

GLOBAL  
EDITION



# Exploring the Hospitality Industry

THIRD EDITION

John R. Walker

ALWAYS LEARNING

PEARSON

GLOBAL EDITION

**EXPLORING**  
*the* **HOSPITALITY INDUSTRY**

This page intentionally left blank



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

*Executive Editor:* Daryl Fox  
*Editorial Director:* Andrew Gilfillan  
*Editorial Assistant:* Lara Dimmick  
*Team Lead of Program Management, Workforce Readiness:* Laura Weaver  
*Program Manager:* Susan Watkins  
*SVP Field Marketing, NA:* David Gesell  
*Executive Marketing Manager, Careers and Associations:* Ramona Elmer  
*Senior Marketing Manager, Careers and Associations:* Darcy Betts  
*Senior Marketing Coordinator:* Alicia Wozniak  
*Team Lead of Project Management, Workforce Readiness:* JoEllen Gohr  
*Senior Acquisitions Editor, Global Edition:* Sandhya Ghosal  
*Associate Project Editor, Global Edition:* Amrita Kar  
*Project Manager, Global Edition:* Ruchi Sachdev

*Manager, Media Production, Global Edition:* Vikram Kumar  
*Senior Manufacturing Controller, Production, Global Edition:* Trudy Kimber  
*Digital Studio Team Lead, Careers:* Rachel Collett  
*Digital Studio Project Manager, Careers:* Leslie Brado  
*Multimedia Production Coordinator:* April Cleland  
*Senior Art Director:* Diane Y. Ernsberger  
*Cover Art:* © sakhorn/Shutterstock  
*Cover Designer:* Lumina Datamatics  
*Procurement Specialist:* Deidra Skahill  
*Full-Service Project Management:* Murugesh Rajkumar Namasivayam  
*Composition:* Lumina Datamatics  
*Printer/Binder:* Vivar, Malaysia  
*Cover Printer:* Vivar, Malaysia  
*Text Font:* Helvetica Neue LT Std

Credits and acknowledgments borrowed from other sources and reproduced, with permission, in this textbook appear on pages 365–367.

---

Pearson Education Limited  
Edinburgh Gate  
Harlow  
Essex CM20 2JE  
England

and Associated Companies throughout the world

Visit us on the World Wide Web at:  
[www.pearsonglobaleditions.com](http://www.pearsonglobaleditions.com)

© Pearson Education Limited 2017

The rights of John R. Walker to be identified as the author of this work have been asserted by them in accordance with the Copyright, Designs and Patents Act 1988.

*Authorized adaptation from the United States edition, entitled Exploring the Hospitality Industry, 3rd edition, ISBN 978-0-13-376277-8, by John R. Walker, published by Pearson Education © 2017.*

All rights reserved. No part of this publication may be reproduced, stored in a retrieval system, or transmitted in any form or by any means, electronic, mechanical, photocopying, recording or otherwise, without either the prior written permission of the publisher or a license permitting restricted copying in the United Kingdom issued by the Copyright Licensing Agency Ltd, Saffron House, 6–10 Kirby Street, London EC 1N 8TS.

All trademarks used herein are the property of their respective owners. The use of any trademark in this text does not vest in the author or publisher any trademark ownership rights in such trademarks, nor does the use of such trademarks imply any affiliation with or endorsement of this book by such owners.

ISBN-10: 1-292-10280-2

ISBN-13: 978-1-292-10280-1

British Library Cataloguing-in-Publication Data

A catalogue record for this book is available from the British Library

Typeset by Lumina Datamatics  
Printed and bound by Vivar, Malaysia

10 9 8 7 6 5 4 3 2 1

*To Josielyn, Christopher, and Selina*

*My love, joy, and inspiration*

This page intentionally left blank

# 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





This page intentionally left blank

# 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  
    *Careers* 32  
The Focus on Service 34  
Perfecting Service 35  
    *Success in Service* 35  
    *Moments of Truth* 36  
    *Ways to Perfect Service* 37  
    *Service and Total Quality Management* 38  
    *The Disney Approach to Guest Service* 39  
    *The Disney Service Model* 42  
Career Paths 44  
Career Goals 44  
    *Is the Hospitality Industry for You?* 44  
Self-Assessment and Personal Philosophy 45  
    *Now Is the Time to Get Involved* 46  
    *Professional Organizations and Associations* 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  
    *Tourism Defined* 55  
    *Benefits of Tourism* 56  
    *Tourism 2020 Vision* 56  
Air Travel 57  
    *The Hub-and-Spoke System* 59  
Rail, Automobile, and Coach Travel 59  
Traveling by Train 59  
    *Rail Travel Abroad* 60  
    *Does the Train Have a Future?* 61  
Traveling by Car 61  
    *Automobile Associations* 61  
    *Rental Cars* 62

Traveling by Bus	62
<i>Types of Bus Service</i>	63
<i>Motorcoach Associations</i>	63
Paris	63
Tourism Organizations	64
<i>International Organizations</i>	64
<i>Domestic Organizations</i>	66
<i>State Offices of Tourism</i>	67
<i>City-Level Offices of Tourism and Convention Centers</i>	67
The Economic Impact of Tourism	68
<i>The Multiplier Effect</i>	68
Promoters of Tourism	69
<i>Tour Operators</i>	69
<i>Travel Agencies</i>	69
<i>Travel Corporations</i>	70
<i>Corporate Travel Manager</i>	71
<i>Travel and Tour Wholesalers</i>	71
<i>Certified Travel Counselor (CTC)</i>	71
<i>National Offices of Tourism (NOT)</i>	72
<i>Destination Management Companies (DMCs)</i>	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
<i>Different Places for Different People</i>	79
Business Travel	80
The Social and Cultural Impact of Tourism	81
Sustainable Tourism and Ecotourism	82

