INDEX

Accor, 269, 293
  Etap Hotel, 217–218
  Motel 6, 217–218
Adare Manor Hotel & Golf Resort, 210–211
ADRs (average daily rates):
  brand affiliation impacting, 391
  demand management use of, 176, 177–178
  development consideration of, 312
  rate differential, 441
  revenue management use of, 195, 202–203,
    405–406, 415
Affiliation, brand, 259–260, 261, 389–393, 394
Age Discrimination in Employment Act
  (ADEA/1967), 417, 418, 419
Agency, 301
American Airlines, 192, 363
American Express, 75, 185
American Hotel and Lodging Association,
  247, 289
Americans with Disabilities Act (ADA/1992),
  417–418, 419, 424–425
Anticipation, building guests’, 104–109
Appearance, personal, 114
Applebee’s International, 472
Apple’s iPhone, 380
Appraisals, 276
ARAMARK, 446, 452
Assets, on balance sheet, 236–240
Atchison, Shane, 143
Avero, 181, 190
Awareness:
  guests’, increasing, 97–98, 98–104
  self-awareness, 40–41, 67–69, 78–79
Balance sheets, 236–240
Behavioral integrity. See Integrity
Beliefs, corporate culture conveying,
  112–113
Benefits, employee. See Compensation
Berry, Leonard L., 18
Best Western, 260
Bing, 198, 374, 409
Blau, Elizabeth, 15
Bonuses:
  employee motivation influenced by, 147–148
  financial responsibility leading to, 433
  human capital incentives using, 452–453
  recruitment offering, 449
Booking.com, 408
Boulders, The, 121
Boulud, Daniel, 7
Brand:
  brand-affiliation, 259–260, 261, 389–393, 394
  brand elements, 399–400
  brand promise, 393, 396–397, 400–402, 470
  brand strategy, 388–403
  brand touch points, 399, 402
  building independent, 393–402
  competitive brand position assessments,
    398–399
  customer analysis for, 395–396
  defined, 389
  development brand evaluation, 312–313
  differentiation strategy by, 215–217,
    354, 362
  discrete choice modeling assessment of brand
    equity, 95–96
  loyalty/frequent buyer programs, 354,
    363–366, 408
  Process Framework for Strategic Branding,
    393–402
  testing and monitoring, 402–403
  value proposition of, 396–397
Brinker, Norman, 150
Brokers, 290
Bruno, Marc, 16
Budgets, flexible, 436–442
Buffalo Wild Wings, 295
Bundling rates, 410–411, 414
Burger King, 10, 218, 296
Burlington Industries v. Ellerth, 428
Busch Gardens, 105
Buser, Arthur L., 9, 13
Business strategy:
  best value/blue ocean strategy,
    221–222
COPYRIGHTED MATERIAL
Business strategy (continued)
brand strategy, 388–403
business situation analysis influencing, 208, 212–215
competitive, selection of, 215–222
corporate culture influencing, 121–124, 217 defined, 208
demand management, 190–191
development of, 208–209
differentiation strategy, 215–217, 354, 362
direction setting in, 209–211
economic downturn planning, 412–415
key resources for, 214, 222–224
low-cost leadership strategy, 215–216, 217–221
mission statements conveying, 210–211
motivation-related, 156–157
revelation of, to competition, 408
successful competition using, 207–224

Cafe 50’s, 102
Call centers, guest relations, 169
Candlewood Suites, 216
Capacity utilization, 218–219
Capital. See also Lenders
for development, 309, 314–315, 315–318, 319
human (see Human capital)
for ownership, 256, 263, 264–266, 301–302
Capitalization, 276–286
Career preparation:
building on current skills, 23–24
career opportunities, 21–22
developing unique human capital/career
management, 24–27
leadership development, 27–32
multinational, 22, 52–63
steps to take, 32–34
Carlson Companies, 297
Carlson Wagonlit Travel, 185
Carnival Corporation, 354
Carnival Cruise Lines, 399–400, 402
Cellular telephones. See Mobile devices
Censoprano, Mark, 106
Chains, corporate:
10 largest hotel companies, 391
brand affiliation with, 259–260, 261, 389–393, 394
chain scale and affiliation classification,
259–260, 261
franchises, 261, 263, 264, 266–267, 268, 293–299, 312, 319, 393
management contracts with, 302, 303
number of, 25
ownership of, 255, 261, 263, 264, 266–267, 268
regional and local demand management in,
189–190
revenue management in, 203–204
Charpentier, Abigail, 7, 11
Chen, Stacy, 8
Chic & Basic, 213–215, 217, 221–222
Chili’s, 150
China:
hospitality industry in, 22
ownership in, 255
Cho, Yang Ho, 13
Choice Hotels, 255, 296, 354
Churchill, Winston, 18
Civil Rights Act (1866), 418
Civil Rights Act (1964), 417, 418–419, 425
Civil Rights Act (1991), 417, 423
Clients. See Guests
Colleagues:
learning-oriented relationships with, 26
listening to, 37–50
networking among, 53–54
teamwork among, 39, 77–78, 79, 147–149, 151–152
Colliers-PKF Hospitality Research, 289, 290
Communication:
clarity of, 41, 44–45, 50, 473–475
of corporate culture, 114–117, 447
guest feedback as, 161–172
integrity-focused, 473–475
international/multinational, 54–56
interpersonal, 29, 32, 37–50, 67–68, 125
listening and, 37–50
nonverbal, 46–47, 54–55
questions as, 45, 59–60, 83–87, 204–205
Comparative sales valuation, 276, 286–288
Compensation:
bonuses as, 147–148, 433, 449, 452–453
career management consideration
of, 26–27
contingent rewards/punishment
vs., 76–77
employee benefits as, 235
employee motivation using, 144–149, 452–453
equity of, 146–147
financial responsibility impacting, 433
human capital incentives using, 452–453
labor costs related to, 234
nonfinancial rewards and, 75–77, 79, 149–154, 453
performance-based, 147–149

