

ALL ARE WELCOME: AN INTRODUCTION TO THE HOSPITALITY INDUSTRY



Christy Douglass et al.

All Are Welcome: An Introduction to the Hospitality Industry

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This text was compiled on 04/22/2026

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WELCOME & INTRODUCTION

Cover image and all graphics created by [Alanna Clunen](#).

1.1 Welcome

Once upon a time, there was an industry that employed ten-percent of workers worldwide. It spanned borders and cultures, economics, and demographics. It endured man-made catastrophes, natural disasters, economic crises, and technological evolution. It is resilient. It is flexible. It will not rest. Of course, I am referring to the hospitality industry.

Recently, the hospitality industry has faced exceptional adversity in navigating the COVID-19 pandemic. Yet, it has persevered and evolved to continue to provide customers with, although altered, high-quality customer service. Although some players have closed their doors forever, others have adapted to see record growth. The future for hospitality organizations will continue to shift and morph from the world we once knew but it goes without saying that this industry will survive and continue to thrive whatever comes its way.

Join us as we explore the history and future of this diverse and dynamic industry. Each section will show you career paths and real-world success stories in a different segment of the industry. My hope is that your eyes are opened to new opportunities and your passion is ignited to explore how your journey may unfold as a customer, an employee, and, potentially, a leader in the great big world of hospitality.

Bon Voyage!

Christy Douglass, Editor & Founder of TEAM Hosp (Teach-Engage-Advocate-Market)

1.2 A Note to Faculty

Faculty wishing to adopt this text, please complete our **brief survey**. Upon verification, you will gain access to instructor resources such as test banks, slide decks, and other materials as they are developed. You will also receive periodic updates when the text is revised and be notified when the Canvas shell is complete.

The original version of this text includes sections in alphabetical order. Faculty are encouraged to use the [Remixer Tool](#) to customize the content to their program and course needs. Remixed versions prepared for 6- and 12-week terms will be available to

adopt for Fall 2021.

If you have a question about this text or wish to report an issue or error, please contact hosptext@gmail.com

If you are interested in advancing Hospitality Education or wish to collaborate on OER, please contact TEAMhosp@gmail.com

1.3 Introduction

What is hospitality?

Hospitality is the act of hosting people, serving people, making people feel welcomed. It all started in ancient times when trading between regions required individuals to stay overnight somewhere away from home. Although many traders set up camp, some saw the opportunity to host travelers in their homes, establishing the first rudimentary inns. These inns expanded to offer food to travelers and the basic foundation of the hospitality industry was born.

Over the past 2000 years or so, inns and restaurants have certainly come a long way. The hospitality industry has evolved to include sectors that overlap into every aspect of human life including food and beverage, lodging, travel and tourism, recreation, events, gaming, and other forms of entertainment. Together, these segments form an industry that is among the largest in the world. Research conducted by the World Travel & Tourism Council found that in 2019 travel and tourism contributed \$8.9 trillion toward global Gross Domestic Product, accounting for 10.3% of global GDP, while providing 330 million jobs, about 1 in 10 jobs around the world. (WTTC 2019 Economic Impact Report <https://wttc.org/Research/Economic-Impact> All rights reserved)

Is a career in hospitality right for me?

Such a large industry is bound to have employment and career opportunities for anyone. Hospitality organizations hire employees in all of the traditional front-of-house (FOH) and back-of-house (BOH) roles, however as every hospitality business is a business, they must also fill administrative roles such as human resources, marketing, and finance positions. Having these more traditional roles within a hospitality organization can offer unique perks and benefits that other companies do not provide. The bottom line is that, whatever your interest or passion, the hospitality industry has career opportunities for you.

Throughout this text, students will learn about the various segments of the hospitality industry. We will investigate career opportunities and explore career paths taken by individuals who work in the hospitality field. Our hope is that you will be exposed to segments of the industry you weren't aware of and envision yourself starting down a unique career path in the world of hospitality.

What's with the pineapple?

It all started in Europe in the 1500s when pineapples were shipped in from the Caribbean. The high cost of shipping meant that pineapples could only be obtained in Europe by royalty and the wealthy, establishing an association with opulence and prestige. Individuals would place their prized pineapple at the center of their table for all of their guests to see. Over time, the representation shifted from a sign of wealth to a sign of welcome. To this day, the pineapple is used as an unofficial logo of hospitality and many organizations within the industry.

1.4 A Note to Students

What to Expect Throughout This Text

This text was created by over forty individuals who have a passion for the hospitality industry. As such, each section may vary slightly in writing style, length, and formatting. Although the sections may not be completely consistent, we can guarantee that each contains perspectives from experts on the topic and will provide students with a realistic, current, and honest perspective of the hospitality industry.

Text Goals

- To replace expensive and quickly outdated traditional textbooks with a free, digital, current introduction to the hospitality industry compiled by a diverse group of college and university faculty and industry professionals.

- To provide beginning hospitality students with a broad overview of the industry, highlighting career paths and employment opportunities and presenting topics that pique their interest, encouraging them to take additional courses in the discipline and/or seek employment in the field.
- To provide hospitality faculty with a relevant, flexible text, allowing them to remix content to fit their course and program offerings.

Industry Segments & Disciplines Sections

Each Industry Segment and Industry Discipline section presents a detailed look at a specific segment or discipline within the hospitality industry. These sections are intended to be shorter than a traditional textbook chapter, allowing broader coverage of the industry and more instructor flexibility. Faculty may choose to use the remixer tool to curate their own version of the text, presenting a select number of these sections, in any order as appropriate to their program, course objectives, or term length.

Industry Segment & Discipline sections will contain:

- **Learning Objectives**
 - Each chapter will begin by laying out *learning objectives*. These will be measurable and specific and will align with the content presented in the section.
- **In the Beginning...**
 - This section will review the origins and evolution of this industry segment or discipline. We will review the key elements of operation and how this segment functions in relation to the greater hospitality industry.
- **A Day in the Life**
 - This section will feature an interview with a manager working in this industry segment. They will describe their typical day and share thoughts about how others can be successful in hospitality roles.
- **#CareerGoals**
 - This section will highlight *thriving-wage career opportunities* that students may not have been aware of within this industry segment.
- **Journey to Success**
 - This section will show the *various career paths* taken by several management-level employees in this industry segment, stressing that there are countless paths to success in this field.
- **A Great Big Beautiful Tomorrow**
 - This section will highlight *sustainability, accessibility, inclusion, and technology* advances within this industry segment and future outlook of continued work that can be done in these critical areas.
- **Until Next Time**
 - Each segment or discipline section will conclude with a summary of what was covered and *additional resources* for students wishing to learn more.

Hospitality Concepts Sections

These shorter sections will highlight topics that fit within a specific industry segment or overarch several industry segments and disciplines.

Hospitality Concepts sections will contain:

- Concept Explanation, History, etc.
- Relationship of this concept to the overall hospitality industry
- Connection of this concept to employability and/or career opportunities
- Other relevant information as appropriate

Industry Response to COVID-19

The creation of this textbook took place during the global pandemic of 2020. Because there were so many unknowns as to the long term impact the pandemic would have on the hospitality industry, the authors chose to present each section through a pre-pandemic lens. Although this excludes the amazing work our industry has done to stay agile and meet consumer needs during this time, we feel it is the best way to present the information until enough time has passed that we can write about COVID-19 in the past-tense.

We did not, however, want to gloss over the fact that this pandemic has forever changed our industry. Therefore, we have included a section on COVID Response to be used as an information tool on how the industry has reacted and a brainstorming exercise on how we can move forward.

We extend our heartfelt appreciation to all of the front-line hospitality workers who risk their safety to keep our industry alive and send our deepest sympathy to those impacted by the loss of co-workers, friends, and family during this unprecedented time.

Supplemental Resources

- Glossary
 - Throughout the text, keywords will be highlighted and linked to the glossary section. Students can click on keywords throughout the text to view their glossary entry or go directly to the glossary to review all keywords presented in the text.
- Contributor Bios
 - Throughout the text, you will see the names of contributors listed at the beginning of each section they authored. Each contributor has shared a brief bio allowing readers to understand their background and experience. Many included their contact information and encourage readers to reach out if they have questions or wish to connect.
- Organization Snapshots
 - The team that wrote and compiled this text is affiliated with dozens of educational institutions, companies, and nonprofits. Many organizations featured in the text are presented in a brief snapshot page. These pages provide readers with background and contact information for each organization.

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CHAPTER OVERVIEW

5: Industry Segment - Kitchen Management and Operations

Industry Segment

KITCHEN MANAGEMENT & OPERATIONS

This chapter was written by [Adam Hart](#) & [Christy Douglass](#). Chapter thumbnail photo by [Michael Browning](#) on [Unsplash](#). Graphics by [Alanna Clunen](#).

LEARNING OBJECTIVES

At the end of this section, students will be able to:

- Explain the evolution of the culinary field and current elements that tie back to its history
- Summarize the roles and responsibilities of the various back-of-house employees
- Describe career opportunities within the culinary segment of the hospitality industry
- Suggest tactics food production operations can utilize to be sustainable and positively impact the planet
- Reflect on strategies food production operations can implement to positively impact diversity and inclusion within the industry

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5.1: In the Beginning...

Culinary Origins

In today's day and age, we turn on the television, explore the internet, or watch popular movies about the restaurant industry. We might see a beautiful ballet of white coats moving around a shiny stainless steel kitchen with precision and grace, each knowing their tasks so well that it seems like they are robots programmed for this very kitchen, or we may want to see a lion-faced chef yell insults and throw plates with a traditional British accent for shock value (not naming anyone in particular, of course). Whichever way you currently see the industry, I assure you it did not start out that way. The industry started hundreds of years ago after a violent revolution and an unexpected gift to the general public who, up until that point, relied upon their own efforts to put food on their tables. Yes, our journey begins after the French Revolution.

I will spare you the endless droning of the history lesson that led up to the French Revolution but give you the major points that you need to get the picture. Essentially the lower class was tired of the upper class telling them what to do and how much to pay in taxes. After seeing the wealth of the Royals and experiencing their own hardships, the scales of perceived fairness tipped, this ending with the destruction of the caste system and a few royal heads literally rolling. But how does any of this lead to me and my family going out to dinner on a Saturday night? Well, before this, the culinary craftsmen were employed solely by the Royals and upper class. With these employers no longer around the chefs of the day soon found themselves in the proverbial unemployment line. This is when chefs-turned-restauranteurs became a major driving force in the economy of the late 18th century.

Chefs who previously cooked for Kings and Queens now found themselves opening up the first sit down restaurants for guests who wanted to experience what had previously been inaccessible

In order for these chefs to create a new industry, they would need to hire a back of house staff that was diligent, trained, were familiar with a brigade system, and needed employment. But where would such an applicant be found? The French Royal Army fit just the bill and were very recently unemployed. You can see the remnants of this in the modern chef's coat which hasn't changed much from the old style of French military uniforms of yore.



Photo by [Trường Trung Cấp Kinh Tế Du Lịch Thành Phố Hồ Chí Minh CET](#) on [Unsplash](#)

These restaurants thrived and grew in number well into the 19th century and with the advancements in transportation, Europeans flocked to France to partake in these cafes that had solidified their reputations for food and hospitality. By the 20th century, more advancements in travel gave rise to luxury tourism and thus the evolvement of global dining as a destination. From these humble roots grew an empire that spanned the world and to this day is a driving force of economies across the world and takes up a large bandwidth of social media feeds.

Modern Kitchen Operations

Now that we have an understanding of where this industry began, we must now take a look at where the industry is currently. A kitchen is a space, when unoccupied, is a cold and dark room filled with stainless steel appliances and the soft but ever-present dull

hum of refrigerator compressors. However, when a shift begins, the space jumps back to life as if awakened from a deep slumber and plunged into an industrious frenzy. The light switch is flipped and one by one the fluorescent lights stumble on, the oven fans buzz, and the fryer beeps as if it cannot contain its excitement for the tasks ahead, and the staff marches in to assume positions and await orders for the inevitable battle they will soon take part in. A calm before the storm.

The brigade system is the organizational chart by which the kitchen hierarchy is set. We will begin to explore these positions, the names, and responsibilities associated with each, and how this relates to general operations. This will be a broad overview that will be mixed with classic positions as well as those in a modern kitchen brigade system. Keep in mind that some positions that predate the modern age have become obsolete. For example; the once prominent butcher has been replaced by executive chefs ordering cuts of meat from vendors. Although this may be the case in most restaurants there are plenty of establishments that still rely on old-world techniques and craftsmanship to run a “from scratch” operation.

Kitchen Roles

Let's take a bird's eye view of the brigade system, starting at the top:

Executive Chef

The executive chef (or more informally called “exec”) coordinates the kitchen operations of at least one but more likely multiple restaurants. A chef who oversees more than one kitchen may also be called a “corporate chef”. Some responsibilities of the exec include, but are not limited to; frequent communications with the owners/general managers, menu development, ordering the product, vendor negotiations, recipe cost control, labor percentage control, disciplinary actions for those under his/her purview, quality control, and customer interactions. The exec is the face of the kitchen and will, most likely, have to represent the kitchen in the dining room from time to time. An executive chef should always have a clean white coat in his/her office to put on when out in the dining room.

Chef de Cuisine

A chef de cuisine (or informally known as the CDC) is a position that is more commonly found in establishments with European roots and where the executive chef is managing multiple locations and may not be available at all times. The CDC takes on all executive responsibilities in the absence of the exec and is able to make decisions without prior authorization.

Executive Pastry Chef

The executive pastry chef is responsible for all things dessert. The pastry chef will usually be in charge of creating menus, overseeing prep work, quality control, and at times customer service. This is a fairly autonomous role in the kitchen and as was told to me in culinary school, “dessert is the last course, and it's what customers remember...this is a make or break moment”. Executive pastry chefs are highly skilled and specialized individuals who have honed their craft. They may work alone, or they may have pastry cooks working under them. This will depend on the size of the restaurant, the concept of the restaurant, and the volume of production.

Banquet Chef

This role is most commonly referred to as the “catering chef”. This position is typically common in resorts and hotels or large venues that cater to corporate meetings, weddings, or other client rented functions. The catering chef runs a department that is responsible for large scale food production and works closely with the front of house general manager or event coordinator to ensure food is presented on time and up to the standards of the client. A catering chef can intake orders from 20 people up to the thousands therefore the staff size working under this chef can vary greatly.

Executive Sous Chef

The executive sous, as it is referred to, is more common than the CDC and, in essence, functions in the same capacity. The executive sous is charged with assisting the executive chef with daily operations and to fill in when he/she is not available. This position is only necessary when an operation runs with an executive chef and multiple sous chefs. Typically resort hotels with multiple restaurants or restaurants that see thousands of people per day will rely on an executive sous chef system.

Sous Chef

The sous chef is what is most commonly seen in the industry as the second in command. The “sous”, as they are informally called, act in the same capacity as the executive sous and may also be charged with training recently on-boarded staff members. It is not uncommon for the sous to walk the dining room in the absence of the executive chef or make executive-level decisions when needed. A good sous chef should be able to work every station below them in case a cook has called out or some unforeseen circumstance forces them to take over.

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Garde Manger

This station is more commonly referred to as the “pantry” the garde manger has had many roles throughout the years including making pates, terrines, charcuterie, hors d’oeuvres, and ice carvings. Today’s garde manger chef is responsible for a variety of cold preparations including salads and cold appetizers and oftentimes helps with plating desserts. Usually, this station closes down once all tables have finished with their first course and the timing usually coincides with the beginning of the busy start of the dessert station, hence the redistribution of duties.

Station Cooks

This is a broad term that is a “catch-all” for this industry. Within this category, you find grill cooks (responsible for all grilled items), the fry cook (responsible for all fried items), Pantry cook (previously discussed under Garde Manger), breakfast cook (responsible for breakfast service), line cook (responsible for all dishes utilizing the burners), etc. Each of these station cooks has a specific job and menu items they are responsible for.

Expeditor

The expeditor, or expo for short, is tasked with receiving orders from the front of the house staff and timing each order according to the standards of the establishment. This is akin to an air traffic controller. The expo must keep communication open with station cooks and wait-staff and ensure food leaves the window hot and up to standards. They are the last line of defense before the food reaches the customers and have the authority to send back something that may be missing a garnish or isn’t properly cooked. The expo is also in charge of fixing any mistakes if a meal has come back to the kitchen. This is called a “re-fire” and the station cooks make this a priority.

Dishwasher

This station is where most everyone starts. It doesn’t matter if you went to the best culinary schools in the world when you walk into a restaurant for the first time you will spend time in the “dish pit”. The greats started here and no one in the restaurant should be above rolling up their sleeves and helping a dishwasher when they need it. The dishwasher is in charge of maintaining the cleanliness of equipment including pots, pans, plastic equipment tops, blades, sheet trays, hotel pans, plates, and silverware. They are tasked with keeping a steady flow of clean equipment available throughout service to be used by station cooks. Without this,

the service would come to a grinding halt. This is a hard job and those who have worked it never take their dishwashers for granted.

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5.2: A Day in the Life

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5.3: #CareerGoals

Kitchen Manager

- Company/Organization: Tommy's Tavern + Tap
- City: Staten Island, NY
- Starting Pay: \$60,000-\$65,000 (2020)
- Other Important Details: As the kitchen manager, you will be responsible for overseeing food preparation, ordering supplies, scheduling shifts, and monitoring inventory levels. To be successful in this role, the ideal candidate will have proven culinary and management experience. In addition to being an excellent communicator, you should also demonstrate outstanding leadership and organizational abilities. A minimum of 3 years' experience in a similar role.

Kitchen Director

- Company/Organization: Chick-fil-A Wesley Chapel Road
- City: Atlanta, GA
- Starting Pay: \$50,000-\$60,000 (2020)
- Other Important Details: Serve as the Owner the back-of-house of the restaurant. This includes meeting and exceeding production, operations, and food safety expectations. Create a center of excellence for area of responsibility by leading, training, coaching, and implementing systems that will be the standard for innovation and high-performance teams throughout Chick-fil-A. Passion for developing people and possess strong leadership skills. Minimum 2 year in Director role with Chick-fil-A or 3 years in external role with qualifying skills

Kitchen Manager

- Company/Organization: Salted
- City: Portland, OR
- Starting Pay: \$55,000-\$60,000 (2020)
- Other Important Details:

Requirements: at least 2 years of experience in the kitchen, obsessive about food quality and presentation, at least 1 year of management/lead experience, strong communicator who is detail-oriented and desire to work hard, extremely positive attitude and energy, passionate about food that's both healthy and delicious, thrive as a leader and have superior communication skills with the ability to maintain the highest of standards and implement company policies, available on mornings, nights, and weekends, desire to grow with the company as we continue our rapid expansion.

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5.4: Journey to Success

- This section will show the *various career paths* taken by several manage level employees in this industry segment to show that there are countless paths to success.
 - Share the paths of **at least three** people working in this segment:
 - Subject Name, Current Job Title, Company, Date - Present
 - Most recent Job Title, Company, State & End Date
 - Previous Job Title, Company, State & End Date (up to 3 past jobs)
 - Degree, Institution, Date (if applicable)
 - Statement from Subject sharing how/why their path was beneficial

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5.5: A Great Big Beautiful Tomorrow

What does the future hold? This is a difficult question to answer but this industry is notorious for change. The advent of technologies, such as the food network that gave the world a peek at what chefs were doing and how they performed their magic and created the first “celebrity chefs”, to yelp which has given the people a voice and power to affect change through review, all the way to present-day where rideshare delivery services have given restaurants the flexibility to maintain clients through a global pandemic. Establishments may change from diners of the 1950s to opulent luxury dining of the 1980s, to the fast-casual revolution of the early 2000s. The industry seems to turn every 10 years. Food tastes change, décor changes, staff changes, but there are some things that will never change. The need for qualified, driven, passionate individuals to run the back will always be in high demand.

Sustainability

Restaurants and food service providers are often forced to throw out unused food. This food may be prepared that has been out of temperature range for too long, be served to guests and uneaten, or stored and unused before its use-by date. Foodservice operations should take a look at their practices to see where they can minimize waste.

Ideas for minimizing food waste in restaurants and food service operations:

- Track food waste of raw and prepared ingredients and adjust orders and/or preparation quantities accordingly
- Offer guests various portion sizes so they can order only as much as they want or need
- Adjust preparation and production practices to minimize food being removed from refrigeration or heated until it is needed to fulfill a guest ticket

In addition to food waste, many foodservice operations could make reductions to their energy and water use. Managers should evaluate their processes and procedures for food preparation, cooking, and cleaning and see where potential reductions could occur. When kitchens are designed or renovated, owners and managers can also consider energy-efficient equipment and kitchen layout to make the operation even more sustainable.

Some back-of-house cost-saving and environmentally-friendly initiatives include:

- Utilize water-saving dishwashing equipment and practices
- Purchase locally sourced ingredients whenever possible
- Utilize energy-efficient tools and equipment
- Utilize an electronic order management system that displays guest tickets to kitchen staff digitally

Learn more in our [Energy Considerations](#) section.

Accessibility

Employees

Although the requirements of working in a kitchen may preclude individuals with physical disabilities from holding these jobs, there are great opportunities for those with mental disabilities to work in the culinary world. The repetitive nature of many kitchen tasks is well suited to people with certain disabilities. Large restaurants and foodservice providers should be able to make adjustments and accommodations to allow individuals with disabilities to be successful within their operations.

Guests

The number of people with allergies and dietary restrictions is growing each year. Though the causes of this increase are debatable, the fact is that foodservice providers need to accommodate these needs to stay in business. By offering a wide variety of foods and the ability to modify dishes, restaurants will attract a wider audience. When developing a menu, restaurants should consider how they will serve guests with the following concerns:

- Vegetarian (No meat)
- Vegan (No items derived from animals)
- Diabetic (Blood sugar regulation issues, Less sugar and carbs)
- Kosher (No pork or shellfish, No meat and dairy together, Meat prepared in a specific manner)

- Halal (No pork, Meat prepared in a specific manner)
- Children (Simple dishes with less spice, Smaller portions)
- Those Allergic or Sensitive to the Big 8 Allergens:
 - Milk
 - Eggs
 - Peanuts
 - Tree Nuts
 - Fish
 - Shellfish
 - Soy
 - Wheat

Diversity & Inclusion

The culinary world offers career paths for individuals of any background. Because entry-level kitchen jobs are abundant and require little to no prior training or experience, anyone can get their foot in the door at a local restaurant. Those who begin their career at the bottom can expedite their trajectory by earning a degree or certificate from a local community college or career training center. Although culinary education and industry certification can propel an individual's career, many kitchen managers found their path to leadership by paying their dues and working up the ranks from dishwasher to cook and so on. Although a kitchen staff may include diversity in gender, ethnicity, race, and other factors, there remains room to improve diversity at the management level. Business owners and boards should access what tactics they can take to improve diversity and representation throughout their organization but particularly in leadership roles.

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5.6: Until Next Time...

Summary

Throughout this chapter, we learned about the history of restaurant dining and roles within a traditional kitchen. We looked at career options in the culinary sector and how some industry leaders worked to get where they are. We also explored ways that foodservice operations can work toward a better future by becoming more sustainable, more accessible, and more inclusive.

Resources

[Restaurant Industry Careers](#)

[7 Habits of Highly Effective Kitchen Managers](#)

[How to Develop a Great Kitchen Manager](#)

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CHAPTER OVERVIEW

7: Industry Segment - Festivals, Expositions and Large Events

Industry Segment

FESTIVALS, EXPOSITIONS & LARGE EVENTS

This chapter was written by [Matthew Mosley](#). Chapter thumbnail photo by [Danny Howe](#) on [Unsplash](#). Graphics by [Alanna Clunen](#).

LEARNING OBJECTIVES

At the end of this section, students will be able to:

- Explain the origins and evolution of events and their impact on tourism.
- Summarize how technology has impacted festivals, expositions, and large events.
- Describe career opportunities within the festival, exposition, and large event segment of the hospitality industry
- Suggest tactics large event planners can utilize to be sustainable and positively impact the planet
- Reflect on strategies large event planners can implement to positively impact diversity and inclusion within the industry

[7.1: In the Beginning...](#)

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7.1: In the Beginning...

A Look Back

Special Events and Festivals have a long and storied history. The Pythian Games (a precursor event to the Olympics) held what is considered to be the first music festival in the late sixth century BC (BBC History Magazine 2015). The first ancient Olympic game happened back in 776 BC, while the first international Olympic games occurred in the summer of 1896 which by all accounts was a major success. Today the Olympics commands an impressive 3.5 billion viewership that watched at least some part of the 16 day event. Whereas the World Cup draws an impressive 3.2 billion viewers worldwide. These events as well as many smaller events are massive opportunities for sponsors and host cities to capitalize on.

The first World Fair was billed as “The Great Exhibition of the Works of Industry of All Nations”, in London in 1851. Like most events the World Fair has a theme of exposing people to the cultures and ideas from around the globe hoping to pave the road to the future (Richman-Abdou, 2018 my modern met). Similar to the Olympics this mega event is held in a different location each time.

Notable Products First Introduced at a World Fair

Color Televisions (New York, 1964)
Touchscreens (Knoxville, 1982)
Telephone (Philadelphia 1876)
Ice Cream Cone (St. Louis, 1904)
Ferris Wheel (Chicago 1893)
Dishwasher (Chicago 1893)
X-rays (St. Louis, 1904)
Broadcast Television (New York, 1939)
Video Calling Machine (New York, 1964)

The power of festivals and large events to change the world and be the draw for tourism, helps explain why events are a critical component to a “destination's competitiveness” (Getz, 2007). According to Getz & Page there are four main categories of events within the tourism spectrum:

- Festivals
- Sporting Events
- Business Events or Expositions
- Entertainment

Festivals

Festivals come in all shapes and sizes. Depending on who you ask, when someone hears the word festival, they may think of Coachella, Bonnaroo, or they might think of their local harvest festival. Festivals can be characterized by their theme, when and how often they take place, the activities involved, and where they take place.

Themes	Occurrence	Activities
Music	Annually Seasonally Every other year (Olympics for example) Start of Holiday (Picard & Robinson)	Concert
Film		Food
Art		Art Show
Cultural		History Exhibit
Religious		Race (5k etc)
Food		Information Panels
Etc. (Kim, Uysal & Chen)		Parades

As you can see in the above table, even with this annotated list, festivals have endless possibilities for planners to find a reason to celebrate. However, in planning your event having a clearly defined purpose for your event can help ensure a successful festival. Like much of the tourism industry, putting on a festival is very labor intensive, so understanding the labor needed to fulfill the event planners vision will be important.



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Sporting Events

Sporting events such as College and Professional Football, Baseball, Basketball, and Soccer have been historically more popular than other forms of available entertainment. This could be due in part to their rabid fan bases and long-standing rivalries that fuel the competitive spirit of the sports fans. As anyone who has attended a University of Michigan game in the “Big House” with its capacity of 107,000, will understand that sporting events do not “just happen”. It takes considerable organization and coordination of many moving parts to ensure a smooth product that might seem effortless to the casual fan.

Some sporting events are so big and have such a widespread impact that their planning is started years in advance. For example, The National Football League chooses the locations of the Super Bowl at least 4 years in advance, to give the host city a chance to prepare for the influx of an estimated 1 million visitors. Similarly, the Olympic Games, which is considered by many to be the

pinnacle of sporting events, attracts an estimated 5-6 million visitors to the host city. As you may know the Olympics' happens every other year alternating between summer and winter Olympics.

Major Event
The Super Bowl (NFL, American Football)
FIFA World Cup (Soccer)
The Masters Tournament (Golf)
Olympics
The World Series (MLB, Baseball)
Dayton 500 (NASCAR, Racing)
Tour de France (Bicycle Race)
Cricket World Cup
Wimbledon (Tennis)
24 hours of Le Mans (Endurance Car Race)

Expositions

Expositions or trade shows are usually held as part of a convention. Expositions such as the National Restaurant Associations (NRA) annual event held in Chicago, as well as the annual International Hotel Motel & Restaurant Show (IHRMS) in New York City, are two of the largest hospitality and tourism-related expositions held. The IHRMS is held as a part of the American Hotel and Lodging Associations (AHLA) conference.

Expositions give vendors a unique chance to show off their products and services to attendees. Attendees and exhibitors also use attending for networking, self-improvement (usually through attending information sessions or certification training), entertainment, and last but not least as a chance to get away from work. Attendees also noted that they felt more inclined to purchase a product or service if it was featured at an event they attended (EventTrack 2016).

Top 5 Reasons Attendees go to Corporate Events (Event Manager Blog)

1. Networking (82%)
2. Learn something new (71%)
3. Entertainment (38%)
4. Self-Improvement (37%)
5. Time Away from the office (16%)

Entertainment

Entertainment plays a role in all of the other areas of event management, it is not unusual for an exposition, sporting event, or festival to have similar components. Entertainment events can utilize a wide variety of venue locations and types, these events are typically put on by the private sector. Entertainment events expand the career possibilities as the entertainment segment includes concerts, shows, award ceremonies, etc. Concert promoters are an alternative career path in relation to special events. Event managers may work with entertainment events such as half time shows during sporting events such as the Super Bowl, which can be viewed by over 100 million viewers, or the opening and closing ceremonies of sporting events.



Photo by [Nainoa Shizuru](#) on [Unsplash](#)

Event Planning

Depending on the scale and scope of the event, event planners may start planning 6 to 12 months in advance (Event Professionals of Tomorrow Report, 2016). The building of the agenda and creating content is considered by 46% of the planners surveyed in the report to be the most time-consuming piece of the event planning process. The emergence of social media as a marketing tool is seen as the more effective, followed closely by email and the events website according to EventMB.

The use of technology in event planning and execution has grown increasingly important. 91% of event planners noted that there was a positive Return on Investment (ROI) with an event app, event apps allow for intelligent feedback, greater inter-activeness with attendees as well as sponsorship opportunities.

Event planners in general have a positive outlook of their job security (EventMB). This could be in part due to the value that companies see in response to attendees interacting with their products or services at events, or the value that people place on that face to face interaction (Forbes). For events such as Music Festivals and Sporting events, there is the sense of community and “you had to be there” experience that has fueled the industry for years.

Event Organization

Below is a sample organizational flow chart for a major sports complex. As you will notice there are many levels and key positions. Starting with the **Event Director** who is a part of the process from the beginning and responsible for the planning, hiring of the management team and giving guidance to ensure a successful event. The **Program Coordinator** will handle the scheduling of every activity and must know everyone and everything happening during the program. The **Venue Coordinator** is responsible to ensure that the venue is ready for that day’s events. The **Equipment Coordinator** is in charge of ensuring that each event has the proper equipment and that it is set up and properly functioning. The **Marketing Coordinator** is in charge of the marketing and promotion of events They will guide the message that goes out to the media and control the direction of the advertising and publicity. In a sports complex the **Officials’ Coordinator** will be responsible that each sporting event has the necessary officials. The **Hospitality Coordinator** makes sure that attendees and guests are comfortable, ensuring that VIP’s are taken care of. In some instances they are responsible for providing entertainment. Finally, the **Merchandising Coordinator** is responsible for the purchasing, display and sale of clothing and other items.

Source: Leo Isaac

Event Planners

Job duties: arrange the details of a variety of events. *Wedding planners* are the most well known, but event planners also coordinate celebrations such as anniversaries, reunions, and other large social events, as well as corporate events, including product launches, galas, and award ceremonies. *Nonprofit event planners* plan large events with the goal of raising donations for a charity or advocacy organization. Events may include banquets, charity races, and food drives.