What Is Ecotourism?	82
<i>Environmental Impact of Tourism</i>	85
Cultural Tourism	86
<i>Impact of Tourism on Culture</i>	87
<i>Tourism and Art</i>	88
Heritage Tourism	89
<i>The Benefits of Preservation</i>	90
<i>Challenges in Heritage Tourism</i>	90
<i>Find the Fit between Community and Tourism</i>	91
<i>Four Steps to a Comprehensive Heritage Program</i>	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

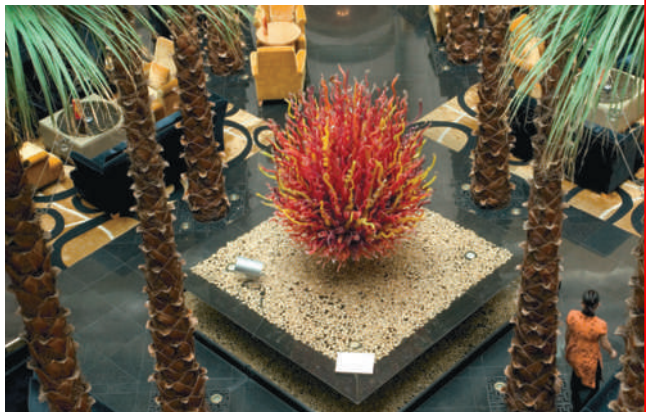


## Chapter 4

### LODGING 98

Hotel Development and Ownership	100
<i>Franchising</i>	100
Franchised Hotels	100
Franchising Trends	101
<i>Management Contracts</i>	101
<i>Real Estate Investment Trust (REIT)</i>	104
Rating and Classification of Hotels	104
Types and Location of Hotels	108
<i>City Center and Suburban Hotels</i>	108
<i>Airport Hotels</i>	108
<i>Freeway and Interstate Hotels and Motels</i>	108
<i>Casino Hotels</i>	108
<i>Conference and Convention Hotels</i>	109
<i>Full-Service Hotels</i>	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
<b>Best, Biggest, and Most Unusual Hotels and Chains</b>	<b>114</b>
<i>The Best Hotel Chains</i>	114
<i>The Most Unusual Hotels</i>	115
<b>International Perspective</b>	<b>116</b>
<i>Green Lodging</i>	116
<b>Sustainable Lodging</b>	<b>117</b>
<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
<b>Trends in Hotel Development</b>	<b>119</b>
<b>Career Information</b>	<b>120</b>
<b>Summary</b>	<b>120</b>
<b>Key Words and Concepts</b>	<b>120</b>
<b>Review Questions</b>	<b>120</b>
<b>Internet Exercises</b>	<b>121</b>
<b>Apply Your Knowledge</b>	<b>121</b>
<b>Suggested Activity</b>	<b>121</b>
<b>Endnotes</b>	<b>121</b>



## Chapter 5

### LODGING OPERATIONS 122

Functions and Departments of a Hotel	124
Early Inns	124

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

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**



**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*

*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*

*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
<i>Research</i>	332
<i>Design</i>	332
<i>Planning</i>	333
<i>Coordination</i>	333
<i>Evaluation</i>	333
Challenges for Event Planners and Managers	333
Classifications of Special Events	334
<i>Corporate Events</i>	335
<i>Association Events</i>	335
<i>Charity Balls and Fund-Raising Events</i>	336
<i>Social Events</i>	336
<i>Fairs and Festivals</i>	337
<i>Concerts and Sporting Events</i>	337
<i>Mega Events</i>	338
Required Skills and Abilities for Event Management	340

<i>Leadership Skills</i>	340
<i>Ability to Communicate with Other Departments</i>	341
<i>Project Management Skills</i>	341
<i>Negotiating Skills</i>	341
<i>Coordinating and Delegating Skills</i>	342
<i>Budgeting Skills</i>	342
<i>Ability to Multitask</i>	342
<i>Enthusiasm</i>	342
<i>Effective Social Skills</i>	342
<i>Ability to Form Contacts</i>	343
<i>Wedding Planning</i>	343
Special Event Organizations	344
<i>International Festivals &amp; Events Association</i>	344
<i>Meeting Planners International</i>	345
<i>Local Convention and Visitors Bureaus</i>	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

# TO THE STUDENT

---

Dear Future Hospitality Professional,

This textbook is written to empower you and help you on your way to becoming a future leader of this great industry. ***Exploring the Hospitality Industry*** will give you an overview of the world's largest and fastest-growing industry groupings. Each chapter contains information about the various hospitality segments, the many different areas of career opportunities and career paths, as well as profiles of industry practitioners and leaders.

## Read the Book

Read and study the text, including the profiles, boxes, Check Your Knowledge questions, industry professionals' advice, career advice, and review questions, and discuss and debate the case studies. Use the many tools throughout this textbook—including bolded key words and concepts and glossary of terms—to facilitate your reading and understanding of the concepts. You will be amazed at how much more you get out of class by preparing ahead of time.

