' expectations, yet few companies offer exceptional service. World-class service does not just happen; training is important in delivering the service that guests have come to expect.
- *Technology.* Technology is a driving force of change that presents opportunities for greater efficiencies and integration for improved guest service. However, the industry faces great challenges in training employees

to use the new technology and in standardization of software and hardware design. Some hotels have several systems that do not talk to each other, and some reservation systems bounce between 7 and 10 percent of sales nationally.

- *Legal issues.* Lawsuits are not only more frequent, but they cost more if you lose and more to defend. One company spent several million dollars just to defend one case. Government regulations and the complexities of employee relations create increased challenges for hospitality operators.
- *Changing demographics.* The U.S. population is gradually increasing, and the baby boomers are retiring. Many retirees have the time and money to travel and utilize hospitality services.
- *Price–value.* Price and value are important to today’s more discerning guests.
- *Social media.* This phenomenon has grown rapidly, allowing people to connect for social and business communications.
- *Sanitation.* Sanitation is critical to the success of any restaurant and foodservice operation. Guests expect to eat healthy foods that have been prepared in a sanitary environment.

CASE STUDY

Being Promoted from Within

One month ago, Tom was promoted from line cook to kitchen manager. It was a significant step up in his life. He felt that his promotion was well deserved, as he had always been a hard worker. Tom never had a second thought about going the extra mile for his employer. He felt that since he had seniority in the kitchen and was friendly with everyone in the back of the house, he would be sure to get the respect he deserved from everyone for whom he had responsibility. About three weeks into his new position, Tom found that this was not the case. Several back-of-the house employees had become careless about their responsibilities after Tom were promoted. They were coming to work late, wearing unlaundered uniforms, and becoming more and more sloppy with their plate presentations. Every day at work, Tom was becoming more frustrated and upset. He knew that the employees were never careless about these matters with their previous supervisor.

Discussion Questions

1. What are some possible reasons for the back-of-the house employees’ carelessness?
2. How should Tom assess the current situation?
3. If you were Tom’s supervisor, what advice would you have given him before he started his new position?

Career Information

Do you know exactly where you want to be in five or ten 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; 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, 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. 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.

CASE EXAMPLE

How to Treat Prospective Associates

One of the many jobs I have had through my career was working for the Stamford Marriott, where I experienced firsthand how a world-class human resources (HR) department executed a well-devised HR plan. I should first start by describing this hotel: It is a 500-room hotel that is full service and always busy. We had about twenty-five to thirty employees in the kitchen alone; the banquet and service staff represented another forty people, and there were probably another one hundred people employed as housekeepers, room service, front desk, bellman, maintenance, HR, and management. The Marriott Corporation has very high standards for the employees they hire, and getting a job with Marriott is not as easy as it might appear to be. My first experience with the Marriott was its HR department. I applied to the job from a listing at the school I was attending in Hyde Park, New York. The listing stated they needed a cook to work long weekend hours and they would accept applications Monday through Friday between 2:00 and 4:00 P.M. I chose to go on Tuesday at 2:00 P.M. and leave my application. When I arrived, I was greeted by one of the HR employees, who gave me the application and offered me a soda while I filled out the application. After filling out the paperwork, I handed it to the employee and thought that they would probably contact me if they were interested, but as I turned to leave, the HR employee asked me to stay. Amanda, the HR director, asked me to come into the office for a prescreening, where I was asked questions about prior experience, my education, and my plans for the future. Amanda kept using terms like *team members* and *family*. After a short time, Amanda had the sous chef come down to talk to me, and he asked me questions about my passions and hobbies. I began to feel as if they might hire me, but the sous chef said he needed to send the chef down to talk to me. By now, I had been in the HR office for over an hour. The chef came down and asked me to take a trip up to the restaurant on the top floor. It was empty and it was just the two of us. He began by telling his story about how he made it to where he is today. I began to feel that this was a big decision for the hotel; the entire staff was sizing me up to see if they wanted me to work with them. The chef said he would like to have me on his staff, but there was one more person I would need to talk to. A few minutes later, I was in the office of the hotel manager, feeling very nervous. The hotel manager stood up, introduced himself, and asked me why I chose the Marriott, as if I had this plan all along to work for this corporation. I answered that it was because of the company's excellent reputation. The hotel manager said he thought I would fit in well with his team. After finishing all my interviews, I was escorted back down to Amanda, who finished my paperwork, took me on a tour of the hotel, and introduced me to the entire staff. As I walked through the hotel, there was not one person I passed who did not say hi and introduce themselves.