Education Required

Most meeting, convention, and event planners need a bachelor's degree. Although some colleges offer degree programs in meeting and event management, other common fields of study include communications, business, and business management.

Job Outlook

The projected percent change in employment from 2016 to 2026: **10%** (Faster than the 7% average for all occupations)

Licenses/Certifications

The Events Industry Council offers the Certified Meeting Professional (CMP) credential, a voluntary certification for meeting and convention planners. Although the CMP is not required, it is widely recognized in the industry and may help in career advancement. To qualify, candidates must have a minimum of 36 months of meeting management experience, recent employment in a meeting management job, and proof of continuing education credits. Those who qualify must then pass an exam that covers topics such as strategic planning, financial and risk management, facility operations and services, and logistics.

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7.2: A Day in the Life

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7.3: #CareerGoals

Director of Conferences and Events

- Company/Organization: National Congress of American Indians
- City: Washington, DC
- Starting Pay: \$46,000-\$110,000 (2020)
- Other Details: The Director of Conferences & Events position at NCAI is a management level position reporting directly to the Vice President of External Affairs. The ideal candidate must demonstrate the ability to meet deadlines, multi-task and be responsive to the needs of our membership and staff. Required 10 years Event Planning, 5 years Project Management, 5 years Microsoft Excel, 5 years Supervisory Experience. Bachelors Degree preferred.

Events Operations Manager

- Company/Organization: Columbus Consolidated Government
- City: Columbus, GA
- Starting Pay: \$41,769 (2020)
- Other Details: Supervises operational functions of the facility relating to, but not limited to room setup. Supervises the custodial functions of the Convention & Trade Center Facilities relating to fixtures, furniture, carpet and flooring. Interviews, hires, trains, assigns, supervises, evaluates, and disciplines 15 employees. Conducts regular department staff meetings, trainings, and creates weekly schedules. Manages inventory for capital equipment and expendable supplies. Researches and develops relationships with vendors to ensure best prices for supplies and equipment. Assesses the need for temporary labor and requests additional personnel as needed. Performs other related duties as assigned. Some college preferred. Experience sufficient to thoroughly understand the work of subordinate positions and to be able to answer questions and resolve problems, usually associated with one to three years experience or service. Experience in the event industry.

Special Events Manager

- Company/Organization: Frank Productions
- City: Madison, WI
- Starting Pay: From \$50,000 (2020)
- Other Details: Actively market all venues as destinations for all types of events. Develop effective event marketing strategies for each venue. Actively pursue relationships with local businesses in order to market venues. Create effective marketing products to sell the venue. Develop creative pricing strategies for different types of events to maximize profits. Develop organizational systems and communicate all event information to day-of coordinators and/or venue General Management. Act as liaison between client and venue prior to the event. Act as account executive to manage and maintain relationships. Join key membership groups and attend events to promote private event booking. Be present during the event and settle events as necessary.

Post Event Manager

- Company/Organization: Pritchard Sports and Entertainment
- City: Atlanta, GA
- Starting Pay: \$45,000-\$50,000 (2020)
- Other Details: The Post Event Manager is responsible for all administrative responsibilities for the Post Event Shift. To assure the cleanliness of the facility and ensure maximum service and quality standards are achieved. Completes Post Event deployment sheets and assigns staff to assure proper coverage of the facility. Inspects the entire facility and completes the checklist to assure all areas are properly cleaned. Respond to requests of the client. Maintain equipment in good condition and properly returned to the storage area at the end of the shift. Assures that supplies are properly maintained. Conduct walk-thru inspections of the facility throughout the length of the shift to assure that work is being completed properly and within budgeted hours. Will assist with the completion of work assignments as needed. 10 hour shift. Night shift.

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7.4: Journey to Success

Allyson Jackson

General Manager, Jekyll Island Convention Center Operations

Allyson Jackson has worked in the events field since 1998 starting as the director of Sales and Marketing for the Salt Palace, which led to her becoming the General Manager of the Salt Palace Convention Center in 2004 and to her current position at the Jekyll Island Convention Center.

How Allyson came into event management was through a unique path, starting with working her way up with Delta Air Lines as a Senior Sales and Marketing executive. She notes that the airline and event industry is similar in that if the space and date are not sold then it is a lost product. Just as when a plane takes off, it is too late to sell that empty seat, when the clock strikes midnight it is too late to hold an event for that day.

As the General Manager, Allyson oversees all departments, such as sales, events, finance, security, housekeeping, operations and maintenance, and the food and beverage departments. As a general manager, she noted that finding and trusting employees who you can count on is paramount. Allyson stressed that it is important to know your limits and to let people teach you. One example she used was in dealing with the HVAC, and she admitted to not knowing what it stood for (Heating-Ventilation-Air Conditioning), but by asking those who know more you can learn and understand when the chief engineer comes to you with an issue.

On the day of the event, the event crew knows that they are expected to be there at least 30 minutes before the client shows up. This is to ensure that everything that was meant to be set up was done and done correctly. A walk through prior to the client showing up can help eliminate embarrassing situations where the client points out things that were missed. The event manager will then work with each department to coordinate what the client needs to be done. As the General Manager, Allyson is there to help make things run smoothly, at least in the perception of the client's eyes. Some events are more challenging than others and this is where the GM shines. To meet with the client and let them know how important they are, as well as to run interference for their staff to help reduce their stress and strain. A stressed-out staff is not an efficient staff.

Allyson reiterated that it is easier to hold onto a client than it is to find a new one, so showing them that they are important and make them feel valued, is an important part of the General Manager's job. It is just as important to let your staff feel valued and show that you can jump in and help do the same that they do. During an event Allyson may be found in the kitchen helping to plate meals or refreshing the restrooms, walking around with a laser thermometer to check the temperature throughout the facility to ensure that it is comfortable everywhere.

Another part of a General Managers' daily tasks is the exciting world of administration. After ensuring that you are visible and ready to help out clients and staff, the GM will need to work on monthly financial statements, staffing issues, to name a few. In essence, the only thing that you can count on in the event industry is that no two days are alike.

Helpful Hints from Allyson

- Be ready to work holidays, nights and weekends
- Be flexible – the ability to embrace the chaos and strive
- Do not take it personally – you will deal with people who are outraged, getting upset will only exacerbate the issue. Figure out early on how to handle those situations.
- Think on the go! You rarely have time to sit and think about a situation, being able to think on the go is a must.
- Be open to moving – if you want to succeed you will most likely need to move, rarely does someone move from an entry level position to upper management in the same venue. It can happen but it is rare. Take a stint working in an arena, then maybe a theatre or stadium or convention center. This will help you become well rounded.
- This is an “invisible industry” in that rarely will the attendees think about the people who set anything up, it is only when the air is too hot or cold or the A/V is not of a high quality or the bathrooms are unsatisfactory, that the facility gets noticed, and not in a positive way.

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7.5: A Great Big Beautiful Tomorrow

Sustainable Event Management

As festivals, large events, and expositions grow and help drive tourism to areas, the focus on sustainability has grown. Being environmentally and socially responsible in event management does not need to cost a lot to achieve.

- Technology - Implementing technology such as an event app can reduce the need for physical programs and increase attendee satisfaction by having access to the information on demand.
- Recycling - Recycling is fantastic but the trend is moving towards combining that with sourcing products that use less packaging to further reduce solid waste and the energy spent recycling as well.
- Skip the Buzzwords - Be clear and specific in what your goals and actions are.
- Show your work - Be transparent with what you did and will be doing. What proof do you have that what you are doing is helping?
- Be Regenerative - Sustainability's next stepping point is not just maintaining what we have but making it a better place than we found it.

Accessibility in Events

Having your events be accessible to all who wish to participate to fully enjoy the festivities is a goal we all should have. There are several key steps that Cornell's Human Resource Department compiled that should provide even the most novice event planner with a framework of where to begin.

- Ask your attendees if they may need any accommodations.
 - You may want to include a checklist of the most common accommodations that are asked for, just make sure to include enough room for the attendee to add anything that you might have missed.
- Inspect the Venue in Advance
 - Parking
 - Ramp access
 - Flooring condition
 - Restrooms
 - Charging Access for motorized wheelchairs
 - Visibility
 - Acoustics
 - Mobility
 - Technology Capabilities
 - Service Animals
- Train your staff
 - Knowledgeable in handling the needs of various guests
 - Emergency response training
 - Sensitivity Training
 - Bias awareness
- Have a Code of Conduct
- Examine potential Communication Barriers
- Accessible Website or App

Inclusion & Diversity

A recent survey done by Radisson Meetings found that 80% of event planners recognized the importance of inclusion and diversity. Only recognizing that it is important is not enough, you need to be able to demonstrate that you have procedures that help you make decisions with diversity and inclusion in mind. Below are a few bullet points of ways to increase diversity in your events.

- Check your own unconscious bias

- Examine the supply chain
- Improve accessibility
- Be more thoughtful on key speakers/entertainers/etc
- Benchmarking your work

At the end of the day, we can always do better, keep seeking out what you can do to be better.

Technology in Events

Technology is everywhere and becoming cheaper and more accessible each year. For years the entertainment industry has used mobile ticketing, which is being used more and more as a way to fully integrate mobile experiences during any event.

A barrier to entry into utilizing more technology, for some, is the perceived cost of the technology. Many vendors will need to emphasize the saving and added value that their programs can bring to event planners.

Another welcomed side effect of the use of technology in the event industry is the ease with which we can collect and use data. Though the event industry has not yet made the same strides that companies like Disney have at their theme parks, using near field communication to help direct staff to areas that are experiencing more guests. This type of technology could be used by event planners to better layout their event knowing where attendees frequently converged.

Moving away from cash or credit card payments to mobile payment technology, such as Apple Pay, will become more and more common, especially with festival-goers who may not want to carry their wallet or purse but have their phones handy at all times.

Event planners need to continue to look to the future and see what is coming and how they can utilize it to give their guests the ultimate experience.

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7.6: Until Next Time...

Summary

In this chapter, we learned about and defined festivals, sporting events, entertainment events, and expositions. We also learned briefly about the history and significance behind some larger events. We met Allyson Jackson and learned about her approach and daily life as a General Manager of a convention center. There was a brief look at how sustainability, technology, accessibility, diversity, and inclusion impact the event industry. Most of all we learned that to be successful it will require you to be flexible and be willing to improvise, adapt, and overcome any situation your current event throws your way. As Allyson Jackson said, no two days are the same.

Resources

<https://www.socialtables.com/blog/event-planning/associations/>

<https://www.eventscouncil.org/Sustainability/CSE>

<https://www.adahospitality.org/accessible-meetings-events-conferences-guide/book>

<https://www.socialtables.com/blog/event-technology/event-technology-trends/>

<https://www.socialtables.com/blog/hospitality/hospitality-certifications/>

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CHAPTER OVERVIEW

4: Industry Segment - Restaurant Operations

Industry Segment

RESTAURANT OPERATIONS

This chapter was written by [Paul Spooner](#) & [Christy Douglass](#). Chapter thumbnail photo by [Annie Spratt](#) on [Unsplash](#). Graphics by [Alanna Clunen](#).

LEARNING OBJECTIVES

At the end of this section, students will be able to:

- Explain the different roles within a foodservice operation and how those employees interact and support each other
- Summarize key management functions and the importance of communication within a foodservice operation
- Describe career opportunities within the foodservice segment of the hospitality industry
- Suggest tactics restaurants and other foodservice operations can utilize to be sustainable and positively impact the planet
- Reflect on strategies restaurants and other foodservice operations can implement to positively impact diversity and inclusion within the industry

[4.1: In the Beginning...](#)

[4.2: A Day in the Life](#)

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4.1: In the Beginning...

Concept and Menu

Most insiders would agree that the primary focus of restaurants, and Food and Beverage Operations is centered on food. That is, after all, the main reason why guests choose to patronize an establishment-to eat. But that is actually quite an oversimplification. Eating (literally fulfilling our biological need for fuel) tends to happen at the Quick-Service level (QSR, aka Fast Food) and progress upward, through the many segments differentiated primarily by price point, combined with a level of service and sophistication, up to the fine-dining segment where the focus may still be on the food, but is also considered a “Dining” scenario, as the experience, in its totality, may include the destination, high level of service, expensive wine list, etc. This difference is often referred to as the “Socialization” aspect of our Industry, driven by the human social need, rather than the biological. This will generally be found in increasing levels as you go up the price scale, with every segment represented in between. Often in the Fast-Casual to Casual, and even Upscale-Casual, this eating versus Dining dynamic can get a little fuzzy in its definition, as each experience, individually, is often different. One person’s eating may be another’s dining. Certainly, the industry has multiple offerings across virtually every price and service point, across all food types, ethnic categories, locations, concepts, and menus.

That being said, we nonetheless return to the main driver for the Industry overall-Food. Therefore, the Menu, which is the main food communication device, takes the primary focus. Simply put, guests want and need to know what is on the menu and about how much it will cost, as well as commonly included information: such as the style of food preparation; ingredients; and flavor profiles. They will certainly have additional questions as to the speed of service, the convenience of location, whether it can be delivered, etc., perhaps even up to the extensiveness of the Wine List. However, first and foremost, it’s about the menu. The menu must therefore embody and convey a clear food message, based on several aforementioned points, but also do so concisely, and in the format that suits the overall style of the business, comprehensively providing the food information in a neat, appropriate package. Menu formatting is a long, often separate topic, and outside the scope of this particular chapter; a brief breakdown is offered further on.

In classic academic break-outs, there are eight major points of a Restaurant Concept: Menu, Food, Price Point, Location, Service, Atmosphere, Quality, and Management.



Photo by [Spencer Davis](#) on [Unsplash](#)

Concepts and their accompanying vast array of Menu types are as varied as they are numerous. Today’s Restaurant landscape is the most competitive it’s ever been, across type, category, ethnicity, speed, convenience, or virtually any other manner of categorization. It’s almost to the point where many new competitive concept types and ideas are severely pushing the boundaries of

any norms. Right up to new concepts that have as their main feature, eating in the dark so as to remove normal sensory capabilities moot, and thereby putting more focus on the food taste, texture, and quality!

Suffice to say that there are innumerable menu types as well, representing those concepts and as mentioned previously, largely embodying them as the main representation of a concept. Probably most commonly found in a folding menu type with four panels. Occasionally this may also just be a one-page menu with a front and back. Regardless of the number of pages, much of the printable area will contain menu information, starting from left to right, and generally beginning with Starters (appetizers and soups/salads), then moving over to Entrees, or Main Courses, finishing with Desserts. Other information that may be placed on some non-menu item space may contain information about the history, or ownership, or whatever the “story” may be about that restaurant. Additionally, such space is commonly used to sell beverages including alcohol.

Organization, Staffing, Training & Service

An Organization Chart conveys a common hierarchical, layered graphic, of how most restaurant management teams are organized and are known as top-down systems, patterned originally on the French Military by **Escoffier**. Virtually all restaurants continue to utilize such a system today, as decision and especially food production, tend to favor this top-down structure. It is definitely the common form used by virtually all kitchens, driven by the need for production and often, speed. In the FOH lower-level managers and even staff are often empowered with more input and even decision making as they tend to be much closer to the guest, and therefore less top-down structure is more commonly found in more contemporary restaurant structures, to a certain extent.

Staffing is an incredibly important part of any successful restaurant business, and it has two main components: the first is simpler and it is the quantity component. Simply put, having enough staff to properly service the forecasted amount of guests you expect over a shift, day, week, month. While simple enough as a concept, having enough staff can also be challenging as the turnover in many restaurants can often be quite problematic, especially given the younger, less committed nature of our worker demographic, and the more transient nature of their lifestyles. And while often challenging, it isn’t nearly as much as is the second component of staffing, that being, quality. Quantity is essentially a numbers game and has a more direct, objective approach to managing it, whereas the quality of any given staff is immeasurably subjective, and even guests value service by varying metrics and definitions.

The old saying that “you can’t afford to train (expense), but you absolutely can’t afford NOT to (service and performance failure)” is a common refrain. It is imperative to develop successful training systems that have numerous measurable components and to maintain significant management interaction and involvement in virtually all training processes. All too often managers tend to hand off the actual training process to trainers, and thereby distance, and even remove themselves from the process. This generally won’t produce positive results. Management must be an integral part of training at all times, and a major component of that process is to guide and evaluate the trainers, and the process overall.

Training is the backbone of any Service System for any restaurant. No amount of “goodwill” or “positive attitude” will overcome training shortcomings and their negative effect on service in the long run. Certainly, we want that goodwill and great server attitude from our service personnel, but those humanistic and subjective characteristics are an elusive, ever-changing, and difficult to “teach” aspect of service, and therefore, must be built upon a well-structured training system, and additionally, by a well-designed Operational Service System. Such a system is arguably much more tangible than the humanistic, intangible elements of Service, and can perhaps be thought of a bit like any manufacturing production delivery system, with consistent, sequenced, mostly predictable actions along a timeline.

Purchasing, Production & Sanitation

The process and job of selecting and purchasing F & B products are not altogether that different a process than buying similar goods for one’s personal use, but it is more sophisticated than that, and depending on the type of establishment, can be much more complex. Nonetheless, there are many similarities insofar as needing to have a steady supply and determining purchase quantities, quality, and timing considerations as well. Of primary consideration on the quality end, we generally use Purchase Specifications to guide us through the purchase of any specific product. It’s not enough to just purchase tortillas, when in fact, you need to specify tri-color six-inch, corn tortillas for the house-made chips you make with them, as opposed to twelve-inch flour tortillas that you also use, but to make a different menu item, such as a quesadilla. Virtually all products will be defined by the specifications or “Specs” developed by the Chef and or Owner, or Management in general, and commonly each vendor from whom we most consistently buy our products will have our Specs on record.

The quantities we purchase can also follow a pattern common for individuals, or households, insofar as we often purchase the same quantity of an item that we usually purchase, as it is common to have developed a pattern of consumption and usage, as will also happen in the business setting. However, we should make significant allowance for the additional variables seasonality, weekends, increases or decreases in **item popularity**, etc.. From there we would necessarily adjust our ordering to better fit our current usage patterns. The major difference between personal shopping and business purchasing is that we need to maintain our quality (via Specs!), and quantity for the purpose of maintaining our **Food Cost**. Incidentally, improper ordering quantities will often also negatively impact the guest, as we will have a tendency to extend the usage of our products beyond their appropriate usage time, in the case of over-ordering, and risk running low, or out of products from under-ordering. Neither is good.

Cost Control

Food and Beverage Costs combined are the single largest Cost an operator has to deal with and control. Food cost is typically 28-35% of food sales, and Beverages generally will be anywhere from 18-25% of Beverage sales, depending on whether alcohol, beer, wine, or just Non-alcoholics are sold. With the added expense area of labor, these three categories of controllable expenses are termed Prime Costs, and if not properly drilled down upon each and every shift, will make profitability a fantasy. Not to say that management should try to keep other costs under control, but it's really all about Food and Labor cost control (unless the business sells a lot of alcohol, but generally speaking Food Sales account for 75-80% or more of total sales)

Food cost will be addressed in another Chapter, but for the understanding of labor cost, we need to dig in and cover a lot of material, as most FOH Managers are tasked with controlling, tracking, and reporting on it. And then taking action to reduce it (the usual case!), or if fortunate, to maintain it within the budget.

Labor costs consist of **Salaries** (Management) and **Wages** (hourly workers-most of the staff), as well as all payroll taxes, benefits, etc. The last few of these are often sub-classified as **Employee Benefits** on a **Profit & Loss Statement** (P & L), but are the direct result of the Payroll amounts that are incurred in order to operate the business. A general target of 30% is often used but that certainly depends on Concept type and a range of other factors. Salaries are not controllable by managers so we'll leave that out of the discussion.

While each restaurant may have a different set of circumstances that may affect their **Labor Cost Budget**, it is nonetheless imperative that they have a forecasted budget, and work tirelessly to achieve it. With a budget in hand (or in the manager's mind) a staffing schedule should be produced that both meets the staffing needs for efficiency and quality of guest service, but is also designed to meet the budget requirements. As discussed earlier, staff skills must be considered when determining staggered shifts to cover budget and service needs. If it doesn't meet those two metrics, it must be reworked until it does.

Throughout a working floor shift, all managers should be trained to keep a critical eye on the appropriateness of scheduling for each shift, and diligently comment through the Manager's Log on the staffing levels and whether appropriate or not, relevant to meeting guest needs and whether the budget was achieved.

Often, scheduling responsibilities are dispersed between several managers in an effort to lessen the individual burden, while also offering less senior managers some experience with the process, commonly under the direction of another manager. Additionally, it's considered beneficial to make managers responsible for a service department, or combination of them, so putting them in charge of a schedule is often a common way to introduce them to that ownership, and is one of the many ways we delegate smaller achievable tasks to junior managers, with the requisite follow-up and feedback necessary to any task delegation.

Standardized Recipes

In another area of Cost Control, we have our second Cost-of-Goods, Costs-of-Goods-Sold (COS, or COGS). COGS are the products we purchase, and then resell to our guests, and most commonly are just food and beverages. Therefore, our purchase price of each of these is tremendously important, as is the handling, storage, and security of these commodities.

One of the first Control points should always be the creation and consistent use of a **costed-out, standardized recipe**. Each menu item should have a known cost, which is not only essential to cost control, but also to product consistency, and therefore, quality. Certainly, we realize that there are many different items that can potentially be made in any given establishment., Each recipe will have a list of ingredients and the amount of each ingredient to use and of course the manner in which to prepare it. Each ingredient in the recipe can be **costed out** and the total used to determine the COG for the menu item. The important thing to understand is

that we need to be aware of the cost of these menu items, so we then will know how much to charge for them, in order to make them budget worthy and therefore, profitable.



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Marketing & Business Plans

While there will be another Chapter focused on Marketing, it's important to note how they are an integral part of FOH Management, and Operational success, and should be an integral part of each Manager's job description; and further, how important it is to the success of the business for these topics to be the foundational underpinnings of their daily jobs. Too often the managers are unaware, too busy, and, or improperly trained to realize that they provide strategic direction, and largely serve as the roadmap to success. Simply put, you need a plan, and you need to implement and execute the plan.

Marketing is a tremendously important aspect of a restaurant's **Business Plan**; as it serves to externalize the messaging to appropriate market segments, in an appropriate manner, in an effort to raise enough product and/or brand awareness, to stimulate guests to patronize a business.

Commonly internal marketing is where a FOH Manager can have the most impact in supporting and driving a comprehensive marketing plan; and that is by utilizing all the resources of the business to make sure the guest experience will be one that they will talk about in the external, general environment. Primarily through word-of-mouth, these thoroughly satisfied guests will market the restaurant through numerous communication channels, including and probably most importantly, by the invaluable word-of-mouth medium, which, by its very nature, is tremendously effective as a promotional vehicle, for it comes wrapped in credibility.

Budgets & Profitability

Another function of the Business Plan is that it will generally also produce a **Forecasted Budget (Pro Forma)**, both from a **top-line**, Revenue position, but also from a bottom-line Profitability perspective as well; since strategies for each of them should've been the focus and in fact, the purpose of the action plans developed to specifically to improve performance in those areas. The Macro version addresses ways in which Revenue will be increased via a number of Micro steps, (i.e., marketing and guest relations strategies that should improve guest counts through repeat and new guest visits), or **Cost/Expense** reductions through better control processes, such as the use of proper glass racks in the dishwasher that reduces wine glass breakage. These two basic strategies, and many others, would be layered throughout an annual year, all contributing to improved Revenues or reduced Expenses, which again, help produce an improved bottom line, while also allowing for making the existing budget numbers.

The result is the new Budget, or **Financial Projection**, that will have incorporated those strategies and their effects into a comprehensive set of new Sales (revenue) numbers, as well as departmental Cost, or Expense Numbers (the reduction of which will lead to greater profitability). Therefore the business plan essentially produces a financial forecast that reflects a deductive, rational process, built on an integrated series of actionable processes that can be implemented, tracked, adjusted, and constantly evaluated. All in a systematic manner, that provides the business with a tangible road map with which to approach the opening of a business, or the coming operations of any upcoming fiscal year.

Management Functions

Included below is a generic version of a Job Description for a General Manager. Such Job Descriptions would be customized to fit a particular type of restaurant business as one size does not fit all, but many of the topics, aspects, and elements of the below description are viable. Commonly each Management, and even Leadership Position (**Head, or Lead Server**, as an example), would also have a similarly specific breakdown of their respective positions. These are an important part of the aforementioned Business Plan, as they determine who is responsible for what, and thereby clearly delineate roles and responsibilities for each aspect of the Plan, and which member of the management team is responsible for which parts (or combined parts) of the plan. Often two or three Managers or Departments may work on a strategy or action step simultaneously and collectively.

The Job Description should also include specific mention of individual Administrative Duties (such as the inclusion of Schedule Making as noted in **bold** below), as well as specific Financial responsibilities (also in **bold**), as examples.

SAMPLE - Restaurant Manager Job Description

Title: GENERAL MANAGER

Reports to: Owner/Director of Operations

Summary of Position:

Oversee and coordinate the planning, organizing, training, and leadership necessary to achieve stated objectives in sales, costs, employee retention, guest service and satisfaction, food quality, cleanliness, and sanitation.

Duties & Responsibilities:

- Understand completely all policies, procedures, standards, specifications, guidelines, and training programs.
- Ensure that all guests feel welcome and are given responsive, friendly, and courteous service at all times.
- Ensure that all food and products are consistently prepared and served according to the restaurant's recipes, portioning, cooking, and serving standards.
- **Achieve company objectives in sales, service, quality, appearance of facility and sanitation and cleanliness through training of employees and creating a positive, productive working environment.**
- Control cash and other receipts by adhering to cash handling and reconciliation procedures in accordance with restaurant policies and procedures.
- Make employment and termination decisions.
- Fill in where needed to ensure guest service standards and efficient operations.
- Continually strive to develop your staff in all areas of managerial and professional development.
- Prepare all required paperwork, including forms, reports, and schedules in an organized and timely manner.
- Ensure that all equipment is kept clean and kept in excellent working condition through personal inspection and by following the restaurant's preventative maintenance programs.
- Ensure that all products are received in correct unit count and condition and deliveries are performed in accordance with the restaurant's receiving policies and procedures.
- Oversee and ensure that restaurant policies on employee performance appraisals are followed and completed on a timely basis.
- **Schedule labor as required by anticipated business activity while ensuring that all positions are staffed when and as needed and labor cost objectives are met.**
- Be knowledgeable of restaurant policies regarding personnel and administer prompt, fair, and consistent corrective action for any and all violations of company policies, rules, and procedures.
- Fully understand and comply with all federal, state, county, and municipal regulations that pertain to health, safety, and labor requirements of the restaurant, employees, and guests.
- Develop, plan, and carry out restaurant marketing, advertising, and promotional activities and campaigns.

Qualifications:

- Be 21 years of age.
- Be able to communicate and understand the predominant language(s) of the restaurant's trading area.
- Have knowledge of service and food and beverage, generally involving at least three years of front-of-the-house operations and/or assistant management positions.

- Possess excellent basic math skills and have the ability to operate a cash register or POS system.
- Be able to work in a standing position for long periods of time (up to 5 hours).
- Be able to reach, bend, stoop, and frequently lift up to 50 pounds.
- Must have the stamina to work 50 to 60 hours per week.



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Management Role

A normal day (or night) shift in a Food and Beverage Operation is usually anything but normal. Certainly, there are many shifts that occur without significant oddities or abnormalities, but generally, that is the exception, not the rule. In a guest-centric environment, where the primary customer/guest is a member of the general public, you never know what could come across your plate, hence the “anything but normal” statement. Additionally, you’ll have your staff to guide and direct, and since they’re human, they too, can be challenging. At least it makes for an interesting shift and career!

Commonly, a Manager/Supervisor Checklist (sample page 5) is created and utilized by the MOD, in order to systematically direct their initial focus in an effort to be thorough, efficient, and consistent. Often the Checklist is detailed and quite long, and for a new Manager/Supervisor it can be overwhelming and seemingly a bit tedious, as it often requires significant time to review, execute, and complete. But not to worry, much of it will become second nature and far less time consuming as experience builds. Much as we don’t require a full review of a checklist to start and drive our car each day, after repetitive use, we won’t need to execute the Checklist quite so point-by-point each shift. Nonetheless, having and using the Checklist is of paramount importance; both initially, and as a firm foundation to ensure a consistent procedural underpinning and preparation to the shift’s execution; and in a normal Hospitality operation, given the previous points regarding guests and employees (the subjective, unpredictable Human side!), we need to superimpose as much objective procedure and structure as possible to our operations. This creates and provides a systematic approach, which ideally, will allow for the flexibility to deal with and manage the subjective, intangible areas from the humanistic side.

While the Checklist is a necessary tool, it does tend to be a bit mechanical in its focus, i.e., turn on the lights in the main dining room, set the thermostat at 72 degrees, etc. which is why it doesn’t remain an overwhelming task after a few weeks, but it also must be pointed out that it is an objective tool, and doesn’t necessarily approach the subjective aspect of our job and arguably, more importantly: the focus of the leadership skills of overseeing a staff; and guest interactions. Generally speaking, this is where the impact (or lack thereof) of an effective Manager is manifested.

Effective leadership is essential to the productivity of the staff, and certainly to the success of the restaurant, but given the complex nature of human relationships, character, and personality, it is a constant challenge to be consistently successful in this highly subjective area. This also makes it apparent that we handle the objective side of the business: the processes (checklists) policies; and procedures, consistently, and with a high degree of execution as they’re profoundly more predictable as compared to the human element aspects. The checklist is an example that provides a solid operational structure whereas the subjective, human element and

leadership builds upon that foundation as it allows for a focus on the performance of your staff and therefore the satisfaction of our guests.

Generally prior to the initial “walk-around”, the **Manager Log** (common internal communication tool), often now in electronic form, for the passing along of notable issues, whether they be physical issues, i.e., “AC in the front room is now working fine”, to “had a discussion with Jim regarding being on time, he seemed to understand”, must be read, notes taken, and the necessary follow-up needs to be prioritized. It is essential for management continuity that this task be consistently and properly executed since most restaurants are managed in a team environment. Commonly such a Log is departmentalized: Food (good, bad, shortage); Service (compliments, attitudes, slow food/service, etc.); Staff (too many, not enough, 3rd server needs to be 15 minutes earlier, etc.); Large Parties; Maintenance; Supplies (water glasses arrived, broke out one case, 2nd in storage, still need dessert forks); Weather; Business Levels; etc.....This very important task is often the key to a well-managed business. For it enables each member of the team to act as part of the larger team and to be afforded all the information available to them that will aid in decisions, points to consider, and areas of overall concern. This tool, along with a Weekly Manager Meeting, are the two main processes that drive management and form the foundation of consistency and continuity and without them, management often performs in a fragmented, less than effective manner. As an aside, it is also important that manager’s diligently read the Manager’s Log, AND initial that they’ve done so, as this makes it clear that everyone has in fact been provided with important information, but have also actually read it, and hopefully will respond/react accordingly and appropriately. This is a necessary confirmation that leads to efficient, well-informed management teams and is proportionally valuable as the number of managers on the team grows.