Competition:
- business strategy as competitive advantage, 212–214, 215–222, 222–224
- competitive brand position assessments, 398–399
- competitive business strategy, selection of, 215–222
- corporate culture as competitive advantage, 121–122
- demand management impacted by, 176–178, 181–184
- development analysis of, 312
- direct vs. indirect, 242
- financial comparison to, 242–243
- key resources as competitive advantage, 222–224
- market segmentation among (see Market segmentation)
  price wars with, 406–412
- revelation of business strategy to, 408
- revenue performance measurement against, 202

Complaint management:
- service quality assurance and, 165–168
- transaction- vs. relationship-focused approach to, 161–165

Conine, Charles A., 123–124, 154–155

Continental Airlines, 198

Cornell University School of Hotel Administration:
- continuing education through, 485–486
- Cornell Icon of the Industry Awards, 30–31
- founding and mission of, 1, 4
- organizational structure/key processes of, 70–71
- Statler Hotel operated by, 85–87
- Taverna Banfi operated by, 163–164, 165

Corporate culture. See Culture, corporate

Corporate social responsibility, 152–154

Corporations, ownership via, 253, 254–255

Costa Rica tourism, 401

Costs:
- budgets including, 436–442
- capacity utilization and, 218–219
- controllable, 234
- cost centers, 433–434, 435–436
- cost models, building, 438–440
- direct operating, 235–236
- economies of scale and, 219–220
- franchise, 297–299, 393
- labor, 234
- lawsuit-related, 418, 419, 424
- learning curve impacting, 220
- low-cost leadership strategy, 215–216, 217–221
- outsourcing impacting, 221
- recipe management impacting, 233
- sales-related, 230–233
- supply chain management impacting, 230–232
- technological advances impacting, 220
- valuation consideration of replacement, 275, 276, 288–289

Courtyard, 87, 221, 359, 396

Crowne Plaza, 216

Crystal Cruises, 354

Cultural differences:
- corporate culture impacted by, 120
- listening and, 39, 46
- multinational careers impacted by, 53, 54–56, 58–59

Culture, corporate:
- beliefs, values and norms conveyed via, 112–114
- business strategy based on, 121–124, 217
- communicating, 114–117, 447
- defined, 111–114
- discrimination avoidance as part of, 429
- employee commitment to, 121–124
- employee motivation influenced by, 144, 150, 152, 153–154
- harnessing power of, 120
- human capital-focused, 447
- language expressing, 115
- leadership role in, 112, 119, 120, 122–125
- listening environment in, 39–40
- national culture impacting, 120
- new media communication of, 447
- policies and procedures conveying, 114–115
- rituals signifying, 117
- service enhanced through, 111–125
- stories, legends and heroes of, 115–116
- subcultures, 119, 125
- symbols of, 116
- teaching the values of, 117–120
- union membership influenced by, 466–467