## Use the Resources Accompanying This book

*MyHospitalityLab* is an online resource available for *Exploring the Hospitality Industry*. It includes a link to the Pearson eText, assignable and gradable homework and test materials, and links to industry-specific simulations from *Hospitality & Tourism Interactive (HTI)*. Real case studies written by industry leaders offer various perspectives of the hospitality industry and test your comprehension with critical thinking questions.

## Success in the Classroom

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

Wishing you success in your studies and career.

Sincerely,  
John R. Walker

*Take some time to review the book's features and tools as described on the following pages; they will facilitate your reading and understanding of the concepts and introduce you to the exciting opportunities in the many, varied segments of the hospitality industry.*

## CAREER INFORMATION

Management careers in the field of managed services offer college graduates a vast array of opportunities. A tremendous advantage to the type of career is that as a manager, you have more control over your time because of the structured nature of the environment. Airlines, schools, and health care facilities, as well as college and university dining, usually work on a set schedule that is based on a menu rotation. There are no late nights unless you are supervising a catering event or special function. Unlike the traditional environment, summers and school breaks allow managers time to get caught up on personal and/or family vacations.

If you are looking for a managed services career, these areas offer a rare opportunity for a quality of life that is often not available in foodservice. One drawback to this type of career is that there is often little or no interpersonal relationships with your customers. Reduced customer contact means that there is often limited recognition and acknowledgment by patrons.

Military dining operations can offer a more restaurant or club-oriented career path. Working as a civilian for the military means competitive salaries, excellent benefits, and the opportunity to travel.

Business and industry dining is the most diverse career segment of institutional foodservice. It draws from all aspects of the industry. Hours are usually longer but still defined, and there is a greater potential for bonuses and advancement.

Institutional foodservice is enjoying unexpected growth as a multibillion-dollar industry. It has expanded to include services outside the hospitality industry, such as groundkeeping, maintenance, janitorial services, and vending machine sales. Figure 9-8 illustrates a possible career path in managed services.

### Managed Services Career Path

- Associate foodservice director: Salary range of \$32,000 to \$39,000 plus benefits, which can be about 30 percent of salary and include a pension plan. If you already have experience in a variety of foodservice operations/locations, it is possible to gain this type of position upon graduation. It is possible that you would move to a larger operation or a different type of account to broaden your experience and knowledge before moving up to the next level.
- Foodservice director: \$40,000 to \$90,000 plus benefits. It is likely that you would begin in one account and then move to a larger one after a few years.
- General manager: \$60,000 to \$200,000 plus benefits. After spending a few years at one location it is likely that you would move to another, possibly larger one. For example, you may be GM of a \$4 million account and go to a \$10 million account.
- District manager: \$85,000 to \$120,000 plus benefits. The district manager is responsible for several accounts; other responsibilities include making proposals to gain new accounts and negotiating contracts with clients.

“Health care foodservice is very labor intensive, with labor accounting for about 55 to 66 percent of operating dollars.”



Adria Cook, Director of Nutrition and Hospitality Services at Genesis Memorial Hospital offers this advice: “Think it is a field that you have interest in and a passion for. You have to do what you like and want to do. I look for a person with a smile, high level of service, and engagement that will enable them or her to connect with patients. Have an open mind and be flexible, be willing to take charge, and look for the good in other people. There are good growth and advancement opportunities in the managed services sector of the hospitality industry.”

### Related Web Sites

www.foodservice.com—Foodservice  
www.hospitality.com—Hospitality foodservice



FIGURE 9-8 A Career Path in the Managed Services Sector of the Hospitality Industry.

297

## Career Information

This feature describes career opportunities, along with a list of related Web sites. Learn about the skills, challenges, and realities of careers in each segment of the hospitality industry.

## THE DEPARTMENTS

### Rooms Division

The rooms division director is responsible to the GM for the efficient and effective leadership and operation of all the rooms division departments, including concerns such as financial responsibility, employee satisfaction goals, guest satisfaction goals, guest services, guest relations, security, and the gift shop.

The rooms division consists of the following departments: front office, reservations, housekeeping, concierge, ground services, security, and communications. Figure 5-2 shows the organizational chart for a 300-plus-room hotel rooms division. The guest cycle in Figure 5-3 shows a simplified sequence of

events that take place from the moment a guest calls to make a reservation until he or she checks out.

### Front Office

The front office has been described as the hub or nerve center of the hotel. It is the department that makes a first impression on the guest and on which the guest relies for information and service throughout his or her stay. Positive first impressions are critical to the successful guest experience. Many guests arrive at the hotel after long, tiring trips. They want to be met by someone with a warm smile and a genuine greeting. Figure 5-4 shows an organizational chart for a front office.



FIGURE 9-2 Rooms Division Organizational Chart.

## Career Paths

Explore potential career paths within each chapter such as managed services, the beverage industry, club management, gaming, and more.

### LEARNING OUTCOME 1: Define a special event.

The special events industry is a dynamic, diverse field that has seen considerable growth and change over the past 40 years. Today, the industry employs professionals who work together to provide a broad range of services to create what is termed a special event. But, what is a special event? Dr. J. J. Goldblatt, a leading academic and author in the special events field, distinguishes between a daily event and a special event in the following manner:

Daily Events	Special Events	Examples
Occur spontaneously	Are always planned	Convention
Do not arouse expectations	Always arouse expectations	Meeting
Usually occur without a reason	Are usually motivated by a reason for celebration	Fair/festival/Wedding

He uses these contributing factors to shape a definition of a special event: “A special event recognizes a unique moment in time with ceremonial and/or ritual to satisfy specific needs.” The scope of this definition is very broad and encompasses many “moments.” Special events include countless functions, such as corporate seminars and workshops, conventions and trade shows, charity balls and fund-raisers, fairs and festivals, and social functions such as weddings and holiday parties. It is for that reason that the industry has seen such growth and presents so much potential for future careers and management opportunities.

