

A vibrant tropical resort scene with turquoise water, palm trees, and thatched-roof buildings. In the foreground, a wooden structure with a thatched roof is built on stilts over the water, with a wooden ladder leading down to the surface. The sky is bright blue with scattered white clouds.

EXPLORING

the HOSPITALITY INDUSTRY

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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*

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To Josielyn, Christopher, and Selina

My love, joy, and inspiration

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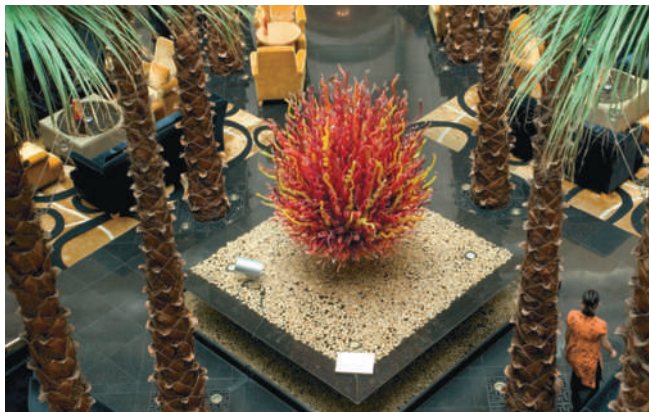


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TO THE STUDENT

Dear Future Hospitality Professional,

This textbook is written to empower you and help you on your way to becoming a future leader of this great industry. ***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 this 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 in 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

- **Assess individual 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 in 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 sense, 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.

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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.

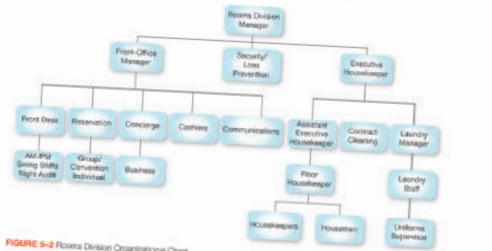


FIGURE 9-2 Rooms Division Organizational Chart.

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 event 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 special 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 societies celebrate—whether it is publicly or privately, as individuals or in groups. The need to celebrate has been recognized by corporations, public and government officials, associations, and individuals. This has contributed to the rapid growth of the special event industry with a wide range of possible employment opportunities. When you consider all of the planners, caterers, producers, and staff, and others that become part of the “special event,” you can only imagine the potential for future careers and employment possibilities.

Event management is a profession compared to the rest and restaurant industries. Not do you just learn, special events is a field that doesn't have rigid boundaries. Career-related fields that may overlap include marketing, sales, catering, and entertainment. Future growth trends in special event management provide plenty of career opportunities in all hospitality sectors.

This chapter presents an overview of the special events industry. You will learn about the various classifications of special events and where to look for future career opportunities. You will find information on the skills and abilities required to be successful in the field. Information on special event organizations, strategic event planning, and the future outlook of the industry will allow you to take a glimpse into the exciting, rewarding, and profitable world of special event management.

As Frank Bubovitz, vice president of special events for the National Hockey League says: “The stakes have never been higher. Sponsors are savvy. Audiences are more demanding. And, event producers and managers are held accountable by their clients to meet their long-term and marketing goals more than ever before.... So, before the lights go down and the curtain rises, reach out for the experience and expertise and explore the opportunities in special event management.”

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 industry sectors. Corporate managers had to step away from their assignments to take on the additional challenges of managing conferences 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.



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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!

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.