Then, with the Manager Checklist in hand, the **MOD (Manager-on-Duty)** begins making sure the physical property is ready for the day or night, a manager/supervisor should then move on to checking the staffing schedule for the day (and, this is important, *for the next several days*, as it may be that present staffing levels don’t meet current business levels and therefore adjustments may need to be made, which often require several attempts/days to execute), and this will generally require a look at the current **business forecast**, along with a comparison to current (micro) trends not in the forecast, notes from previous shifts to that effect, with any possible issues noted (in the Manager’s Log), and if necessary reacted to. Many a shift has gone awry due to overlooking a probable scheduling oversight, that if caught and rectified earlier, would’ve made a substantial difference in the operation of the business! There are innumerable moving parts in a Food and Beverage Operation and it can be easy to get distracted or pulled away for some non-urgent, and perhaps less than important detail, while missing the urgent/important issues, of which staffing should always be a focus.

While conducting the “walk-around, looking for many obvious and not-so-obvious issues, it is important to start greeting incoming staff and noting timeliness, and whether someone is running late, and therefore you need to stop and call them to check if they’re in route or not, and whether you need to quickly adopt some mitigation efforts or not. While greeting staff be sensitive to attitudes, demeanor, uniform cleanliness, excessive jewelry, etc.... Be welcoming to staff in a manner that you will later expect them to demonstrate to your guests. Be happy to see them, and try to personalize your approach as staff generally will perform better for Managers who demonstrate a caring, nurturing attitude towards them, rather than a distant, or indifferent effect. If discipline is needed, do that in private; as we should always offer praise in public.

Soon, you’ll be opening the doors to the public, so our walk-around must be purposefully focused on readiness on all levels: kitchen; bar; front door greeting area; bathrooms; dining room; lighting; music, odors, etc. Now the focus of the Manager/Supervisor shifts to the guests, with attention paid to beverage and food delivery (speed and quality), and also must include the interaction with both guests and staff in the constant effort to determine if guest satisfaction is where it should be, and if not, determine why. This can be a complex issue, and is therefore important that Managers are constantly evaluating systems, human interactions, and overall execution that will benefit the guest and staff experience, for these things go hand-in-hand while observing and mitigating shortcomings. Notations should be made throughout the shift of areas of concern and of positive results as well, which should later be communicated via the Manager’s Log.

Throughout the time of guest service, Managers should be on the **floor** interacting with both guests and staff, for many of the above-stated reasons. Managers should not be in the office, on the phone conducting **administrative tasks**, or any other aspect of their multi-level responsibilities. As understandable as it may be to complete all their duties, none of them should be attended to during service, period.

As service and incoming guest traffic begin to wind down, a change in focus tends to occur where the Manager may be concentrating their efforts towards **phasing** out some unneeded staff, since guest flow is diminishing, and therefore, so too should

employees required to service them, and labor hours (a management nemesis!) should be reduced accordingly. This can be a difficult juncture in the shift, as, if you cut staff too soon you risk compromised service levels, if you wait too long to phase out staff, you may spend more in labor than is necessary. This is where the Manager's Log may come in, insofar as Managers have been communicating in it how previous shifts have been phased, and the success of those actions, or the unfortunate errors of them! Also of note, may be whether the correct amount of staff was properly scheduled, along with whether their individual start times were appropriate or not, as this information too, needs to be communicated to other Managers as well, and if necessary adjustments to the staff schedules should be made accordingly. While phasing out unnecessary staff, the MOD should monitor the phased staff, to make sure they stay focused on finishing their closing duties, or side-work. These duties are ancillary tasks, such as breaking down the Coffee area, refilling the condiments used during the shift, etc., while also maintaining an eye on service to remaining guests. Too often during this time Managers, and phased staff members, tend to take their focus off of guest service to the detriment of it! The last few tables in a server section, or in the restaurant, deserve just as much of an experience, and have similar expectations of that experience, as the first tables of a shift. Therefore, it's important to maintain guest and service focus during this transitional time and to resist the tendency towards distractions. There is so much to juggle during any Manager shift, but it's rarely dull!

As the time of guest service winds down and then ends, the rest of your Manager Agenda is ready for your attention! Prior to the walk around, if nothing else required immediate attention, the many administrative tasks of the Job Description may (will) require attention. Those tasks may include, ordering supplies, performing a line item budget analysis, beginning yet another schedule, following up on maintenance projects, and the list goes on. Often, the walk-around prior to an evening shift doesn't require as much time, as you'll generally be following another **daypart** (lunch) and much of the checklist has been attended to, and therefore, time can be spent accomplishing other various tasks. If an early shift, then the checklist and walk-around may require more time, but often if well organized, a Manager should be able to get in early and jump right into checking items off of their "To-Do" list, before too much starts happening in the restaurant. In either case, this requires Managers to have a well-developed system for getting things done, which takes us to our next category, after reviewing the sample checklist.

SAMPLE - Manager Procedures/Opening Checklist

Introduction: As a manager your job is to make sure all of our systems are operating properly, and that ultimately, our guests receive a quality experience, and to prepare our staff for success. To accomplish this it is necessary that everything required to exceed our guest's expectations has been addressed.

This list should serve as a guideline to help you identify the areas and issues that will generally require attention from you on a per shift basis. It may not be comprehensive relative to covering every possible situation that may arise, but it should provide a thorough framework with which to approach the task of operating our Restaurant.

- Arrive and read the Managers log. React appropriately to any issues listed, or make any notes that require a response.
- Retrieve the **Labor Sheet** for the day. Check for staff shift changes and whether staff levels seem appropriate for the expected business. Respond appropriately to any deficiencies you find, or any overstaffing that may have occurred. Review the next three days for any problems/needs. Address them and leave clear notes on status. Communicate status.
- Check on kitchen staff and make sure they perform their **Daily Temperature Checklist/Log**. When completed, spot check temps for accuracy, then file.
- Walk the property externally, making notes of anything requiring long term discussion, and react immediately to anything requiring immediate attention.
- Walk the property internally utilizing the same methodology. Try to be mindful of such things as streaked windows, cigarette butts, mop strands, heel marks on barstools, etc....Make notes for follow-up. Then do it.
- Check for any reservations that will require preparation plans. Also make note of any other large parties, banquets, or catering events that would also require extra preparation. Do this for the entire week in order to be aware of anything that may be ahead. Also, check for current **promotions** we may be running and review with staff.
- Check for interview appointments.
- Check-in with kitchen for any issues, and get the **Daily Special** to program for the shift.
- Program Daily Special. Check the **POS system** to verify that it was done properly, i.e. price, **forced modifiers**, **temps**, etc...
- Check on deliveries for proper handling, correctness of product, shortages, etc. Discuss any product shortages with kitchen, then list on the **86 board**, then call Chef to report the problem. Make sure to communicate these to staff verbally as well, if the

shortage will affect the shifts' service, if not, just note it.

- Draw up sections on the seating charts, following our system.
- Get staff together to discuss the shift's goals, i.e. cleanliness, **table maintenance**, full hands in, **upselling**, **closing side-work**, current promotions, daily appetizer sales contest, changes in food presentation, or preparation, etc...
- Make sure our overall preparedness is to our standards, i.e., Are specials on the board, **sections assigned**, trainees notated and assigned a trainer, Music sound levels appropriate, etc.



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Management Activities

Learn and Apply the Seven basic management activities of **Planning**, **Organizing**, **Coordinating**, **Staffing**, **Directing**, **Controlling**, and **Evaluating** throughout the management of the day.

The previous section spoke to the highly variable, multi-task aspect of managing a shift, while also suggesting and integrating the seven basic management activities into a given Manager shift. It is imperative that all managers execute these activities consistently in order to be a successful manager and to operate a smooth, guest-centric business. As illustrated above, there is significant overlap to these seven activities and it can be difficult at times to determine where one starts and the other ends; so let's take a look at some examples from a manager's typical day.

A common application of many of these activities in one task is found in staff scheduling. Initially, we often must look to our Guest Forecast, which has been done previous to the schedule, to determine the amount of business we predict, and therefore, the number of employees required to provide proper service to our guests for any given shift. Forecasting is a form of planning, and without it, we would have a difficult time creating a proper schedule, as we wouldn't have a business volume level (guest count for this purpose) around which to build our schedule.

Next might be the organization of the schedule itself into common FOH job groups, such as servers, bus people, greeters, and bar staff. This generally simplifies the scheduling process considerably, because we don't have to guess at how many total employees to have on for a particular shift, we instead can use our guest forecast to determine common guest-to-position ratios appropriate to that particular restaurant's needs, such as: for every 25 guests we need a server, therefore if we have forecast 150 guests, we should schedule 6 servers. And for every 3 servers, we need an accompanying bus person, so we would schedule two bus people, and on from there using the same rationale. In the kitchen, we would utilize the same process, but generally, with larger ratios, i.e., for every 50 guests, we need one **line cook**. In the case of a guest forecast, we may need to apply another management activity of Evaluating, as we may have a scenario wherein only 125 guests are forecast, so do we schedule 2, or 3 Line Cooks? If we have experienced Line Cooks, we may be able to schedule our two best people, and still provide appropriate speed and quality, but it would probably be a mistake to try this with two inexperienced line cooks, as speed and quality would likely suffer. It's not just a numbers game; it takes a proper evaluation of skill sets to help determine the right amount of staff and this not-so-subtle error has caused many a poor performing shift!

We've used examples of the Schedule for three of the seven, so let's take a look at the other four, still using the schedule and adding training as another example.

The Coordinating function, relative to **Staff Schedule** making can be a bit complex, as we need to not only consider an ever-changing guest/business volume forecast; for few restaurants have the luxury of total guest flow consistency around which to essentially duplicate their schedule for every scheduling cycle. In addition to the guest/business volume variable dynamic, we also commonly have a staff availability variable that too, is often very dynamic. Especially more so in the FOH; with a younger employee demographic, often made of students, or people with other jobs, this creates an ever-changing employee availability landscape, requiring a lot of coordinating of all the various individual's availabilities. To increase the challenge, employee availability may change at various points in time, i.e., when a new school semester comes, so staying on top of all these changes is almost a full-time job in itself. Add in staff that wants more shifts, fewer shifts, have an important family event, or other such special requests and the job is as stated-complex.

A good approach for a Manager who has schedule making responsibilities is to have the Guest Forecast at hand, along with the long term staff availability, which should include their individual, consistent availability (School conflicts, other jobs, etc.), and another folder or clipboard that has the staff's short term schedule requests, wherein they may request a specific day off for a Doctor's appointment, or an important family event to attend, for example, which is merely a short term issue. All three of these are generally used to coordinate the Schedule and if consistently updated and used, will allow for a more consistent schedule that meets the staffing needs of the business, and as a significant added bonus; will reduce greatly, the amount of times Managers spend chasing around scheduling issues that are a nightmare for Managers, and seriously diminish the efficiency of the business. Doing schedules right the first time is **HIGHLY** recommended! However difficult that task may be!

Remember too, the earlier point as well of the "quality" of each staff member and their individual skills and capabilities, which as mentioned previously, is part of the Staffing and Evaluating functions, and adds another layer of detail that requires attention by the schedule making Manager. There's that complexity again!

The remaining Directing and Controlling functions may best be examined via the lens of training. Many of the other five are also evident throughout the training function as well, so you may see most/all of them indirectly involved as you process this section as well. It's important to remember that all seven activities overlap throughout most management processes.



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When assigning an employee to undergo training, either as a new employee, or one that is moving into a different position, it's important that a Manager specifically directs "customized" training for these individuals, for one size does not fit all. Certainly, there is boilerplate general information that must be covered in the process, but there is also the need to consider previous experience, or lack thereof, as well as familiarity to the property, menu, cooking style, etc. The trainer is also an important part of this process as they should probe the trainee with questions throughout the process to determine their actual needs and which areas need more attention and which may require less. The Manager must also be aware during the training process of how the individual trainee is responding to the material, process, and systems, in order to further direct the proper resources to a new trainee to achieve the best results from the entire process.

An integral part of any solid training program should require the implementation of the last management principle of Controlling. This, in the example of training an employee, should include both formal and informal forms of testing, or questioning, to determine whether the respective employee is absorbing the information, processes, and systems that they're required to understand. Formal tests tend to be checking on the objective, quantifiable information they've been asked to learn such as table numbers, hours of operations, ingredients in a recipe, etc. Whereas the subjective, qualitative information may be best "tested" via in-person questioning, such as "What do you do if a guest doesn't like their meal?", "...describe our atmosphere", or perhaps most importantly, how committed they may seem to be to the job.

Controlling in this example is the "checking to make sure all systems, people, and processes will most likely produce a skilled, knowledgeable, and contributing member of the staff that will, in turn, improve the quality of the staff overall, and positively impact the guest experience. Training can too often be performed in a generic, superficial, robotic and often assumes too much, or is even glossed over without the Controlling aspect and execution thereof, can be less than totally impactful and effective. Generally speaking, you have one opportunity to get the training right, for virtually no one will repeat the training process. So if training is lacking, the net effect is that you've trained someone improperly, which put another way, you've actually trained them how to perform their job the wrong way.

Career Opportunities

It is often said that "You can't teach experience", and when considered in the Hospitality Food and Beverage Operations side of our Industry, that is probably a rather axiomatic statement. In other words, this phrase is considered to be quite true. Nonetheless, education on the conceptual and theoretical aspects, with illuminating, insightful examples, should provide an advantage to anyone considering entering the business. This will make the experiential part of the process probably happen faster as that knowledge that is brought into the industry makes the experiential part of the process much more comprehensible. The educational part will support the experiential part, and the combination is arguably considered the best approach to our Industry. Additionally, an educated mind is a more teachable one, even out of a classroom environment, as they tend to learn and process information faster, with more developed logic, rationale, and critical thinking skills, and a more highly developed capability of knowledge application.

All that said, having been educated first (hopefully), On-the-Job (OTJ) training, or even just getting a job in the industry would now be the best way to apply that education and to further learn and apply, first hand, all the concepts and principles previously acquired. Commonly starting at the proverbial bottom is considered the best manner in which to learn, observe, consider, evaluate, and generally absorb the highly variable and dynamic aspect of our Industry.

The bottom is best as it allows one to see virtually every aspect of the most basic functions within a given business; as it should later inform the many higher-level functions and job positions throughout our businesses that one may later occupy, and further provide a depth of knowledge that is foundational to best management practices. Commonly it will ultimately provide a basis for later management and supervisory positions, having experienced and actually worked many of the positions for which one is now trusted to oversee and supervise. It can be quite difficult to supervise an area or job function where we have little or no knowledge or experience.

The roadmap often varies from business to business, but one all too common navigational error is one that is too narrow in its focus, i.e., working only in the **FOH** (host, bus person, server, bartender, etc.), or only in the **BOH** (kitchen positions!) To attain most top positions within the Industry a person should gain experience in both these functional areas. Once again, it's difficult to be effective in upper-level management positions if a person lacks knowledge and experience in either of these areas.

As a matter of fact, most Restaurant Manager Training (MIT) programs require the Manager-in-Training to do exactly as described: work every position within the business/company, often including administrative positions of bookkeeping, accounts payable, and accounting; all for the purpose of adding to the "educational/experiential" background of the manager-to-be.

In a similar fashion, for the Hotel F & B side, a career and experiential path would probably include and involve gaining experience in Room Service and Large Party/Banquets Operations and Sales, in addition to the FOH and BOH positions previously mentioned. In the Hotel side of the industry, the top-most position would generally be the Director of Food and Beverage, but it is also possible to elevate further (outside of F & B) and move into a departmental Manager position or possibly even General Manager and District Manager.

In the Restaurant Industry, common career paths often will mimic the same MIT path, but with more upward aspirational choices that could include Department Head (Service Manager, Bar Manager, Marketing Manager, etc.) and may eventually lead to a General Manager Position of a single restaurant, or a Director of Operations or District Manager, Regional Manager, or even a Vice President position with a larger company that operates several, to many locations. Each company will often have a series of similar positions, but with some variability in the naming of the positions i.e., Service Manager versus Dining Room Manager; whereas in a different company it may be termed Assistant Manager. There is no standard for the naming of the various job positions and their respective titles, much as there are no strict standards for the accompanying Job Description ascribed to each title. Lastly, in the smaller types of operations, it is common for a person to hold more than one title, as they are very often combined, insofar as a manager may be responsible for two and sometimes three areas, such as Service and Marketing Manager, or in many cases, the title may just be Manager, but their respective Job Description may breakout their specific job responsibilities or areas of focus to include; Human Resource Management, Marketing and general Floor Operations (managing floor shifts.) Again, there is no universal application of titles, job descriptions (sample page 15), or duties (sample organization chart page 9), and it is often said that ultimately the most common job description may just be succinctly defined as “whatever it takes!”

Under most circumstances, it is normal to gain experience at several different business types and in any of the many job types as well, while trying to not only gain experience and understanding of those jobs but also of the industry in general. While it’s probably inadvisable to be a “job-jumper” (one that doesn’t maintain steady work over a period of time, with one employer), but it is fairly normal to perform some type of sampling across the Industry in order to observe varying operation types, personnel, systems, and business practices. This is actually encouraged in more private conversations, for most employers don’t want to overtly encourage job movement and turnover, but will admit that for someone pursuing a long-term career, it’s probably suitable and advisable for that person to attempt to gain as much cross-pollinated perspective as possible, in order to potentially gain the broadest possible scope of knowledge and to further see and evaluate not only the good practices but perhaps more importantly, the bad practices. We often, in fact, learn more from seeing inappropriate processes and interactions than merely the same good ones over and over.

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4.2: A Day in the Life

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4.3: #CareerGoals

Front of House Manager

- Company/Organization: Nona Blue Modern Tavern
- City: Ponte Vedra Beach, FL
- Starting Pay: \$45,000-\$65,000 (2020)
- Other Important Details: Responsible for managing the daily operations of the restaurant, including the selection, development, and performance management of employees. In addition, oversees inventory, optimizes profits, and ensures that guests are satisfied with their dining experience.

Director of Catering and Events

- Company/Organization: Bent Tree Country Club
- City: Dallas, TX
- Starting Pay: \$55,000-\$65,000 (2020)
- Other Important Details: Responsible for overseeing all aspects of Catering and Member Events for a very busy Food and Beverage Operation. A minimum of two to four years experience in Catering in Private Clubs; other Hospitality Industry experience considered with high-volume background preferred. Extreme attention to detail and organization is required, along with highly-effective verbal, presentation, and written skills. A thorough understanding of banquet operations, member relations, and functionality of private clubs highly desired. Bachelors Degree preferred.

Restaurant Manager

- Company/Organization: Tavern on the Wharf
- City: Plymouth, MA
- Starting Pay: \$50,000-\$65,000 (2020)
- Other Important Details: Lead all aspects of our business. Deliver a high-quality menu and motivate our staff to provide excellent customer service. Responsibilities include maintaining the restaurant's revenue, profitability, and quality goals. Ensure efficient restaurant operation, as well as maintain high production, productivity, quality, and customer-service standards. To be successful in this role, you'll need management skills and experience in both front and back of the house. 2 years restaurant management experience preferred.

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4.4: Journey to Success

- This section will show the *various career paths* taken by several manage level employees in this industry segment to show that there are countless paths to success.
 - Share the paths of **at least three** people working in this segment:
 - Subject Name, Current Job Title, Company, Date - Present
 - Most recent Job Title, Company, State & End Date
 - Previous Job Title, Company, State & End Date (up to 3 past jobs)
 - Degree, Institution, Date (if applicable)
 - Statement from Subject sharing how/why their path was beneficial
-

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4.5: A Great Big Beautiful Tomorrow

Sustainability

It should come as no surprise that restaurants use a lot of energy. From the first employees arriving to prepare for the day to the last staff members cleaning at the end of the night, these businesses often function almost 24 hours a day. Most restaurants operate in leased space so adding solar panels or making major changes to temperature control systems may be out of the question. However, smaller steps can be taken to minimize the use of energy, water, and other resources by examining how the operation functions and modifying procedures to reduce waste.

Some front-of-house cost-saving and environmentally-friendly initiatives include:

- Serve beverages in smaller glasses and offer refills to guests who want more
- Wait to turn on lights and TVs in dining areas until just before opening
- Provide water to diners only by request
- Package take-out order in recyclable or compostable containers
- Use china, silverware, and cloth napkins for dine-in guests rather than disposable items
- Provide menu to guests in a digital format so new copies don't need to be printed as offerings and prices change
- Utilize a mobile POS system so servers can input orders into a personal device rather than writing on paper

Accessibility

When determining the layout of a restaurant careful consideration should be made to serving guests with physical disabilities. During initial construction or renovation, efforts should be made to minimize steps and ensure unobstructed, level paths to all guest spaces. In addition, tables with wheelchair seating options should be included in the layout. Of course, all of this is regulated by the Americans with Disabilities Act of 1990 and its subsequent revisions. In addition to accommodating guests with physical disabilities, consideration should be given to serving guests with other disabilities. Guests with hearing impairment may need assistance communicating with staff to place their orders. Guests with visual impairments may need to see a large print menu or have it presented in an alternate format such as Braille or through a screen reader on a mobile device. These and other accommodations should be considered when establishing restaurant procedures and training staff. It may be impossible to prepare your staff to handle any guest need they may encounter. Teach employees to listen to the guest's needs and empower them to take action or involve management as appropriate.

Learn more in our [Assistive Technology](#) section.

Diversity & Inclusion

The restaurant industry is one that employs and serves individuals from all walks of life. Regardless of the background of staff or customers, it is critical that restaurants provide quality service to all of their guests. Guests of any gender, race, ethnicity, sexual orientation, etc. should feel welcome in any dining establishment. Managers should implement inclusion policies and diversity training in their operation. Employees should understand the importance of providing a welcoming, inclusive environment for their coworkers and customers alike.

Learn more in our [Gender Issues](#) section.

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4.6: Until Next Time...

Summary

Throughout this chapter, we learned about day to day restaurant operations. We learned what is expected of a manager and what their responsibilities may include. We gained an understanding of the importance of proper training within a restaurant setting. We learned about scheduling staff, purchasing supplies, and successfully running a shift. A restaurant manager's job is a constant act of juggling and prioritizing the functions within the operation and the needs of employees and guests.

Resources

[Explore the Career Path Opportunities of a Restaurant Manager](#)

[How To Become A Restaurant Manager](#)

[A Day in the Life of a General Manager](#)

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CHAPTER OVERVIEW

9: Industry Segment - Casinos and Gaming Entertainment

Industry Segment

CASINOS & GAMING ENTERTAINMENT

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LEARNING OBJECTIVES

At the end of this section, students will be able to:

- Describe the origins and evolution of the gaming industry and its global presence today
- Summarize key operational processes unique to the gaming industry including cage, operations, slots, table games, and sports betting
- Describe career opportunities within the casino gaming segment of the hospitality industry
- Suggest tactics casino gaming organizations can utilize to be sustainable and positively impact the planet
- Reflect on strategies casino gaming organizations can implement to positively impact diversity and inclusion within the industry

[9.1: In the Beginning...](#)

[9.2: A Day in the Life](#)

[9.3: #CareerGoals](#)

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9.1: In the Beginning...

The Gaming Industry

Welcome to the gaming/entertainment casinos chapter. To this point, you should have an understanding of the operational functions that are central to most hospitality operations such as rooms, housekeeping, and food & beverage (F&B). Gaming entertainment properties often, but not always, include these functions in addition to having a casino. With the inclusion of gaming activities (i.e. slots and table games), additional functions become required. Because of this, managing a gambling operation requires certain job skills and specializations that fall outside the scope of general hospitality management. In this chapter, you will learn how the modern gambling industry came to be, how the industry is globalizing, and how this evolution has created new kinds of career paths for you to consider as a hospitality student.

In 2019, the gaming industry generated revenue of \$130 billion U.S. (O'Connor, 2020). To put that into perspective, the entertainment industry exceeded \$100 billion in annual revenue for the first time in 2019 (Rubin, 2020). A large share of gambling revenue is driven by major corporations you may recognize by name including MGM, Caesars Entertainment, Las Vegas Sands, and Wynn Resorts. Internationally, gaming corporations include Melco Crown, Genting, SJM, and Galaxy. In the U.S. alone, the gaming industry employs over 361,000 employees (American Gaming Association, 2020). Communities benefit from casino resorts in different ways from hospitality operations that are absent of gambling. While tourism is a major driver for the hospitality industry, jurisdictions that allow for gambling also gain from gambling. In 2019, gambling taxes surpassed \$10 billion in the U.S (American Gaming Association, 2020).

In this chapter, we will start by reviewing how the gaming industry came to be by looking at its origins. Different pathways to success within the gaming industry will also be reviewed. We will also highlight efforts by the industry to develop a more sustainable and inclusive work environment.



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Gaming Today

Gambling today is far different from what gambling looked like in ancient times. There is evidence to suggest that gambling existed as far back as the Stone Age. The Greeks gambled with “astragali”, which were created out of sheep bones. The expression “roll the bones” to express the rolling of dice can be traced to these origins. The first modern casino was developed in Venice in 1638. Monte Carlo (Monaco) represented the peak of casino development, which grew throughout Europe in the 18th and 19th centuries (Lucas & Kilby, 2012).

To understand today’s gambling industry is to also understand the American experiment of Prohibition, occurring in the 1920s. Originally motivated by anti-corruption and moral activism, the banning of alcohol created unintended drawbacks by pushing bootlegging into the underground. Within the shadows, black markets expanded and crime networks became more sophisticated.

Mob figures became interwoven into local politics as well as the social fabric of America. Even the Kefauver congressional hearings—a televised event in the early 1950s where lawmakers and mob figures squared off—did little to combat the spread of organized crime. It was collective ignorance that later led Americans to be disgusted with themselves. The hearings, which occurred during the 1950s, marked an important point in history as it forced society to confront and resolve sticky issues related to gambling. In the decades since, new laws and regulations have emerged, which targeted organized crime and paved the way for legitimate casino business operations. Not until the 1980s, did American law enforcement and regulatory bodies develop to the point where they could effectively push unsavory figures out of the industry.

As America was industrializing, economies in the West were looking for new ways to grow their economy. The gold rush from a century prior had run its course. Nevada decided for itself that it might be able to create economic activity in two ways. One way was to make marriage and divorce laws more flexible. Secondly, the State decided to legalize gambling—a recreational activity commonly associated with the West. Through the remainder of the 20th Century, Nevada, Las Vegas and Reno in particular, came to define what a commercialized gambling operation can look like to the rest of the world where gambling remains illegal.

The gaming industry today is highly visible and dominated by publicly traded corporations with global reach. The industry is a far cry from an era when the boundaries between legitimate and illegal gaming operations were a bit hazy. Since the last half of the 20th century, gambling has legitimized itself as a global corporatized business (Bernhard, et al., 2008). Today, gambling in some shape or form is commonplace in the West. Key court rulings in the 1970s and 1980s also opened the door for Indian gaming operations, which by itself generates \$32bn. Today, some form of gambling is legal in all but two states, Hawaii and Utah (Stutz, 2020). In 2014, it was estimated that about a third of the U.S. live within 25 miles of a casino (Schwarz, 2014).

Globally, there are more than 2,150 casinos. The development of commercialized gambling in Macau is also important. Adjacent to Hong Kong, which was colonized by the British, Macau was colonized by the Portuguese in the 16th century. It remained a territory of Portugal until the end of the 20th century. Today, Macau is a Special Administrative Region or SAR of China. However, gambling remains illegal in mainland China. What makes Macau so important on the global scale is that it substantially exceeds Las Vegas in the gambling revenue it generates. In 2016, Las Vegas generated \$11.1bn (US) compared to Macau, which generated \$28bn.

Singapore is also important in the history of the development of gaming entertainment casinos. This is because this small city-state in Southeast Asia is often associated with having strict laws and conservative social values. Gambling, with the stigma, that it can carry, made Singapore an unlikely candidate for casino development. Written into the law that allowed for the development of *Integrated Resorts* (IRs), is that the casino makes up only 12% of the entire property. What is important is that any operator integrates sufficient levels of non-gaming amenities including hotel, F&B, entertainment, shopping, and MICE (Meetings, Incentives, Conventions, and Exhibitions).



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Career Opportunities

The growth of the gaming industry has also expanded the career options available for many looking to enter the hospitality workforce. Whether it's working as a pit boss, in cage operations, or a casino marketing executive, there are many distinct career opportunities that may not otherwise be available in non-gaming hospitality organizations.

Casinos come in all shapes and sizes, and they generally fall along a spectrum between repeater-market or 'locals' casino and integrated resorts (Lucas & Kilby, 2012). Walk into a modern gaming entertainment casino and you would find that it shares many of the same things you would find in a normal hotel resort. Although there are gaming-only facilities like racetracks, bingo halls, and poker rooms, most gaming properties include a hotel and F&B operations. Additionally, larger integrated resorts include MICE and entertainment facilities. Of course, the most noticeable difference between gaming and non-gaming properties is the presence of a casino.

At first glance, it may be concluded that a casino floor simply requires dealers, pit bosses, and a cashier area where casino chips can be cashed in. However, due to the complex regulatory nature of the gaming industry, there are many jobs invisible to the customer that are required to make a casino/gaming entertainment property function. Although there is some variation, most casino floors will consist of a slot area, a table games area, and a race & sportsbook (R&S) area. Additionally, casinos have a marketing department where relationships are developed between the casino and repeat customers. In this section, we'll take a look at three specific examples of leaders in these areas, and their pathways to success.

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9.3: #CareerGoals

Table Games Supervisor

- Company/Organization: Caesars Entertainment
- City: Las Vegas, NV
- Starting Pay: Estimated \$40,000-\$50,000 (2020)
- Other Important Details: The Assistant Casino Manager is responsible for supporting property-wide management on an assigned shift to ensure the most efficient and profitable operation. Work requires a minimum age of 21. Work requires flexibility to work various shifts. Work requires 10 years of dealing/ floor supervisory experience.

Supervisor - Cash Operations

- Company/Organization: Morongo Casino
- City: Cabazon, CA
- Starting Pay: Estimated \$37,000-\$55,000 (2020)
- Other Important Details: Oversee shift activities including player services cage transaction verifications, casino credit, scheduling, compliance with all Internal Controls, and Title 31 Compliance. Assistant in implementing and evaluating promotions and revenue tracking progress with the Morongo Rewards player's card program. At least 3 years related experience and/or training, or equivalent combination of education and experience in high volume cash operations and gaming reward card programs. Two years of supervisory experience preferred. Casino Credit experience preferred.

Director Player Development

- Company/Organization: Ocean Resort Casino
- City: Atlantic City, NJ
- Starting Pay: Estimated \$68,000-\$90,000 (2020)
- Other Important Details: Responsible for executing the casino player marketing strategy to increase premium players, their visits, and their loyalty. Ability to work under pressure in a fast-paced environment with multiple priorities. Must be able to work holidays and weekends, as well as flexible shifts and/or unusual hours. Three+ years Casino Operations, Marketing, or Sales experience required.

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9.4: Journey to Success

Keith Pakish

Mr. Pakish finished high school, 18 years old, married with a child. He took opportunities wherever he could find them, whether that meant pumping gas, mopping floors, refereeing football games, or working on a farm. Mr. Pakish credits much of his success to keeping an open mind because “you never know how things are going to work out.” From Junior College to corporate VP, Mr. Pakish’s ascension is proof that there is a seat at the table for those who may not have the name-brand education that some may expect to see in the executive ranks. In hospitality and gaming, empathy for frontline employees goes a long way, and in many respects, Mr. Pakish’s humble beginnings provided advantages that seemed insignificant at the time, but would later prove to be valuable beyond measure. For example, an ethnic studies professor exposed him to life at an Indian Reservation, where he learned how success is measured differently than it is in Western culture. Family and tribal well-being takes on a different meaning than simply seeing things primarily as ‘dollars-and-cents’. Through his own hardship, and by seeing others around him struggle, Mr. Pakish is that much prouder to have found success with less than stellar cards dealt to him earlier in life. Unbeknownst to him at the time, this gave him the special ability to have compassion for frontline employees and to draw inspiration from their work ethic. Mr. Pakish attributes the success he found later in his career, including in tribal gaming, to be able to connect with his employees in ways that other executives could not, gaining trust, and making those running the operation feel comfortable sharing strategically valuable information. Often passed up for promotion, Mr. Pakish feels he did not fit the mold of a country club executive in a business suit. However, the thick skin he developed earlier in his life allowed him to stay resilient in the face of constant naysayers. By understanding discomfort as a part of the process, Mr. Pakish connected with mentors in ways that allowed him to see that some criticism was actually fair and that he was, in fact, better than he was often giving himself credit. Mr. Pakish believes that this humble spirit helped to develop the kind of professionalism and authenticity that gained respect from the dealer all the way up to the CEO.