Food, clothing, and shelter are the accepted basics of physical needs that humans require. Following those needs is an emotional need to celebrate, which has a direct impact on the human spirit. All



### LEARNING OUTCOME 2: Describe what meeting planners do.

## WHAT EVENT PLANNERS DO

Event planning is a general term that refers to a career path in the growing field of special events. Its forecast indicates a growing demand for current and future employment opportunities. Like several other professions, event planning came about to fill a gap—someone needed to be

“Associations can be a valuable resource for students interested in a career in event management. Many offer scholarships and provide a great networking opportunity.”  
Karen Harris

in charge of all the gatherings, meetings, and conferences that were increasing in size, number, and complexity among business and leisure sectors. Corporate managers had to step away from their assignments to take on the additional challenges of planning conventions and conferences.

## Quotes

In each chapter, hear comments from other hospitality students and practicing professionals as they offer personal perspectives about the industry.

PEARSON

ALWAYS LEARNING

Series Editor: John Walker, D.B.A, CHA., FMP.

Case Contributor: James E. McManemon, MS., University of South Florida, Sarasota-Manatee.

**Title:** BOKA Restaurant Group

**Purpose:** To assess what it takes to be a successful independent restaurant operator.

**Company Background:**

BOKA Restaurant Group was started in 2003 by Kevin Boehm and Rob Katz, two restaurateurs that come from different backgrounds, but have found a common ground in co-owning a restaurant company. The two partners met when Rob, who owned a series of bars, was looking to make a jump into restaurants. Kevin, who had owned several restaurants after working his way up in the industry, was looking at the same time for a partner to open a restaurant in the Chicago market. They found commonality in having a similar mentality for starting a restaurant business, and from there BOKA Restaurant Group was formed, deriving its name from the first two letters of each owner's last name. BRG's portfolio consists of eight restaurants currently in operation and another four restaurants that are scheduled to open at different times within the next year. BRG's first restaurant, BOKA, was opened in 2003. After that, the company opened Landmark in 2005, Perennial Virant in 2008, Girl and the Goat in 2010, and GT Fish & Oyster in 2011. Balena, Elaine's Coffee Call, Little Goat Diner, and The J. Parker were all opened in 2012, and Little Goat Bread was opened in 2013.

In the beginning, BRG's concept was to create a truly chef-driven restaurant experience by developing a series of individual chef-partnered

## Case Studies

Explore the realities of the hospitality industry through new hospitality business cases written by today's industry leaders. Practice applying what you are learning to these case studies through interactive critical thinking questions.

## Hospitality & Tourism Interactive (HTi) Applied Simulations

Within MyHospitalityLab, Hospitality & Tourism Interactive is an innovative, interactive application that allows you to explore the exciting world of the hospitality industry in a simulated environment. Through activity-based learning, you'll gain practical experience in developing customer service, service quality, and leadership skills.

HTi is set in the virtual world of Little Wolfe Island which features icons/areas for exploration that represent the various sectors/components/categories of the hospitality industry such as lodging, food service, etc. You will meet characters (avatars) that will share information about their job and their career and give activities to complete. After you complete the activities, you're given a score that represents your knowledge of that particular learning objective. You'll progress through the characters in each learning module and are rewarded by unlocking new characters and activities.

These simulated learning modules are based on typical business segments found within the hospitality and tourism industry. Topic areas include tourism, hotels, fine dining, casual dining, managed services, beverage management, club management, theme parks, spa management, cruising, gaming, event management, sporting events, and marketing and human resources.



This page intentionally left blank

# PREFACE

---

*Exploring the Hospitality Industry* was written to fill a vital need: a text that was different in structure and content, and broader in its coverage of the hospitality industry. The introductory course in hospitality serves as a foundation for other courses and is used to attract majors to hospitality management programs. This book is intended for both purposes. The hospitality industry continues to change rapidly, and this text brings you the very latest trends from the broadest array of hospitality industry segments. It is a “need to know” book, vibrant and colorful in design, that is outstanding in its easy-to-use, engaging content.

We thank you if you have used my *Introduction to Hospitality*, which offers an overview of the hospitality industry and has an operational focus; or our *Introduction to Hospitality Management*, which highlights management issues. ***Exploring the Hospitality Industry*** is different in structure and content and offers a broader coverage of the hospitality sectors. This text is designed for the hospitality professionals of the future. In every chapter, we invite students to share our unique enthusiasm for the hospitality industry.

## Goals and Organization of This Text

The primary goal of *Exploring the Hospitality Industry* is to help students advance in their hospitality careers by giving them a foundation of hospitality industry knowledge. The information is presented in a lively and interesting manner, and includes an extensive array of features to facilitate the learning process. Chapters cover all facets and segments of the industry, and present a student-friendly text in an outstanding instructional package.