Customers. See Guests

Darden Restaurants, 71–72, 75, 255

Data:
- financial, 227–243 (see also Financial performance)
- measurement of (see Measurement systems)
- modeling (see Models)
Data (continued)
operational uses of, 127–130, 134–136, 138–139
quality assurance, 161–165, 168–172
Decision-making authority, 122, 155–156, 430–431, 446
Demand management:
competition impacting, 176–178, 181–184
constrained vs. unconstrained demand, 133
electronic demand, rise of, 184–187, 189–190
historical view of, 182–184
market segmentation and, 178–181, 187–189
overview of, 174–175
pricing and, 176–181, 187–189, 197, 218–219
regional and local functions, 189–190
seasonal demand, 136, 320
strategies/tactics for, 190–191
uniqueness of hospitality industry demand, 175–181
Deming, W. Edwards, 160
Depreciation, 235
Design, hotel. See Programming and planning, hotel
Detroit Plaza Hotel, 154–155
Development, property:
capital/financing for, 309, 314–315, 315–318, 319
construction phase of, 318–319
development team formation, 309–310
feasibility study for, 313–314
investment decision for, 315–318
process of, 310–320
profit from, 314
program considered during, 315
programming and planning considered during, 315, 321–332
property opening, 320
Differentiation strategy, 215–217, 354, 362
Direct operating costs, 235–236
Discounted cash flow model/discount rate, 277–281, 336–345
Discrete choice analysis (DCA):
articles about, 88–89
choice criteria identification in, 89–90
choice experiment development in, 90–92
guest decisionmaking analyzed through, 87–96
managerial insights from, 93–96
response collection and choice model estimates in, 93
Discrimination, employee, 417–418, 421–425, 429
Disney, Walt, 112, 150
Disney World. See Walt Disney World Resort
Distractions, listening impacted by, 43
Duration, 336–337, 339–345, 346–350
EasyRMS, 190
Economic order quantity (EOQ), 237–240
Economies of scale, 219–220
Economy:
competition impacted by, 212, 213
demand impacted by, 176, 177–178, 185
financial performance evaluation impacted by, 436–437
inflation in, 338, 340, 345
labor needs impacted by, 21–22
operator/management contracts and, 302, 304, 305
revenue management impacted by, 198, 200, 202–203, 205, 405–415, 436
risk influenced by, 333, 334, 338, 339
strategic plan for economic downturns, 412–415
Education. See Training and education
EEOC (Equal Employment Opportunity Commission), 419, 420–421
E-mail marketing, 198, 410
Emotional intelligence, 67–68. See also Interpersonal skills
Emotions:
complaint expression using, 166–167
listening impacted by, 43
pleasure sources for, 99–101
positive reinforcement of, 75–77, 79, 145–146
recognition programs fostering positive, 150
Employee Free Choice Act (EFCA), 465
Employee lawsuits:
adjudication in, 419–424
Americans with Disabilities Act (ADA/1992) and, 417–418, 419, 424–425
damages awarded in, 418, 424
discrimination as basis of, 417–418, 421–425, 429
laws governing, 417–419, 424–425
sexual harassment as basis of, 418, 425–429
Employees/staff:
appearance of, 114
careers preparation for, 21–34, 52–63
colleagues among (see Colleagues)
compensation/reward of (see Compensation)
corporate culture of (see Culture, corporate)
cultural differences among, 39, 46, 53, 54–56, 58–59, 120
development leading to hiring, 320
discrimination against, 417–418, 421–425, 429
empowering, 122, 155–156, 446
families of, 56
flexible job design for, 448, 453
hospitality of, 5, 6–9, 13–18
labor costs of, 234 (see also Compensation)
lawsuits by, 417–429
leadership for (see Leadership; Management)
learning curve for, 220
mentors of, 26
motivating, 142–157, 452–453
outsourcing work of, 221
performance evaluations of (see Performance evaluations)
professional associations for, 26
quality assurance programs for, 159–172
recruitment and hiring procedures, 449–450
respect for, 151
scheduling, 136–138, 234
service provided by (see Service)
sexual harassment of, 418, 425–429
skills of (see Human capital; Skills)
social media posting by, 378
stock options for, 149
teamwork among, 39, 77–78, 79, 147–149, 151–152
training and education for, 23, 26, 117–119, 125, 220, 429, 450–451
unions of, 155, 455–468
Ensign, Rick, 61–62
EOQ (economic order quantity), 237–240
Equal Employment Opportunity Commission (EEOC), 419, 420–421
Estis Green, Cindy, 375
Etap Hotel, 217–218
Evans, Chick, 15
Evans, Ed, 17
Executives. See Management
Exit strategy, 273–274
Expedia, 183, 184–185, 198, 372, 377
Extrinsic rewards. See Compensation
Facebook, 375, 378, 385
Fairmont Hotels, 150
Families, careers impacting, 56
Faragher v. Boca Raton, 428
Farmer, Tom, 143
Fatigue, listening impacted by, 43
Feasibility studies, 313–314
Feedback:
call centers receiving, 169
complaints as, 161–168
direct or indirect staff communication as, 168–169
measurement systems for, 168–172
mystery shopping programs providing, 171–172
satisfaction surveys recording, 169–170
Finances. See Compensation; Costs; Financial performance; Income; Investment decisions; Lenders; Pricing/prices; Profit; Revenue management; Valuation
Financial performance:
financial statements summarizing, 227–243, 274, 311–312, 440–442
integrity dividend impacting, 470–471
measurement of, 201–206, 431–433, 436–442
responsibility of management for, 430–436
Financial rewards. See Compensation
Financial statements:
analysis/measurement of, 241–243, 274, 311–312
balance sheets as, 236–240
budget reports as, 440–442
income statements as, 227–236
Financing. See Lenders
Fisher, Irving, 275, 276
Flexibility:
flexible budgets, 436–442
flexible job design, 448, 453
human capital management system flexibility, 454
leaders’ ability for, 77–78, 79
Food and beverage, 329–331. See also Restaurants, specifically
Four Seasons Hotels and Resorts:
business strategy of, 216, 217
corporate culture of, 112, 116, 118–119, 120
human capital initiatives in, 445
leadership of, 74–75
management contracts with, 294
Foursquare, 189, 383, 385
Franchises:
benefits and disadvantages of, 298
construction of, 319
fees and major terms, 297–299, 393
ownership via, 261, 263, 264, 266–267, 268, 293–299, 312, 319, 393
Frequent buyer/guest programs, 354, 363–366, 408
Function space, programming, 331
Gaylord Palms, 112, 116, 117–118, 120
General Motors, 78
Globalization, 445
Goals and objectives:
employee motivation influenced by, 146
leaders’ role in, 73–75, 79
Google:  
  Android, 380  
  search engine marketing via, 198, 374, 385, 409–410  
Government, development support from, 311  
Gowalla, 383  
Griggs v. Duke Power Company, 422  
Gross margin, 233–236  
Guests:  
  anticipation of, 104–109  
  brand building analysis of, 395–396  
  choices of, 83–96  
  complaints of, 161–168  
  decision factors of, asking about, 83–87  
  demand of (see Demand management)  
  discrete choice analysis predicting decisions of, 87–96  
  feedback from, 161–172  
  finer labeling influencing, 103  
  fleetingness of experience for, 101–102  
  frequent guest programs, 354, 363–366, 408  
  guest feedback measurement systems, 168–172  
  guest room programming/design, 324–329  
  guiding experience/perceptions of, 97–109  
  hospitality toward, 5, 6–9, 13–18  
  listening to, 37–50  
  minimizing attention to unpleasantries of, 104  
  observation of others’ enjoyment by, 102–103  
  pleasure sources for, 99–101  
  positive awareness of, increasing, 97–98, 98–104  
  post-reservation contact with, 107–109  
  satisfaction surveys by, 169–170  
  service for (see Service)  
  uncertainty mixed with imagery for, 102  
  wait times for, 103, 105–107  
Guidara, Frank, 473  
Hampton Inns, 408  
Hanlon, David, 15  
Hard Rock Cafe, 268  
Harrah’s Entertainment, 146, 452–453  
  Harris v. Forklift Systems, 426  
  Hill, Lloyd, 472  
  Hillstone Restaurant Group, 446  
Hilton Hotels Corporation:  
  Hampton Inns, 208  
  Hilton Garden Inn, 31, 396  
  ownership in, 264, 269  
  union negotiations with, 463, 464  
Holiday Inn:  
  brand relaunch of, 393, 403  
  business strategy of, 216  
  classification of, 259  
  corporate culture of, 112  
  integrity dividend in, 470  
  market segment of, 359  
  Hornbrook, John, 8, 12  
  Hortobagyi, Paul, 472–473  
  Hospitality, 5, 6–9, 13–18  
  Hospitality industry:  
    awards in, 30–31  
    brands in (see Brand)  
    business strategy in (see Business strategy)  
    careers in (see Career preparation)  
    chains in (see Chains, corporate)  
    compensation/rewards in (see Compensation)  
    competition in (see Competition)  
    complaint management in, 161–168  
    corporate culture of (see Culture, corporate)  
    corporate social responsibility in, 152–154  
    demand management in (see Demand management)  
    finances in (see Finances)  
    guests in (see Guests)  
    hospitality in, 5, 6–9, 13–18  
    investment in (see Investment decisions)  
    labor unions in (see Unions)  
    leadership in (see Leadership)  
    marketing in (see Marketing)  
    multinational issues in (see Multinational careers; Multinational issues)  
    operations in (see Operations)  
    ownership in (see Ownership)  
    personnel in (see Employees/staff; Human capital; Management)  
    professional association in, 26  
    quality assurance in (see Quality assurance)  
    revenue management in (see Revenue management)  
    service in (see Service)  
    size of, 22, 247–249  
    training and education in, 23, 26, 117–119, 125, 220, 429, 450–451  
Hospitality Properties Trust, 293  
Hospitality Valuation Services, 289  
Host Hotels and Resorts, 272, 293  
Hotel Indigo, 209–210, 216  
Hotels, specifically:  
  chain scale and affiliation of, 259–260  
  classification of, 256–260  
  facilities and services of, 258  
  food and beverage in, 329–331  
  franchises, 297–298  
  function/meeting space in, 331
Index