Current Role

- Vice President of Table Games, American Casino & Entertainment Properties (which includes the Stratosphere Hotel & Casino)

Previous Roles

- Vice President of Casino Games, Viejas Enterprises and ACEP, Alpine, California
- General Manager, Mountain View Casino, Valley Center, California
- Casino Shift Manager, The Rio Hotel & Casino, Las Vegas, Nevada

Education

Bachelors of Arts in Social Sciences, California State University Chico

Associate Degree, Hartnell Junior College

John Lukasik

For Mr. Lukasik, college played a key role in his path to success. He emphasizes that students should take advantage of not just what colleges can provide in terms of classroom learning, but also, with respect to networking and job placement. For example in his HR class, the instructor had students attend a career fair to practice distributing resumes and networking. There, what started as a casual conversation with someone who happened to also be from Michigan, led to an offer to become a Table Games Supervisor. The exploratory nature of an internship role also allowed him to learn more than one aspect of a hotel-casino operation, as opposed to having one job in one area. By understanding how table games, slot analytics, and marketing, which may appear to be unrelated, can function as a cohesive system of moving parts, Mr. Lukasik developed the ability to communicate more effectively and with greater confidence with higher-ups. The nature of the academic calendar also provided time to reflect upon what he did during his internship, while crystallizing the experience using concepts learned in the classroom. For Mr. Lukasik, going through a degree program, that integrates industry exposure with formal education, played a major factor in his professional development. Aside from the fact that he felt he was learning new things, he was sooner than expected being called upon by managers, he thought were

the experts, for his own insights on the business. This, for him, was an indicator that he was ready to lead and succeed at a high-level.

Current Role

- Sports Betting Operations Manager, IGT, Las Vegas, Nevada

Previous Roles

- Director of Race, Sports, and eSports, Caesars Entertainment, Las Vegas, Nevada
- Table Games Supervisor, Golden Gate Hotel and Casino, Las Vegas, Nevada
- Gaming Analyst Intern, Union Gaming Group, Las Vegas, Nevada
- Casino Operations Intern, Riviera Casino, Las Vegas, Nevada

Education

- Masters of Science in Hospitality, University of Nevada Las Vegas
- Bachelors of Arts in Media Arts and Studies, Wayne State University

Joseph Deep

Mr. Deep's success is rooted in a rich understanding of human relationships. Mr. Deep comes from a gambling family, where it was not uncommon in the community to be around underground games. He cut his teeth dealing cards to sometimes aggressive and unsavory personalities in an unregulated environment. Though often uncomfortable, he knew early on that he could be successful in the casino business. In college, he pursued a marketing degree while fulfilling a basketball scholarship where he sharpened his business acumen and kindled his competitive drive. At the direction of his father, also a gambler, Mr. Deep headed to Las Vegas to pursue his dream, only this time in a place where gambling was legal. Despite feeling qualified, Mr. Deep struggled to find steady work, often working on-call, part-time, and enduring a layoff due to company restructuring. Despite setbacks, Mr. Deep never lost his confidence, and he credits this to a tough shell developed in card rooms early on. He easily brushed off the criticism that his lack of formal experience was insufficient to work as a casino marketing executive, which was his ultimate goal. He also knew that his ability to earn the respect of people, even those who didn't like what he said or did (i.e. dealing a bad hand to a player), would be enough to get his foot in the door. This attitude allowed Mr. Deep to take a job as an entry-level slot representative, a role he was overqualified for, as a means to eventually grab the attention of the casino host department. During his off-hours, he explored different areas of the casino, made connections, and asked questions. He knew that for the job he would eventually land, to take care of high-rollers, building strong relationships between marketing and operations is important but not always easy, as these functions don't always see eye-to-eye. This was something his college marketing professor instilled in him. In both his work today and in his career trajectory, Mr. Deep has combined his book smarts with his street smarts to turn otherwise simple human interactions, most others would dismiss as inconsequential, into valuable business relationships and opportunities.

Current Role

- Resort Relationship Executive, Resorts World, Las Vegas, Nevada

Previous Roles

- Executive Casino, Wynn Hotel & Casino, Las Vegas, Nevada
- Slot Marketing Representative, Wynn Hotel & Casino, Las Vegas, Nevada
- Slot Floor Supervisor, Wynn Hotel & Casino, Las Vegas, Nevada
- Player Development, Riviera Hotel & Casino, Las Vegas, Nevada
- High Limit Coordinator, Caesars Entertainment, Las Vegas, Nevada

Education

- Bachelors of Science in Marketing, Geneva College

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9.5: A Great Big Beautiful Tomorrow

Future Outlook

The gambling industry by itself has also undergone significant changes, much of which was shaped by what was happening in Nevada, particularly in Las Vegas. Historically, casinos provided a simple array of amenities, including perhaps, a casino, a hotel, some dining, as well as entertainment (Schwartz, 2013). The non-gaming entertainment where casinos are competing for tourism dollars is a reflection of how the industry is evolving. In fact, in a 2019 survey of tourists to Las Vegas, only 14% of visitors came with the primary intention to gamble (Las Vegas Convention and Visitors Authority, 2020). Restaurants, nightlife, shopping, sports, and live music are part of a bevy of attractions that drive visitation to casino/entertainment resorts. Meetings and conventions are also vital to the modern integrated resort business model. The boundaries of what casinos are is becoming blurred. Correspondingly, new pathways to different types of careers are possible with the evolution of the gambling industry.

Technology

The future of the gaming industry is a vast horizon of possibilities, particularly as it relates to technology. From a back-of-house operations standpoint, the ability to market to a large customer database requires a vast infrastructure of data capabilities and decision support systems. Correspondingly, the customer experience for gaming properties is changing as IRs continue to push the boundaries of immersive experiences for both gaming and non-gaming patrons. This has also led to new industries altogether, forming beyond the walls of brick-and-mortar casinos. Companies like IGT, Bally, Scientific Games, Aristocrat, and Konami represent an industry unto itself that focuses specifically on the development of gaming entertainment products. Separately, companies such as William Hill and DraftKings represent the future of sports betting as this business model is transitioning to the online space, and as wagering on sports is becoming more widespread.

Because of this push towards diversification in products and services, in tandem with technological advances, gaming companies are finding new ways to attract a broader range of customers. As a result, new kinds of skills and talents will be needed to deliver on the promise of a world-class gaming/entertainment casino experience. This global expansion is occurring at a rapid pace and new kinds of industries related to gaming are emerging. The gaming/entertainment casino has quickly established itself as a hotbed for innovation within the broader hospitality field. Could you be the next great innovator?

Diversity & Inclusion

As the industry continues to evolve, the inclusion of underrepresented minorities is becoming increasingly important. For example, women have only held a small minority of management and senior-level positions in casino organizations. This is a disparity as they make up more than half of the overall hospitality workforce (Repetti & Hoffman, 2018). Global Gaming Women is an organization that advances the cause of elevating more women into leadership positions across the industry. Veterans are also an important segment of society and companies such as MGM and Caesars have developed programs to place military personnel into stable career paths.

Because of the social issues involved, gaming provides a wealth of career pathways into community-facing roles, not necessarily accessible through only a hospitality-only career. In deciding on this kind of career careful consideration based on cultural perceptions and sensitivity should be taken. However, the world is changing and the gaming industry is evolving with it in exciting ways. Perceptions are changing, especially as more forms of gambling are starting to become part of our daily lives.

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9.6: Until Next Time...

Summary

While still heavily stigmatized in some parts of the world, casino-style gambling is quickly becoming more normalized in the global hospitality landscape. Although the concept of putting money at risk has been around since ancient times, with some deep-seated social stigma, it is astonishing to see how gambling has evolved into the global industry that it is today. Technological advances and changes in social values have only accelerated the progress and innovation evident in today's modern integrated resorts. As such, companies that provide gaming/entertainment and casinos are seeking new kinds of talent. As the industry continues to evolve in unexpected ways, the industry continues to cement its status in the global marketplace as a legitimate and well-regulated industry, students should remain open minded about careers in gaming/entertainment career paths.

Resources

<https://www.americangaming.org/>

<https://www.globalgamingwomen.org/>

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CHAPTER OVERVIEW

8: Industry Segment - Parks and Recreation

Industry Segment

PARKS & RECREATION

This chapter was written by [Mechelle Best](#) & [Nathan Martin](#). Chapter thumbnail photo by [Gert Boers](#) on [Unsplash](#). Graphics by [Alanna Clunen](#).

LEARNING OBJECTIVES

At the end of this section, students will be able to:

- Explain the origins and extent of parks and recreation and how hospitality services support and enhance the parks and recreation experience
- Summarize current and future trends and explain how they impact the management of hospitality services within parks and recreation
- Describe career opportunities within the parks and recreation segment of the hospitality industry
- Suggest tactics parks and recreation organizations can utilize to be sustainable and positively impact the planet
- Reflect on strategies parks and recreation organizations can implement to positively impact diversity and inclusion within the industry

[8.1: In the Beginning...](#)

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8.1: In the Beginning...

Origins of Parks & Recreation

We begin with the origins and definitions of parks and recreation, providing examples to help illustrate the differing perspectives about them.

While a “park” is often described as simply an area designated for recreational pursuits, a variety of perspectives can bear upon one’s definition. As such, a park may be construed simply as an open space without the formal designation of a park, or more formally identified as a named park facility that includes buildings, playgrounds, parking lots, and trails/paths to and within. Parks are most often owned and operated by public sector agencies at the local/regional, state and national levels of government for reasons that extend well beyond just recreational pursuits. These reasons often include designation due to an area’s natural beauty or geographical features, historical or cultural significance, or a particular scientific interest around an area’s formation, its natural resources, or biological diversity. These varying perspectives coalesce in the mission of the US National Park Service ((NPS) est. 1916) to “preserve[s] unimpaired the natural and cultural resources and values of the National Park System for the enjoyment, education, and inspiration of this and future generations. The Park Service cooperates with partners to extend the benefits of natural and cultural resource conservation and outdoor recreation throughout this country and the world” (NPS, 2020, para. 4). The NPS also protects natural and cultural assets that are globally important.



“Friends hiking the John Muir Trail in Yosemite National Park” by [Mechelle N. Best](#) is licensed under [CC BY-NC 4.0](#).

The NPS currently manages 422 sites within 19 designations. The national park designation is the most well-known and there are 62 such parks. The remaining designations include historic sites, monuments, battlefields, rivers, seashores, scenic trails, preserves, and recreation areas (e.g., Santa Monica Mountains National Recreation Area in Southern California is the largest urban recreation area in the US and the second-largest in the world). From the year 2000 to 2019, annual visitation to NPS sites for recreational purposes fell between 265 million and 331 million visitors annually. Other federal agencies such as the Bureau of Land Management, Bureau of Reclamation, US Forest Service, Army Corps of Engineers, and US Fish and Wildlife Service also offer a range of sites, ‘parks’ by definition, for recreation.



“Natural Bridges State Beach” by [Mechelle N. Best](#) is licensed under [CC BY-NC 4.0](#).

Established in 1927, the mission of the California Department of Parks and Recreation (CDPR) is “to provide for the health, inspiration, and education of the people of California by helping to preserve the state's extraordinary biological diversity, protecting its most valued natural and cultural resources, and creating opportunities for high-quality outdoor recreation” (CDPR, 2020, para. 1). Yosemite, now a national park, was first protected by California in 1864, pre-dating the declaration of Yellowstone as the first US national park in 1872. Current sites in California’s state park system include parks, beaches, lighthouses, museums, ghost towns, historic homes, lakes and reservoirs, natural reserves, off-highway vehicle recreation areas, and Spanish-era adobe buildings. Collectively, the sites offer over 4,500 miles of trails, 970 miles of lake and river frontage, 340 miles of coastline, and 15,000 campsites. California with its 280 state park sites has the largest state park system in the country. These state parks welcome more than 75 million visitors annually for recreational purposes (CDPR, 2020).

The word recreation is a derivative of the Latin form *recreare* meaning to make new, restore, or revive (Merriam-Webster, 2020). First used during the 15th century, recreation originally described a form of refreshment of strength and spirit after work (Merriam-Webster, 2020). As defined here, one can imagine how recreation could seamlessly connect with hospitality (from the Latin *hospes*: to host or serve). Even the word restaurant has a similar etymology as it is related to the word *restore* in the context of restoring energy and/or nutrients to one’s body. More contemporarily, Hurd and Anderson (2011) describe recreation as an activity that occurs during free time and that is generally considered enjoyable and socially redeeming. Notably, prior to the 1950s ‘free time’ was generally enjoyed by society’s more well-off members. The established weekend or required off days per week did not exist as they do today and members of the working class and underprivileged had little ‘free time’ to restore/replenish/recreate themselves.

While definitions of recreation have evolved and diverged over time due to different sociological, psychological, economic, or individualized perspectives, for the purposes of this chapter recreation is characterized as an experience that:

- is voluntarily engaged in to enhance one’s quality of life for reasons including, but not limited to, fun and fitness
- is active or passive
- is facilitated on one’s own or with the help of other individuals or public, commercial, or not-for-profit organizations
- occurs in indoor or outdoor settings found in naturally-formed or human-made spaces, structures, or facilities
- presents broadly across humanity including, but not limited to, the social, cultural, fitness, faith, hobby, sport, and play domains.

Intersection of Hospitality

Having introduced you to parks and recreation broadly, we will now more fully examine various intersections of hospitality with parks and recreation. There are many examples that illustrate the interaction of recreation and hospitality in the context of managing people, resources, and facilities in a community setting, we will consider it broadly.

It is likely that when the public hears the word ‘park’, especially when paired with ‘national’, images of a range of outdoor recreational pursuits such as hiking, backpacking, rock climbing, and wildlife viewing come to mind. Similarly, they may also picture tent camping and sleeping bags along with cooking over an open fire and eating trail mix. National and state parks allow for all of the aforementioned and more, but there is a very wide range of activities and amenities on offer, from simple and rustic to sophisticated and luxurious. Some of these are managed by concessionaires under license from the national and state park systems. Lodging within parks is not simply tent camping but runs the gamut from basic camping to ‘glamping’ (upscale/luxury camping) and campsites often offer a combination of tent camping, RV sites, cabins, and even yurts. Several luxury hotels are sprinkled within state and national parks. For example, The Ahwahnee is a historic 4-star hotel in Yosemite National Park, while Old Faithful Inn and El Tovar are unique historic hotels in Yellowstone National Park and Grand Canyon National Park, respectively. The Xanterra Travel Collection, which bills itself as the largest park concessions management company in the US, operates Old Faithful Inn and El Tovar. Concession licenses in national parks also cover food and beverage services, campgrounds, camp and retail stores, guided tours, equipment rental, and more.

Hospitality is also innate in the provision of recreation opportunities, as even the Federal government frames its recreational offerings in hospitality terms. For example, Recreation.gov, a central booking agency for reserving federal recreation sites, describes itself as a one-stop-shop for planning an adventure to create lasting memories worthy of a story, using terms like reservations, venues, and destinations, as well as slogans like “something for everyone” and “escapes right down the road or across the country” (Recreation.gov, 2020). Indeed, this jargon and similar are commonplace in a variety of hospitality settings unrelated to parks and recreation.

[Spooky Nook Sports](#) exemplifies the interaction of recreation and hospitality in terms of managing people, resources, and facilities (Spooky Nook Sports, 2020). Spooky Nook Sports operates *The Nook* in Manheim, Pennsylvania, the largest (700,000 square feet) indoor sports complex in the United States. With over 50 acres of outdoor facilities as well, *The Nook* simultaneously hosts clubs, leagues, tournaments, and championship events year-round. *The Nook* also encompasses a fitness center, a climbing center, numerous meeting, event, and party spaces, a food court, and an arcade. The Warehouse Hotel and Forklift & Palate restaurant, located on-site, round out its substantial variety of guest services (Spooky Nook Sports, 2020).

While there are many privately-owned commercial recreation ventures like *The Nook*, the vast majority of recreation-based services are offered by public agencies and not-for-profit organizations that meet a particular community’s needs. Each community is self-defined and membership is often characterized by geography, interests, and abilities but most importantly by its needs. As such, the services provided by community recreation organizations can differ immensely from one community to the next. These organizations often fill the void, satisfying needs unrecognized or unmet by both the public and private sectors.

The remainder of this section will first examine recreation through local and regional public parks and recreation agencies. Then we will conclude with an example from the often under-appreciated not-for-profit sector to round out your understanding of how hospitality and recreation intersect.

Local and regional park and recreation agencies manage facilities and programs that are driven by their community members. From a facility perspective, the typical agency serves its members by providing parks/natural spaces/trails, playgrounds, sports courts, baseball and/or softball diamonds, multi-purpose rectangular fields, dog parks, swimming pools, and community/recreation centers. Centering on community needs and geography, agencies might also manage a skate park for in-line skating, skateboarding, or scootering, while others may manage an ice rink for ice hockey, figure skating, or curling, and others still may create a bike park for BMX and mountain biking as the City of Santa Clarita did in 2020 (City of Santa Clarita, 2020; (National Recreation and Park Association, 2020).



“Trek Bike Park” by [City of Santa Clarita](#) is licensed under [CC BY-NC 4.0](#).

From a programming perspective, the typical parks and recreation agency serves its members by providing experiences like individual and team sports, social and special events, fitness/health/wellness classes, and after-school and summer camp programs. Again illustrating the focus on community needs and geography, agencies might also provide cultural- and performance-art-based trips and tours, while others might provide golf and boating programming. Most importantly, agencies that are focused on meeting the needs of all community members will tailor programs for different ages and those with diverse abilities, among many other demographics, (National Recreation and Park Association, 2020).

Finally, sometimes neither the private nor public sector can serve a community well, if at all. Specialized not-for-profit organizations may step in to fill the gap and focus on the needs of an under or not-served community. The [Triumph Foundation](#) is an example of such a not-for-profit niche organization (Triumph Foundation, 2020). Its mission is to help children, adults, and Veterans with spinal cord injury/disorder to minimize the obstacles that they might face after suffering a traumatic injury, serving a community in need that is not being served by the private or public sectors. Among many other endeavors, the Triumph Foundation provides care baskets for the recently injured, remodels homes for better accessibility, and serves to network people throughout and after their recovery. Its most popular service is helping its clients live a life of purpose and adventure through adaptive recreation activities (Triumph Foundation, 2020).



“The Triumph Foundation Adaptive Kayaking” by [CSUN Aquatic Center](#) is licensed under [CC BY-NC 4.0](#). The Triumph Foundation partnered with CSUN’s Aquatic Center and Valley Go! to offer adaptive water-based recreation for people with spinal injuries at Castaic Lake State Recreation Area.

The Triumph Foundation hosts over 20 experiences annually, ranging from an adapted sports expo and sports festival to hand-cycling races, and adapted kayaking excursions. Hospitality students may overlook not-for-profits like the Triumph Foundation because they are not as recognizable as other options within community recreation or as glamorous as those in the private sector,

but such organizations are where one can get a breadth of experience in terms of managing people, resources, programs, and facilities, while also providing particularly meaningful work because of the communities they serve.

The direct-service model is most prevalent at the intersection of recreation and hospitality in the public sector. However, since park and recreation service agencies often take a disproportionately larger share of cuts when budgets contract, they must often utilize different methods for service delivery. Furthermore, many innovative and trendy activities, as well as recreation opportunities that require unique expertise or equipment, tend to be too resource-intensive for public sector delivery. As such, these organizations look to an indirect service model, namely through outsourcing with private-sector partners. As introduced earlier in this section with regards to national and state parks concessions like hotel lodging, there are ample opportunities for and examples of private hospitality service providers supplementing the direct service offerings of local/regional park and recreation agencies, so community needs continue to be served. For example, the City of Golden (CO) notes in its Master Plan that it utilizes outsourcing to provide services that it is either unprepared or unwilling to provide, and seeks to fulfill those needs through negotiating or requesting bids for contracts with other entities to provide those services. These services include food and beverage management, golf course operations, or ball field/sports complex operations (City of Golden, 2016).

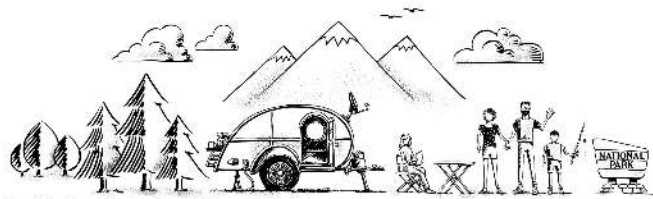
The County of Los Angeles (CA) Parks and Recreation (LACPR) department notes that outsourcing, through the use of concessionaires in most cases, includes paddle boat and bike rental services that are fulfilled through contracts with private, commercial entities (Los Angeles County Parks and Recreation, 2020). Additionally, LACPR also contracts with not-for-profit organizations to deliver services. The Aquatic Center at Castaic Lake, operated by California State University, Northridge's (CSUN) department of Recreation and Tourism Management, provides hands-on educational services on boating and water safety within the Castaic Lake State Recreation Area. Such an institution of higher education is clearly well-suited to serve as a partner for instructional services that LACPR may be unprepared or unwilling to provide (CSUN Aquatic Center, 2020).

So as one can see, while opportunities abound in the public and not-for-profit sectors for *direct* service provision at the intersection of recreation and hospitality, there are also a myriad of opportunities to provide *indirect* service provision within the same domain.

Scope

Having examined the intersection of hospitality with parks and recreation, let us now explore the broader scope of parks and recreation.

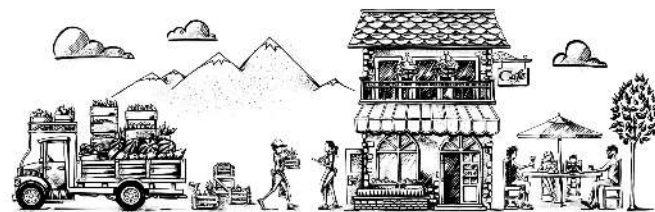
Many national parks are like cities, with all of the services a city would normally provide from recreation opportunities to housing, medical services, fire services, and community protection services. Oftentimes, because of their size and the volume of visitors they attract, and people they employ, they have a tremendous impact on the gateway communities around them and the states in which they are located. In 2019 Aniakchak National Monument & Preserve in Alaska welcomed just 100 recreational visitors. At the other end of the spectrum, Golden Gate National Recreation Area in California welcomed just over 15 million. Imagine the vast array of services from hotels, restaurants, bars, souvenir shops, service stations, etc. that these 15 million visitors to Golden Gate NRA used. All told, NPS sites saw 327,516,619 recreational visitors who spent approximately \$21 billion in the gateway regions. The economic impact of this spending was profound at the national level, supporting 340,500 jobs and generating \$14.1 billion in labor income and \$24.3 billion in value-added (Cullinane Thomas & Koontz, 2020). The jobs and businesses that visitor spending supports at the local level are understandably critical to some local economies.



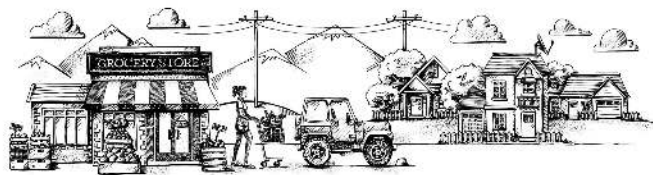
Over 300 million visitors travel to NPS sites across the US every year.



NPS visitors spending money in local communities. The locally retained sales, income and jobs resulting from these purchases represent the direct effects of visitor spending.



Additional jobs and economic activity are supported when businesses purchase supplies and services from other local businesses thus creating indirect effects of visitor spending.



Employees use their income to purchase goods and services in the local economy, generating further induced effects of visitor spending.

“Visitor Spending” by [Shephard Wolfe, Streamline Design](#) for the [National Parks Service](#) is licensed under [CC BY-NC 4.0](#).

State parks also impact local communities and the state in significant ways. Like national parks, they protect natural and cultural resources and offer many recreational opportunities. They also have direct and indirect economic benefits. For example, research published in 2015 on the state of Washington estimated that visitor spending (on items such as gas, entry/parking fees, food, equipment) was approximately \$1.5 billion annually. The wider economic impact of visitors’ expenditure was 14,000 jobs and \$212 million in annual local, state, and federal taxes (Schundler, Mojica, & Briceno, 2015).

While a typical local parks and recreation agency notes 225,000 contacts per year (e.g., swimming at a local swimming pool, hiking on a local trail, playing at a local playground), the larger agencies serve in excess of 4.4 million annually (National Recreation and Park Association, 2020). Furthermore, local parks and recreation organizations in California generated an estimated \$16 billion in economic activity in 2017, supported approximately 109,000 jobs, and paid employees more than \$5.1 billion in salaries, wages, and benefits. Nationally, such agencies’ activities and spending in 2017 generated more than \$166 billion in economic activity boosting national GDP by \$87 billion and supporting over 1.1 million jobs that paid \$50.8 billion in salaries, wages, and benefits (National Recreation and Park Association, 2020).

As one can see, the breadth of facilities and programs and scope of people served within state and national parks, as well as within local and regional parks and recreation, is ripe for hospitality professionals who are eager to serve.

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8.2: A Day in the Life

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8.3: #CareerGoals

Visual Information Specialist

- Company/Organization: National Park Service
- City: Bar Harbor, Maine
- Starting Pay: \$43,251 - \$56,222 per year (2020)
- Other Important Details: Main responsibilities of job are day to day management and maintenance of website and social media feeds for Acadia National Park. Federal job so US citizenship required. Seasonal position; eligible for future re-hiring.

Aquatics Program Manager

- Company/Organization: City of Santa Monica
- City: Santa Monica, California
- Starting Pay: \$102,600 - \$126,672 (2020)
- Other Important Details: Successful applicant will manage the City's comprehensive aquatics programs at multiple aquatic venues, which includes managing daily operations, facilitating and coordinating community programs and activities, overseeing customer service, partnering with permit organizations, leading staff development and promoting the safety and wellbeing of all patrons and staff. Will also develop, manage, oversee, and supervise the City's comprehensive aquatics facilities and programs including instruction, recreational classes and events for the community. Education Qualifications: Graduation from an accredited college or university with a bachelor's degree. A master's degree in recreation, public or business Administration is preferred.

Leadership & Trips Director

- Company/Organization: Snow Mountain Ranch YMCA
- City: Winter Park, Colorado
- Starting Pay: \$ 37,000 - \$40,500; benefits and lodging provided (2020)
- Other Important Details: The Leadership & Trips Director is primarily responsible for successful implementation of camp programs for the Leadership and Trip Camps (13-17 year olds), budgeting, hiring and training staff, and hitting goals set forth by the YMCA of the Rockies. Director also leads the Youth Leadership Board for Camp Chief Ouray; assists in leading Youth In Government programs through the local school district and post-camp and winter programs. Applicant must have documented experience working with youth of color; Knowledge of backcountry camping programs; logistics, Leave No Trace, emergency evacuations, and permitting processes; and a valid, USA state-issued driver's license.

Parks and Facilities Manager

- Company/Organization: City of Pomona
- City: Pomona, California
- Starting Pay: \$106,704 - \$129,708 (2020)
- Other Important Details: Successful applicant will direct, manage, supervise, and coordinate the City's Parks and Facilities Division programs and activities including maintenance of parks, playgrounds, sports fields, parkways, medians, street trees, landscape, open space areas, buildings, historic sites, and other facilities. Will develop regular and preventative maintenance plans and replacement schedules; administer contract services, such as landscape maintenance, security guard, and janitorial services. Will coordinate assigned activities with other City departments, divisions, community groups, and outside agencies. Will represent the Department and City at various internal and external meetings, including City Commissions and provide highly responsible and complex administrative support to the Department Director.

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8.4: Journey to Success

Francisca Castillo

My entire career path has been with the City of Los Angeles Department of Recreation and Parks. I gained the job knowledge and experience to promote within the organization.

Current Role

- Director of Gender Equity Affairs, L.A. City Recreation and Parks

Previous Roles

- Acting Recreation Director, L.A. City Recreation and Parks, 2012 - 2017
- Recreation Coordinator, L.A. City Recreation and Parks, 2006 - 2012

Education

- Masters in Business Administration, University of Phoenix
- Bachelors of Arts, Recreation and Leisure Studies, California State University Dominguez Hills

Lance O'Keefe

My career path has been instrumental to any success I have experienced in my current role. The various positions I have held have allowed me to learn the expectations of the community, the organization and how to lead others in different capacities. Throughout my time in each role, I viewed them as mentoring opportunities to learn about; the team I was a part of and how they communicate with one another and throughout the organization; the challenges within a particular division or department to meet the needs of the community; and how success is measured when goals have been accomplished. Using my knowledge and experiences from working within various divisions of a local government agency, including the Recreation, Human Resources, Finance, Risk Management and Technology Services, I am able to successfully lead a team of professionals to create and implement programs and services that positively impact the lives of the residents within the Santa Clarita Valley. Each day my goal is to be a continual learner, so that I may be a resource to others in helping them achieve their goals.

Current Role

- Recreation and Community Services Manager, City of Santa Clarita

Previous Roles

- Management Analyst, Recreation and Community Services, City of Santa Clarita, 2018 - 2019
- Interim Human Resources Analyst, City of Santa Clarita, - July 2017 - February 2018
- Management Analyst, Administrative Services Department, City of Santa Clarita, 2016 - 2017 & mid 2018
- Recreation Supervisor, Aquatics, City of Santa Clarita, 2011 - 2016

Education

- Masters of Science, Tourism, Hospitality & Recreation Management, California State University Northridge
- Bachelors of Science, Recreation, California State University Northridge

Tracy Hild

As the first woman permanent Senior Lake Lifeguard, first woman Supervising Lake Lifeguard, and first woman Lake Aquatics Manager in LA County Parks and Recreation Dept. history, I was first blessed to develop educational programs for children. More recently, I have supervised operations at Castaic Lake from swim beach to boat patrol, and organized and managed special events, set budgets, set schedules, and conducted written evaluations and proposals. I've also worked with numerous outside agencies and lead Incident Command Operations in disasters such as wildfires or drownings. This is all in the context of serving the needs of our community.

Current Role

- Lake Aquatics Manager for Castaic Lake, Los Angeles County Department of Parks & Recreation

Previous Roles

- Supervising Lake Lifeguard for Castaic Lake, Los Angeles County Department of Parks & Recreation, 2015 – 2018
- Senior Lake Lifeguard for Bonelli, Santa Fe Dam and Castaic Lake, Los Angeles County Department of Parks & Recreation, 1990 – 2015
- Lake Lifeguard, Los Angeles County Department of Parks & Recreation, 1987 – 1990

Education

- Bachelors of Arts, Liberal Studies, California State University Northridge

Mike Theune

Starting a career as a national park ranger, after finishing my undergraduate degree with a background in earth sciences and a goal of working with the public, I was able to connect a wide range of topics with audiences from all over the world. The experience of communicating with numerous stakeholders such as park visitors, local community members, businesses, and schools, allowed me to create intellectual and emotional connections to our public lands, not just our national parks. As a ranger, facing complex situations and emergencies, and seeing how they impacted people, I realized that working in a nature-based tourism industry, I needed to continue my education. With the support of the National Park Service, I was able to go to graduate school full-time, to better understand how the public engages and interacts with our public lands, while working as a full-time ranger.