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

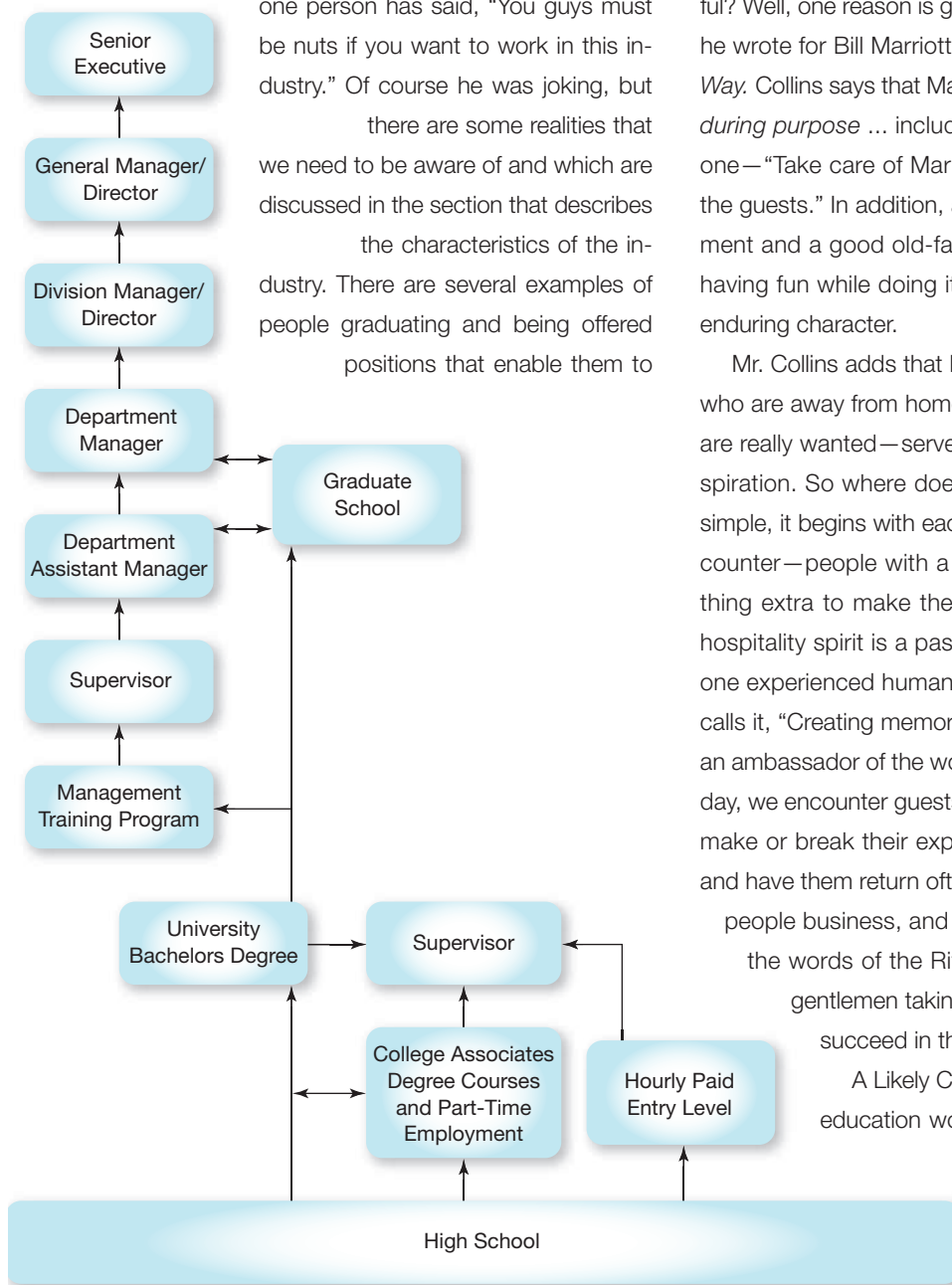


FIGURE 1-1 Probable Career Path in Hospitality.

