



GLOBAL EDITION

EXPLORING

the HOSPITALITY INDUSTRY

THIRD EDITION

JOHN R. WALKER

*McKibbon Professor of Hotel and Restaurant Management
University of South Florida Sarasota—Manatee and Fulbright Senior Specialist*

PEARSON

Boston Columbus Hoboken Indianapolis New York San Francisco Amsterdam
Cape Town Dubai London Madrid Milan Munich Paris Montreal Toronto
Delhi Mexico City Sao Paulo Sydney Hong Kong Seoul Singapore Taipei Tokyo

BRIEF CONTENTS



- Chapter 1** Hospitality Spirit 26
- Chapter 2** Tourism 52
- Chapter 3** Characteristics of Tourism 76
- Chapter 4** Lodging 98
- Chapter 5** Lodging Operations 122
- Chapter 6** Cruising 150
- Chapter 7** Restaurants 170
- Chapter 8** Restaurant Operations 186
- Chapter 9** Managed Services 210
- Chapter 10** Beverages 234
- Chapter 11** Clubs 258
- Chapter 12** Theme Parks and Attractions 274
- Chapter 13** Gaming Entertainment 292
- Chapter 14** Meetings, Conventions, and Expositions 306
- Chapter 15** Special Events 328



CONTENTS

To the Student	17
Preface	21
Acknowledgments	23
About the Author	24



Chapter 1

HOSPITALITY SPIRIT 26

Welcome to You, the Future Hospitality Industry Leaders!	28
The Pineapple Tradition	29
The Interrelated Nature of Hospitality and Tourism	29
Characteristics of the Hospitality Industry	31
<i>Careers</i>	32
The Focus on Service	34
Perfecting Service	35
<i>Success in Service</i>	35
<i>Moments of Truth</i>	36
<i>Ways to Perfect Service</i>	37
<i>Service and Total Quality Management</i>	38
<i>The Disney Approach to Guest Service</i>	39
<i>The Disney Service Model</i>	42
Career Paths	44
Career Goals	44
<i>Is the Hospitality Industry for You?</i>	44
Self-Assessment and Personal Philosophy	45
<i>Now Is the Time to Get Involved</i>	46
<i>Professional Organizations and Associations</i>	46
Ethics	46

Ethical Dilemmas in Hospitality	48
Trends in Hospitality	49
Career Information	50
Summary	50
Key Words and Concepts	51
Review Questions	51
Internet Exercises	51
Apply Your Knowledge	51
Suggested Activity	51
Endnotes	51



Chapter 2

TOURISM 52

Tourism	54
Sustainable Cruising	55
<i>Tourism Defined</i>	55
<i>Benefits of Tourism</i>	56
<i>Tourism 2020 Vision</i>	56
Air Travel	57
<i>The Hub-and-Spoke System</i>	59
Rail, Automobile, and Coach Travel	59
Traveling by Train	59
<i>Rail Travel Abroad</i>	60
<i>Does the Train Have a Future?</i>	61
Traveling by Car	61
<i>Automobile Associations</i>	61
<i>Rental Cars</i>	62

- Traveling by Bus 62
 - Types of Bus Service 63
 - Motorcoach Associations 63
- Paris 63
- Tourism Organizations 64
 - International Organizations 64
 - Domestic Organizations 66
 - State Offices of Tourism 67
 - City-Level Offices of Tourism and Convention Centers 67
- The Economic Impact of Tourism 68
 - The Multiplier Effect 68
- Promoters of Tourism 69
 - Tour Operators 69
 - Travel Agencies 69
 - Travel Corporations 70
 - Corporate Travel Manager 71
 - Travel and Tour Wholesalers 71
 - Certified Travel Counselor (CTC) 71
 - National Offices of Tourism (NOT) 72
 - Destination Management Companies (DMCs) 72
- Trends in Tourism 73
- Career Information 73
- Summary 74
- Key Words and Concepts 74
- Review Questions 74
- Internet Exercises 75
- Apply Your Knowledge 75
- Suggested Activity 75
- Endnotes 75



Chapter 3

CHARACTERISTICS OF TOURISM 76

- Pleasure Travel 78
 - Different Places for Different People 79
- Business Travel 80
- The Social and Cultural Impact of Tourism 81
- Sustainable Tourism and Ecotourism 82