***Exploring the Hospitality Industry*** is organized into 15 chapters.

1. Hospitality Spirit
2. Tourism
3. Why People Travel
4. Lodging
5. Lodging Operations
6. Cruising
7. Restaurants
8. Restaurant Operations
9. Managed Services
10. Beverages
11. Clubs
12. Theme Parks and Attractions
13. Gaming Entertainment
14. Meetings, Conventions, and Expositions
15. Special Events

### Hallmark Chapter Features Include:

- **Learning outcomes** that help the reader focus on the main points of each chapter.
- **Bold key words and concepts** that help the reader hone in on the various topics presented in the chapter.
- **“Introducing...”** features that describe the careers and work of successful industry practitioners.
- **Corporate profiles** that give an overview of leading corporations of excellence.
- **Career information** in each chapter.
- **Check your knowledge** features that encourage students to answer questions relevant to the material covered every few pages.
- **Thorough identification and analysis of trends, issues, and challenges** that will have a significant affect on hospitality in the future.
- **Summaries** that correspond to the chapter learning outcomes.
- **Learning outcome-based and critical thinking review questions related to SCANS (Secretary’s Commission on Achieving Necessary Skills)** that review important aspects of the text.
- **Case studies** that challenge students to address real-world situations and recommend appropriate action.
- **Internet exercises** that invite students to visit Web sites to find answers to specific, relevant-to-hospitality questions.
- **Apply Your Knowledge** questions that offer students the chance to apply their knowledge of hospitality industry topics.
- A full **Glossary** that explains the meaning of special words throughout the text.

## New to This Edition

- The addition of learning outcomes to guide student learning in every chapter content
- Updated facts and figures including corporate financial data, sourcing foods locally, cruise forecasts, hotel and lodging data, and more
- Trends updated to reflect current industry directions
- New corporate profiles with successful companies in the hospitality and tourism industry such as MGM Resorts, Carnival Cruise Lines, and Bloomin’ Brands, Inc.
- New individuals share their stories and career paths
- New review questions, Internet exercises, and activities

# ACKNOWLEDGMENTS

---

Thank you to the professors and students who offered advice and contributions to this text—it is better because of you! Thanks also to the numerous industry professionals who lent their time and expertise to enhance the text. I am especially grateful to James McManemon, who did a great research job and helped with all facets of text preparation. Dr. Greg Dunn, many thanks for your contribution to the trends section of each chapter. Thank you to Karen Harris for the outstanding work on the special events chapter. To Jay Schrock, the best colleague a faculty member could wish for, thanks for your contribution and encouragement.

I would like to thank the reviewers of this edition for their thoughtful comments. They are Brian Miller of the University of Delaware, Joan Garvin of Monroe College, and Josette Katz of Atlantic Cape Community College.

I am truly grateful to Gary Ward for authoring the supplements for this book. He's done a fantastic job on the PowerPoint slides, instructor's manual, and test bank. Thank you!

---

Pearson would like to thank and acknowledge Dillip Kumar Das (University of Burdwan) for contributing to the Global Edition, and Mathilda van Niekerk (University of Central Florida) and Grace Chan (University of Macao) for reviewing the Global Edition.



# ABOUT THE AUTHOR

---

John R. Walker, D.B.A., FMP, CHA, is a Fulbright Senior Specialist and the McKibbon Professor Emeritus of Hotel and Restaurant Management at the University of South Florida, Sarasota–Manatee. John's years of industry experience include management training at the Savoy Hotel London, followed by stints as assistant food and beverage manager, assistant rooms division manager, catering manager, food and beverage manager, resident manager, and general manager with Grand Metropolitan Hotels, Selsdon Park Hotel, Rank Hotels, Inter-Continental Hotels, and the Coral Reef Resort, Barbados, West Indies.

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

John is an editorial advisory board member for *Progress in Tourism and Hospitality Research*. He is a past president of the Pacific Chapter of the Council on Hotel, Restaurant, and Institutional Education (CHRIE). He is a certified hotel administrator (CHA) and a certified Foodservice Management Professional (FMP). He and his wife Josielyn T. Walker have twins, Christopher and Selina. The Walkers live in Sarasota, Florida.



GLOBAL EDITION

**EXPLORING**  
*the* **HOSPITALITY INDUSTRY**



# 1 HOSPITALITY SPIRIT

# LEARNING OUTCOMES

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

Describe the interrelated nature of hospitality and tourism.



Describe the characteristics of the hospitality industry.



Discuss what needs to happen to achieve success in service.



Explain the Disney approach to service and the service model.