493
guest decisionmaking about, 83–87, 90–92
guestrooms in, 324–329
industry size, 247–248
leases for, 305–306
loan choices for financing, 345–349
lobbies of, 329, 330
location of, 256–257
market orientation of, 257
new media use by, 385–386
opening of, 320
ownership of, 250–253, 254–255
planning and programming, 315, 321–332
price tier of, 259
public areas in, 329–331
risk associated with, 333–350
union issues in, 466–468
valuation of, 278–281, 287–288, 314
Hotwire.com, 197, 411
Houdré, Hervé, 224
Human capital. See also Skills
best practices, 446–454
building on current, 23–24
corporate culture supporting, 447
defined, 22
developing unique, 24–27
emerging forces impacting, 445–446
flexible job design supporting, 448, 453
importance of, 444–446
incentives/compensation rewards for, 452–453
leadership capabilities, 27–32
performance evaluations impacting, 451–452
recruitment and hiring procedures for, 449–450
training and education developing, 450–451
Hyatt Hotels, 143, 156, 264, 294
IDeaS, 181, 189
IgoUgo, 377–378
Incentive fees, 302–304
Income, valuation consideration of, 276–286.
See also Compensation
Income statement:
  cost of sales in, 230–233
  financial analysis using, 227–236
gross margin in, 233–236
sales/revenue in, 228–229
India, hospitality industry in, 22
Inflation, 338, 340, 345
Inkaterra Machu Picchu Pueblo
  Hotel, 100–101
Integrity:
  communicating, 473–475
dividend, 469–475
employees treated with, 151
leaders showing, 68, 77, 466, 469–479
  as personal discipline, 475–478
tips for building, 477–478
InterContinental Hotel Group, 209, 216, 224, 393
Candlewood Suites, 216
Crowne Plaza, 216
Holiday Inn, 112, 216, 259, 359, 393, 403, 470
Hotel Indigo, 209–210, 216
Interest rates, 277, 314–315, 337–350
International issues. See Multinational careers;
  Multinational issues
Internet services. See New media
Interpersonal skills:
corporate culture focus on, 125
leaders need for, 29, 32, 67–68
listening as, 37–50
Inventive skills, 31
Inventory, 231–232, 236–240
Investment centers, 434
Investment decisions:
brokers/lenders impacting, 290
cost approach to, 276, 288–289
development-related, 315–318
exit strategy for, 273–274
factors to consider in, 271–273
hospitality industry buying/selling as, 289–291
income approach to, 276–286
investment objectives, 272–273
investment philosophy, 272
investment policies, 273
location influencing, 291
market timing impacting, 290, 291
market value impacting, 274–276
overview of, 270–271
ownership as (see Ownership)
rates of return on, 290
sales-comparison approach to, 276, 286–288
valuation techniques for, 274–289
JDA, 179, 181, 190
JetBlue Airlines, 216, 218
Johnson, Michael D., 8, 12, 17
Joseph, Jim, 7, 11
Jumeirah Beach Hotel, 329
Kay, Michael, 471
Kelleher, Herb, 31, 112
Kimpton, Bill, 124
Kimpton Hotels & Restaurants, 124, 449
Kodak, 78
Koechlin, Jose, 100
Kruse, JoAnne, 152