Finding and enjoying the challenge of developing messages and communicating with the press, I worked my way up to become a public affairs officer for a unit of the USDA Forest Service. Through this stint I learned the value of social and economic impacts first-hand, as our public lands are massive economic drivers within their communities. Overseeing a large national project, really showed how diverse and complicated our nation is.

These experiences ultimately led to me currently being the only field-based fire communication & education specialist in the National Park Service. While my day-to-day work is a combination of being strategic and tactical, the complexities of being the spokesperson for a visible program has led to challenges that have allowed me to grow, as community interest in the parks is extremely high. However, it has given me opportunities to realize that the human side of incidents and disasters is most important.

This is why I am now part of a type-1 interagency incident management team in addition to my day-to-day job. Responding to the largest incidents and disasters that may ever impact a community, carries the responsibility of ensuring that accurate and timely information is disseminated to the public and other stakeholders. Having been evacuated or directly impacted by an incident or disaster in every national park site I've worked in, I understand what people are going through when things go bad. But it's the interactions and conversations I'm humbled to have, with those facing the worst times of their life, which have given me the chance to be the face and voice of calm when emergencies happen.

Current Role

Lead Public Information Officer, California Interagency Incident Management Type-1 Team 2

Previous Roles

- Fire Communication & Education Specialist (Fire PIO), Sequoia & Kings Canyon National Parks, U.S. National Park Service, 2015 - Present
- Public Affairs Officer, USDA Forest Service, 2013 - 2015
- National Park Ranger, U.S. National Park Service, 2007 – 2014
- Part-time Lecture, California State University, Northridge, 2011 – 2013

Education

- Masters of Science, Tourism, Hospitality & Recreation Management, California State University Northridge
- Bachelors of Science, Geology & Geophysics, University of Hawai'i at Manoa

Greg Avakian

My initial introduction to the field of recreation and community services began in high school as a lifeguard and swim instructor. These early positions were the gateway to community recreational services and allowed me to be exposed to community event programming, youth and teen services, and adult sports. Risk management and staff training became a passion of mine early in my career and allowed me to develop strong supervisory and mentoring skills. While working within campus recreation, I was provided opportunities for leadership development for both professional staff and student mentoring, as well as facility management and project development. My return to community recreation was relatively a smooth transition due to the field of recreation being extremely diverse and providing professionals such a well-rounded experience in program and staff development, fiscal responsibility, and facility management.

Current Role

- Director, Parks and Recreation Department, City of San Luis Obispo

Previous Roles

- Director – Campus Recreation, California Polytechnic State University, San Luis Obispo, CA, 2013 –2019
- Assistant Director – Recreational Programs, California Polytechnic State University, San Luis Obispo, CA, 2000- 2013
- Recreation Coordinator – Aquatics and Sports, City of San Ramon, CA, 1995 –1999

Education

- Masters of Arts, Higher Education and Leadership, California Polytechnic State University, San Luis Obispo, CA
- Bachelors of Science, Recreation Management, Cal State University, Long Beach, CA

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8.5: A Great Big Beautiful Tomorrow

Sustainability

National and state parks generally indicate in their mission statements that they are charged with protecting natural and cultural resources. Thus, when one considers sustainability in relation to these entities, it is easy to focus primarily on the protection of natural resources. However, sustainability is more than natural resource protection. It also encompasses community and economic components that must be appropriately managed to balance the impacts of resource use. Furthermore, to become central to our way of living and being it must be about active engagement by all stakeholders, not simply passive acceptance of its necessity to our survival.

Sustainability became a popular term during the last two decades, but even park systems that were fierce stewards of the natural environment did not always focus on the breadth of sustainability in their offerings and day to day operations. The NPS produced its first *Green Parks Plan* in 2012 (revised in 2016) despite being responsible for more built assets than any other federal civilian agency. Its portfolio includes over 67,000 buildings and structures (50 million sq. ft. of spaces such as historic buildings and visitor centers), more than 17,000 miles of trails, over 4 million acres of landscaped areas, and in excess of 3,000 utility systems (NPS, 2020b).

The NPS' commitment to sustainability is expressed in its Vision: "the NPS will preserve park resources unimpaired for the enjoyment of current and future generations by reducing our environmental impact through sustainable operations, design, decisions, and management at every level of the organization" (NPS, 2016b, p. 4). The *Green Parks Plan* is the blueprint for achieving this vision and includes goals such as: being water-wise and energy-smart and strengthening sustainability partnerships. The NPS reports progress towards achieving these goals annually in *Green Parks Year in Review*. For example, the 2015 report indicated that they surpassed the goal of diverting at least 50% of municipal solid waste by 2015 in 2014 with a diversion rate of 68.4% (NPS, 2015).



"NPS Green Parks Goals" by the [National Parks Service](#) is licensed under [CC BY-NC 4.0](#).

State and local parks have also incorporated sustainability into their missions and have developed strategies accordingly. For example, Michigan's state parks system has a green initiative team responsible for spearheading sustainability actions. Their efforts

include establishing recycling facilities to visitors at many of their 103 parks; incorporating sustainable design features such as daylighting and natural ventilation in new construction and renovations; and requiring appropriate boat sewage disposal at their marinas. Additionally, they encourage campers to follow [Leave No Trace](#) principles and provide them with other tips to reduce their footprint in state parks (Michigan Department of Natural Resources, 2020).

State and local park systems are increasingly using sustainable designs for both trails and buildings. Sustainable trail design is featured in Delaware's Statewide Comprehensive Outdoor Recreation Plan 2018-2023. The plan recognizes that poor trail design negatively affects the natural environment in the short and long term and proposes that "a sustainable trail balances many elements including location, expected trail use, construction methods, grade changes (grade reversals) and employing quality construction techniques and material" (Delaware State Parks, 2018, p. 77). Designing and building sustainable trails benefit both the natural and cultural environment.

In terms of buildings, many parks are constructing facilities to the standard of the US Green Building Council's Leadership in Energy and Environmental Design (LEED). The Nature Center (LEED Silver Existing Build) at Placerita Canyon State Park in California was one of the first buildings managed by Los Angeles County to be LEED-certified. Similarly, Discovery Green, a large urban park in Houston, Texas was established with sustainability as a driving principle. Its buildings are LEED Gold certified, 100% of its electricity is generated from renewable resources, it is located so that visitors have access to various public transportation options, and it provides conservation education on-site (Discovery Green Conservancy, n.d.).

Climate change is widely regarded as the earth's greatest existential threat and is inextricably linked to sustainability. Park systems at all levels are incorporating strategies for combating and mitigating climate change in their planning and management. The NPS established the Climate Friendly Parks Program with goals such as measuring greenhouse gas emissions from parks, educating stakeholders, and demonstrating actions that can be taken to address climate change. Almost twenty-five percent of NPS sites have completed climate action plans (NPS, 2019). The NPS has also established the Sustainable Operations and Climate Change branch in their Park Facility Management Division to ensure that planning for all new construction and renovations factor in climate change. They have also developed comprehensive coastal adaptation strategies such as risk and vulnerability assessments, research and monitoring, and developing educational materials to raise public awareness (NPS, 2016).

California Department of Parks and Recreation's Cool Parks program is an example of how state park systems are dealing with the threat of climate change. This program outlines the concerns for climate change and provides statewide examples of the natural and cultural resources that are likely to be affected or are already affected by human-induced changes to the climate (e.g. the potential inundation of coastal archaeological sites resulting from sea-level rise). Wildfires will worsen and increase in frequency as the climate warms. Prescribed burning is a strategy California is considering more to reduce the fuel for these wildfires. Additionally, State Parks provide opportunities for increasing public awareness about climate change and adaptation strategies (CDPR, n.d.; CDPR, 2011).

Implementing Accessibility & Universal Design Principles

Universal Design (UD) "is an approach to design that increases the potential for developing a better quality of life for a wide range of individuals. It is a design process that enables and empowers a diverse population by improving human performance, health and wellness, and social participation" (Steinfeld & Maisel, 2012, p. 29). The goal of Universal Design (UD) is to blur boundaries, we have historically used, to distinguish the characteristics of a program, facility, or experience so that anyone who examines it will find it appealing and welcoming. More simply, anyone who perceives the program, facility, or experience will do so as if it was designed intentionally for them, thus promoting a sense of inclusion and ownership.

While UD is rooted in better serving people who experience disability through barrier-free design, it has evolved over considerable time and has expanded to include considerations of every component of the human experience, including initially invisible ability levels like one's reading level, ability to hear, or a diagnosis of attention-deficit disorder or asthma. For example, if you've ever entered a facility and there was limited to no signage directing you, you've experienced a lack of UD; imagine how much more unwelcome you'd feel if the only signage was in a language that you could not read. Limited signage is just a tiny example of how UD can impact service provision. Since recreation-based services are offered to meet a particular community's needs with finite financial resources, UD is particularly important because it also helps to maximize resources by designing opportunities that will serve the most members. With this in mind, UD is becoming more ubiquitous as a design principle across both programs and facilities, and will become increasingly important as more people experience disability due to the aging of the population, and as

societies become more diverse in myriad ways. The following examples illustrate how UD is being implemented across the park and recreation spectrum and highlight how the efforts are enhancing guest services, a critical component of hospitality.

Two municipalities showcase an exceptional UD process in the Kansas City region in which they used intensive problem-solving workshops (charrettes) that brought together all interested parties and decision-makers to solve design problems so they could become “communities for all” (Mid-America Regional Council, 2016). From a facility-specific perspective and demonstrating that community recreation is a leader in UD, one of the first facilities to earn a UD certification from the Global Universal Design Commission was the Mary Free Bed YMCA in Grand Rapids, MI in 2016 (Godlewski, 2016); the first pure hospitality facility to earn a similar certification did not do so until 2020 when the Hampton Inn in Amherst-Buffalo, NY earned its certification (Center for Inclusive Design and Universal Access, 2020). Finally, from a product perspective that helps community parks, Little Tikes Commercial has created a UD product called the Quiet Grove, which helps playground users who are sensory-sensitive feel more included (Quiet Grove, 2020).

Diversity, Equity & Inclusion

Issues surrounding diversity, equity and inclusion have plagued the NPS as well as many state and local park systems for some time; in some cases from the establishment of individual parks. For example, Native Americans were the first inhabitants of much of what now constitutes public lands for recreation but were removed to create parks or for other reasons. Buffalo Soldiers who are African Americans, were the NPS’ first rangers but despite that, African Americans were systematically excluded from recreating or working in national parks for over half a century after they first patrolled Yosemite National Park (Finney, 2014). New York City’s famous Central Park was built on land that was formerly Seneca Village, but which was seized from primarily African American landowners through eminent domain. Examples of discrimination, segregation, and other injustices in parks and recreation abound.



“NPS Ranger Shelton Johnson, Yosemite National Park 2019” by [Mechelle N. Best](#) is licensed under [CC BY-NC 4.0](#). Ranger Johnson using reenactment to share the history of the Buffalo Soldiers in Yosemite National Park.

For many years, the absence of diversity was also evident in the types of sites that were accorded protection, the history that was celebrated, the types of activities allowed in certain spaces, and the type of interpretation provided to the public. Essentially, Native Americans, African Americans, Latino/as, Chinese, and other non-white communities were erased from the history of and prohibited from enjoying the benefits of public parks. Exclusionary practices also extended to the physically challenged and members of the LGBTQ community.

Parks agencies have dealt with these systemic concerns with varying levels of interest and success. In some instances there has been tacit acknowledgment of racial injustice and other egregious practices; in other cases, more overt acknowledgment has taken place with the requisite apologies for past actions. Good faith efforts to become or to create more welcoming spaces for all people are increasing. This is evidenced through efforts to be culturally respectful and inclusive in interpretation, in providing collateral materials in Braille and languages other than English, in providing resources for deaf and hard of hearing visitors, and in recruiting

diverse employees. Marketing of parks is also changing with people across various spectra appearing in print, broadcast, and online promotion to encourage visitation to parks, whether at the local, state or national level. Yet there remains much work to be done in these areas.



“Michigan State Parks Official Merchandise” by [Mechelle N. Best](#) is licensed under [CC BY-NC 4.0](#). Promotional images for Michigan State Parks Official Merchandise feature diverse models. Sales webpage for Peninsulas, one of the retail partners in the Michigan Department of Natural Resources’ *These Goods are Good for Michigan* program.

Embracing International Visitors

Diversity in park visitation is also seen in the number of visitors to the US from around the world. National parks are some of the most popular attractions visited by both domestic and international tourists. In 2019, 33.7% of all international tourists to the US (37.9% of leisure tourists; 22.3% of business tourists) said they had visited a national park or monument. Some city and state parks are also icons that attract visitors from far and wide. Central Park in New York is the property of the New York City Department of Parks and Recreation, yet it is one of the most well-known parks in the world. With some 43 million visits each year (Central Park Conservancy, n.d.), Central Park outpaces even the most popular national recreation spaces. For example, the most visited national park, Great Smoky Mountains National Park saw around 12.5 million visitors in 2019 while the most visited of all NPS managed

sites, Golden Gate National Recreation Area had just over 15 million visitors that same year (NPS, 2020). Despite global problems that temporarily affect tourism, forecasts suggest that international arrivals will continue to increase significantly in the mid- to long-term future. This suggests that an increasing number of tourists will visit national, state, and perhaps local parks. Concerns about the exclusionary practices discussed previously are therefore pertinent.

Technology & Service Delivery

In the recreation sector, Pokémon Go was all the rage in 2016 to bridge the gap between devices and interacting with the real world, but the next iteration is the use of augmented reality with smartphones for playground activities (Gault, 2019). For example, [Biba](#) is a suite of mobile games intended to get kids back out to playgrounds and engaging in more moderate to vigorous physical activity (Biba, 2020). A pilot study confirmed that kids get more active on playgrounds when using the game in comparison to standard playground play (Patten, Iarocci, & Bojin, 2017). Similarly, Agents of Discovery is a mobile educational gaming platform being used by the City of Santa Clarita and other parks and recreation departments to encourage youth to enjoy outdoor recreation experiences. These types of innovations can be used to better serve the guests of park and recreation organizations and enhance their experiences through using the devices they love. Furthermore, numerous recreation facilities have added features such as “smart” lights (which can also serve as a Wi-Fi hotspot) and “smart” benches that can charge devices through a solar-powered USB, helping encourage and sustain the use of their spaces, facilities, and amenities (Parks and Recreation Trends, 2020). Finally we have the concept of CyberParks, where nature, society, and cyber technologies blend; where technology facilitates and enhances user experience in a park, by providing information about the environment, the history of the place, and as an interface for organizations to better market additional experiences to the user (Smaniotto Costa, 2019).

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8.6: Until Next Time...

Summary

In this chapter we attempted to clarify the connection between hospitality and the domains of parks and recreation, noting that it is an often-overlooked opportunity that is ripe for hospitality professionals who are eager to serve. While hospitality, parks, and recreation come from different origins and traditions, they are inextricably aligned to facilitate the needs of communities in the spirit of serving guests. The breadth of opportunity is staggering, from providing direct and indirect guest services across commercial, not-for-profit, and public sectors, to the individual and collective expertise required to deliver these guest services. After reading this chapter you now have an additional perspective on the opportunities available to you to not only find a career with meaning to you but one that also has meaning to others.

Resources

[National Recreation and Parks Association Career Center](#)

[California Parks and Recreation Society's Jobs Center](#)

[Spooky Nook Sports' Recruiting](#)

[Accredited Academic Programs from the Council on Accreditation in Parks, Recreation, Tourism and Related Fields \(COAPRT\)](#)

[Recreation.gov](#)

[NPS.gov](#)

[USAJobs.gov](#)

[Leave no Trace \(LnT\)](#)

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CHAPTER OVERVIEW

3: Industry Segment - Hotel and Lodging Operations

Industry Segment

HOTEL & LODGING OPERATIONS

This chapter was written by [Kevin Anthony](#) & [Christy Douglass](#). Chapter thumbnail photo by [HausPhotoMedia.com](#) on [Unsplash](#). Graphics by [Alanna Clunen](#).

LEARNING OBJECTIVES

At the end of this section, students will be able to:

- Describe the origins and evolution of the lodging industry from the earliest recorded establishments to the present day
- Summarize the key operational processes and basic management functions in the lodging service delivery system
- Describe career opportunities within the lodging segment of the hospitality industry
- Suggest tactics lodging operations can utilize to be sustainable and positively impact the planet
- Reflect on strategies lodging operations can implement to positively impact diversity and inclusion within the industry

[3.1: In the Beginning...](#)

[3.2: A Day in the Life](#)

[3.3: #CareerGoals](#)

[3.4: Journey to Success](#)

[3.5: A Great Big Beautiful Tomorrow](#)

[3.6: Until Next Time...](#)

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3.1: In the Beginning...

Ancient Lodging Establishments

The references to the earliest recorded lodging establishments may be dated to the prehistoric Lascaux caves in France. Inns were referenced in ancient China and Japan. But, it would not be until 1754 B.C. that the code of Hammurabi would memorialize the first legal reference to tavern and innkeepers.

The Roman Empire documents the best reference of lodging establishments that served travelers from ancient times. In the ancient city of Pompeii, the discovery of the Inn of Sittius—directly across the street from the Lupanar (brothel)—provides a glimpse of the accommodations travelers experienced in these times.

Other lodging establishments appear throughout Pompeii with rates for the use of a room posted on the walls. These establishments provided a single room with an adjacent stable for the traveler's horse or donkey. Dining was not included in establishments because the city had tavernas offering food and drink 24 hours a day. Bathing was available in the public baths for a fee and bathroom facilities were a modest septic tank arrangement in the inn or a public facility.

The most interesting but inclusive early lodging establishment is in the town of Herculaneum—up the road from Pompeii. On the shoreline at the edge of this ancient city there appears to be a resort hotel where guests could recline and relax. Unfortunately, we cannot say for certain if it was a resort; it may well have been a luxurious villa.

During the Middle Ages, the most significant historical development in the lodging industry would happen in England during the Middle Ages with the introduction of the common law of *infra hospitium*.

This legal doctrine held that innkeepers were strictly liable for the loss of a guests' valuables or personal injury whether the innkeeper was guilty of negligence or not. State legislatures have lessened this law and have passed laws that removed this high standard of liability. It is important to note the state statutes have requirements for posting and notification of the limits of the hotel's liability. Failure by the lodging establishment to adhere to these legal requirements will nullify the statute and the common law of strict liability will once again become the applied legal principle.

During colonial times, American inns and taverns became common in cities and towns. These establishments—some of which are still in operation—became local meeting places as well as serving the traveling public. The oldest hotel in America is The Kelly House Hotel in Edgerton Massachusetts founded in 1742. Formerly a tavern, this hotel remains in operation.

The truly first modern hotel chain in America was founded by Ellsworth Statler with the construction of the Statler Hotel in Buffalo New York in 1907. Ellsworth Statler passed away in 1927 but the Statler hotel chain continued to open and operate hotels until 1954 when Hilton hotels purchased the chain for \$111 million dollars—the largest real estate transaction on record at that time.

Ellsworth Statler and the hotel chain he developed was designed along the lines of a centralized management system. This system effectively consolidated all the decision-making in the corporate office. General managers and upper-level executives were tasked with the implementation of those decisions. As a consequence, their decision-making opportunities were limited, impairing their personal career development.

As a further consequence, when Hilton—which fostered a more decentralized management system—acquired the Statler Hotels, the Statler managers and executives were ill-suited to work for Hilton. Their inability to analyze issues and make decisions resulted in many Statler executives losing their employment.

The importance of developing your decision-making experience is a critical career development experience. Sadly, there still exists many hotel operations that merely look to managers to implement corporate decisions. Leading hotel corporations focus on career enhancement opportunities that enable their managers to make decisions.

This is a critical criterion for an individual's success in the hotel industry. Working in an organization, whether it be a franchise, corporate-owned, or management company, that supports and requires its employees to make decisions is one of the keys to developing a successful career.

Lodging Evolution

The development of the hotel industry was stopped during the Depression. Occupancy rates and average room rates took staggering declines and the hotel bankruptcy rate soared. The result of this calamitous event was that bank loans to develop hotel properties dried up. This unfortunate episode would impact the industry for almost twenty years and underscored that the key to the hotel industry was the desire of business people and tourists to travel.

After World War II, a convergence of the lack of hotels, a growing desire of people wishing to travel, the development of the interstate highway system, and the advent of jet travel with the introduction of the Boeing 707 would create an unprecedented business expansion of the lodging industry.

There were several initiators developing the hotel industry. Kemmons Wilson, a building contractor on a visit to Washington D.C. could not find a hotel for his family to stay in. After his return home in Memphis, Tennessee, he built four roadside Holiday Inns in 1959. He would then pioneer franchising of Holiday Inns to by-pass the banks, who remained reluctant to extend loans for the development of hotels.

It is important to note that the development of Holiday Inns was parented by individuals from the construction industry and investors who were seeking safe harbors for their investments. An understanding of the intricacies of how to successfully operate hotels was limited to a few established hotel companies.

Another initiator of the modern hotel industry was J. Willard Marriott. As a successful restaurant developer, he had the foresight to build the Twin Bridges Hotel in Arlington, Virginia in 1957. His experience in the restaurant business and his understanding of delivering customer service would serve him well as he carefully studied and learned the hotel business at the Twin Bridges.

Another initiator of the hotel industry and exception that preceded the 1950's expansion was Conrad Hilton. The Hilton corporation was founded in 1919. Through the Depression and World War II, he was able to forge a successful hotel chain. His focus and sheer determination through the vagrancies of the American economy would lead to the creation of one of the foremost international hotel chains.

A review of these selected initiators provides valuable insights into present-day hotel operations. By franchising their name, operating systems, training, and construction resources, Holiday Inn would open a new franchise hotel in the early 1970s every three days.

This robust expansion did not address the finer points of hotel operations. Based more on the scientific or bottom-line focus of an operation, Holiday Inns was ill-prepared to effectively address many of the operational challenges of the modern hotel. Their initial success was due in large part to their locations, name recognition, and lack of competition.

Holiday Inns would pay a price for this rapid development with many Holiday Inns closing and being absorbed by other hotel chains towards the end of the 1970s. This rapid demise cannot simply be assigned to a lack of operational deficiencies but more to a failure to understand the traveling public.

As more and more Holiday Inns failed to update and refurbish their facilities and keep in compliance with the standards of their franchising agreements. Other hotel chains began to emerge buying Holiday Inns and reshaping them into lower-priced economy hotels. The lesson was simple. Holiday Inn's level of service was based on the, "One size fits all," theory.

The lessons were painful but Holiday began to break their hotels into different brands to better fit the wants of particular market segments. Today, Holiday Inn belongs to a hotel group with seventeen different brands, The Holiday Inn lessons were learned by other hotel chains. Today, we find all major hotel chains have broken their offerings into different brand names for targeted market segments.

Holiday Inns responded well to the changing dynamics of the hotel industry but the effects of their initial developments linger in some of their operations. Their initial management system focused on the bottom line, sometimes identified as the scientific approach, did not understand the fine art of hotel operations. Today, leading hotel chains artfully balance both the art and science to their operations.

The Marriott hotel chain took a slower development strategy. They focused on the critical aspects of developing service delivery systems with a focus on satisfying the wants of their guests. J. Willard Marriott learned his lessons from the restaurant business in that, "It was not what you want to sell, it is what people want to buy."

His focus on the guest wants would drive the development of a comprehensive management system that included creating a corporate culture of service, promoting, employee stock options, extensive training, and management development.

Conrad Hilton was the only true hotel career professional to develop a hotel chain. He survived the Depression and with a focus on delivering excellent customer service created an expansive international chain. The Hilton expansion was based on a slower expansion into the franchising arena and the careful stewardship of their brand name. Additionally, they entered into the lucrative gaming industry before their contemporaries.

The Hyatt Hotel chain was developed by business entrepreneur Jay Pritzker. And the corporate culture he developed placed more decision-making responsibilities in the hands of each operation and characteristically is more entrepreneurial.

The pathways to leadership in the hotel industry differed for each of these chains. Other chains have more or less followed these major trends as well. The importance when entering this industry is to take the time and analyze the corporate structure of each hotel system before you decide where to develop your career.

Each hotel develops a culture or a set of beliefs, values, and attitudes of who they are and how they relate to their guests. This culture is initiated by the decisions and actions that come from the very top of the organization. A culture that focuses on delivering quality service to the guest by empowering and supporting employee development creates the most successful operations. Ideally, a new employee in a culture with these strengths has ample opportunity to grow their work experience into a career.

Lodging in the Modern Era

As hotels began to proliferate through the country and for that matter the world, the need for professional skilled management grew. Investors and even chains offering franchises began to search for management companies to take over their operations. This was not a new concept, Statler corporation took over the management of the Pennsylvania Hotel in New York City in 1919.

The advent of management companies has grown and will continue to grow as the competition of hotels accelerates.

For the purpose of this chapter, we focus on your career development by encouraging you to research prospective hotel corporations. The metrics that are most helpful would be evaluating the culture of the company, reviewing the comments in Tripadvisor and Yelp—including the replies by the hotel to negative submissions, reaching out to employees, visiting the hotel, and determining the corporate entities directing the management.



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Lodging Categories

Bed and Breakfast/ Small hotels

Small hotels of less than a hundred rooms make up a sizable portion of the lodging industry. These operations provide a more intimate connection between the line employees and guests. Additionally, their lean management system allows for faster

operational changes that may be quickly implemented.

The unique character of these offerings has long been an attractive career path for many lodging professionals providing an opportunity to develop basic operational experience in the front office, marketing, housekeeping, and maintenance.

Resort Hotels

A special dimension of the lodging industry is hotels designated as resorts. These operations are generally located in areas that attract vacationers. The mountains, beaches, and pristine water locations that primarily draw vacationers seeking to relax are another robust growth segment of the industry.

Generally, the guests at resort hotels are more relaxed and not on the fast-paced schedule of their normal lives. The purpose of their visit creates a profile of a far different guest than visiting city hotels. Customer service is always a criterion for service industry success and takes on a different dynamic when the guest is looking to relax. Consequently, these venues offer a more comfortable guest interaction.

Seeking employment in a resort hotel with its beautiful locations can be a consideration in deciding on a career in the industry.

Destination Hotels

One of the most exciting expansions in the lodging industry has been the proliferation of mega destination hotels. Destination hotels are not a new addition to the industry; their lineage may be traced back a hundred years ago to resorts located near water or hot springs.

Historically, inns and later hotels relied on the traveling public to show them where to build their facilities. Destination hotels attract visitors to the hotel facility itself. With a wide range of activities for all age groups, these facilities are the product and reason for a guest to select that region to visit.

Generally, these hotels have gambling as the core attraction with shops, recreational activities, restaurants, and amusement rides that keep their visitors fully engaged with all their product offerings.

The financial stability of destination hotels provides career opportunities in many operational areas.

Vacation Ownership

One of the areas of remarkable growth in the lodging industry is Vacation Ownership or Timeshare offerings. These facilities offer guests the opportunities to purchase the ownership of a lodging—generally a condominium with kitchen facilities—for a short term period of a week or two. Effectively, the guest is an owner during their stay.



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Hotel Operations

Hotel operations continue to transition to a more technology-based environment.

These changes are driven in part by the capabilities of computers and applications but primarily by the guests who have adopted technological changes in their daily lives and now expect these tools to by-pass the hotel's traditional processes of registration, check-in, assignment to a room, and check-out.

Processes that once created service failures can be minimized through technology applications. Today, some lodging operations have streamlined the registration, room assignment, and check-out to an almost contact-less experience for the guest. Their check-in experience can be directed from their personal phone to the extent that the guest need only provide a credit card and signature at reservation. Their phone can also be used as a room key. Check-out procedures are equally simplified. The guest merely requests charges for review from their phone, accepts them, and directs the hotel to bill their credit card. Equally, impressive technology developments provide management with real-time operational status in housekeeping. The front office no longer has to wait for notification on room status. A clean room is reported as soon as it has been clean and inspected.

Management Reports

In tandem with these processes, management has access to a wide range of reports to evaluate all operational processes and their relative efficiencies.

With all the possible reports an operation could generate, the key operational reports are:

- The **Occupancy Rate** where the total occupied rooms are divided by the total available rooms. For example, 200 occupied rooms in a 250 room hotel will realize an occupancy rate of 80%.
- The **Average Daily Rate (ADR)** is determined by dividing the total room revenue by occupied rooms. For example, a hotel with a total room revenue of \$21800 for 200 occupied rooms would realize an **ADR** of \$21800 divided by 200 would equal \$109.
- The **REVPAR** or the Revenue Per Available Room would divide the room revenue by the total room count of 250. The calculation would provide for \$87.20.

These reports drive the Revenue or Yield Management programs. These programs seek to project future occupancy rates so that room rates may be raised in high demand periods and lowered in times of softer demand. Room rates in hotels are based not on what it costs to prepare a room and service during a guest stay but on the demand of the marketplace.

Management Functions

The original management functions in hotels at the beginning of the last century reflected the contemporary business theories at the time. Management's focus was on efficient processes and control of the workers. With a compliant almost subservient workforce and the lack of serious competition from other hotels, these functions were all that were needed to direct hotel operations. Additionally, the profile of hotel guests was generally wealthy and matched well with the attitudes and deference provided by hotel staff.

With the confluence of the industry expansion and the desire of people to travel, the management duties began a rather slow evolution. The initial managers hired by Holiday Inn and the other expanding chains were steeped in the classical management processes of planning, staffing, control, organization.

For a time, these tools were all that was needed for the hotel to operate profitably. Unfortunately, these functions were adopted primarily from manufacturing systems with a focus on efficiency and process without understanding that the product offering in hotels required a robust element of the intangibility of service. Manufacturing of a tangible product was easy to evaluate, quantify, and sell.

As the competition between hotel chains grew, workers began to organize into unions and the traveling public became more diverse, the management systems in hotels began to evolve. No longer could management expect the classical management processes to direct their operations.

The driving force of change was the evolution of the hotel product—service. This product could not be delivered by relying on the classical processes—though it was tried and still is promoted in some organizations.

Hotels found that the tangible elements of their products—the rooms—looked all pretty much the same. The realization that to be successful and differentiate their product or make their guest experience different from their competitors, hotels would have to

create a more expansive hotel product with a focus on better service. The industry began to realize that the intangible elements of service in the hotel product were the critical difference between success and failure.

Lodging professionals came to the understanding that any interaction the guest had with the hotel, whether it be a visual assessment of the facility, the taste of a meal or the interaction with an employee, had the potential of creating a memory. These memories became addressed as *Moments of Truth*.

The first step needed was an expanded understanding of the dimensions of the hotel product. The qualities of the intangibles of customer service were divided into four concepts: **perishability, variability, inseparability, and intangibility**.

From the earliest stages, the industry understood that the hotel product is perishable. It cannot be stored to be sold at a later date. Rooms not sold are lost forever. You do not have the luxury of storing unsold items in an inventory room.