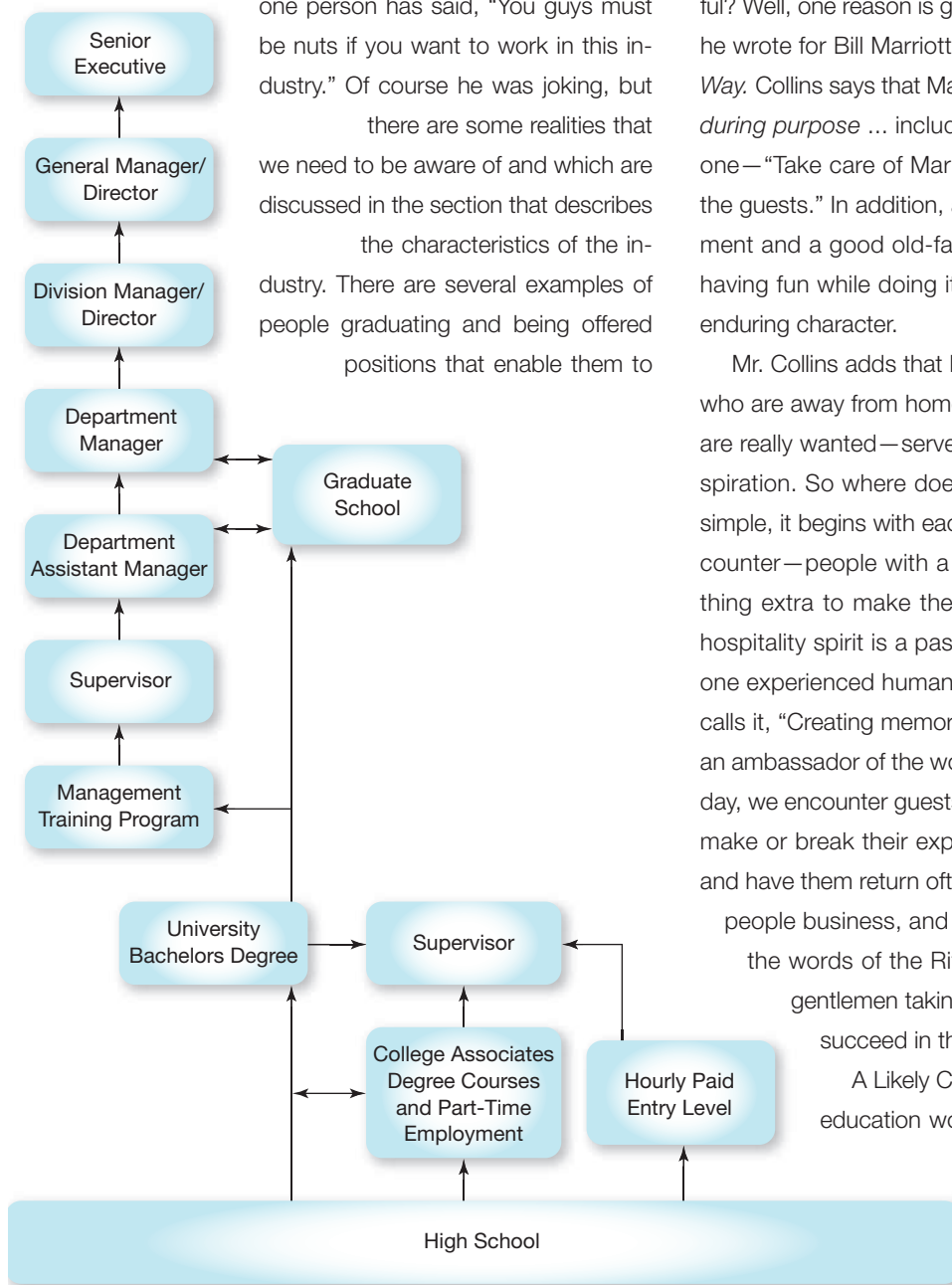
Describe total quality management.



# WELCOME TO YOU, THE FUTURE HOSPITALITY INDUSTRY LEADERS!

The hospitality industry is one of the most fascinating, fun, and stimulating industries in which to work, plus you get paid quite well and have excellent advancement opportunities. We often hear from industry professionals that the industry gets in your blood—meaning that we become one with the hospitality industry. On countless class industry visits people who speak to the class say that they wouldn't change their jobs for anything! Only

one person has said, "You guys must be nuts if you want to work in this industry." Of course he was joking, but there are some realities that we need to be aware of and which are discussed in the section that describes the characteristics of the industry. There are several examples of people graduating and being offered positions that enable them to



**FIGURE 1-1** Probable Career Path in Hospitality.

gain a good foundation of knowledge and experience in the industry. Possible career paths for these graduates are illustrated in Figure 1-1. In most cases, it does not take long for advancement opportunities to come along; however, let's begin our journey with a look at hospitality *service spirit*, which plays a crucial role in the success of our industry, no matter what your position or title is.

Ever thought about why Marriott International is so successful? Well, one reason is given by Jim Collins in the foreword that he wrote for Bill Marriott's book *The Spirit to Serve: Marriott's Way*. Collins says that Marriott has *timeless core values and enduring purpose* ... including the belief that people are number one—"Take care of Marriott people and they will take care of the guests." In addition, a commitment to continuous improvement and a good old-fashioned dedication to hard work and having fun while doing it provide a foundation of stability and enduring character.

Mr. Collins adds that Marriott's core purpose—make people who are 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 in to 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 the guest's experience memorable. The hospitality spirit is a passion to give pleasure to others, or, as one experienced human resources director, Charlotte Jordan, calls it, "Creating memorable experiences for others and being an ambassador of the world, adding warmth and caring." Every day, we encounter guests who rely on us for service, which can make or break their experience. We want to wow the guests and have them return often with their friends. Yes, we are in the people business, and it's "we the people" who take pride in the words of the Ritz-Carlton Hotel—"We are ladies and gentlemen taking care of ladies and gentlemen"—who succeed in the hospitality industry.

A Likely Career Path in the Hospitality Industry. Is education worth it? You bet! Just think—the difference in salary between an associate's and a bachelor's degree over the length of a career is \$500,000—Yes, that's half a million bucks!

# 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 hospitality there. In the colonial times, sea captains would display a pineapple on their doors or on gateposts giving public notice to friends and acquaintances that they had had a safe trip home. It also symbolized “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, and cheer.



Pineapple is the symbol of hospitality.