So why did I walk you through the interview process at the Marriott? I realized after my experience with human resources (HR) that it was their mission to make sure they had the right person for the job. The planning to make sure that every applicant was interviewed by at least three managers and the interest in my future goals and future with the company was very impressive. Amanda was able to free up three very important people and it was with pleasure that those managers interviewed me. I was trained in my job for two weeks before I went solo, and Amanda checked on me three times in my first two weeks. The employees at this Marriott loved their jobs and did not have to be prodded to do what they were supposed to do. We all felt grateful to be working with a company that cared so much about their employees. The quality of work that these employees produced was incredible, and everyone watched everyone else to make sure that the standards stayed high and that guest satisfaction was our main focus.

In the planning stages of this HR department, the long-term or strategic plan was to hire only the right person for each position; they also took extra care in the hiring process to make sure that the person fit the Marriott team. The personnel for that Marriott were chosen by the managers of HR and were handpicked; when they found a person to fit the mold, they took extra time with the applicant to make sure everything lined up. The Marriott used the exemption form of management and were able to use this style because of the quality of the employees they would hire. The job descriptions were clearly defined so that employees knew what their job entailed, and all employees were thoroughly trained.

Having a plan in place allows companies like the Marriott to choose the best people, they become proactive instead of reactive, they are ready to hire a good person because the system is in place to allow the interviews, and the training is in place so the employee does not become frustrated. The HR manager knows that checking on the employee in the first week helps build confidence in the employee that if he or she has problems he or she has somewhere to go. My experience with the Marriott was an experience that I will never forget.

Courtesy of Joseph Moreta.

Summary

1. The hospitality and tourism industries are the largest and fastest-growing industries in the world.
2. Now is a great time to be considering a career in the hospitality and tourism field because thousands of supervising managers are needed for this dynamic industry.
3. Common dynamics include delivery of services and guest impressions of them.
4. Hospitality businesses are open 365 days a year and 24 hours a day and are likely to require shift work.
5. One essential difference between the hospitality business and other businesses is that in hospitality we are selling an intangible and perishable product.
6. Corporate philosophy is changing from managers' planning, organizing, implementing, and so on, to that of managers' counseling associates, giving them resources, and helping them to think for themselves.
7. Corporate philosophy embraces the values of the organization, including ethics, morals, fairness, and equality. The philosophy of "do whatever it takes" is critical for success.
8. Corporate culture refers to the overall style or feel of the company, or how people relate to one another and their jobs.
9. A mission statement is a statement of central purposes, strategies, and values of the company. It should answer the question, "What business are we in?"
10. A goal is a specific target to be met; objectives or tactics are the actions needed to accomplish the goal.
11. Total quality management has helped improve service to guests by empowering employees to give service that exceeds guest expectations.

Key Words and Concepts

corporate philosophy
empowerment
front of the house
goal
guest satisfaction
heart of the house

hospitality
inseparability
intangible
National Restaurant
Association (NRA)
perishability

total quality management
(TQM)
tourism
sustainability
return on investment

Review Questions

1. Why is service so critical in the hospitality and tourism industries?
2. Describe and give an example of the following:
Mission statement
Moment of truth
3. What is the Disney service model?
4. Explain why Ritz-Carlton won the Malcolm Baldrige award.