- What Is Ecotourism? 82
 - Environmental Impact of Tourism 85
- Cultural Tourism 86
 - Impact of Tourism on Culture 87
 - Tourism and Art 88
- Heritage Tourism 89
 - The Benefits of Preservation 90
 - Challenges in Heritage Tourism 90
 - Find the Fit between Community and Tourism 91
 - Four Steps to a Comprehensive Heritage Program 91
- Nature Tourism 94
- Trends in Travel 95
- Career Information 95
- Summary 96
- Key Words and Concepts 97
- Review Questions 97
- Internet Exercises 97
- Apply Your Knowledge 97
- Suggested Activities 97
- Endnotes 97

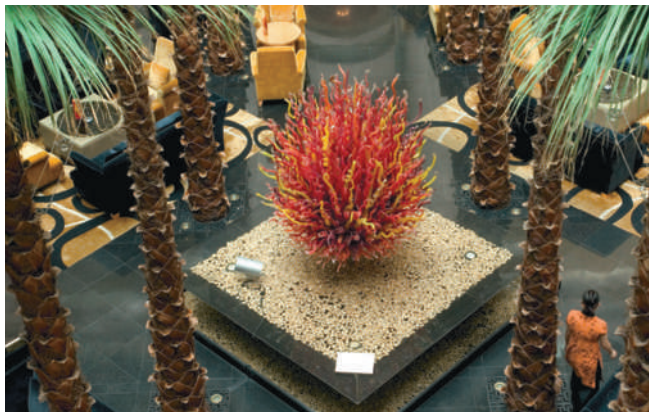


Chapter 4

LODGING 98

- Hotel Development and Ownership 100
 - Franchising 100
- Franchised Hotels 100
- Franchising Trends 101
 - Management Contracts 101
 - Real Estate Investment Trust (REIT) 104
- Rating and Classification of Hotels 104
- Types and Location of Hotels 108
 - City Center and Suburban Hotels 108
 - Airport Hotels 108
 - Freeway and Interstate Hotels and Motels 108
 - Casino Hotels 108
 - Conference and Convention Hotels 109
 - Full-Service Hotels 109

<i>Economy/Budget Hotels</i>	110
<i>Extended-Stay Hotels</i>	110
<i>All-Suite Extended-Stay Hotels</i>	110
<i>Condotels</i>	111
<i>Mixed-Use Hotel Development</i>	111
<i>Bed and Breakfast Inns</i>	111
<i>Resort Hotels</i>	112
<i>Vacation Ownership</i>	113
Best, Biggest, and Most Unusual Hotels and Chains	114
<i>The Best Hotel Chains</i>	114
<i>The Most Unusual Hotels</i>	115
International Perspective	116
<i>Green Lodging</i>	116
Sustainable Lodging	117
<i>How Fairmont Promises to Fight Climate Change</i>	117
<i>Climate Change Impacts the Bottom Line</i>	117
<i>Examples of Fairmont's Best Practice:</i>	118
<i>Commitments and Plans</i>	118
Trends in Hotel Development	119
Career Information	120
Summary	120
Key Words and Concepts	120
Review Questions	120
Internet Exercises	121
Apply Your Knowledge	121
Suggested Activity	121
Endnotes	121



Chapter 5

LODGING OPERATIONS 122

Functions and Departments of a Hotel	124
Early Inns	124

Role of the Hotel General Manager	124
Management Structure	125
<i>The Executive Committee</i>	125
The Departments	126
<i>Rooms Division</i>	126
<i>Front Office</i>	126
<i>Night Auditor</i>	129
Property Management Systems	133
Revenue Management	133
Reservations	135
Communications CBX or PBX	135
Guest Services	135
Concierge	136
Housekeeping	136
Security/Loss Prevention	138
<i>Security Officers</i>	138
<i>Equipment</i>	138
<i>Safety Procedures</i>	138
<i>Identification Procedures</i>	138
Food and Beverage Management	139
Kitchen	139
Hotel Restaurants	140
Bars	140
Stewarding Department	140
Catering Department	141
<i>Catering Event Order</i>	141
<i>Catering Services Manager</i>	141
Room Service/In-Room Dining	143
<i>Energy Star®</i>	143
<i>Green Seal</i>	143
<i>Recycled Content</i>	143
<i>Hotel Recycling</i>	143
<i>Water Conservation</i>	143
<i>Bathroom Amenities</i>	143
<i>Breakfast</i>	143
Sustainable Lodging Operations	144
<i>Lounge</i>	145
<i>Guest Shuttle</i>	145
<i>Guest Bikes</i>	145
<i>Coffee Shop</i>	145
<i>Greening the Guestroom</i>	145
Trends in Lodging Operations	146
Career Information	147
Summary	148
Key Words and Concepts	149
Review Questions	149
Internet Exercises	149