The **National Restaurant Association (NRA)** forecasts a need for thousands of supervisors and managers for the hospitality and tourism industry. Okay, so you’re 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 and get some experience in that area—to see if you really like it—because our industry has some special characteristics. For starters, we are in the business of giving service. When Kurt Wachtveilt, 30-year veteran former general manager of the Oriental Hotel in Bangkok, Thailand—considered by many to be one of the best hotels in the world—is asked, “What is the secret of being the best?” he replies, “Service, service, service!”

# THE INTERRELATED NATURE OF HOSPITALITY AND TOURISM

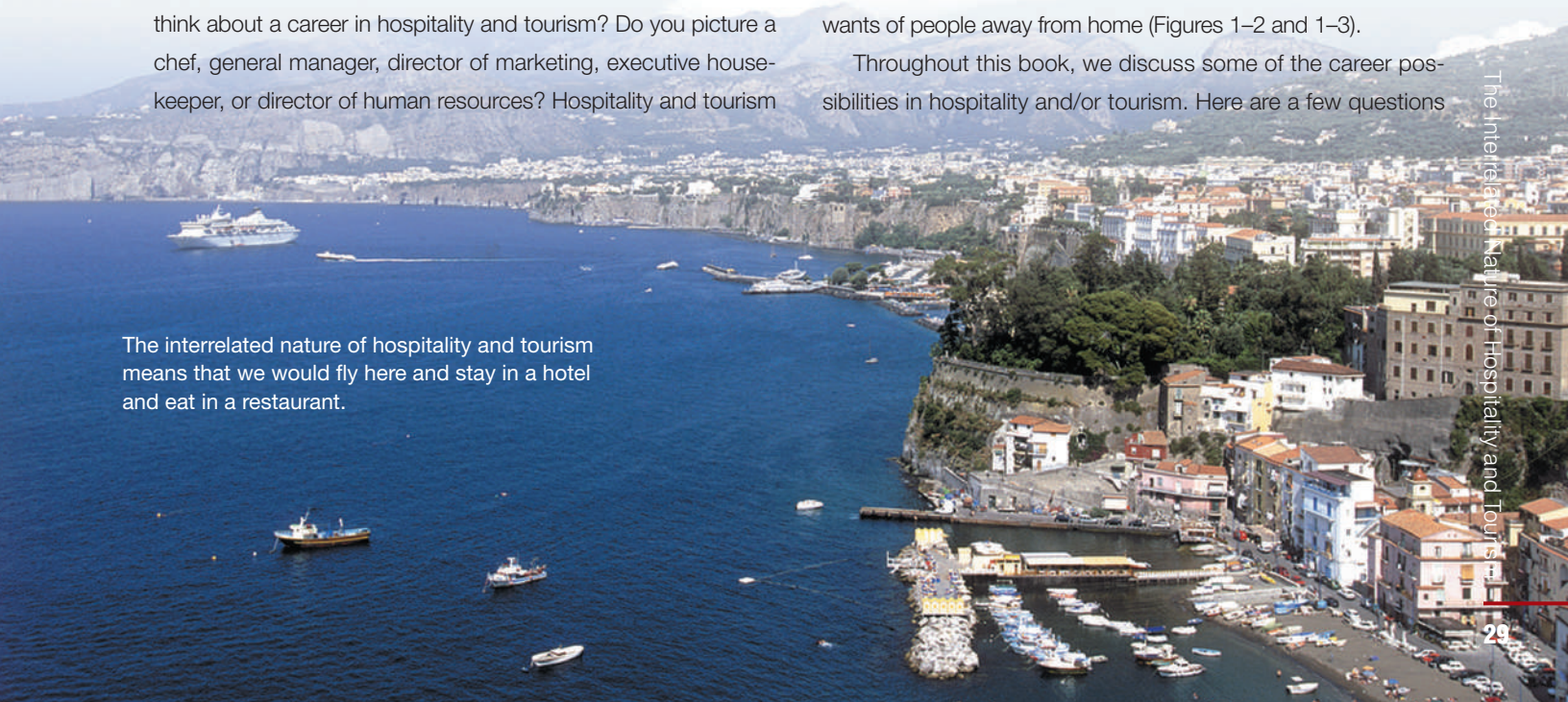
**LEARNING OUTCOME 1:**  
Describe the interrelated nature of hospitality and tourism.