Also, the variability of the product became a consideration. Each guest interaction can be different. The guest engaged with the hotel employee may have an entirely different experience of the transaction than the next guest that interacts with the customer service professional. Each guest contact experience varies and cannot be standardized.

Add to variability, is the inseparability of the product. The work effort to produce customer service by the employee cannot be stored. It is consumed when it is produced.

These elements of intangibility, perishability, variability, and inseparability make the production of customer service experience beyond the classical tools of management to include management talents in motivating, communicating, and leadership.

Individuals who desire a career in lodging management must assess the work experience in their current operations, even as an employee. Are they self-motivated? Are they practicing their communication skills especially on their non-verbal messaging? Leadership is based on decision-making. Are they able to make quality decisions or see their superiors make decisions?

These talents do not miraculously appear upon promotion to management but through practice on a daily basis.



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Hotel Organization

The myriad organizational systems in the lodging industry make categorization difficult. Management companies continue to expand with over 157 registered companies.

Franchise operations, many under the direction of management companies, remain a fundamental tool of growth and development. Bank loans for developing hotels are often contingent on the franchiser and the management company that has signed on to the project. Corporate-owned properties must be included as well as the independent operations from the Mega-destination hotel to the roadside motel.

Many lodging chain operations are owned by a **Real Estate Investment Trust (REIT)**. REITs provide the opportunity for individuals to purchase stock in a trust that owns real estate, rather than owning individual pieces of real estate themselves. An individual REIT may invest some or all of its holding in hotels. REITs generate income and provide dividends to owners from the

profit generated by the properties it owns. The operation of the hotel on the property is left to the management company or the franchisor.

Critical Skills for Hotel Employment

The purpose of this chapter, for the student of the lodging industry, is to address the activities a motivated individual takes to prepare for a management position. There is no single, clear path individuals take to become excellent managers but there are preparatory actions one takes in their entry-level employment or as supervisors that will serve them well as managers.

Consistency: The multilayered responsibilities of lodging management require a consistent steady hand in operations. Lodging managers are required to be consistent players within the operation. An individual needs the same steadiness in the daily discourse of directing the lodging operation. This personality trait that walks out of the hotel at the end of the day needs to be the same personality trait that walks in on the following morning. Consistency is not a born talent but is a learned activity. The best place to develop this talent is through the work effort you put into your entry-level employment. Practice consistency providing the same excellent performance today as you did on all the days prior. This practice will become a habit.

Excellence is not a single point of achievement but a series of your best efforts in everything that you do. Setting the simple goal of “doing your best,” becomes a habit. Excellence is not about the results but the efforts to achieve results.

Attention to Detail is a critical skill that needs development. As do all these management attributes. Practice in your employment to focus on the smaller tasks in your daily work responsibilities, take the extra step in whatever you are doing to make sure the details have been addressed. Housekeepers, front office personnel, and all the customer service employees are given many opportunities to focus on the smallest items or activities in delivering service to the guest.

Organization is a desperately needed attribute of any lodging enterprise. So many service delivery systems become cluttered and chaotic. Focus on organizing your own work area on a daily basis. This self-organizing experience will help you to organize the system you manage and the employees that work in that system.

Communication is the cultivation of past experiences that need serious attention. Lodging employees learn to choose their words carefully. Their verbal talents will naturally improve through interactions with the guest. The verbal communication between guest and hotel professional is reported to be about 20% of the total interaction. The key for the aspiring manager is to focus on their non-verbal messaging—posture, eye contact, and dress. And the all-important talent of learning how to actively listen to another individual.

Students seeking to develop a career in the lodging industry need to evaluate the operating principles of their management team. Does the team empower their employees to grow and develop? Do they provide training opportunities and allow employees to cross-train in other departments. Is the working environment challenging but enjoyable?

If you have positive responses to these questions, your career is on the right track.

The lodging industry and the eateries from ancient times were the first segments of the hospitality industry. Both developed to satisfy the needs of people to have temporary lodging or a meal.

The lodging segment catered to travelers and provided little more than a roof over a bed and place to stable their horse. Eateries were primarily available to the local townspeople. The initiators of these two segments identified a need and filled it creating the core of the hospitality industry.

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3.2: A Day in the Life

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3.3: #CareerGoals

Guest Experience Manager

- Company/Organization: Hotel La Croix
- City: Honolulu, HI
- Starting Pay: \$55,000-\$65,000 (2020)
- Other Important Details: The Guest Experience Manager will be a dynamic and hardworking leader who has the leadership and listening skills to lead the hotel in achieving the #1 hotel known for Love + Aloha. Primary responsibility is to lead & manage the day-to-day operations of the Guest Experience Department, which includes Front Desk, Bell and Valet, as well as assist the GM/Director of Operations in developing and maintaining operating procedures involving all areas of the Guest Experiences Services. Required: Bachelors degree and 3 years of hotel management experience.

Guest Services Manager

- Company/Organization: Brasada Ranch
- City: Powell Butte, OR
- Starting Pay: \$50,000-\$60,000 (2020)
- Other Important Details: Report directly to the Director of Resort Operations and will provide supervisory services to all Guest Service departments, including Front Desk, Concierge, and Resort Services ensuring delivery of Guest, Member, and Team Member service standards in a manner that meets or exceeds expectations and complies with established company and departmental policies and procedures. 5 years of previous hospitality experience with 2 years of management experience required.

Resort Manager

- Company/Organization: Durango RV Resort
- City: Red Bluff, CA
- Starting Pay: \$50,000-\$60,000 (2020)
- Other Important Details: RV Resort Manager who will be responsible for overseeing the day-to-day operations of the resort including financial management, marketing and operations. Bachelor's degree in Hospitality, Business or related field and related experience is desirable. Must have excellent operational and management skills. Resort or hospitality management is a plus. Computer skills including Microsoft Office and e-mail are essential.

Operations Manager

- Company/Organization: Four Points by Sheraton Eastham Cape Cod
- City: Eastham, MA
- Starting Pay: \$45,000-\$50,000 (2020)
- Other Important Details: The Operations Manager will be responsible working with the GM of the property and managing daily hotel operations and providing overall leadership in the hotel's continuing effort to deliver outstanding guest service and financial profitability. Responsible for assisting the General Manager with the daily operations of the hotel. Requires 2-3 years direct management experience of a large team, 2-3 years management in a Franchised Hotel preferred, Ability to review and understand profit and loss statements.

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3.4: Journey to Success

Libby Zarrahy, CMP

My career path began in operations working in nearly every department of the hotel. This not only provided real-time learning but prepared me for a long-term sales career allowing me to accurately depict the capabilities of a hotel and methods to amplify its presence to prospective clients. While in school, I was a banquet server at a hotel, this led to Reservations Agent, which led to Front Desk Agent, which led to Sales Administrative Assistance, which led to Junior Account Executive which led to Account Executive Sales, which led to my first relocation to Philadelphia for a hotel training center, which led to pre-opening a hotel in New Orleans, which led to Home Office Position managing global sales, which led to returning to the field in a Director of Sales position for a pre-opening. For each position I had a mentor who helped me open up the "next door".

Current Role

- Director of Marketing and Public Relations, Hyatt LAX, Los Angeles, CA, 2015-2020

Previous Roles

- Director of Sales & Marketing, The LA Hotel Downtown, Los Angeles, CA, 2012-2015
- Director of Sales & Marketing, Marriott Los Angeles Downtown, Los Angeles, CA, 2003-2012
- General Manager, Sheraton Anaheim Hotel, Anaheim, CA 2002-2003
- Director of Sales & Marketing, Sheraton Anaheim Hotel, Anaheim, CA 1996-2002

Education

- Northwood University, Midland Michigan, AS Hotel and Restaurant, Minor in Business, Culinary Arts Degree

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3.5: A Great Big Beautiful Tomorrow

Sustainability

Many hotels and resorts have had green initiatives in place for decades while others have been slower to adopt sustainability efforts. This slow adoption may be due to the low cost of energy or, simply, lack of awareness. As costs continue to increase in all areas of hotel operations, owners and managers can help their bottom line by changing business practices to save energy and water. Not only can these efforts save the business money, but they can also attract and retain customers. As consumers become more environmentally conscious, hoteliers can take advantage of this movement and gain valuable market share by embracing green initiatives and publicizing these efforts. Travelers may select to stay with hotel brands that put our planet first.

Some hotel cost-saving and environmentally-friendly initiatives include:

- Offering guests the option to save water by using their towels for more than one day
- Installing devices that shut off lights and air conditioning when the guest isn't in their room
- Installing motion sensors in common areas (gym, guest laundry room, game room, etc.) so lights shut off when vacant
- Emailing guest bill, only printing upon request
- Landscaping with native or drought-tolerant plants
- Installing a system to reuse greywater for landscaping irrigation
- Encouraging guests to walk by providing a map of dining and entertainment options close by
- Installing solar panels, wind turbines, and/or battery storage on property
- Convert hotel pool from chlorine system to saltwater

Learn more in our [Sustainable Tourism](#) section.

Accessibility

Hotels, like all businesses, are regulated by the Americans with Disabilities Act of 1990 and its subsequent amendments. Older hotels that have not done recent renovations may lack some resources and accommodations for disabled guests. Hotels will benefit from ensuring that they are in compliance with current ADA regulations by avoiding lawsuits and being inclusive of all guests who may visit their property. In addition to staying current on ADA requirements, hotel owners and managers should follow industry publications to learn about property and amenity improvements that can improve the guest experience for disabled guests. The best thing a hotel can do is provide disability training to its staff. If employees do not understand the unique needs of potential guests with varying disabilities, they can unknowingly cause them more challenges during their stay. Housekeeping staff can leave rooms with essential items (towels, tv remote, room service menu, etc.) at a level that a guest in a wheelchair can reach them. Bell staff can provide visually impaired guests with a tour of their room upon arrival. Front desk staff can use a tablet to type back and forth with hearing impaired guests during the check-in process.

Learn more in our [Assistive Technology](#) section.

Some accommodations hotels can make include:

- Policies that prioritize the needs of guests with disabilities (quiet rooms set aside for guests with psychological or social-emotional conditions, physically accessible rooms set aside for guests with physical disabilities, etc.)
- Online booking system that allows guests to share specific needs so hotel staff can prepare appropriate accommodations
- Installation of elevators, ramps, and railings throughout the property to assist physically disabled guests
- Proper signage throughout the property including Braille (a tactile writing system) for visually impaired guests
- Policies that welcome service animals and facilities to support the animals' needs

Diversity & Inclusion

Hotel staff often include individuals from diverse ethnic, racial, and socio-economic backgrounds. However, this diversity is often at the lower levels of the organization and doesn't penetrate into management. Many hotel brands are making efforts to change this. This is evident by Marriott International and Hilton ranking first and second, respectively, on [DiversityInc 2020 Top 50 List](#). However, there is still much work to be done in the areas of diversity and inclusion within the lodging sector. Organizations should

take a close look at their hiring practices, employee training, and marketing goals to ensure that inclusion is at the forefront of what they do.

Learn more in our [Gender Issues](#) and [Human Trafficking Issues](#) sections.

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3.6: Until Next Time...

Summary

Throughout this chapter, we learned about the history of hotels and their evolution to modern times. We explored the different types of lodging available to travelers throughout the world. We learned typical responsibilities of a hotel manager and what is expected from them. We also covered the critical skills needed to be successful in a hotel career.

Resources

[Hotel GM Career Path](#)

[The 14 Most Unique Hotels in the World](#)

[8 Reasons to Choose a Career in Hotels](#)

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CHAPTER OVERVIEW

6: Industry Segment - Banquets, Meetings and Small Events

Industry Segment

BANQUETS, MEETINGS & SMALL EVENTS

This chapter was written by [Britnie Edwards](#), [Christy Douglass](#), [Mallory Gorder](#) & [Haley Powers](#). Chapter thumbnail photo by [Headway](#) on [Unsplash](#). Graphics by [Alanna Clunen](#).

LEARNING OBJECTIVES

At the end of this section, students will be able to:

- Explain the key elements that contribute to event success
- Summarize the event planning process
- Describe career opportunities within the meeting and event planning segment of the hospitality industry
- Suggest tactics meeting and event planners can utilize to be sustainable and positively impact the planet
- Reflect on strategies meeting and event planners can implement to positively impact diversity and inclusion within the industry

[6.1: In the Beginning...](#)

[6.2: A Day in the Life](#)

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6.1: In the Beginning...

Event Evolution

People have been meeting for centuries, officially and unofficially. Planning has varied from casual to formal, depending on the desired outcome. Some gatherings, such as an impromptu dinner with friends, are informal and require minimal planning. More formal events and meetings have existed throughout history - from the Constitutional Convention in 1787 to the first Olympic games in 1896 to fully online conferences in 2020. Although people likely held meetings in hotels long before, it wasn't until the mid-1600s when the first recorded event was hosted at a French Inn, essentially the first-ever gentleman's club.

As time went on events evolved. From small corporate events to large, week-long meetings, elaborate weddings, and much more. While events occurred in all types of venues over time, a shift began to occur in the 1980s. Hotels began to dedicate space to events and offered the convenience of hosting conferences, weddings, and other events in a location that also provided food and lodging to the event's attendees. Although events are regularly held in conference centers or other dedicated event venues, event hosts and planners are finding that it is much more convenient to hold events in hotels for these reasons.

As events changed so has the technology that supports the event industry. When events first started, everything was done by hand. Notes were made for booking processes and any changes meant rewriting the event contract and/or **Banquet Event Order** (BEO). As computers became more common and user friendly, systems were created and used to manage the planning and booking of events. Systems such as Opera, eSpace, and other software are used to make booking easier and more efficient.

Meetings & Events

Meetings are powerful tools to build consensus, convey information, or celebrate successes. Unlike impromptu family dinners, meetings and events often take much more planning. Those tasked with planning the event must come together to determine what an event should accomplish and how to reach those desired outcomes. Every event has key stakeholders. These may be individuals within the hosting organization, such as owners, employees, or shareholders, or outside, such as customers or vendors. Balancing the needs of all stakeholders in an event can be a challenging task. A professional event manager can be hired when appropriate personnel isn't available within the hosting organization.

Meetings and events, come in all shapes and sizes. They are held for a variety of reasons, vary in size and scope, and range across industries. Meetings and events can be held in several types of venues, some are one-time events, and some are recurring opportunities. Some of the organizations that hold gatherings are referred to as SMERFs; Social, Military, Educational, Religious, and Fraternal. From corporate training or a topic-specific convention to a wedding or gala, meetings and events vary greatly.

Hotel Events

There are many moving parts when it comes to planning and executing a successful event, especially one in a hotel. While hotels may vary in size and features available to event hosts, most provide their event operations out of three distinct departments; Catering Sales, Set-Up, and Banquets. Each of these departments and its staff play an important role in making sure that all events are a success. Through that success, they help retain established clients and attract new clientele.

- The Catering Sales department is responsible for securing new clients, scheduling events, establishing the BEO, and maintaining relationships with current clients. They are the event host's point of contact before and after the event.
- The Set-Up department handles the setting up the event space, including tables, bars, stages, dance floors, etc. They are also in charge of running all the audio-visual (AV) equipment needed for the event. In some venues they even double as the bar managers, making sure everything is needed for the bar to run smoothly.
- The Banquet department is in charge of executing the event. From coordinating food service and working with the event host to meet any urgent needs to maintaining the event timeline and keeping things on schedule. During the event, they become the point of contact for any changes that need to be made.

As a Catering Sales, Banquet, or Set-Up manager, your responsibilities can vary. Each department is in charge of a different area and aspect of the event. But while there are differences, they all share important tasks such as ensuring proper staffing, setting up room and amenities to meet the client's needs, sticking to the established timeline, and overall making sure that everything runs smoothly and the client is happy. Leadership and customer service skills are vital in all of these roles.



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Catering Sales Manager

In addition to planning events and managing contracts, Catering Sales Managers are also in charge of securing staffing for events. They must ensure there are enough managers, set-up staff, servers, bartenders, etc. scheduled for the event to run smoothly.

Most hotels do their catering in-house, meaning that there are adequate kitchen facilities and staff on-site to take care of the event's catering needs. Prior to an event, the Sales Manager must relay all catering needs to kitchen management. They should communicate, menu selections, presentation, timing, allergy concerns, and more.

During and after an event, the Sales Managers handle client and guest complaints. It is their job to make sure that any issues are properly resolved as quickly as possible. A Sales Manager's biggest asset is the ability to communicate effectively. This is vital when it comes to getting all the details from the client and passing them along to the appropriate staff members.

Catering Sales Managers generally work 40 hours a week, making anywhere between \$60,000-\$70,000, as of 2019, depending on the hotel or size of the venue. Most Sales Managers hold at least a Bachelor's Degree in various areas of study, often business, marketing, or finance.

Set-Up Manager

The Set-Up Manager generally makes things happen behind the scenes. They oversee the set-up of event space according to the contract, including making sure any AV equipment works properly. Set-Up is in charge of making sure all tables, chairs, stages, podiums, etc. are in the proper place before the event begins. They are also responsible for flipping the space between events, often resetting a banquet hall in a few hours or less. They generally oversee a crew of five to seven team members who assist them in accomplishing these objectives. They must also work closely with the Sales Manager and Banquet Manager to make sure the specifications of the BEO are met.

On top of setting the room, they also assist the banquet staff and kitchen staff throughout the event. They will help ensure that buffets are set properly, enough staff is available to help carry during service, and if required, assist in serving guests. Set-Up staff may also assist banquet staff in setting up beverage stations, clearing dishes after a meal, or cleaning up when the event is finished. Set-Up staff begins their work well before the event starts and wraps up well after the event is over, split into several shifts if necessary. The Set-Up Manager must ensure there is enough staff to manage the event, from set-up to cleanup.

At some venues, the Set-Up Manager is also in charge of the bar. This includes setting up the bar and making sure that all required supplies and ingredients are stocked for the event. They may also be responsible for motoring to prevent underage drinking from occurring or outside alcohol from being brought in.

The most important assets to have as a Set-Up Manager is prior experience. Most venues require 2-4 years of prior experience, especially experience in leading a team. Time management and leadership skills are critical. A degree in business or a computer-related field is a big plus. Most set up managers work 40-60 hours a week and make around \$40,000-\$60,000 a year, as of 2019, depending on the size of the venue.

Banquet Manager

Banquet Managers are the client's point of contact during the event. Any last-minute changes, added items, or problems that occur go straight to them. The Banquet Manager's job is to deal with any issues in a timely manner. The goal is that the client doesn't realize there is an issue until after it has already been resolved.

The Banquet Manager should know every detail in the BEO and make sure that it is executed exactly as planned. They are also in charge of getting all meals, breaks, and receptions set up on time. During any hosted food-service, it is the Banquet Manager's job to make sure all items are restocked as they run low, so they never run out. During meal service, the Banquet Manager may help serve beverages, clear dishes, and otherwise assist their team in making sure that everything runs according to plan. Once the event is over, they are in charge of assisting the banquet servers and kitchen staff in clearing the room of all service items and preparing for the next service.

They are also in charge of communicating with the kitchen staff. The Banquet Manager will inform the kitchen if the event is running on time, if the guest count is higher or lower than expected, and any other food-related issues that may come up. Having an open line of communication with the kitchen staff is critical to ensure that food and beverage service runs smoothly.

In addition to scheduling enough service staff for each event, the Banquet Manager must ensure that all staff arrive on time and are dressed appropriately. Unlike other staff who may work behind-the-scenes, banquet staff generally interact directly with event guests, making their appearance and presentation extremely important.

Most Banquet Managers have a Bachelor's degree in either hospitality or culinary arts. Many also hold certifications in catering or the like. Most venues also require 3-5 years of banquet serving experience. Exemplary customer service and problem-solving skills are also required. Banquet Managers generally work 40-60 hours a week, making around \$30,000-\$50,000 a year, as of 2019, depending on the size of the venue.

While everyone plays a part and has a job to do, the most important thing to remember is that everyone is a team. It is the job of all the departments to make sure that everything flows and the event is a success. If one area falls short, it is the job of everyone to step up and help. If one department fails, all of the departments fail.



Photo by [Asiya Kiev](#) on [Unsplash](#)

Successful Events

There are countless ideas, efforts, and decisions that contribute to an event's success. Those listed below are just some of the details that should be considered when planning an event.

Goals & Objectives

All projects require that you start with a goal, what you hope to achieve, and objectives, the action steps you will take to achieve the goal.

Program Design & Content

Program Design is the process of using research, consultation, input from stakeholders, and applicable skills to communicate the message (content) to your attendees.

Budget & Finance

A budget is a detailed forecast of expenses or costs associated with the event. It helps prioritize which elements to include in the event based on available funds. It also helps measure the success of a meeting or event.

Marketing & Promotion

Marketing is the communication used to inform or persuade a target audience of the merits and benefits of your product, service, brand, or issue.

Site Selection & Inspection

Site selection is the process of narrowing the type of facility required by reviewing the event needs and specifications. Inspection is the process of reviewing several locations in-person to determine and finalize the best choice for the event needs.

Speakers & Entertainers

Individuals hired to deliver a message or entertain an audience to leave the attendee feeling more educated, more positive, or more aware of the business and inspired to participate in the goal of the event or the organization hosting the event.

Contracts

Contracts are formal agreements between two parties. They usually involve the exchange of goods, services, money, or a promise of any of those.

Registration

A process to confirm attendance at a meeting or event. This may or may not involve money. If attendance is free, the registration will simply track who is attending and regulate the number of tickets available if space is restricted.

Housing & Reservations

A process usually set by contract, for out of town attendees to make reservations at specific hotels, usually at special event rates.

Food & Beverage

Used to enhance the overall experience and further networking, shared ideas, and fellowship. Used to energize and create moods for attendees. Used creatively sometimes to carry a message or theme using food stations, buffet, plated, or served family-style. Consideration of food allergies and dietary preferences need to be made.

Room Setup

Setting up the room to best utilize the meeting or event space for the specific goals of the planners.

Exhibits

Usually used to display a product or service for consideration by an attendee in a reserved space in or adjacent to the event location.

Audio-Visual

Using lights and/or sounds to communicate a message to attendees. This may include lighting a stage and/or entire event space, amplifying those who are speaking or performing, and/or sharing visual presentations.

Meeting Technology

Digital means of communicating and interacting with attendees during an event. A potential way to collect data on meeting statistics using badges, surveys, and other applications.

Transportation

The action of moving people to, from, or between specific destinations (airport, hotel, event venue, etc.). This often requires signage and may include the use of a vendor such as a shuttle service.

Shipping

The sending by mail or courier, the materials to be used for the meeting or event. Items may be delivered at the venue ahead of time and stored until the event.

Risk Management

To provide a safe and secure setting and to operate in a manner that ensures the hosting organizations or individuals achieve their objectives in a proper and profitable way, event risk management must be fully integrated into all event plans and throughout the event management process. Risk Management for Meetings and Events examines the practices, procedures, and safeguards associated with the identification, analysis, response planning, and control of the risks surrounding events.

Environmental & Social Impact

Some meetings and events add purpose by including a local charity or fundraising element to attract and engage attendees. This is a great public relations opportunity for the company or group hosting the event.

International Meetings

Provide translators and specific signage for each language represented at the event. Provide detailed instructions for attendees, advising them of local customs and standards, to encourage respect of local culture. Provide information on money exchange and other relevant resources as applicable.

Ethics, Etiquette & Culture

It is important to be sensitive to the location of your meeting or event and those who will be attending so that special attention can be paid to honoring and respecting customs and traditions as appropriate. This practice shows respect and encourages cultural growth for attendees.

Virtual & Hybrid Meetings

The ability to produce events online for the entire or partial audience is important. There are many platforms that can stream these events and you would partner with an audiovisual company to help provide necessary equipment and staffing.

Evaluations & ROI

Evaluations are a tool used to measure event success or shortcomings in reaching the established event goals. Return on investment (ROI) is also a good measurement of success.

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6.3: #CareerGoals

Manager, Development and Fundraising Events

- Company: Big Brothers Big Sisters of Greater Los Angeles
- City: Los Angeles, CA
- Starting Pay: \$50,000 to \$70,000 (2020)
- Other Important Details: A bachelor's degree with 4-7 years of fundraising and/or events/corporate engagement experience, OR any appropriate combination of education and experience. A track record of creative, out-of-the-box revenue generation is also a plus.

Senior Catering Sales Manager

- Company: Sage Hospitality Resources (The Rally Hotel)
- City: Denver, CO
- Starting Pay: \$60,000-\$75,000 (2020)
- Other Important Details: Solicit, capture, plan, and coordinate small meetings with 10 rooms or less, social and catering-only functions, while maximizing the banquet space to meet and ideally exceed catering revenue goals. Position is responsible for finalizing catering-only business. Recommends program and procedural changes. One to two full years of employment in a related position with this company or other organization(s) required.

AV Tech and Events Coordinator

- Company: Loyola University Chicago
- City: Chicago, IL
- Starting Pay: Estimate \$40,000 to \$60,000 (2020)
- Other Important Details: Assist with scheduling and events coordination and support through 25 for specific buildings/campuses (e.g., WTC, HSC, Athletics Facilities, etc.) for events. Maintain a flexible work schedule to support all events, games, practices, including daytime and evening events, early arrival load-ins, late-night event loadouts, overnights setup/changeovers. High School Diploma or equivalent required. Bachelor's degree preferred. 1-2 years of event and/or housing (hotel, hospitality industry) experience.

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6.4: Journey to Success

Debbie Hawkins, CMP, CAE

I started out in the hospitality field in the airline business and retired as a successful entrepreneur.

Current Role

- Owner, Association Management Specialists, Thousand Oaks, CA, 2000-2019 (retired)

Previous Roles

- Corporate Meeting Planner, 1988-2002
- Director of Sales, Ramada Hotel, Agoura Hills, 1987-1988
- Manager of Group Sales, Pleasant Hawaiian Holidays, Westlake Village, CA, 1981-1987

Education

- Ventura College, AA
- California State University Northridge, BA

David A. Anderson, CMP

I studied Spanish language and literature at UCLA. I did an internship with an event and meeting planning firm in Orange County my last year at UCLA and graduated in the Summer of 2000. Started my firm, [Eventive Group](#), a couple of months after graduating. I just celebrated 20 years at the Eventive Group. We have produced thousands of events in 300+ cities, 30+ US states, and 30+ foreign countries. Our motto is, “We plan meetings and events that help save lives, connect leaders, expose minds to great ideas, and change the world.”

Current Role

Owner/Partner, Eventive Group, Los Angeles, CA

Previous Roles

Production Assistant, Masterpiece Productions, Los Angeles, CA 1999-2000

Recreation Administrator, UCLA, Los Angeles, CA 1996-2000

Education

University of California Los Angeles, BA in Spanish Language & Literature

California State University Fullerton, Professional Meeting Planning & Special Events Certificate

Margie Johnston

My diverse background allowed me to open our business and the time spent with MPI (Meeting Professionals International) as both a member and in my volunteer roles.

Current Role

- President, Revenue Resources Management, LLC

Previous Roles

- VP of Sales & Marketing, Long Beach Convention and Visitors Bureau (CVB), Long Beach, CA, 2001-2005
- Managing Director of Sales, Hilton Hotels Corporate, 1992-1998
- Director of Sales & Marketing, Hyatt Westlake Plaza Hotel, Westlake Village, CA 1988-1992
- Sales Manager, Hyatt Regency, Kansas City, MO, 1984-1988

- Sales Assistant, Hyatt Arlington Hotel, Arlington, VA 1982-1983

Education

- Mary Washington University, Bachelor of Arts in Spanish

Amber Clement

In any event company the sales managers are going to be the first point of contact. The path to becoming one can vary. Most Catering Sales Managers have years of experience in banquets and events, along with education to back it up. With degrees varying from management to marketing, and much more. Amber Clement took a little bit of a different path.

Current Role

- Catering Sales Manager, Crowne Plaza Hotel, Kearney, Nebraska

Previous Roles

- Catering Sales Manager, Younes Hospitality, Kearney, Nebraska 2019-2021
- Contract Compliance, Cash Wa
- Sports Coordinator, YMCA

Education

- University of Nebraska at Kearney, Bachelors Degree in Sports Management

Jared Johnson

When it comes to hospitality the biggest thing you can have on your side is experience, especially in the set-up area.

Current Role

- Set-Up/Bar Manager, Crowne Plaza Hotel, Kearney, Nebraska

Previous Roles

- Set-Up/Bar Manager, Holiday Inn Conference Center, Kearney, Nebraska 2016-2020
- Set-Up/Bar Manager, Younes Hospitality, Kearney, Nebraska 2014-2016
- Set-Up Crew Member, Younes Hospitality, Kearney, Nebraska 2012-2014

Education

- Univeristy of Nebraska at Kearney, Bachelors in Business Management

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6.5: A Great Big Beautiful Tomorrow

As the world grows and changes, so do events and how they are run. Each event host has unique needs and requests from the venue to make their event one of a kind. These requests may range from an indoor bounce house or petting zoo to a karaoke happy hour. As people come up with new ideas and new types of events to host, event organizations must remain flexible and work to meet their client's demands.

Sustainability

It is no surprise that in-person meetings use a lot of resources and produce a lot of waste. For this reason, hotels and other event venues are trying to find ways to make their event operations more sustainable.

By becoming more sustainable, these operations can reduce waste and cut down on costs. Hotels and event venues can take steps toward becoming more sustainable including:

- Utilizing china over disposable dishes
- Collecting recyclable materials in separate containers
- Utilizing reusable name tags for attendees
- Offering water in pitchers with glasses rather than disposable bottles or cups
- Buying seasonal, locally sourced ingredients for foodservice
- Merging menus with other clients using the venue on the same day
- Maximizing transportation to minimize repeat trips, reducing emissions
- Reduce paper by offering program information on a digital platform
- Charge groups for wasted food when attendance is over-quoting

Accessibility

Banquets and events should be designed so that anyone interested in attending can take advantage of all the event has to offer. As most hotels already have many accommodations available to their guests, attendees of events in these venues can take advantage of the resources available. Guests with physical disabilities may need assistance getting through the buffet line or ensuring there is sufficient space for their wheelchair or walker. Guests with a hearing impairment may need closed captions or a sign language interpreter during presentations. Guests with visual impairment may need assistance navigating the event space or require a place for their guide dog to sit next to them. Banquet, Set Up, and Catering Sales staff should all be trained to assist guests with disabilities and arrange for any special accommodations that are required.

Diversity & Inclusion

The banquet and set-up departments of any event organization are typically going to be diverse. These areas of the operation will often employ high school and college students and individuals from disadvantaged populations to serve in part-time roles. Upon proving themselves, these individuals are often promoted to leadership positions, ensuring a diverse staff at all levels. Some hotels also offer second chance programs for those formerly incarcerated who have completed rehabilitation programs. Many individuals learn culinary skills while incarcerated. Because of this, hotel events allow them to have a second chance and work in areas such as set-up and banquet operations. In addition to hiring a diverse staff, event venues can encourage their clients to select speakers and entertainers from diverse backgrounds. When event attendees come from other regions, providing a list of local talent can be a great way to represent the diversity of the area. Those interested in becoming event managers can participate in MPI's [Inclusion Event Strategist Certification](https://workforce.libretexts.org/@go/page/11092) Program to learn more about presenting inclusive events.

Technology

As noted above, when events first started taking place typewriters and handwritten contracts were used to do all of the bookings. As technology has advanced so has how events are booked. A lot of events are booked through email or over the phone. This is made easy by having programs like Opera that allow sales managers to look at all banquet and hotel rooms and see what is available and

when. This also helps to prevent double-booking a room or promising groups more rooms than what is actually available. It also means it's easier to make changes to the BEO and get them distributed.