Internet Exercises

1. Organization: **World Travel and Tourism Council**
Web site: **www.wttc.org**
Summary: The World Travel and Tourism Council (WTTTC) is the global business leaders' forum for travel and tourism. It includes all sectors of industry, including accommodation, catering, entertainment, recreation, transportation, and other travel-related services. Its central goal is to work with governments so that they can realize the full potential economic impact of the world's largest generator of wealth and jobs: travel and tourism.
(a) Find the latest statistics or figures for the global hospitality and tourism economy.
2. Organization: **Ritz-Carlton Hotels**
Web site: **www.ritzcarlton.com**
Summary: The Ritz-Carlton is renowned for its elegance, sumptuous surroundings, and legendary service. With seventy-four hotels in twenty-three countries worldwide, a majority of them award winning, the Ritz-Carlton reflects one hundred years of tradition.
(a) What is it about Ritz-Carlton that makes it such a great hotel chain?
3. Organization: **Disneyland and Walt Disney World**
Web site: **disneyland.disney.com** and **disneyworld.disney.com**
(a) Compare and contrast Disneyland's and Walt Disney World's web sites.

Apply Your Knowledge

1. Write your personal mission statement.
2. Suggest ways to improve service in a hospitality business.

Suggested Activities

1. Where are you going? Take a moment to think about your future career prospects. Where do you want to be in five, ten, or twenty years?
2. Prepare some general hospitality- and career-related questions, and interview two

supervisors or managers in the hospitality industry. Share and compare the answers with your class next session.

Endnotes

1. This section draws on: *Hospitality through the Ages*. (Corning, NY: Corning Foodservice Products: Corning Foodservice Products, February 1972), 2–34.
2. William S. Gray and Salvatore C. Liquori, *Hotel and Motel Management and Operation* (Englewood Cliffs, NJ: Prentice Hall, 1980), 4–5, quoted in John R. Walker, *Introduction to Hospitality*, 2nd ed. (Upper Saddle River, NJ: Prentice Hall, 1999), P5.
3. John R. Walker, *Introduction to Hospitality*, 2nd ed. (Upper Saddle River, NJ: Prentice Hall, 1999), P5.
4. Garvin R. Nathan, *Historic Taverns of Boston: 370 Years of Tavern History in One Definitive Guide* (Lincoln, NE: iUniverse, 2006), 3.
5. Linda Glick Conway, ed., *The Professional Chef*, 5th ed. (Hyde Park, NY: The Culinary Institute of America, 1991), 5.
6. Ibid.
7. John Mariani, *America Eats Out* (New York: William Morrow, 1991), 122–124.
8. Martin E. Dorf, *Restaurants That Work* (New York: Whitney Library of Design, 1992), 9.
9. Personal conversation with Charlotte Jordan, May 6, 2007.
10. Nathan Cobb, *Boston Globe Magazine*, June 4, 1989, quoted in John R. Walker, *The Restaurant from Concept to Operation*, 6th ed. (New York: John Wiley and Sons, 2012), 59.
11. Starbucks Coffee Company, *Our Heritage*, www.starbucks.com/about-us/our-heritage (accessed January 14, 2011); and Starbucks Coffee Company, *Company Profile*, <http://assets.starbucks.com/assets/company-profile-feb10.pdf> (accessed January 18, 2011).
12. Robert Longley, *Lifetime Earnings Soar with Education: Masters Degree Worth \$2.5 Million Income Over a Lifetime*, <http://usgovinfo.about.com/od/moneymatters/a/edandearnings.htm> (accessed February 3, 2011).
13. NGO Committee on Education, United Nations, *Our Common Future, Chairman's Foreword*, <http://www.un-documents.net/ocf-cf.htm> (accessed February 15, 2011).
14. Sustainable Hospitality Group, *What Is Sustainability?* <http://www.sustainablehg.com/sustainable-hospitality-group/sustainability.htm#whatis> (accessed February 14, 2011).
15. Hervé Houdré, Center for Hospitality Research, *Sustainable Hospitality: Sustainable Development in the Hotel Industry*, www.hotelschool.cornell.edu/research/chr/pubs/perspective/perspective-14924.html (accessed February 14, 2011).
16. Marriott International, Inc., *Core Values*, www.marriott.com/corporateinfo/culture/coreValues.mi (accessed January 18, 2011).
17. Marriott, *Marriott Culture*, www.marriott.com/corporateinfo/culture/coreCulture.mi (accessed January 18, 2011).
18. Mohamed Gravy, General Manager Holiday Inn Sarasota, address to University of South Florida students, Tampa, Florida, February 8, 2010.
19. Marriott International, Inc., J.W. Marriott, Jr., www.marriott.com/corporateinfo/culture/heritage/JWMarriottJR.mi (accessed May 27, 2011).
20. Ibid.
21. JW Marriott Jr and Kathi Ann Brown, *The Spirit to Serve: Marriott's Way* (New York: Harper Collins, 1997), 34.
22. Karl Albrecht and Ron Zemke, *Service America!* (Homewood, IL: Dow Jones-Irwin, 1985), 2.
23. Karl Albrecht, *At America's Service* (New York: Warner Books, 1992), 13.
24. Albrecht, *At America's Service*, 27.
25. American Hotel & Lodging Association, *AH&LA Green Resource Center*, <http://www.ahla.com/green.aspx> (accessed February 3, 2011).
26. Phil Cohen, "Deming's 14 Points," *HCI*, <http://www.hci.com.au/hcisite2/articles/deming.htm> (accessed January 14, 2011).
27. Marriott International, Inc., *Brands*, <http://www.marriott.com/hotel-development/marriott-brands.mi> (accessed August 10, 2011).