Labor. See Employees/staff
Labor costs, 234. See also Compensation
Labor unions. See Unions

Language:
corporate culture use of, 115
foreign language knowledge, 56

Las Vegas Convention and Visitors Authority, 400–401

Lawsuits. See Employee lawsuits
Leadership:
awards for, 30–31
corporate culture conveyed/reinforced by, 112, 119, 120, 122–125
defined, 65
effectiveness of, 66
evolution of leadership roles, 66
flexibility and adaptation in, 77–78, 79
goals and objectives responsibilities of, 73–75, 79
integrity of, 68, 77, 466, 469–479
interpersonal skills of, 29, 32, 67–68
management vs., 28, 65
organizational understanding impacting, 69–73, 79
performance evaluation and response by, 75–77, 79
self-awareness and, 67–69, 78–79
skill development for, 27–32, 67–78
sphere of influence of, 65
styles of, 69
union strength due to poor, 459, 466–467

Leadership in Energy and Environmental Design (LEED) standards, 315

Learning opportunities. See Training and education

Leases:
daily, hotel risk from, 333–334, 344–345, 350
hotel-specific, 305–306
management contracts vs., 299, 305
occupation expenses and, 235, 241, 285, 305–307
restaurant-specific, 306–307

Le Meridien, 448

Lenders:
development capital from, 309, 314–315, 315–318, 319
hotel loan choices from, 345–349
interest rates charged by, 277, 314–315, 337–350
investment decision coordination with, 290
ownership capital supplied by, 256, 263, 264–266, 301–302
rights of, 304

Leondakis, Niki, 124

Limited liability companies (LLCs), 253, 254

Listening skills:
assessment of current, 40–41
corporate culture fostering, 39–40
cultural bridging/teamwork development through, 39
developing/practicing, 49–50
importance of, 37–38, 40
message clarity and, 41, 44–45, 50
mistake avoidance using, 39
paying attention and, 41, 42–43, 50
speaker perceptions and, 41, 45–47, 50

Lobbies, hotel, 329, 330

Location:
hotel classification by, 256–257
investment decisions influenced by, 291
restaurant classification by, 261