Technology advancements also help when it comes to meetings. More and more often virtual meetings are combined with in-person meetings. Meaning half the group meets in-person, while others call in and watch via programs like Zoom or Skype. By having the technology and ability to project them on screens, everyone is able to attend no matter where they are.

Other ways event managers and hosts can utilize technology:

- Hosting events online can be more efficient and allow individuals anywhere in the world to collaborate in real-time
- Moving online saves paper, from digital contracts to providing event details on a mobile app to eliminating the need for printed signage at in-person events
- Digital events allow for instant feedback during the event, from interactive mobile apps to digital session surveys
- Event venues may offer an app for meeting planners to request services such as changes to the thermostat, additional beverages, trash pick up, etc.
- Attendee apps extend beyond providing event details to allow for networking between attendees

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6.6: Until Next Time...

In this section, we explored the various individuals and elements that contribute to a successful event. We shared the event planning process and learned about career opportunities in this industry segment. We discovered how the meeting and event industry has made efforts to be inclusive and accessible to all attendees.

Resources

[Meeting Professionals International \(MPI\)](#)

[Professional Convention Management Association \(PCMA\)](#)

[International Live Events Association \(ILEA\)](#)

[National Association For Catering And Events \(NACE\)](#)

[Wedding International Professionals Asociation \(WIPA\)](#)

[American Association of Certified Wedding Planners \(AACWP\)](#)

[Event Services Professionals Association \(ESPA\)](#)

[National Coalition for Black Meeting Planners \(NCBMP\)](#)

[5 Hotels Helping Meetings Go Green](#) By Matt Alderton

[Hotels | A Brief History](#) By Jacques Levy-Bonvin

[How the Hospitality Industry Supports Green Meetings](#) By Fathima Mohaideen

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CHAPTER OVERVIEW

10: Industry Discipline - Finance and Accounting

Industry Discipline

FINANCE & ACCOUNTING

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LEARNING OBJECTIVES

At the end of this section, students will be able to:

- Compare and contrast the responsibilities of an accounting department and a finance department.
- Describe career opportunities within the finance and accounting segment of the hospitality industry.
- Suggest tactics finance and accounting departments can utilize to be sustainable and positively impact the planet.
- Reflect on strategies that finance and accounting departments can implement to positively impact diversity and inclusion within the industry.

[10.1: In the Beginning...](#)

[10.2: A Day in the Life](#)

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10.1: In the Beginning...

Though accounting and finance departments are similar from the perspective that both deal with money, the purposes of each department are clearly distinguishable.

The modern mechanics of accounting was first published by Luca Pacioli in the late 13th Century. The ingenuity of modern accounting is that the accounts are designed to balance when the total asset accounts equal the sum of total liability accounts plus stockholder equity accounts. It is an eloquent theory that all things that the company owns plus what others owe the company equal to what the company owes to other businesses and the funds inventors have put into the company.

The main purpose of a hospitality accounting department is to identify how well the business is doing financially by recording and reporting the activities the business has received or provided to other companies. In other words, an accounting department creates a report card for the company based on a systematic, auditable, business system. Professionals in a hospitality accounting department help the company track business activities. Thus, the main component of accounting in hospitality is to properly record all economic business transactions in the clearest and most ethical way possible.

The final product from an accounting department is financial statements which are reports including the **Balance Sheet**, **Income Statement**, **Retained Earnings Statement**, and **Statement of Cash Flows**. These financial statements are then reviewed by qualified internal and external auditors to examine and verify that the financial statements properly reflect the business activities according to **Generally Accepted Accounting Principles (GAAP)**. In terms of the hospitality sector, key transactions include short-term receivables, short and long-term debt service, payroll, long-term assets (buildings, property, equipment, etc.).

The objective of the finance department is to maximize the owner or investors' return. More specifically, hospitality organizations employ finance professionals to identify investment opportunities and track their returns. This would include **forecasting** current and future business profitability using financial models, budgeting future expenses, and securing funding sources to finance strategic projects.



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In terms of forecasting current and future business profitability, some financial models use historical financial statement accounts to analyze the company's health and financial structure. Another approach is to create a **proforma income statement** that identifies expected future sales and expenditures. More sophisticated models incorporate statistical-based causal analysis, also known as **regression analysis**, to identify a relationship between two existing variables. For instance, if a company wants to identify the relationship between sales and managers' income, a regression model would be used. In addition to regression, other non-linear models focusing heavily on increasing predictability are used in today's world of hospitality. Such models include machine learning models, in which a computer-generated algorithm is used to provide the best predictable outcome.

For budgeting, companies use **Zero-based budgeting** which provides a detailed report on each department's monthly expenses and allocates new investments across relevant departments. Other types of budgets are used depending on the situation. A master budget

is a plan that governs the overall company expenditures for the whole year. An operating budget identifies day-to-day expenses within the business such as material costs, labor, and other operating expenses. **Variance analysis** is used to compare the actual income and expenses to the budget plan to determine if there is a favorable or unfavorable variance.

Finally, a hospitality organization's finance department will make suggestions on how to secure external funding from other parties, also known as financing. This is related to finding investors and/or creditors to fund new and existing business activities. Whether a company chooses to borrow money from creditors or find new investors depends on the company's current financial structure and the available financing terms.

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10.2: A Day in the Life

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10.3: #CareerGoals

Financial Analyst

- Company/Organization: Marriott
- City: Bethesda, Maryland, US
- Starting Pay: \$83,000-\$110,000 (2020)
- Other Important Details: Experience in P&L/Budget statement, proficiency in SAS and Excel-based modeling, Contributes to production of current year and future year forecasts

Corporate Accountant

- Company/Organization: Hyatt Corporate Office
- City: Chicago, Illinois, US
- Starting Pay: \$43,000-\$70,000 (2020)
- Other Important Details: CPA – Certified Public Accountant and Proficiency in Financial ERP systems (Oracle preferred)

Finance Manager in Technology

- Company/Organization: McDonald's
- City: Chicago, Illinois, US
- Starting Pay: \$34,000-\$110,000 (2020)
- Other Important Details: Experience in P&L analysis and understanding cost implications to the corporation and franchisees

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10.4: Journey to Success

Lily Feng

My first job in the US was a one-year internship with Hilton on Hilton Head Island, SC. It was very beneficial to me as I went through the entire hotel operation experience such as front desk, PBX, food and beverage, and accounting. Eventually, that hands-on operations experience became one of my strengths in the finance field.

Current Role

- Area Director of Finance, Westin Stonebriar Hotel and Sheraton Stonebriar Hotel, Jan 2019 – Present

Previous Roles

- Director of Finance, Hilton, May 2018 – Jan 2019
- Sr Assistant Director of Finance, Marriott, June 2015 – May 2018
- General Manager, Prism Hotels, May 2010 – Nov 2014

Education

- University of South Carolina, BA Hotel, Restaurant and Tourism Management
- Hotel Institute, Montreux, Switzerland, BS

Kim L. Deans

The Hospitality industry is a very unique industry. Clubs in particular are a small but robust segment of the industry. I began as a Controller at Wee Burn Country Club, Darien, CT. This was my first foray into the Club world. Since that time, I have worked for a total of three clubs and been involved in the professional organization “HFTP (Hospitality, Finance and Technology Professionals)”. The “Club” segment of the hospitality industry is relatively small. Club General Managers, Chefs, Golf Professionals and Auditing Firms, and Financial Professionals get to know each other and quite often move from one Club to another. Professional reputation is everything in this business. After I left Wee Burn Country Club in CT, I moved back to the Boston area. Both of my positions in Massachusetts were a result of word of mouth. The partner at the auditing firm contacted me and recommended me for the position at Brae Burn Country Club. The former Controller contacted me for my current position. He was retiring and was looking for a successor.

Current Role

- Chief Financial Officer (CFO), Weston Golf Club Inc, 2014 – Present

Previous Roles

- Financial Controller/Director of Business Operations, Brae Burn Country Club, Inc. Newton, MA 2000 – 2014
- Chief Financial Officer/ Senior Vice President of Business Operations, American Heart Association, Inc, Framingham, MA 1995 – 2000

Education

- Southern New Hampshire, University M.S. Judicial Studies/Public Administration
- Southern New Hampshire, University Master Certificate Public Administration
- University of Massachusetts, B.A. Political Science/Business

Gabriel Stein

I was very lucky to have the opportunity to experience different industries in a short period of time. My first job was at a foreign credential valuation company. During that time, I was given an opportunity to work in their sales department. Eventually, I took the skills that I learned at my first job and made the decision to pursue my lifelong passion of working in the hospitality industry. To begin with, my father was a restaurant owner-chef and I grew up cooking with him at home. Having knowledge of sales and a

passion for hospitality, I worked at a wholesale seafood company while going to culinary school at the international culinary school in New York. I also worked in a couple of restaurants before deciding that I wanted to work in operations. Having a degree in a foreign language and diverse hospitality experience, I eventually found interest in the hotel sector which has all the aspects of hospitality business operations. It was also an industry where I could fully utilize all the skills and experiences that I learned during previous jobs. In order to acquire further business skills, my next step was to earn a master's degree in hospitality management, and this is when I decided to go to the master's program at Boston University School of Hospitality Administrations (SHA). While doing my master's study, I quickly found interest in revenue management, real estate, and hospitality finance courses to hone my high level operational decision-based analysis skills. During one of my courses, an executive from CHMWarnick, my current employer, made a presentation to our class, where I was able to make a connection with the company. After a one-year internship as an analyst at another asset management company, T.R. ENGEL Group, I secured my current job. I love my job and the amazing team at CHMWarnick. My job is also extremely interesting as I am involved in managing a portfolio of seven hotels. I have also been involved in consulting engagements as our company works very closely with managers and property owners to provide the best solutions to our clients.

Current Role

- Senior Associate, CHMWarnick, LLC, Boston, MA, Jan 2020 – Present

Previous Roles

- Senior Financial Analyst, T.R. ENGEL Group, LLC, Boston, MA, May 2019 – Dec 2019
- Food and Beverage Management Trainee, Fairmont Copley Plaza, Boston, MA, Sep 2018 – Dec 2018
- Operations Assistant Manager, Deborah Miller Catering & Events, New York, New York Sep 2017 – May 2018
- Sales Executive, The Lobster Place, Greater New York City Area, Sep 2016 – Apr 2017

Education

- Boston University, Master of Management in Hospitality
- International Culinary Center, Grand Diploma in Professional Culinary Arts
- Connecticut College, Bachelor of the Arts, Hispanic Studies, East Asian Studies
- Peking University, Certificate of Teaching English as a Foreign Language in China (TEFL)

Brian Bond

I currently have two or three jobs at any given time. This is a habit I developed in college when I worked as a cook at a country club, and a doorman at the Eliot Hotel in Boston. I always liked to have multiple and diversified income streams to keep me inspired and provide some variety to my work life. This remains true today, as I work full time as the Director of Finance at the Hotel Commonwealth, a 245 room independent luxury hotel in Boston, MA, and part-time as a personal financial planner and investment advisor for young professionals at Leverage Financial Advisory, a firm I founded in early 2019. I have also taught Advanced Accounting and Finance at Boston University's School of Hospitality Administration the past couple of years and continue to maintain very strong relationships within the school.

My first job out of college was as a Financial Analyst in the corporate office of Pyramid Hotel Group in Boston, MA. It was here that I learned about the financial side of the hospitality business as I was tasked with compiling the financial results of a portfolio of nearly 40 hotels on a daily, weekly, monthly, and quarterly basis. I learned and became very comfortable with profit and loss statements, balance sheets, operating ratios, and cash flow statements. But what I also realized is that the hotel business was very similar to my everyday life in that I had a lot of the same expenses. I had utility bills, food bills, phone, and internet bills, needed cleaning supplies and spare sets of sheets and blankets for when friends stayed over, etc. And so, I created my own profit and loss statement that was very similar to what you would see in the hotel business. I began tracking my income and expenses daily, just as I was doing in my job. I continued this activity and expanded upon it as I learned more about accounting and finance in my next job as an Assistant Controller at the Sheraton Colonial Hotel in Wakefield, MA. It was here that I really learned my debits and credits and the extremely important relationship between a company's balance sheet and profit and loss statement.

I have now worked at the Hotel Commonwealth for eleven years. It has been a great place to work, with an extraordinary group of talented and passionate people. The last few years I began teaching hospitality accounting and finance at Boston University and

started my own financial planning and investment management firm. It is now my goal to meld my two worlds of hospitality and personal finance and share the knowledge, experience, and habits I have acquired with others.

Current Roles

- Brain Bond, Director of Finance at the Hotel Commonwealth, Boston, MA, 2012 - Present
- Brain Bond, Owner, Leverage Financial Advisory (Personal Financial Planning Firm), Boston, MA, 2019 - Present

Previous Roles

- Adjunct Professor, Boston University SHA, Advanced Accounting and Finance, Boston, MA, 2018 - 2019
- Assistant Controller, Hotel Commonwealth, Boston, MA, 2009 - 2012
- Assistant Controller, Sheraton Colonial Hotel, Pyramid Hotel Group, Boston, MA, 2009 - 2012
- Financial Analyst, Pyramid Hotel Group, Corporate Office, Boston, MA, 2008 - 2009

Education

- Boston University, Master of Business Administration (MBA), Concentration in Finance
- Boston University, Bachelor of Science, Hospitality Administration
- Boston University Certificate in Financial Planning

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10.5: A Great Big Beautiful Tomorrow

Sustainability

In the past, hospitality finance was mainly involved in analyzing financial statements. However, as Gabriel mentioned in his interview, analyzing future **sustainability** investments and their potential impact is one of the main focuses for today's asset managers. He further explained that green initiatives are a major deciding factor for today's consumer. It is important that company owners and leaders promote sustainability efforts, as this can benefit the organization from a marketing perspective, and also from a financial perspective. This is because many eco-friendly initiatives are also cost-saving strategies. These strategies include calculating **return on investments (ROI)** regarding eco-friendly systems, as hotels can be viewed as 24-hour, energy-guzzling operations. To find the most cost-effective sustainable solutions, asset managers work with internal departments such as engineering and external groups, such as LEED consultants and local government agencies.

Inclusion & Diversity

Finance and accounting have historically been male-dominated departments. Although this has been a large barrier to combat, current trends show a gradual increase in gender and ethnic diversity in financial roles. As shown, Lily Feng, an Asian Female is currently the Area Director of Finance for her company. Kim Deans, a Caucasian Female, is the current CFO of her company, and as Gabriel Stein mentioned, his company has a near 50/50 ratio of men and women in senior-level and partner-level positions. He also mentioned that his company hires diverse individuals from all around the world and the company takes additional steps to assist their employees by helping them obtain visas. Though the incidence of gender and ethnic diversity is increasing in finance and accounting roles, there is still much work to be done to provide truly equal opportunities. As evidence, Miller (2019) mentions that women are roughly one-third as likely as men to rise to executive vice president (EVP) or senior vice president (SVP) which are often finance roles in the hospitality industry. For this reason, hospitality organizations are taking new steps to overcome this disparity. For instance, the president of Hilton endorses the "UN Women's Empowerment Principles" which focuses on programs that promote women in leadership, women as business partners, and invest in women through education, training, and professional development (Hilton, 2015).

Technology

Kim Deans mentioned that in 1991 when she started at her first Club, the accounting software was the first technology of its kind for clubs and the Financial Professional was responsible for all aspects of technology. However, as the years went by the "front of the house" was the first to be automated. The Point of Sale technology, including hardware and software, expanded following in the footsteps of retail and restaurants. The Financial Professional became the point person for the implementation and maintenance of each of these systems. Starting from the early 2000s, computer network infrastructures were key to the business and, again, it was the Financial Professional who took responsibility for the daily operations of the technology. Due to the advancement and the complicated nature of technology, many Clubs employed an outside technology company to assist.

In terms of large hotel corporations, the finance department uses sophisticated statistical software to make future sales predictions as well as to find optimal solutions to operational issues. Other internal databases are also used to manage budgets and predictions. **Property Management Systems (PMS)** manage all hotel room and banquet operations such as check-in/check-out, guest information, other preferred amenities, housekeeping, and total sales. Data from the PMS are used to track and analyze organizational success.

For restaurants, **Point-of-Sale (POS)** systems have revolutionized both accounting and finance departments. The system has allowed hospitality accounting departments to properly calculate restaurant expenditures and sales. For finance departments in restaurants, the POS provides valuable internal information such as average guest check, sales trends, and percentage of ingredient cost over revenue. The information is used to evaluate the restaurant's performance and help future business decisions for the operation.

Finally, a trend in data analytics, called Machine Learning (ML), is emerging which is expected to also affect finance departments. Using ML applications, hospitality companies can make more accurate predictions and better understand guest decision making to allow for more informed operational planning.

Looking to the Future

Analyzing a company's future investment in technology and sustainability is becoming ever-more important, as the future of the hospitality industry is increasingly uncertain. The future does show that cost/benefit analysis and budgeting will be a dominant factor in changing the course of a company's vision. For this reason, knowledge about finance and accounting becomes a vital component in today's hospitality industry not only in the finance and accounting departments but for all operational managers in any hospitality organization. This implies that finance and accounting departments will work closely with management-level employees and the importance of the department in the current economy will only increase. Managers will also need to understand the business language of finance and accounting to be proficient in informed decision-making. Kim Deans mentioned that thirty years ago, most financial professionals were bookkeepers who handled day-to-day operations, while the auditing firm prepared financial statements. However, currently, Clubs are looking for financial professionals who handle a wide range of administrative responsibilities: accounting, payroll, human resources, employee benefits, business insurance, taxes, cash management, technology, website administration, etc. Her statement shows that in today's world, financial professions require a diverse skill set and a broad knowledge across all finance and accounting related subjects.

References

"Hilton Worldwide Commits to Promote Equal Opportunity for Women", [Hilton](#), All Rights Reserved, Retrieved October 13, 2020.

"Hotel industry finance roles lack female representation" by [Dana Miller](#), All Rights Reserved, Retrieved October 13, 2020.

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10.6: Until Next Time...

Summary

Throughout this section, we learned about the difference between accounting and finance roles. We explored the various career paths that can be taken to top-level positions in these departments. Although finance and accounting roles generally require training beyond a traditional hospitality education, it is important to note that all hospitality managers need to have a basic understanding of these areas.

Resources

"Which comes first for hotel financial controllers: Hospitality or accounting?" by Dr. Cathy Burgess, [Oxford School of Hospitality and Management](#) is licensed under [CC BY-NC-ND 4.0](#)

"Hospitality Financial Leadership - A Boring Routine Secretly Equals Power" by [David Lund](#). All rights reserved.

[Hospitality Financial & Technology Professionals](#)

[Certified Hospitality Accountant Executive](#)

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CHAPTER OVERVIEW

11: Industry Discipline - Human Resources

Industry Discipline

HUMAN RESOURCES

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LEARNING OBJECTIVES

At the end of this section, students will be able to:

- Describe the origins and evolution of the human resource role in businesses
- Summarize key operational processes and basic management functions in human resource departments
- Describe career opportunities within the human resources discipline in the hospitality industry
- Suggest tactics human resources departments can utilize to be sustainable and positively impact the planet
- Reflect on strategies human resources departments can implement to positively impact diversity and inclusion within the industry

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11.1: In the Beginning...

Origins & Evolution

Hospitality businesses depend on employees to operate. Small family operations where parents worked alongside their children to check-in guests or to prepare a wonderful dinner evolved into larger organizations with even more employees. As the number of employees grew, so did the need for ensuring there were enough people to work, that those people were properly paid, and that they had all of the knowledge they needed to do the work according to standards. Businesses formed personnel offices that focused on processing paperwork including employment applications, allocating payroll, and completing termination forms.

A shift has occurred in the past forty years from these procedural tasks to a more strategic approach to employees with the business function entitled Human Resource Management ([Goss-Turner & Boella, 2013](#); [Legge, 2005](#); [Storey, 2007](#)). While employees often visit the Human Resources or “HR” department when they have questions about pay or problems with management, organizations have increasingly relied on their Human Resources professionals to make strategic business decisions to leverage employees so they can meet the company goals and mission.



Photo by [Christina@wocintechchat.com](#) on [Unsplash](#)

Key Operational Processes

The Human Resources department is responsible for work that involves employees for all operations of the organization. The U.S. Bureau of Labor Statistics ([onetonline.org](#)) defines the role of a Human Resource Manager as one that oversees recruiting, interviewing, selection, training, appraisal, and performance management of employees as well as serving as a liaison between department management and employees to resolve issues and build relationships. The HR department also ensures the organization is following required labor laws and engages with labor unions if the business’s employees have sought union representation. If that wasn’t enough, HR staff are also tasked with developing employees for promotions, establishing pay and compensation rates, determining and administering benefits like health insurance and employee recognition programs, ensuring a safe workplace, and instilling corporate ethical policies. There certainly is no shortage of work for HR professionals.

In addition to these functions, many organizations feature human resource policies as a prominent part of the overall business plan linking virtually every management decision to how it impacts their employees. Some strategic human resource departments focus on ensuring high commitment employee engagement, the development of a strong corporate culture, and the implementation of high-performance work systems. Human Resources as a strategic aspect of the overall management practice is the integration of corporate strategy and organizational culture which hopefully results in a high achieving workforce that remains employed with the business for a long tenure.

Basic Management Functions

The main goal of a Human Resources department is to implement a variety of objectives strategically designed to both attract and maintain a competent workforce. A well planned human resources strategy can significantly improve the service of a hospitality

business and can positively impact the company's profitability. Human resource professionals are responsible for planning and forecasting. Through job analysis and strategic planning, businesses are able to forecast staffing needs and to identify the specific positions necessary to meet business goals. Once the plan of which jobs and how many employees have been established, Human Resource staff work to recruit and select qualified employees. Recruitment refers to using various sources to attract suitable applicants from relevant labor markets. Selection is the process of choosing which of the qualified candidates is best suited for each position and for the organization.

After employees are hired, Human Resources is responsible for the orientation and training of new staff. Orientation is the initial introduction to the company to provide essential information as well as to welcome the new employee to the team. Training is the process of developing employee knowledge, skills, and abilities to perform the tasks of their new roles. Human Resource staff also manage compensation and benefits for employees. HR professionals determine appropriate types and levels of pay and incentives including wages, bonuses, benefits, and rewards. The HR department coordinates performance management which provides feedback to employees on their work performance including positive acknowledgments as well as coaching and progressive discipline to address unsatisfactory job performance. In larger organizations, Human Resource employees are also tasked with risk management, investigations, and service recovery.

Throughout all of these tasks, HR professionals must communicate with employees and applicants continually to establish and maintain a good working relationship between the organization and the employee. Human Resources often helps to solve problems in the work environment between employees and supervisors or managers. HR staff work to gather data and information to ensure the work environment allows everyone to perform at their highest levels. The work done by Human Resources impacts the entire business and relates to all aspects of an organization's success.



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Organizational Structures

An organizational structure is a framework for a department that lays out the priorities through people and the decision-making process. There are several organizational structures found in hospitality Human Resources departments, with some being very simple and others very complex. In seventy percent of businesses with 5-49 employees, HR responsibilities are added to managers on top of their other responsibilities ([Davies, 2019](#)). Think about a restaurant manager also being responsible for hiring, performance management, training, and payroll. Human Resource functions can be difficult to manage in addition to other duties. As the number of employees grows, companies may add one HR professional to join the team in a generalist role where he/she is responsible for all HR functions. As the number of employees grows, the amount of work increases, and there typically is a need to expand the HR department.

For larger organizations, HR departments can be structured in a variety of ways to meet business goals. Some organizations have a centralized or corporate HR office that serves as a decision making authority and supplies HR services to the entire organization. In these types of structures, HR employees are traditionally specialists and focus their efforts on one specific function of HR, like recruiting or employee relations. Other businesses have a decentralized or autonomous structure with HR functions housed in each

property or restaurant that operate and make decisions mostly independently of other sites in the business. Still, other organizations use a combination of a shared corporate HR body combined with some localized HR responsibility, which balances the centralized and decentralized approach. Some businesses choose to outsource HR functions to external companies for things like payroll or benefits administration. This can be helpful but also expensive. Outsourcing HR typically occurs in businesses where Human Resources is seen as a procedural function as opposed to a strategic function of the organization.

HR in Hospitality

Hospitality organizations rely on their employees to help create service offerings. The nicest hotel can be constructed, yet it is the person checking in the guest and describing the amenities and the employee cleaning the guest room diligently who make the guest feel truly comfortable. Similarly, the restaurant can have fresh, farm-to-table ingredients but it is the server that describes the daily special with specific details and the chef that sautees the entree perfectly who make the dining experience memorable. Human Resource functions are critical in hospitality organizations as the employees of these businesses are creating the service experience. Hotels, restaurants, event venues, and other hospitality businesses depend on employees. The Human Resource department must find and select employees who not only possess the right knowledge, skills, and abilities to do the job but also fit well with the organization's culture to deliver the service that guests expect from the business.

The hospitality industry is one of the largest employers by industry. The turnover rate, or the rate at which employees leave an organization, is extremely high at around 70% which is significantly higher than the national average of 15% ([Ferrin, 2020](#)). Some of this turnover is due to seasonality with workers being hired for high season and laid off during slower times. Human Resource departments can make a difference in managing and controlling turnover. A 2018 initiative by Hilton Hotels to make employee work more productive and meaningful resulted in a drop in its turnover rate by 13% ([Ferrin, 2020](#)).

In addition, Human Resource professionals help to ensure that the hospitality business is following employment laws, working effectively with unions and ensuring a safe work environment for the organization. Some hotels and restaurants have recently been charged with harassment and failure to pay wages claims, which can be costly and time consuming to address ([Elyssa, 2020](#)). Many hospitality organizations have employees who have elected to have union representation. Human Resource managers are typically responsible for negotiating the collective bargaining agreement (or labor contract) that states the wages, benefits, and working conditions for employees represented by the union. Human Resource departments also ensure that the business is following the Occupational Safety and Health Administration (OSHA) standards for things like hazard prevention, chemical safety, and preventing workplace violence.

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11.2: A Day in the Life

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11.3: #CareerGoals

Vice President of Human Resources

- Company/Organization: Fox Restaurant Concepts
- City: Phoenix, AZ
- Starting Pay: Estimated \$100,000 - \$250,000 per year (2020)
- Other Important Details: As a key member of the Fox Restaurant Concepts leadership team, the VP of Human Resources will play a vital role in positioning Fox Restaurant Concepts as an employer of choice. Reporting directly to the President, this individual will prioritize HR initiatives by balancing the unique needs of Fox Restaurants with the strategy set by our parent company, The Cheesecake Factory. Responsibilities include providing support to the business while overseeing the creation and execution of practices aligned to business objectives. This individual will cultivate programs to build culture and morale, enhance team member engagement, execute compensation and benefit plans, drive pay for performance, compensation, lead succession planning as well as set the direction for people initiatives in recruitment, training & development.

Director of Training and Development

- Company/Organization: Chick-fil-A
- City: Los Angeles, CA
- Starting Pay: \$50,000-\$60,000 per year (2020)
- Other Important Details: The Director of Training and Development's main role is to aid in the performance of all employees. This person oversees all aspects of training and career development for their store locations. Main duties include the review and assessment of current training approaches to identify areas for development. Strategic planning to improve and maintain current training and development programs for all staff. Oversee training managers and trainers in each store to ensure proper training process is implemented. Assess the validity of training programs to ensure that training is applied and effectively improving performance. Work in the operations of the business to become a subject matter expert on each position and help the stores to operate.

Director of People and Culture

- Company/Organization: Pomegranate Hospitality Restaurant Group
- City: New Orleans, LA
- Starting Pay: Estimated \$70,000 - \$110,000 per year (2020)
- Other Important Details: Pomegranate Hospitality is looking for an experienced, passionate and engaging Director of People and Culture to drive the culture of a growing restaurant group focused on maintaining a safe and healthy work environment for all team members. Pomegranate Hospitality's goal is for every employee to feel that we are not just where they work, but where they belong. We are a community, not just a company and this role is critical in upholding our mission and core values of Empowerment, Passion, Communication, Positivity, Reliability, Education, and Fairness. This position directly oversees the Human Resources function and is responsible for ensuring that Pomegranate Hospitality embraces constant improvement and innovation in recruitment, onboarding, retention, training, development, and team engagement. The Director of People and Culture will maintain and enhance the organization's human resources functions by strategically planning, implementing, and evaluating team member policies, programs, and practices as well as oversee all legal compliance, benefits administration and compensation.

Senior Director, Diversity and Inclusion Strategies and Solutions

- Company/Organization: Marriott International
- City: Bethesda, MD
- Starting Pay: Estimated \$90,000 - \$150,000 per year (2020)
- Other Important Details: As a member of the Global HR team within the Diversity, Equity and Inclusion Center of Excellence (COE), the Senior Director, Diversity and Inclusion Strategies & Solutions will contribute a high level of knowledge, skill, and consultative leadership to ensure that Marriott's Diversity, Equity and Inclusion programs and strategies are innovative and provide solutions to drive associate engagement. The position will partner with Marriott's Talent Acquisition, TakeCare

Employer Brand, Multicultural Affairs and HR Continent teams to promote Marriott's culture of inclusion through the development and implementation of diversity, equity and inclusion, work life integration, multigenerational and workplace programs that support all our businesses and brands enterprise wide. In addition, the position will lead and manage key projects to implement appropriate programs, innovative solutions, communications, and management strategies and processes across Marriott, in alignment with the broader diversity management approach, and in collaboration with other key stakeholder groups. As an individual contributor, this position partners and collaborates with other HR groups on projects. The position will develop and deliver presentations to internal and external audiences representing Marriott's Diversity, Equity and Inclusion strategies.

Manager, HR Compliance Diversity and Belonging

- Company/Organization: Hawaiian Airlines
- City: Honolulu, HI
- Starting Pay: Estimated \$50,000 - \$80,000 per year (2020)
- Other Important Details: This role will serve as a strategic thought partner and trusted advisor working closely with leaders and the rest of HR to implement the company's people strategy and continuously improve the Hawaiian Airlines work environment. This role drives strategic program recommendations, development, prioritization and deployment in employment compliance and diversity and belonging for our Hawaiian Airlines 'ohana.

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11.4: Journey to Success

Jimmie Lopez

I started my career in 1998 as a temporary employee in the office of a startup that became LEGOLAND California in Carlsbad (San Diego). I was then hired on regular full-time after a few months and was promoted through various administrative areas (filing, benefits administration, interviewing & recruiting, onboarding) along the way. Then moved into a business partner role where I began focusing on culture, compensation, employee relations and, subsequently, labor relations when I arrived in San Francisco. I feel my path was beneficial because I spent time in each HR function, specializing, before moving on to another. This allowed me to learn, identify what I enjoyed, and become the generalist that I am today. I never felt that any task or request was beneath me - there is value in everything we do. Being part of a team, earning the team's respect, is one of the ways of becoming an effective leader. I have always felt that it would be difficult for me to explain the importance of our work to someone if I was unwilling to perform any of it.