Glossary

Corporate philosophy The core beliefs that drive a company's basic organizational structure.

Empowerment The act of giving employees the authority, tools, and information they need to do their jobs with greater autonomy.

Front-of-the-house Comprises all areas with which guests come in contact, including the lobby, corridors, elevators, guest rooms, restaurants and bars, meeting rooms, and restrooms. Also refers to employees who staff these areas.

Goal A specific result to be achieved; the end result of a plan.

Guest satisfaction The desired outcome of hospitality services.

Heart of the house The back of the house.

Hospitality 1. The cordial and generous reception of guests. 2. A wide range of businesses, each of which is dedicated to the service of people away from home.

Inseparability The interdependence of hospitality services offered.

Intangible Something that cannot be touched.

National Restaurant Association (NRA) The association representing restaurant owners and the restaurant industry.

Perishability The limited lifetime of hospitality products; for example, last night's vacant hotel room cannot be sold today.

Return on Investment (ROI) An important financial measure that determines how well management uses business assets to produce profit. It measures the efficiency with which financial resources available to a company are employed by management. $ROI = \frac{\text{Annual Profit}}{\text{Average Amount Invested}}$. *See also* ROA.

Total quality management (TQM) A managerial approach that integrates all of the functions and related processes of a business such that they are all aimed at maximizing guest satisfaction through ongoing improvement.

Tourism Travel for recreation or the promotion and arrangement of such travel.

Photo Credits

Credits are listed in the order of appearance.

Xaoc/Dreamstime.com
Eurasia/Robert Harding
Alberto Paredes/age fotostock/Robert Harding
Greg Ward/Rough Guides/DK Images
Angus Oborn/DK Images
Dorling Kindersley Media Library/Pearson Education
Kayros Studio "Be Happy!"/Shutterstock
Demetrio Carrasco/DK Images

Ellen Silverman
Cihan Cobanoglu
Adam Scull-PHOTOlink/PHOTOlink: 305-695-3935/Newscom
Adam Scull-PHOTOlink/PHOTOlink: 305-695-3935/Newscom
William B. Martin
Ryan Lashway
Dorling Kindersley Media Library
Demetrio Carrasco/DK Images