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

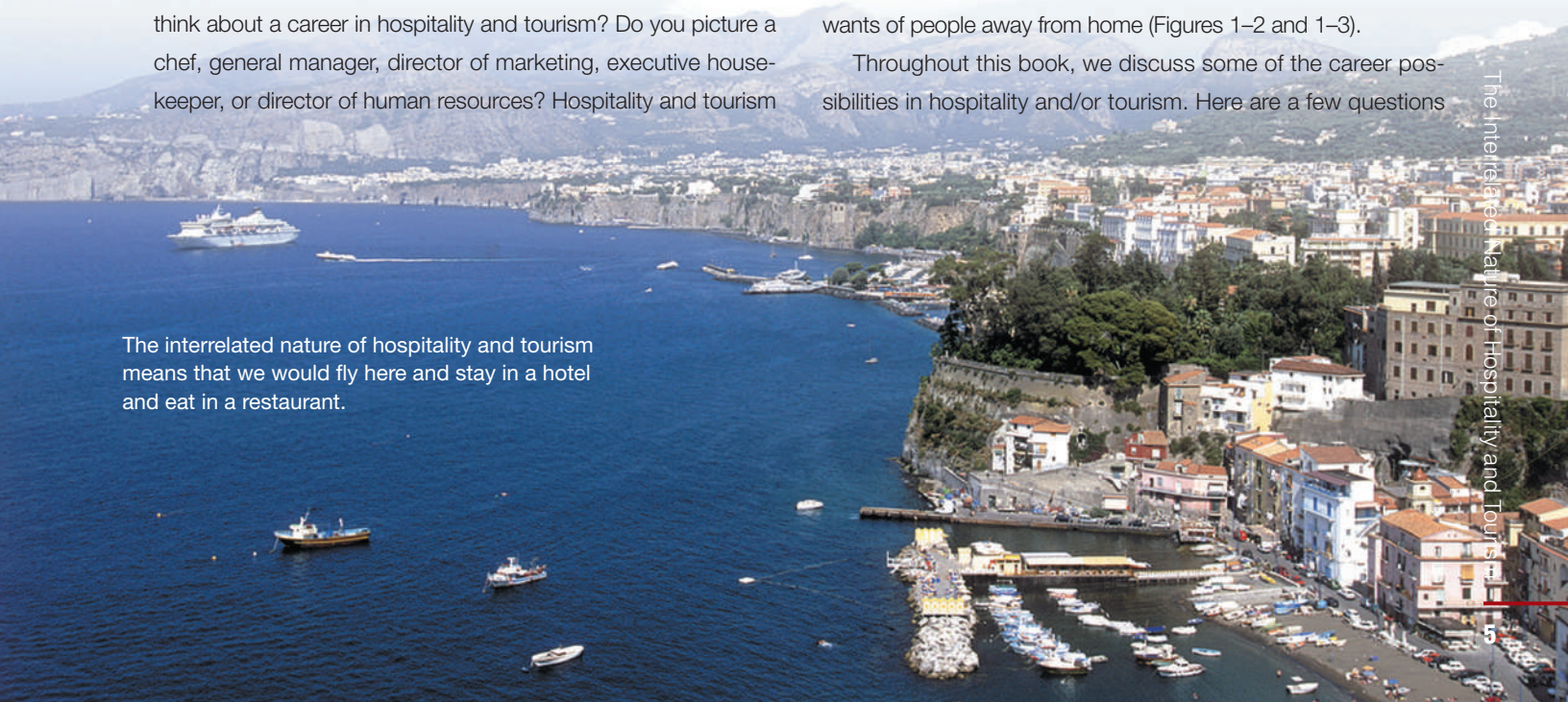
LEARNING OUTCOME 1:
Describe the interrelated nature of hospitality and tourism.

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.