Loews Hotels and Resorts, 446

Longstreet, John, 33
Louviere, Jordan, 87
Loveman, Gary, 452–453

Low-cost leadership strategy, 215–216, 217–221

Maccioni, Sirio, 9, 13
Malcolm Knapp, 289

Management:
business strategy of (see Business strategy)
career preparation for (see Career preparation)
contracts, ownership and, 263, 264–266, 268, 293–295, 299–304, 312
corporate culture of (see Culture, corporate)
decisionmaking authority of, 430–431
demand-related (see Demand management)
employee motivation by (see Motivation, employee)
families of, 56
financial performance measurement of, 201–206, 431–433, 436–442
financial responsibility assigned to, 430–436
guest choice insights from discrete choice modeling for, 93–96
incentive fees for, 302–304
integrity of, 68, 77, 466, 469–479
leadership of (see Leadership)
listening skills of, 40
networking among, 53–54
quality assurance program involvement of, 159–172
regional and local, 189–190
responsibility centers for, 433–436
union relationships with (see Unions)
Market: 
brand promise expressed using, 400–402
e-mail, 198, 410
mobile device, 379–381, 382–384
new media, 198, 200–201, 370–386, 409–410
search engine, 198, 200–201, 374–375, 385, 409–410
social media, 375–381, 382–383
STP (segmentation, targeting, positioning), 353–367
Market segmentation:
business classification by, 256–262
demand management and, 178–181, 187–189
differentiation strategy for, 215–217, 354, 362
frequent buyer programs as, 354, 363–366, 408
low-cost leadership strategy for, 215–216, 217–221
market orientation and, 257
methods of, 354–358
pricing and, 178–181, 187–189, 197, 412
revenue management and, 192–195, 203, 409
STP (segmentation, targeting, positioning) marketing, 353–367
studies on, 355–358, 367
target selection and, 358
Market share, 95
Market timing, 290, 291
Market value, 274–276. See also Valuation
Marriott, J. W. “Bill,” Jr.: 
award for, 30–31
corporate culture development by, 112, 123, 124, 447
leadership approach of, 74, 123, 124
Marriott, J. W. “Bill,” Sr., 112, 125
Marriott Corporation: 
business strategy of, 220, 221
corporate culture of, 112, 123, 124, 125, 447
Courtyard brand development by, 87, 221, 359, 396
employee benefits/compensation of, 27
financial responsibility in, 433
integrity dividend in, 472–473
investment in, 272
leadership of, 30–31, 74, 123, 124
management contracts with, 293
ownership in, 255, 264, 269
Ritz-Carlton Hotels, 112, 115–116, 389, 446
Marshall, Alfred, 274–275
McDonald’s Corporation, 160, 255, 268, 295
McFadden, Daniel, 87
Measurement systems: 
brand testing and monitoring as, 402–403
feasibility study as, 313–314
financial statement, 242–243, 274, 311–312
hiring assessments as, 449–450
hotel risk, 336–345
inventory turnover rate, 237–240
new media, 372–375, 378–379
PEST analysis as, 212–213
revenue management performance, 201–206
service quality assurance, 168–172
SWOT analysis as, 208
Meeting space, programming, 331
Mentors, 26
Meritor v. Vinson, 425–426
Meyer, Danny, 16
Milagro Properties, 215
Milestone, 190, 374, 379
Mission statements, 210–211
Misunas, Kathy, 182
Mobile devices: 
application downloads to, 380, 381–382, 385
demand management impacted by, 183–184, 187, 189–190
marketing strategy using, 379–381, 382–384
Models: 
cost, 438–440
discounted cash flow, 277–281
discrete choice analysis, 87–96
income capitalization, 277
operations data, 130, 134–136
simulation, 134–136
Morton, Randy, 15
Motel 6, 217–218
Motivation, employee: 
corporate culture influencing, 144, 150, 152, 153–154
corporate social responsibility and, 152–154
employee empowerment as, 155–156
employee needs impacting, 145
equity of compensation influencing, 146–147
factors influencing, 144
financial rewards as, 144–149, 452–453
goals and expectancy influencing, 146
importance/value of, 142–143
job enjoyment as, 150
Motivation, employee: (continued)
job interest as, 151–152
leadership influencing, 154–155
motivating characteristics of job, 154–156
nonfinancial rewards as, 149–154, 453
performance-based awards as, 147–149
positive reinforcement as, 145–146
recognition programs as, 149–150
strategy for, 156–157
Mövenpick Hotels & Resorts, 445
Multinational careers:
adjusting to, 57–59
career opportunities, 22, 57–62
corporate standards/policies and, 53, 61–62
culture shock in, 58–59
families impacted by, 56
foreign language knowledge for, 56
“going local” during, 60–61
headquarters contact during, 60–62
informants’ helpfulness to, 59–60
international skill development for, 54–56
interpretation responsibilities in, 61–62
modest behavior in, 59
networking impacting, 53–54
preparation for international assignments, 53–56
reentry stress in, 62–63
Multinational issues. See also Multinational careers
cultural differences as, 39, 46, 53, 54–56, 58–59, 120
globalization as, 445
non-U.S. ownership as, 255–256, 268–269
Myriad Restaurant Group, 264
Mystery shopping programs, 171–172
Nair, Mohan, 16
National Labor Relations Act, 456–461, 465–466
National Restaurant Association, 228, 243, 248, 255, 261, 289
National Retail Properties, 272
Negative experiences, minimizing guests’, 104
New media. See also Mobile devices
corporate culture conveyed via, 447
demand management impacted by, 183–187, 189–190
discrete choice analysis use of, 92
electronic demand via, 184–187, 189–190
e-mail marketing via, 198, 410
guest decisionmaking influenced by, 83–85, 86
hotel-specific use of, 385–386
marketing strategy using, 198, 200–201, 370–386, 409–410
measurement metrics for, 372–375, 378–379
minimizing unpleasantries using, 104
overview of, 370–372
post-reservation guest contact via, 108–109
private discounts marketed via, 198, 411–412
restaurant-specific use of, 384–385
search engine marketing/optimization via, 198, 200–201, 374–375, 385, 409–410
social media as, 375–381, 382–383
Web sites as, 83–85, 183, 185, 312, 372–373, 379–380
Ngonzi, Elizabeth, 16
Nielsen Claritas’ PRIZM segmentation, 354–355
Nieporent, Drew, 12
Nokia’s Symbian, 380
Nonfinancial rewards:
corporate social responsibility and, 152–154
human capital incentives using, 453
job interest as, 151–152
job pleasure as, 150
leaders’ performance evaluations as, 75–77, 79
recognition programs as, 149–150
Nonverbal communication, 46–47, 54–55
Nordstrom’s, 112
Norms, corporate culture conveying, 112–114
NPD Group, 289
Obama administration, 465
Observational skills:
international communication impacted by, 54–55
listening impacted by, 41, 42–43, 50
service quality assurance using, 168–169