Apply Your Knowledge 149

Suggested Activity 149

Endnotes 149



Chapter 6

CRUISING 150

Cruise Industry Development 152

The First Cruise Ships 152

Cruising Today 153

Key Players in the Cruise Industry 153

The Cruise Market 154

Types of Cruise Markets 156

Types of Cruises 157

Regional Cruises 157

Coastal Cruises 157

River Cruises 157

Barges 157

Steam Boating 157

Expeditions and Natural Cruises 157

Adventure Cruises 158

Sail-Cruises 158

World Cruises 158

Crossings 158

Specialty and Theme Cruises 158

Deluxe Cruising 159

All Aboard—Organization of the Cruise Ship 160

Cruise Destinations 162

Sustainable Cruising 163

Trends in the Cruise Industry 166

Career Information 166

Summary 168

Key Words and Concepts 168

Review Questions 168

Internet Exercises 168

Apply Your Knowledge 169

Suggested Activities 169

Endnotes 169



Chapter 7

RESTAURANTS 170

Restaurants 172

Classification of Restaurants 172

Franchises 173

Fine Dining 173

Casual Dining 176

Quick-Service/Fast-Food Restaurants 177

Sustainable Restaurants 179

Green Restaurant Certification 4.0 Standards 180

Food Trends and Practices 181

Trends in the Restaurant Business 181

Career Information 182

Summary 184

Key Words and Concepts 184

Review Questions 184

Internet Exercises 184

Apply Your Knowledge 184

Suggested Activities 184

Endnotes 185



Chapter 8

RESTAURANT OPERATIONS 186

Front of the House 188

Restaurant Forecasting 189

Service 189

Suggestive Selling 190

- Back of the House 191
 - Food Production 191
 - Kitchen/Food Production 192
 - Management Involvement and Follow-Up 194
 - Purchasing 194
 - Receiving 196
 - Storing/Issuing 197
- Cost Control 200
 - Food and Beverage Cost Percentages 200
 - Labor Cost Control 201
- Sustainable Restaurant Operations 202
- Restaurant Manager Job Analysis 204
 - Human Resource Management 204
 - Financial Management 204
 - Administrative Management 205
 - Operations Management 205
- Trends in Restaurant Operations 207
- Career Information 207
- Summary 208
- Key Words and Concepts 208
- Review Questions 208
- Internet Exercises 208
- Apply Your Knowledge 209
- Suggested Activities 209
- Endnotes 209



Chapter 9

MANAGED SERVICES 210

- Overview 212
- Airlines and Airports 212
 - In-Flight Foodservice 212
- Military 214
- Elementary and Secondary Schools 215
 - Nutrition Education Programs 216
- Colleges and Universities 217
 - Student Unions 218
 - Responsibilities in Managed Services 220
- Health Care Facilities 222
- Business and Industry 226

- Leisure and Recreation 227
 - Stadium Points of Service 227
 - Other Facilities 228
 - Advantages and Disadvantages 228
- Seniors 228
 - Sustainability 228
- Sustainable Managed Services 229
- Trends in Managed Services 229
 - Technology 230
- Career Information 231
- Summary 232
- Key Words and Concepts 232
- Review Questions 232
- Internet Exercises 232
- Apply Your Knowledge 233
- Suggested Activity 233
- Endnotes 233



Chapter 10

BEVERAGES 234

- Wines 236
 - Light Beverage Wines 236
 - Sparkling Wines 236
 - Fortified Wines 237
 - Aromatic Wines 237
 - The History of Wine 237
- Sustainable Wine Production 238
 - The Making of Wine 238
 - Matching Wine with Food 238
 - Major Wine-Producing Countries 241
- Beer 242
 - The Brewing Process 242
- Sustainable Brewing 244
- Spirits 246
 - Whiskies 246
 - White Spirits 246
 - Other Spirits 247
 - Cocktails 247