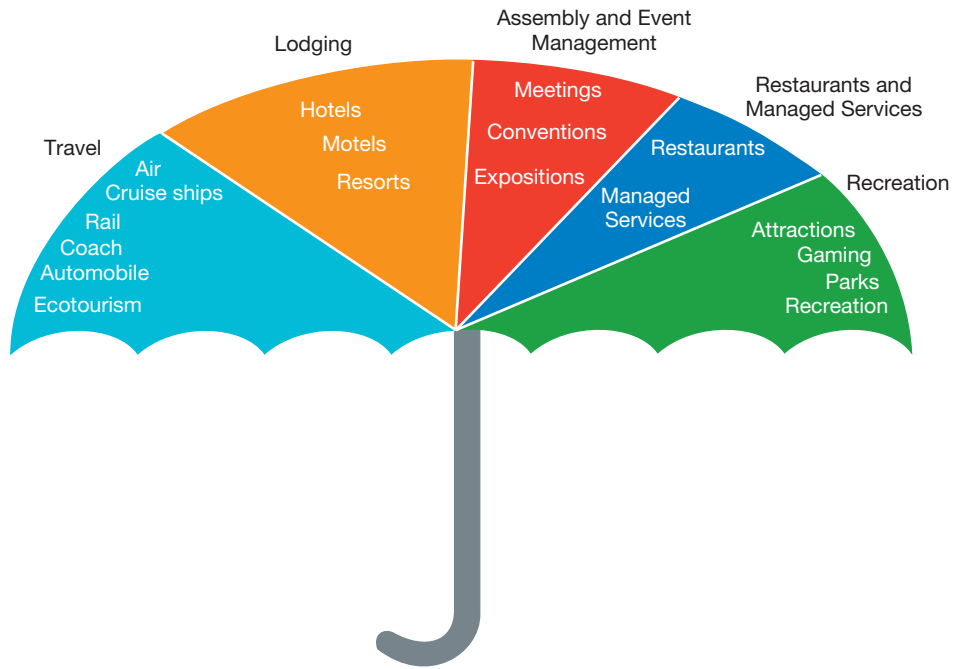


FIGURE 1-2 Scope of the Hospitality and Tourism Industry.



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

you may want to ask yourself if you are considering a career in the industry:

1. Do you enjoy working with people?
2. Do you enjoy an upbeat work atmosphere?
3. Do you like to travel?

4. Do you value the idea of working in an industry where opportunities for advancement are plentiful?

If you answered yes to these questions, a career in hospitality and tourism may well be for you.

CHARACTERISTICS OF THE HOSPITALITY INDUSTRY

LEARNING OUTCOME 2:
Describe the characteristics of the hospitality industry.

Hospitality businesses are open 365 days a year, 24 hours a day. No, we don't have to work all of that time, but we do tend to work longer hours than some other industries. Those on

their way to senior positions in the hospitality industry and many others, for that matter, often work 10 to 12 hours per day. Evenings and weekends are included in the work-week—so we have to accept the fact that we may be working when others are enjoying free time. The hospitality industry depends heavily on shift work. Early in your career, depending on the department,

you will likely work one of four shifts. Supervisors and managers often begin at 8 A.M. and work until 6 or 8 P.M. Basically there are four shifts, beginning with the morning shift, so you may be getting up as early as 6 A.M. to get to your 7 A.M. shift. The mid-shift is normally from 10 A.M. to 7 P.M.; the evening shift starts at 3 P.M. and goes until 11:30 P.M.; and finally there is the graveyard shift, which begins at 11 P.M. and ends at 7:30 A.M. Well, 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**: the guest cannot “test-drive” a night's stay, “kick the tires” prior to boarding a shuttle, or “squeeze the steak” before dining. Our product is for the guest's use—not possession—only. Even more unique, for us to produce this product, we must get the guest's input. Imagine GE building a refrigerator while the customer is in the factory participating in the actual con-

struction of the product—it would be ridiculous! Yet we do it every single day, numerous times per day, and in a uniquely different way each time. We refer to this as the

inseparability of production and consumption of the service product and the inherent heterogeneity of the product due to each guest's unique demands. 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.



Restaurants like Coyote Café in Santa Fe are open weekends and holidays.

Check Your Knowledge

1. List and describe the four shifts in the hospitality industry.
2. Explain the pineapple tradition.
3. Discuss how perishability affects hospitality operations.

Each year, the NRA invites the best and brightest students from universities and colleges to participate in its 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.

The event is sponsored by Coca-Cola and several other corporations involved in the industry. During the day, students are invited to write their dreams on a large panel, which is later displayed for all to enjoy reading. Here are a few 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 6 years and go public in 10 years. (Richard)
- 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 thousands of hospitality career options for you to consider, and it's fine if you are not yet sure which is the one for you. In Figure 1–3, you can see the major hospitality and tourism industry segments: lodging, restaurants and foodservice, recreation and special events, assembly management, theme parks

and attractions, and travel and tourism. For instance, lodging provides career opportunities for many associates who make reservations, greet, assist, and serve guests in hospitality operations of varied sizes and in locations all over the world. Among the examples are the operators of a bed and breakfast (B&B) in upstate New York who cater to seasonal guests. Another example is the hundreds of employees necessary to keep the City Center complex in Las Vegas operational. Throughout the chapters of this text we will explore the important segments of the hospitality industry. Enjoy!