O’Flaherty, Shane, 7, 11
Omurgonulsen, Deniz, 8
Onale v. Sundower, 426–427
Online travel agencies (OTAs):
demand management via, 183, 184–185
media metrics of, 372–373
opaque distribution via, 197, 411–412, 414
peer reviews via, 377–378
revenue management impacted by, 197, 198–201, 408, 411–412, 414
strategic partnerships with, 408
Opaque distribution channels, 197, 411–412, 414
OpenTable, 185, 189–190, 372
Operations:
complexity of, 129, 133–134, 138
data, accuracy, collection and modeling of, 127–130, 134–136, 138–139
hotel classification by facilities and services, 258
reports and tools on, 139–141
restaurant table mix example of, 130–136
scientific approach to, 127–141
sense making skills for, 29–30
workforce staffing example of, 136–138
Orbitz, 198
Organizational structure:
leadership understanding of, 69–73, 79
ownership-related, 262–269, 282, 293–295, 312
revenue management in, 203–204
OTAs. See Online travel agencies (OTAs)
Outback Steakhouse, 160, 164–165
Outsourcing, 221
Ownership:
capital for, 256, 263, 264–266, 301–302
development/renovation by (see Development, property)
facility type/classification, 256–262
forms of, 251–253
franchise, 261, 263, 264, 266–267, 268, 293–299, 312, 319, 393
hospitality industry-specific issues with, 253–256
hospitality industry statistics on, 247–249
investment decisions related to (see Investment decisions)
issues to consider with, 256–262
leases with (see Leases)
management/operation on behalf of, 263, 264–266, 268, 293–295, 299–304, 312
meaning of, 249–250
multinational/non-U.S., 255–256, 268–269
reasons for, 250–253
risk associated with, 333–350
structures of, 262–269, 282, 293–295, 312
unions and owner/operator conflicts, 463–465
Pareto principle (80/20 rule), 43
Partnerships, 252–253, 254
Performance evaluations:
human capital benefits from, 451–452
leaders’ responsibility for, 75–77, 79
performance-based awards on, 147–149
Personnel. See Employees/staff; Management
PEST (political, economic, sociocultural, technological) analysis, 212–213
Pineapple hospitality symbol, 5
Policies and procedures:
corporate culture communicated via, 114–115
discrimination avoidance using, 429
employee motivation supported in, 144
investment-related, 273
multinational adjustment to/of, 53, 61–62
Porter, Michael, 215–216
Positive reinforcement, 75–77, 79, 145–146
Priceline, 188, 197, 411
PriceYourMeal.com, 185
Pricing/prices. See also ADRs; RevPAR
bundling rates and, 410–411, 414
demand management and, 176–181, 187–189, 197, 218–219
market response to, 176–178, 218–219
market segmentation and, 178–181, 187–189, 197, 412
market value reflected in, 274–276
opaque distribution channels and, 197, 411–412, 414
price tier hotel classification, 259
price wars, 406–412
private discounts on, 197–198, 411–412
revenue management and, 192–201, 203, 406–412, 413–415
valuation as basis for (see Valuation)
variable and dynamic, 195–201
Private discounts, 197–198, 411–412
Process Framework for Strategic Branding, 393–402
Professional associations, 26. See also specific associations
Profit:
centers, 433–434, 435–436
development, 314
employee profit sharing, 452
integrity dividend impacting, 470–471
Programming and planning, hotel:
development consideration of, 315, 321–332
guest rooms, 324–329
overview of, 321–324
public areas, 329–331
Property. See Real estate
Property development. See Development, property
Property ownership. See Ownership
Proprietorships, 251–252, 254
PROS, 181, 190
Public areas, programming, 329–331
Puck, Wolfgang, 6, 11
Quality assurance:
complaint management and, 161–168
defined, 160–161
Quality assurance: (continued)
  guest measurement systems, 168–172
  service-oriented, 159–172
  Six Sigma, 170
  transaction- vs. relationship-focused process design, 161–165
Quality International, 359
Questions:
  active listening by asking, 45
  on guest decision factors, 83–87
  local informants answering, 59–60
  revenue management, 204–205
Rainmaker, 190
Rates of return, 290. See also Interest rates
Raynor, Bruce, 462
Razumich-Zec, Maria, 7, 11
Real estate:
  capital for, 256, 263, 264–266, 301–302
  development/renovation of, 309–320, 321–332
  franchises and, 261, 263, 264, 266–267, 268, 293–299, 312, 319, 393
  investment decisions related to, 270–291
  location of, 256–257, 261, 291
  management/operation of, 263, 264–266, 268, 293–295, 299–304, 312
  occupation expenses associated with, 235, 241, 285, 305–307
  ownership of (see Ownership)
  planning and programming space in, 321–332
Receiving and storage, 231–232
Recipe management, 233
Recognition programs, 149–150
Recreational Boating & Fishing Foundation, 401
Recreation procedures, 449–450
Rene v. Mirage, 427
Rental agreements. See Leases
Reputation management, 376
Respect, employees receiving, 151
Responsibility:
  centers, 433–436
  corporate social, 152–154
  decisionmaking, 122, 155–156, 430–431, 446
  financial, 430–436
  interpretation, 61–62
  leadership (see Leadership)
Restaurant Industry Operations Report, 243
Restaurant Industry Overview, 248
Restaurants
  affiliation of, 261
  classification of, 261–262
  finances of, 227–243
  franchises, 298–299
  guest decisionmaking about, 90
  hotel-based, 329–331
  industry size, 248–249
  leases for, 306–307
  location of, 261
  menu themes/classification of, 261–262
  new media usage by, 384–385
  ownership of, 255–256, 282
  recipe management in, 233
  service quality assurance in, 161–165
  size of, 261
  table mixes in, scientific approach to, 130–136
  valuation of, 281–286, 288
  wait times in, 103, 106–107
Revenue Analytics, 179, 181, 190
Revenue centers, 433–434, 435
Revenue management:
  actions impacting, 193–201
  defined, 192
  economy impacting, 198, 200, 202–203, 205, 405–415, 436
  key questions about, 204–205
  market segmentation and, 192–195, 203, 409
  organizational structure for, 203–204
  performance measurement of, 201–206
  price war considerations in, 406–412
  pricing and, 192–201, 203, 406–412, 413–415
  responsibility for, 435–436
  strategic planning of, 412–415
  variable and dynamic pricing for, 195–201
RevPAR (revenue per available room):
  brand affiliation impacting, 391
  demand management use of, 177–178
  development consideration of, 312
  revenue management use of, 201–203, 405–406, 415
Rewards. See Compensation; Nonfinancial rewards
Rezidor, 297
RIM Blackberry, 380
Risk, hotel:
  daily lease/variable cash flow as, 333–334, 344–345, 350
  loan choices and, 345–349
  measuring, 336–345
INDEX