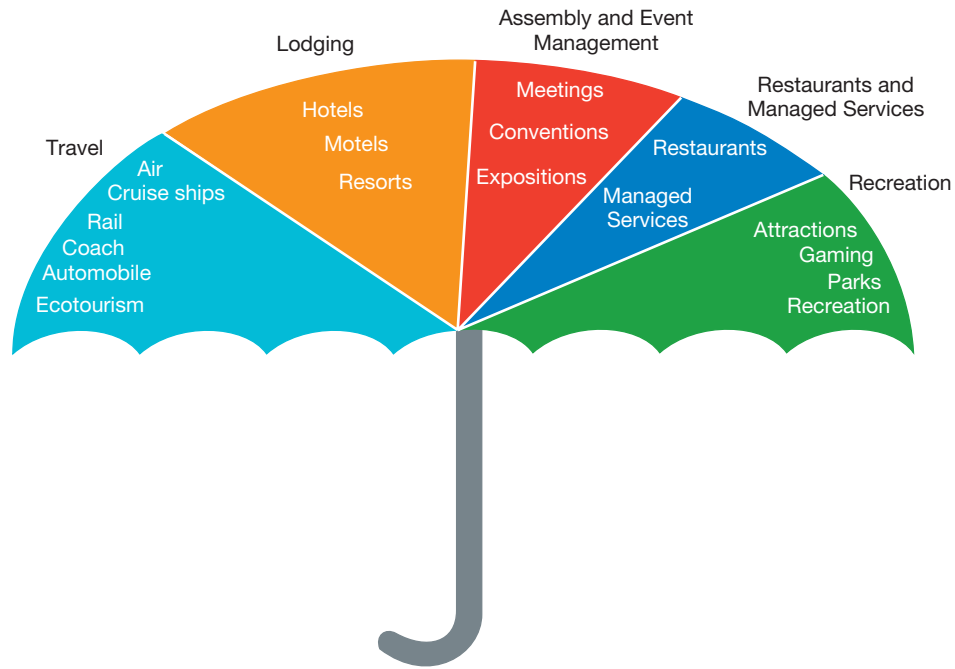
The hospitality and tourism industry is the largest and fastest-growing collection of industries in the world. One of the most exciting aspects of this industry is that it is made up of so many different professions. What picture comes to your mind when you think about a career in hospitality and tourism? Do you picture a chef, general manager, director of marketing, executive housekeeper, or director of human resources? Hospitality and tourism

professions are almost limitless. They range from positions in restaurants, resorts, cruise lines, theme parks, casinos, and everything in between. Under the umbrella of travel and tourism, countless professions are necessary to meet the needs and wants of people away from home (Figures 1–2 and 1–3).

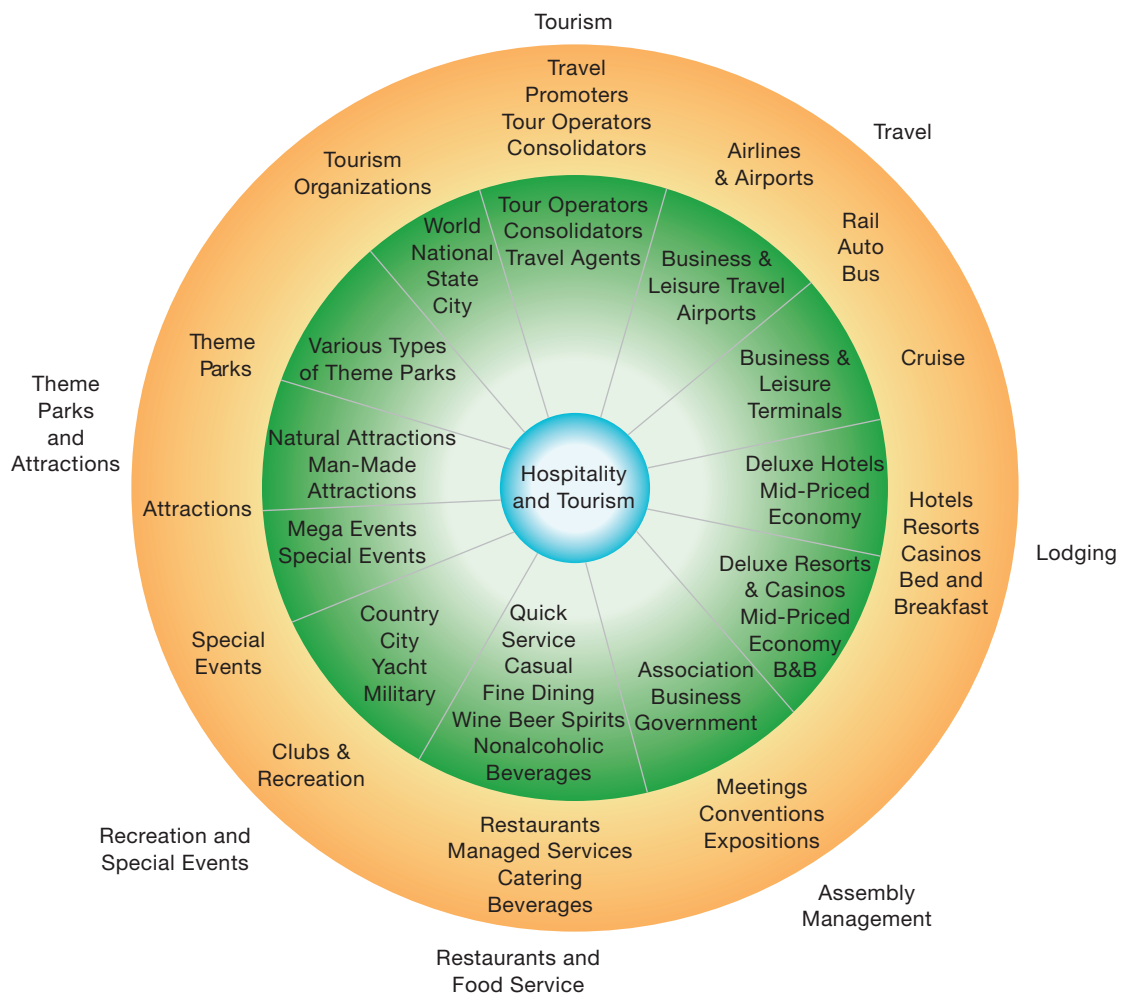
Throughout this book, we discuss some of the career possibilities in hospitality and/or tourism. Here are a few questions

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





**FIGURE 1-2** Scope of the Hospitality and Tourism Industry.



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