Figures 1–4, 1–5, and 1–6 show a career ladder for lodging management and food and beverage management, and the rooms division in mid-sized and large hotels. Figure 1–7 shows a career ladder for restaurant management. Remember the U.S. Census Bureau's statistic of lifetime salaries by educational level:

High school graduate: \$1.2 million

Associate's degree: \$1.6 million

Bachelor's degree: \$2.1 million

Consider what this information means—you will likely be \$500,000 better off by getting a bachelor's degree. And speaking of salaries, Figure 1–8 is a salary guide for hospitality positions.



FIGURE 1–4 Lodging Management Career Ladder.

MAKE A COMMITMENT *to* EXCELLENCE

As you begin your career in the hospitality industry, it is important to make a commitment to excellence. You can become whatever you aspire to become—remember, it's

your attitude that determines your altitude. Somebody has to be the president of the company. Why not you?

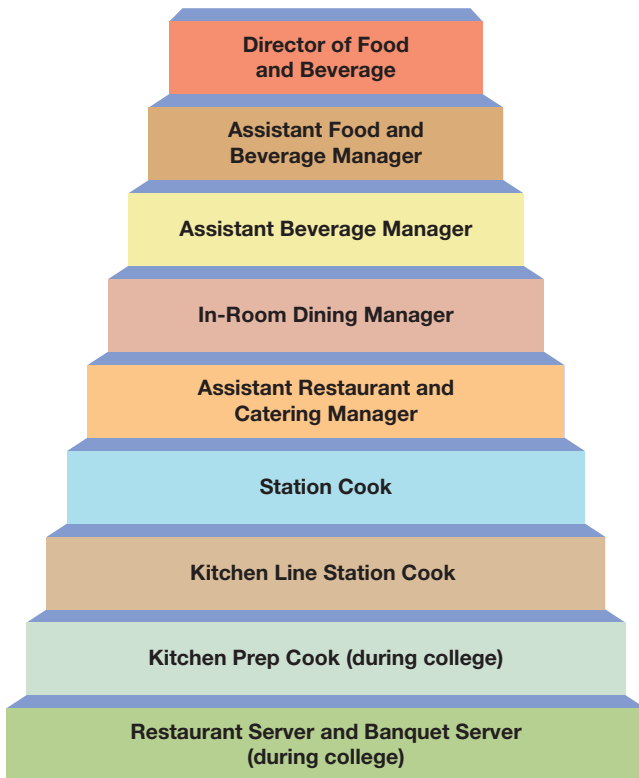


FIGURE 1-5 Lodging Food and Beverage Career Ladder.



FIGURE 1-7 A Restaurant Management Career Ladder.

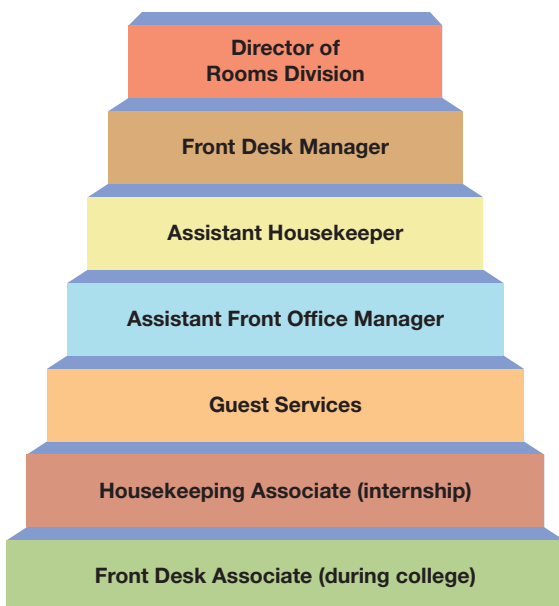


FIGURE 1-6 Lodging Career Ladder for the Rooms Division.

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 1-8 A Guide to Hospitality Salaries in 2014. Salaries may vary according to the company and location.