Nonalcoholic Beverages 248

Nonalcoholic Beer 248

Coffee 248

Sustainable Coffee 250

Tea 250

Carbonated Soft Drinks 250

Juices 250

Power Drinks 250

Bottled Water 251

Types of Bars 251

Restaurant and Hotel Bars 251

Nightclubs 251

Microbreweries 252

Sports Bars 252

Coffee Shops 253

Liquor Liability and the Law 253

Highway Deaths and Alcohol 254

Trends in the Beverage Industry 254

Career Information 255

Summary 256

Key Words and Concepts 256

Review Questions 256

Internet Exercises 257

Apply Your Knowledge 257

Suggested Activities 257

Endnotes 257

The Golf Course Superintendent 268

Sustainable Golf Course Management 270

The Golf Professional 270

The Golf Shop 271

Trends in Club Management 271

Career Information 271

Summary 272

Key Words and Concepts 273

Review Questions 273

Internet Exercises 273

Apply Your Knowledge 273

Suggested Activities 273

Endnotes 273



Chapter 12

THEME PARKS AND ATTRACTIONS 274

The Development of Theme Parks 276

Size and Scope of the Theme Park Industry 276

Key Players in the Theme Park Industry 277

Magic Kingdom 277

Epcot 278

Disney's-Hollywood Studios (Formerly Disney MGM Studios) 278

Animal Kingdom 278

Universal Studios 278

SeaWorld Parks and Entertainment 279

Hershey's 280

Regional Theme Parks 282

Dollywood 282

LEGOLAND 283

Gatorland 283

Wet 'n Wild 283

Theme Park Management 283

Sustainable Theme Parks 284

Fairs, Festivals, and Events 286

Oktoberfest 286

The Carnival in Rio de Janeiro, Brazil 286

Reggae on the River 286

Chapter 11

CLUBS 258

Development of Clubs 260

Size and Scope of the Club Industry 260

Types of Clubs 261

Country Clubs 261

City Clubs 261

Other Clubs 261

Key Players in the Club Industry 262

Club Management 262

Club Management Structure 264

Club Food and Beverage Management 266

Mardi Gras 287
Grand Ole Opry 287

Employment 287
Trends in the Theme Park Industry 289
Career Information 289
Summary 290
Key Words and Concepts 290
Review Questions 290
Internet Exercises 290
Apply Your Knowledge 290
Suggested Activity 291
Endnotes 291



Chapter 13

GAMING ENTERTAINMENT 292

Gaming Entertainment 294
Historical Review of Gaming Entertainment 296
 Native American Gaming 297
Size and Scope of Gaming Entertainment 298
Key Players in the Industry 299
Positions in Gaming Entertainment 301
 Hotel Operations 301
 Food and Beverage Operations 301
 Casino Operations 302
 Retail Operations 302
 Entertainment Operations 302
Trends in the Gaming Entertainment Industry 302
Career Information 303
Summary 304
Key Words and Concepts 304
Review Questions 305
Internet Exercises 305
Apply Your Knowledge 305
Suggested Activity 305
Endnotes 305



Chapter 14

MEETINGS, CONVENTIONS, AND EXPOSITIONS 306

Development of the Meetings, Conventions, and Expositions Industry 308
Size and Scope of the Industry 308
Key Players in the Industry 308
 Destination Management Companies 310
 Meeting Planners 310
 Service Contractors 311
Types of Meetings, Conventions, and Expositions 313
 Meetings 313
 Association Meetings 314
 Conventions and Expositions 314
 Historical Associations 318
 Meetings, Incentive Travel, Conventions, and Exhibitions (MICE) 318
 Types of Associations 318
 Types of Meetings 318
 Meeting Planning 319
Venues for Meetings, Conventions, and Expositions 322
 City Centers 323
 Convention Centers 323
 Conference Centers 323
 Hotels and Resorts 323
 Cruise Ships 323
 Colleges and Universities 323
Trends in Meetings, Conventions, and Expositions 324
Career Information 325
Summary 326
Key Words and Concepts 326
Review Questions 326
Internet Exercises 326
Apply Your Knowledge 327
Suggested Activity 327
Endnotes 327



Chapter 15

SPECIAL EVENTS 328

What Event Planners Do 330

Event Management 331

Research 332

Design 332

Planning 333

Coordination 333

Evaluation 333

Challenges for Event Planners and Managers 333

Classifications of Special Events 334

Corporate Events 335

Association Events 335

Charity Balls and Fund-Raising Events 336

Social Events 336

Fairs and Festivals 337

Concerts and Sporting Events 337

Mega Events 338

Required Skills and Abilities for Event Management 340

Leadership Skills 340

Ability to Communicate with Other Departments 341

Project Management Skills 341

Negotiating Skills 341

Coordinating and Delegating Skills 342

Budgeting Skills 342

Ability to Multitask 342

Enthusiasm 342

Effective Social Skills 342

Ability to Form Contacts 343

Wedding Planning 343

Special Event Organizations 344

International Festivals & Events Association 344

Meeting Planners International 345

Local Convention and Visitors Bureaus 345

Sustainable Special Events 346

The Special Event Job Market 346

Trends in the Special Event Industry 347

Career Information 347

Summary 348

Key Words and Concepts 348

Review Questions 348

Internet Exercises 348

Apply Your Knowledge 349

Suggested Activity 349

Endnotes 349

Glossary 351

Index 357

Photo Credits 365