499

Rituals, corporate culture conveyed through, 117
Ritz, Cesar, 12
Ritz-Carlton, 112, 115–116, 389, 446
RMS, 179, 181, 190
Rose, Norm, 379
Rosewood Hotels & Resorts, 354
Royal Caribbean Cruise Line, 401, 402
Royal Caribbean International, 445
Rubicon, 181
Ryanair, 213, 215, 218
Sack, Burton “Skip,” 6, 11
Salaries. See Compensation
Sales:
comparable, valuation based on, 276, 286–288
cost of, 230–233
financial statements including, 228–229
forecasting, 229
SAS, 179, 190
SAS Institute, 27
Satisfaction surveys, 169–170
Schedules, employee, 136–139, 234
Schultze, Horst, 112
Search engine marketing/optimization:
hotel-specific use of, 385
measurement metrics for, 374–375
revenue management and, 198, 200–201,
409–410
Seasonal demand, 136, 320
Self-awareness/self-perception, 40–41, 67–69,
78–79
Sense making skills, 29–30
SEODigger.com, 409
Service:
complaint management, 161–168
corporate culture enhancing, 111–125
guest measurement systems on, 168–172
hospitality intersection with, 13–18
maintaining quality, in economic
downturns, 415
meaning of, 9–13
motivating staff to provide outstanding,
142–157
quality assurance for, 159–172
service level classification, 262
transaction- vs. relationship-focused, 161–165
Sexual harassment, 418, 425–429
Sharp, Isadore, 75, 112
Sharpe, John, 7, 11, 18
Six Sigma, 170
Skills. See also Human capital
building on current, 23–24
developing unique, 24–27
integrity, 469–479
international, 54–56
interpersonal, 29, 32, 37–50, 67–68, 125
inventive, 31
leadership, 27–32, 67–78
listening, 37–50
observational, 41, 42–43, 50, 54–55,
168–169
sense making, 29–30
visioning, 31
Smart phones. See Mobile devices
Smashburger, 388
Smith and Wollensky Steakhouse, 160
Smith Travel Research, 202, 259–260, 289
Social media, 375–381, 382–383. See also New
media
Southwest Airlines, 31, 112, 121–122
Space allocation. See Programming and planning,
hotel
Spring, Tony, 8, 12
St. James Hotel, 201
Staff. See Employees/staff
Starwood Hotels and Resorts:
business strategy of, 212, 214, 220, 221
financial responsibility in, 433
human capital management by, 446
leadership of, 68
Le Meridien, 448
W Hotels, 221, 402
Westin, 222–223, 294
Statler, Ellsworth, 18
Statler Hotel, 85–87
Stickell, Darryl, 473–474
Stock options, 149
Stock-Yard Restaurant, 105
Stories, legends and heroes, corporate culture
conveyed through, 115–116
STP (segmentation, targeting, positioning)
marketing:
frequent buyer programs in, 354, 363–366, 408
market segmentation analysis in, 354–358, 367
overview of, 353–354
target selection in, 358
Strategy. See Business strategy
Stress, 48, 62–63
Supply chain management, 230–232
Suresi, Greg, 8, 12
Sweeney, Dennis J., 9, 13
SWOT (strengths, weaknesses, opportunities,
threats) analysis, 208
Symbols, corporate culture conveyed
through, 116
SynXis, 189
Sysco Corporation, 70
Taco Bell, 218
Taj Hotels and Resorts, 451
Talbott, Barbara, 118
Taverna Banfi , 163–164, 165
Teamwork:
  employee motivation through, 151–152
  group incentive compensation rewarding, 147–149
  leaders using, 77–78, 79
  listening fostering, 39
Technological advances, 220, 446. See also New media
Technomic, 289
Teng, Ted, 15
TIG, 190, 374, 379
Training and education:
  availability of, 23
  corporate culture taught through, 117–119, 125
discrimination avoidance through, 429
  human capital development through, 450–451
  learning curve in, 220
  learning-oriented relationships providing, 26
TravelCLICK, 181, 189, 374, 379
Travelocity, 183, 184–185, 198, 372, 377, 411
Travelport Ltd., 153–154
Trip Advisor, 186, 378
TripWolf, 380
Trust, integrity and, 472–473
Tune Hotels, 411
Twitter, 186, 378, 385

Uniform System of Accounts for Restaurants (USAR), 228
Uniform System of Accounts for the Lodging Industry (USALI), 278, 434
Unions:
  2006 summer negotiation with, 461–466
  addressing hotel-specific union issues, 466–468
card check and neutrality agreements, 459–461, 462, 464–465, 466
collective bargaining with, 467–468
  employee motivation influenced by, 155
  hospitality industry status of, 455–456
  labor law reforms impacting, 465–466
  National Labor Relations Act impacting, 456–461, 465–466
  nonunionized businesses, 466–467
  traditional organizing drives by, 456–459
UNITE HERE as, 459, 461–465
Union Square Hospitality Group, 445
Universal Studio, 107
Uno Chicago Grill, 450, 473
US Airways, 408

Valuation:
  appraisals of, 276
cost approach, 276, 288–289
development calculation of, 314
discounted cash flow approach to, 277–281, 336–345
hotels, specifically, 278–281, 287–288, 314
income approach, 276–286
investment decisions based on, 274–289
market value, 274–276
restaurants, specifically, 281–286, 288
risk measurement using, 336–345
sales-comparison approach, 276, 286–288
Value proposition, brand, 396–397
Values:
  corporate culture conveying, 112–113
  integrity/commitments conforming to, 477–478
van Paaschen, Frits, 68
Vendors, supply chain management of, 230–232
Visioning skills, 31
Wait times, 103, 105–107
Walt Disney World Resort:
demand management by, 179
  employee motivation at, 150
  new media usage by, 383
Ward, Peter, 463
Warfe, Nealy, 7, 11
Web sites:
  brand evaluation using, 312
demand management via, 183, 185
guest decisionmaking influenced by, 83–85
  media measurements of, 372–373
  mobile device access to, 379–380
Weisz, Stephen, 8, 12
Western Electric Company, 152
Westin, 222–223, 294
W Hotels, 221, 402
Wilhelm, John, 462
Willard InterContinental, 224
Wilson, Kemmons, 112, 359
Withiam, Glenn, 8
Wyndham Hotels, 27
Yahoo!, 198, 409
Yum! Brands, 272
  Taco Bell, 218
Zagat, 189