Current Role

- Director, Human Resources, IHG - InterContinental San Francisco Hotel

Previous Roles

- Director, People & Culture, Four Seasons Hotel San Francisco, San Francisco, California 2014-2020
- Director, Human Resources, IHG - InterContinental Mark Hopkins San Francisco Hotel, San Francisco, California 2008-2014
- Director, Human Resources, BRE Properties (Now part of Essex Trust), San Francisco, California 2005-2008
- Manager, Human Resources, The Irvine Company Apartment Communities, Irvine, California 2003-2005

Education

- Bachelors of Science in Business Administration, Management, San Francisco State University

Christina Tang

Progressing through my career at one location afforded me the ability to build long-term working relationships and gain the trust of my coworkers. I'm also able to invest more time in developing and adjusting processes that help the hotel's operations and metrics, some of which are now used company-wide. Because I'm familiar with our standard operating procedures (SOPs) my company has also sent me to help our nearby sister properties so I can get a taste of how other hotels operate without leaving my own hotel.

Current Role

- Human Resources Manager, Highgate Hotels - Park Central Hotel San Francisco (formerly the Westin San Francisco Market Street), San Francisco, California

Previous Roles

- Human Resources Generalist, Highgate Hotels - the Westin San Francisco Market Street, San Francisco, California 2012-2013
- Human Resources Coordinator, Highgate Hotels - the Westin San Francisco Market Street, San Francisco, California 2010-2012
- Human Resources Assistant, Highgate Hotels - the Westin San Francisco Market Street, San Francisco, California 2009-2010

Education

- Bachelor in Science Business Management and Hospitality Management, San Francisco State University

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11.5: A Great Big Beautiful Tomorrow

Sustainability

Human resource professionals can play a significant role in creating and implementing sustainability strategies for their businesses ([HRM's Role in Corporate Social and Environmental Sustainability, 2012](#)). Based on data in a 2010 study, sustainability is most effective when it is integrated into the organization's strategy with more than half of organizations with sustainable business practices having a formal sustainability policy that includes goals tied to the strategic planning process ([Bates, 2011](#)). Human resources factors such as top management support, environmental training, employee empowerment, teamwork, and rewards systems can be key elements of implementing successful sustainability initiatives ([Daily and Huang, 2001](#)).

In the Human Resources department, many specific business changes have occurred to help with sustainability including the conversion of organizations to paper-free environments. HR was previously the home to cabinets full of paper applications, employee files, and payroll documents. Technology innovations have allowed HR to convert to automated and paperless systems which result in paperless systems like online recruitment and applications, employee communication through company email, and direct deposit.

A study of hotels with Green Seal certification found that nearly all hotels conduct training for employees on sustainable practices but found that a deeper commitment to sustainability practices need to occur ([Stalcup, Deale, and Todd, 2014](#)). For restaurants, social responsibility and sustainability can help to attract loyal patrons and employees ([Perkins, 2020](#)). The Human resource department can help to ensure that sustainability and social responsibility are integrated into policies and procedures so they are put into practice on a daily basis. For instance, the company orientation can include a discussion of the company's overall sustainability goals, and the performance reviews for all employees can include measuring the employee's efforts to meet those goals.

Accessibility

Title 1 of the Americans with Disabilities Act (ADA) requires employers to consider all qualified candidates for positions and to provide reasonable accommodations to qualified applicants and employees with disabilities unless the employer can demonstrate that doing so would cause undue hardship to the employer ([SHRM, How to Handle](#)). The Human Resources team is responsible for ensuring that applicants and employees with disabilities are treated fairly according to the law. HR is responsible for defining the essential functions of every position in the organization which usually occurs by conducting a job analysis where each job task or function is evaluated to determine its importance to the performance.

Human Resource professionals need to continually review ADA laws and regulations to help identify areas where the workplace can improve. Continual review of position essential and marginal job functions is necessary to ensure that any requests for reasonable accommodations can be evaluated appropriately. Proactive Human Resource departments are also taking steps to make their workplaces more ADA friendly by bringing universal design principles into the work areas to provide the widest possible range of situations without the need for any adaptation. One example of universal design is to create an office layout that is easy to maneuver for all employees by widening doorways and removing objects that might cause obstacles ([Shorr, 2019](#)). Many businesses have focused primarily on physical disabilities in their ADA efforts.

In the 30 years since the ADA has been enacted, only 31% of employees with disabilities had a job in 2019 compared to 75% of those without disabilities ([US Labor Department, 2019](#)). Some Human Resource departments have sought broader recruitment strategies to attract individuals with disabilities like a software company that started an Autism at Work program in 2013 ([Lu, 2020](#)). Hiring initiatives for those with developmental and intellectual disabilities might serve as a future opportunity for Human Resource executives searching to fill positions within the organization.

Diversity & Inclusion

Diversity, equity, and inclusion initiatives are used by businesses for a variety of reasons. Some choose to focus heavily on these areas, as they support the organization's vision and mission. Others opt to promote them as a result of compliance obligations. In either instance, the Human Resource professionals in the organization are the ones charged with developing diversity, equity, and inclusion practices. HR managers complete four main steps to develop diversity equity and inclusion: 1) data collection and analysis of workforce to determine inequities, 2) strategy design to help the business meet goals and objectives, 3) implement the

plan, 4) evaluate and audit ([SHRM, How to Develop](#)). Diversity, equity, and inclusion efforts are most successful when they can be woven into the corporate culture so that every decision is reflective of these ideas.

Many hospitality organizations have prioritized diversity, equity, and inclusion as values. The hospitality industry has often had much diversity in front-line employees but less so in management and corporate roles ([Morrisey, 2020](#)). A [2018 Boston Consulting Group study](#) found that management teams with more diversity reported better overall financial performance with nearly 10 percentage points higher than companies with below-average diversity on their management teams. This means HR departments have work to do to increase the diversity, equity, and inclusion of team members in the future. Some ways that HR professionals are trying to improve are, to recruit employees from different sources like senior centers or job boards like [diversityworking.com](#), to reduce the implicit and explicit bias in the selection and promotion process, to develop diversity training for employees, to increase awareness of the value of diversity, as well as, to identify personal barriers to inclusivity, and to proactively investigate any intentional or unintentional discrimination that may be occurring in the workplace.

Technology

Many of the Human Resource functions have evolved significantly as a result of technology. Organizations have relied on technology to streamline HR processes to reduce administrative burdens, to compete more effectively for talent, to improve service and access to data for employees and managers, to provide real-time data to allow managers to effectively manage the workforce, and to allow HR to play a more strategic role in the business ([Johnson and Gueutal, 2011](#)). The [2019 HCM Trend Report](#) developed by leading HR analysts states that technology expenses in HR departments increased to \$3.1 billion in 2019. Technology is being used not only to transform how employees do their jobs but also allows HR managers to make better decisions about the workforce including compensation, scheduling, promotions, and coaching.

Technology has helped to leverage Human Resources as a strategic partner by analyzing workforce capabilities. Companies are using Human Resource departments to measure employee data and to learn more about where the business is headed using predictive modeling ([BasuMallick, 2020](#)). Data gathered about the success of recruitment, employee engagement, employee development, performance, and workforce management can be the first step to understanding. These HR metrics are operational measures that can help determine how efficient, effective, and impactful an organization's HR practices are ([Teeboom, 2019](#)). Human Resource professionals can use that data with sophisticated analytics and smart dashboards to give insights into meaningful action, which can result in a successful workforce. Some examples of software use in Human Resource analytics include Tableau and ActivTrak.

Future Outlook

In a Wall Street Journal article ranking the most promising careers of the next decade, Human Resource Managers ranked 35th out of 800 occupations based on new employment projection data by the Bureau of Labor Statistics ([Oh, 2019](#)). The ranking is based on the number of job openings in Human Resources projected to the year 2028 along with median salaries for those holding Human Resources positions in 2018. The number of jobs for HR professionals is estimated to grow by seven percent, which translates to about 14,400 projected jobs annually ([Maurer, 2019](#)).

Human Resources professionals have become a recognized partner with company leadership to help grow, retain employees and help develop people-centric approaches to Human Resource Management. Another compelling reason to consider a future as a Human Resource Manager is salary. In 2019, the median annual manager's salary was \$113,300 per year with the lowest 10% of managers earning less than \$66,870 and the highest 10% earning more than \$201,380 ([Maurer, 2019](#)).

Advances in Human Resource Management continue as the workforce evolves. Labor laws change as a result of changes in administration and can result in employee handbook and company policy revisions ([Lee, Smith, Nagele-Piazza, Maurer, Miller; 2020](#)). Many issues being discussed at the federal and state levels will have an impact on employers and will result in Human Resource action including, recruitment and termination practices, health care, paid leave, labor relations, workplace immigration, and minimum wage. Human Resource professionals are expected to not only be knowledgeable of the laws, they must be able to take action in the workplace to ensure the regulations are being followed.

There is a large shift to remote work in organizations. Even before COVID-19, a 2019 report ([Buffer, 2019](#)) found that 99% of employees would like to work remotely at least some of the time. Human Resource professionals are faced with determining how work will be done both at the workplace as well as remotely. While guest room attendants and cooks are unlikely staff to work

remotely, many hospitality functions including sales, accounting, and even Human Resources employees could work in a location other than the hotel or restaurant. In hospitality organizations, many Human Resource managers are faced with determining how work will be completed and where. Some challenges related to remote work that HR is charged with solving include, ensuring employees have the right tools to get their work done, communicating with employees, keeping employees engaged, and establishing expectations ([Atchison, 2020](#)).

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11.6: Until Next Time...

Summary

This chapter described the role that the Human Resources function plays in hospitality organizations. The origin of Human Resources as a personnel department responsible for processing paperwork has evolved into a dynamic integration of Human Resources into the strategic planning of the business where the employees are valued and leveraged to meet business goals. The key operational processes in human resource operations involve employee functions including workforce planning, recruitment, selection, orientation, training, performance management, compensation, and benefits administration. Various career opportunities in human resource management exist including more generalist roles where Human Resource positions are responsible for all functions and more specialized roles where positions are responsible for a specific sector of Human Resource management. Technology has impacted the management of human resource operations by shifting the work being done as well as by allowing the HR functions to occur virtually, like online employment applications, payroll, and records management. Sustainability efforts for businesses are linked to the Human Resource department and human resource initiatives often support sustainability efforts. Finally, Human Resource professionals facilitate accessibility and inclusion efforts in organizations.

Resources

[Human Resources in the Food Service and Hospitality Industry](#) (Open Access Textbook)

[The Council of Hotel and Restaurant Trainers](#) (Association of Hospitality HR professionals)

[The Society for Human Resource Managers](#) (Association of HR professionals)

[Association of Talent Development](#) (Association of Training professionals)

[Is Human Resources the Right Career Field for You?](#) (Video)

[HR.com - Maximizing Human Resources](#) (Online compilation of resources for HR executives)

[Trends in Hospitality Training and Development 2019](#) (Summary of trends in training)

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CHAPTER OVERVIEW

12: Industry Discipline - Marketing and Social Media

Industry Discipline

MARKETING & SOCIAL MEDIA

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LEARNING OBJECTIVES

At the end of this section, students will be able to:

- Explain the role of marketing within the hospitality industry
- Summarize the key operational processes and basic management functions of marketing
- Describe career opportunities within the marketing discipline in the hospitality industry
- Suggest tactics marketing departments can utilize to be sustainable and positively impact the planet
- Reflect on strategies marketing departments can implement to positively impact diversity and inclusion within the industry

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12.1: In the Beginning...

Overview

Hospitality and Marketing have worked hand-in-hand for generations, molding the way we view products and experiences within the hospitality industry. Before we dive into how marketing and technology (like social media) shapes the hospitality industry, let's take a closer look at what marketing means.

Marketing is the act or process of selling or purchasing in the market (Merriam-Webster). Oftentimes, we may think marketing only applies to the act of physically selling an item but the term surpasses that. Hospitality marketing merges both the consumers' desires for a high-quality experience with reliable brand strategy and success, with the end goal of a repeat and high-paying guest.

Technology is an amazing tool that runs our daily lives, both personally and professionally. "The challenge for brands is to connect with customers through all devices in real time and create campaigns that work across social media, display advertising and e-commerce" (Benady, 2014, *How Technology is Changing Marketing*). As the technology industry quickly evolves, marketers and business professionals merge those new aspects into the world of hospitality.

Hospitality marketing consists of a few strategies for success (Concordia St. Paul, 2016):

- Research
- Awareness
- Promotion
- Relationships

Merging these four strategies creates a strong and ever-changing hospitality marketer. Having the desire to research, bring personal and professional awareness to the company, promote the company through an inviting hospitable lens, and building long-lasting relationships to, in the end, bring those consumers back for more.

Marketing acts as a building block for any business, within any industry - hospitality being no different. Over many years, the world of marketing has evolved across multiple platforms. What started off in print newspapers evolved to highway billboards, television commercials, and social media ads. The quality and complexity of marketing campaigns can mean the difference between a successful quarter or a not so successful one. You may think of marketing as selling an item to a consumer where hospitality marketing "must sell tangible as well as intangible products" (Concordia St. Paul, 2016). Many hospitality professionals have similar goals in mind - to provide an exceptional experience to their guests all while turning a profit and increasing visibility to new clientele. As you can imagine, marketing plays a pivotal role in enticing prospective guests and keeping returning ones. Take a moment and think of a marketing campaign within the industry that has caught your eye. The first one that comes to mind is Hiltons' *Expect Better, Expect Hilton* with Anna Kendrick. Kendrick was Hilton's first-ever celebrity-focused campaign which, according to newsroom.hilton.com, was receiving a positive response from consumers ([hilton newsroom](https://newsroom.hilton.com)). What may seem like a quick commercial, most likely took months or years to execute and deliver. Marketing is an art form, merging both business strategy and fresh creative outlook to hook consumers in and keep them coming back for more.

Marketing, Technology & Hospitality – Working Hand in Hand

Marketing, Technology, and Hospitality – these disciplines have a great amount in common. A marketer is a resource their organization can rely on for the most up-to-date tools to reach new guests and retain existing ones. Technology is an ever-evolving world that enables marketers to reach customers within milliseconds with just the click of a button. Hospitality merges all of marketing and technology together to bring a product, experience, or both to a guest who is looking to visit a new city, celebrate with a drink, or explore new cuisine.

Marketing

Hospitality marketing merges the three disciplines to form a unique career role within the world of hospitality. Marketing is a vital business factor contributing to a corporation's success; without it, the company loses strong connectivity with its consumers from an internal and external lens. Like mentioned earlier, the four concepts of marketing include Research, Awareness, Promotion, and Relationships (Concordia St. Paul, 2016). Market research is a crucial component for understanding your current and ideal consumer. As marketers, your role is to drive your ideal consumer to the brand you represent – starting with market research.

Researching your ideal guest and brand strategy provides vital information that may have not been known prior. According to O'Connor, market research is one of the most important steps when working towards the success of a company. "The potential market for your products or services can be defined as the pool of consumers or businesses who would consider purchasing them." "Do you offer the lowest price? Unparalleled services?" (O'Connor, 2013, Forbes). Market research allows you to understand your ideal guest, figure out what you do differently than your competitors, and use that edge as a catalyst for future marketing initiatives. Take hotwire.com for example; the budget-conscious booking site allows for guests to use a lottery system to garner the best deals on hotels, car rentals, etc. without seeing the name of the hotel prior to booking. Hotwire.com noticed the need for budget-friendly rental options with the creative edge of a lottery-type system.

Garnering brand awareness through multiple avenues is the second step in successfully merging marketing and the hospitality industry. Building brand awareness 20 years ago may have been seen through paper ads, billboards on the highway, and even door-to-door flyers. In today's market, brand awareness mostly comes in the form of technology and social media. According to a case study published by Orbit Media, marketing campaigns, even grassroots ones, can result in increasing brand awareness. Orbit Media surveyed three Chicago non-profit organizations, one being Chicago Architecture Foundation (CAF), that was able to garner high traction through different social media posts. Through garnering brand awareness, marketers are able to use the brand-buzz to further marketing promotions and relationships with guests.

Promotions could be a seasonal spa-sale for a hotel brand, a winery offering exclusive deals for members, or exclusive promotions for a company's cardholders. A familiar example of industry promotions is a credit card with travel perks. For example, Hilton Hotels has an exclusive collaboration with American Express on a Hilton Honors credit card. With no annual fees, the credit card advertises bonus points, 7X points on Hilton purchases, 5X points on grocery & dining, and more. Promotions can also take the form of social media or email campaigns. Exclusive sales and discounts are a very popular form of email marketing, which merges the world of marketing and technology together. Email marketing has an average ROI of 3,800% (Salesforce) and 3.7 billion (statista) global users which holds immense marketing power that many hospitality groups take advantage of (Vos, Orbit Media).

Lastly, creating and maintaining a steadily increasing relationship with your ideal guest results in strong brand equity and a higher return on investment. Everyone's end goal is the same: to garner more guests and impressions that result in greater spending dollars (through a form of hotel bookings, flights booked, items purchased, etc.). An example of a company that has an amazing relationship with its consumers is the Walt Disney Company. For decades, the Walt Disney Company has produced marketing content to entice guests to stay for various reasons. The company often uses emotion-driven clips of family, friends, joy, and excitement, the idea of what happiness looks like in the Happiest Place on Earth. Although their advertisements change on a year-to-year basis, they keep the overarching theme of welcoming happiness at the forefront. According to Burns, "Disney tells stories first, develops and sells products second" (Burns, 2015, Forbes). Through storytelling and garnering trusting relationships, Disney is able to keep its guests coming back for more. Many hospitality companies can learn from a company like Disney who has worked for decades to garner the trust of thousands of consumers.

The end goal is similar for many hospitality companies: to increase brand visibility, spending dollars, and repeat guests. Through marketing and technology, the world of hospitality unlocks a mass of opportunities for growth.

Technology

Marketing and Technology work congruently towards a mutual goal; when one evolves so does the other. Technology, since the birth of Facebook, has been an incredible tool for all organizations to use. Ranging from organic to paid media, marketers can choose to focus on garnering attention through grassroots efforts or through spending dollars (or a little bit of both). Marketing technology comes in all forms like:

- Social Media marketing through platforms like Facebook
- Email marketing through platforms like Gmail, using platforms like GoDaddy or MailChimp to launch those emails
- Search Engine Optimization (SEO) skills to ensure all wording on one's website is attracting the most views with the least amount of spending dollars

Using technology to a marketer's advantage provides an endless world of possibilities to a company's growth. The world of technology may seem daunting but learning one skill at a time is the best way to learn.



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Key Operational Processes

For any marketing professional to thrive within this field, one must be adaptive and ever-learning. “Long gone are the days of one-size-fits-all advertising and competition based solely on price” (Haque, 2018, Entrepreneur.com). As the complexity of the industry grows, so does the complexity of skills needed to perform various roles. The more skills you bring to the table, the more hireable & beneficial you are to the company you are working for. Think about marketing like an Instant Pot ®. The Instant Pot ® has 16 magical features that minimize the tools needed in a kitchen (steaming, air-frying, etc). Similar to a marketing professional that has multiple streams of knowledge, like analytical skills, communicative skills, industry knowledge, and more. You want to strive to be the Instant Pot ® in a sea full of generic 1-skill cooking devices. Some key operational processes that every marketing professional should have are described below.

Effective Communication

Effective communication is an extremely important concept as a hospitality marketing professional. Who better to explain the importance of effective workplace (and personal) communication than Jenna Wilson? Jenna, creator and CEO of Career Civility, is an expert communicator. Jenna is passionate about the people behind a brand. Through her organization, she strives to instill effective communication throughout many industries. Below, she shares her thoughts on workplace communication.

Jenna with Career Civility:

"Entering the workplace, in any industry, is new, exciting, and uncharted territory. One of the most sought after skill sets employers look for in prospective employees is effective communication. And yet, very few managers, leaders, and team members know how to cultivate effective communication in their day-to-day work lives. That changes with you! Effective communication starts with listening and observing the environment around you, it is successful when all parties give clear expectations, and it continues to evolve over time. When interacting with any organization - whether it be in the interview process, on your first day, or even years down the road - always observe your environment. Take inventory of the people in the office -- Who is the “fun one”? Who is the quiet and serious one? Who is always interacting with the leadership team? And which employees are eager to help others? Communication is unique to each individual. It can be important to observe and listen to how others are communicating in their workplace. It helps to get a pulse on how the organization operates from a personal relations standpoint. From there, you have the ability to start creating your own communication guidelines and expectations. When working with a new manager or team member, do not be afraid to voice your expectations and boundaries. It is not rude or out of place to explicitly ask what is expected of you. In fact, it will probably be a breath of fresh air. Be confident in your ability to effectively communicate. And be confident in the fact that you may not know it all - and that is okay. New work environments are tough because questions can sometimes come off as incompetent. However, when being vulnerable to asking questions, it showcases that you are open to learning, it reinforces your ability to listen and it gives others the opportunity to do the same! If all else fails, you can follow these quick dos and don'ts.

- DO listen without multitasking
- DON'T assume everyone communicates the same way you do

- DO ask how people prefer to be communicated with
- DON'T be afraid to ask for help
- DO bring your whole self to work!"

(Jenna Wilson, 2020, Career Civility)

Analytical Skills

Analytical skills are important to comprehend as a hospitality marketer. As marketers, we are tasked to understand the ideal guest that the company would like to attract. A luxury hotel brand may strive to attract a different type of guests versus a local brewery and the guest they strive to attract. Understanding your audience and forming that communication between them is what makes a successful marketing strategy. Behind that blanket statement are some fine-tuned pieces like analytics and data. "...You'll be using data-driven insights to understand your customers' needs in a rapidly evolving world, enabling you to proactively evolve your products alongside those needs. Many of the successful new 'disruptive' businesses - including Uber and Airbnb- are using data and its analysis as the cornerstone of their entire business model" (Haque, 2018, Entrepreneur.com). The data that is gathered can mold a marketing strategy to its top potential, attracting the ideal guest and resulting in more dollars spent. Being able to utilize data programs, like Excel, along with decoding what successful data may mean for the organization is vital. Take the role of a Marketing Strategist for example. A key proponent in your role is compiling the desired data, analyzing it, and turning those findings into digestible business content for other executives to use. These executives will then use that data to make larger business and/or marketing decisions.

Time Management

The hospitality and tourism industry is fast-paced, with money being spent by the second. According to ustravel.org, "*Direct spending by resident and international travelers in the U.S. averaged \$3.1 billion a day, \$128.6 million an hour, \$2.1 million a minute and \$35,700 a second*"... "*In 2019, \$1.1 trillion in traveler spending generated a total of \$2.6 trillion in economic output and supported a total of 15.8 million American jobs.*" ([US TRAVEL](http://ustravel.org)). These numbers directly reflect the guests that you will be working with, whether that be directly (like in an operational position) or indirectly (like in a marketing role). With a fast-paced environment comes high time-management skills. According to indeed.com, here are 10 ways to improve your time management skills ([Indeed.com](http://indeed.com), 2019, career development) :

1. Start your tasks early
2. Set limits for what you'll say yes to
3. Give yourself breaks
4. Prioritize your tasks
5. Schedule your tasks and their deadlines
6. Organize your workplace
7. Learn your patterns of productivity
8. Use technology to help keep you accountable
9. Focus on one task at a time
10. Reinforce your good habits

This list should be used as a guide and personalized to your lifestyle. For example, I often use both Google Calendar (refer to point #8) AND a physical planner to keep myself organized. Find what works for you through trial and error and your path to success will be limitless.

- Tip: Use the time-management skills you are best at as talking points during interviews.

Willingness to Learn

Taking initiative and showing a willingness to go above and beyond is ranked the 3rd skill in the top 8 skills to succeed in the hospitality industry (Burton, 2018, highspeedtraining.co.uk). With the increasingly competitive nature of the job market, it's important to be a jack of all trades. Although that term may seem overwhelming, take small steps to truly learn different techniques that can benefit not only your workload but your chance of getting hired and staying employed. For example, a smaller hospitality company may require you to wear multiple hats within a role. You may be running social media platforms, creating analysis reports, content creating, and even some website coding. On the other hand, a larger hospitality company may have niche roles like

social media manager but having additional skills will not only help your resume stand out but will also help with promotions. Some extra skills you can add to your wheelhouse include but are not limited to:

- marketing certifications (search engine optimization, social media management, consumer report management tools)
- coding knowledge (HTML, CSS and Java)
- graphic design knowledge (photoshop and illustrator skills are a plus)
- communication sciences knowledge (understanding the psychology behind the consumer who you are targeting) & more.

Staying up to date within the industry through articles, academic journals and podcasts along with added skills or even a focus within your major can be the difference between your resume and a competitors.

- Tip: If you are interested in a certain field of hospitality marketing, like the beverage industry, look on working towards additional certifications like your Sommelier License.

Additional Skills

Lastly, do you have any fun skills that you can bring to your role as a marketer?

- Are you a writer? Start a blog.
- Are you interested in viticulture or fermentation? See if your university or college offers sommelier licensing or get a job at a local tasting room. This can help grow your knowledge of varietals and food pairings.
- Are you interested in sustainable hospitality? Join or create a sustainability committee or club.

These are additional talking points that could act as a potential focus in a future job or as an interesting conversation starter during networking events.

After completing his Hospitality and Tourism bachelor's degree from Purdue University, Mitchell Foresman found an innate passion for sustainability within hospitality. Throughout his first few years working within the hospitality industry, he was able to work on a magnitude of sustainability projects at his property. His involvement in various sustainability projects, like reducing overall hotel energy consumption and donating what would have been food waste to the Chicago Bridge Project, didn't come without quite a bit of leg work. After starting his career with a large hospitality company as an Assistant Executive Steward, Foresman expressed his interest in furthering the sustainability practices within his property. Since then, he was able to collaborate with various teams within the hotel and within the company's corporate offices; resulting in great changes for his property, community and city. Since then, Foresman is pursuing a masters degree in Sustainable Tourism where he will be graduating in 2022. You can find [Mitchell Foresman on LinkedIn](#).

Basic Management Functions

As a marketing manager, here are some basic management functions you can expect; these may vary depending on the hospitality organization you are working with.

Through your role as a marketing manager, you will deal with:

- Project Management
- Consumer Engagement Planning
- Data Analysis
- Time Management
- Project Allocation (to others on your team or within other teams)
- Budget Allocation and Finance Allocation
- Emergency Communication (sometimes taking place after-hours)
- After-hour Event Planning
- Creative Meetings
- Creative Planning
- Content Strategy, Content Creation and Content Forecasting
- Countless meetings with various stakeholders within and around the organization

As a marketing professional, you are often tasked with building the bridge between the tangible and intangible service that the organization offers with the business objectives of the business.

Types of Organizations

As a marketer, you work with multiple stakeholders both internally and externally to your organization. For example, a marketing strategist working for a large winery will work with multiple people like creative, advertising, finance, operations, corporate business individuals, and sometimes outside vendors. A marketing strategist at a local bed and breakfast may work with the owner of the company, sales individuals or non-marketing individuals, and any external partners if creative work is outsourced. As a marketer, you play a pivotal role in merging business and operations. This circles back to the importance of communication and time management skills.

Marketing Associate - Smaller/Medium Company	Marketing Associate - Large Company
Wearing multiple hats. This marketer may work on multiple marketing aspects along with other tasks like graphic design, administrative work, sales work, etc.	Focusing on a specific sector of the business but still may have meetings with multiple stakeholders internally and externally

Fortunately for marketers, the industry is only growing. Marketing, like front-of-house operations or engineering, allows for the business to thrive and flourish. Each role within a hospitality industry plays an important part in the overall growth of the company, similar to a cog in a machine. The hospitality industry is constantly looking for sharp marketing and social media professionals to fine-tune their brand. Typically positioned in a corporate setting, marketing within the hospitality industry can mean everything from marketing new talent to marketing new business. As a marketer, it is your job to rope the new or existing guest in for more. You invoke curiosity and ultimately, spending dollars.



Photo by [Adam Jang](#) on [Unsplash](#)

Social Media Marketing

Social Media Marketing, another career path within hospitality marketing, is a quickly evolving career path. Social Media Marketing merges the world of tech and marketing through cohesive branding and company voice.

Through a quick internet search, you can find a multitude of position listings for roles for all experience levels. Social Media Marketing tasks include:

- Content Creation
- Content Mapping, Scheduling & Visualizing
- Content Editing
- Search Engine Optimization (SEO) knowledge
- Analytical knowledge
- Organic and Paid media knowledge
- Communication between internal and external partners

- A personal curiosity and passion for social media

What started as a foreign concept generations before has become a staple position within many companies. Social Media Hospitality Marketing includes travel influencers, corporate partners, business individuals, and both internal and external stakeholders. Why is Social Media Marketing so important in the world of hospitality? “Companies utilize social media to form online communities to build new business models that include a new product marketing channel (Chung & Buhalis, 2008; Ulusu, 2010; Yang et al., 2008), and build strong relationships with consumers by overcoming limitations of time and place (Bolotaeva & Cata, 2010; Sigala, 2003).” ([Kang, 2011, Pg. 11](#)).

With a dedicated degree and level of skills, you can achieve a role that targets a niche field. Our social media platforms drive almost every industry we consume from. If that interests you, it can be your career. Moving forward in a career in social media, you want to make sure you establish yourself as a great social media manager versus a “good” social media manager. Like I mentioned earlier, boost your resume with some skills like:

- Content Creation, Editing, Mapping and TrendForecasting
- Adobe Suite knowledge
- E-Mail Marketing Tools knowledge
- Social Media Scheduling Tools knowledge
- Customer Relationship Management (CRM) program knowledge
- Social Media Scheduling program knowledge

Utilize tools like LinkedIn Learning (a tool that may be free through your college or university) to increase those skills.

- Tip: If you are interested in working for a specific company, connect with various employees via LinkedIn. Networking never starts too soon!

As social media and technology evolve, so does the hospitality marketing industry. Social media is a technology that is ever-changing, with new additions and changes happening almost by the minute. Staying on top of industry trends through news outlets, business reports, and professional resources will provide the best knowledge to keep you ahead of the curve.

Social Media Marketing is a great role to enter the world of marketing where you are either working in-house or at an agency. Let’s break those two down with the chart below.

Agency - business out-sources it's marketing to an external company	In-House - all marketing collateral created within the business	Combination
As a marketer within an agency, you often have multiple clients at once working on multiple tasks at hand. Oftentimes, you wear multiple hats to get things done.	Oftentimes, this can save the company money and keep talent and company marketing tactics behind closed doors.	Some companies use a combination of both in-house and agency marketing.
The Pros of working in an agency: • you are able to establish relationships with a large variety of brands, some large corporations • potential career growth if/when you plan to leave an agency setting	The pros of working in-house: • establishing your voice as a marketer • focusing on a single company • you are able to grow within the company	The Pros: • outsource niche projects, creative, advertising, and more • keep some projects internal
The Cons: • juggling multiple clients at a time • time management is critical	The Cons: • you do not gain exposure to as many different brands as you may at an agency	The Cons: • keeping the message consistent between internal and external teams

The Modern-Day Marketing Path

The modern-day marketing role can have many faces depending on the company you work for - which is a recurring theme throughout this chapter. I'll be focusing on two aspects of marketing, marketing strategy, and social media. Keep in mind that a marketing-focused hospitality career can mean much more than what I provide for you here.

Marketing strategy is a sector that falls under marketing; similar to consumer engagement, analytics, user experience design, communication sciences, and more.

Larger Companies vs. Smaller companies (and what that means to market as a role)

Large Company: Corporation	Small Company: Start-Up to Mid-Level
- Tend to offer narrower roles that specify within a certain team - Example: A Marketing Strategist at the Walt Disney Company. - This individual works with teams in finance, digital, creative, consumer engagement, website design and more. The individual's sole purpose is to strategize specific marketing goals for specific events.	- Tend to offer a broader role that touches many areas of business - Example: A Marketing Manager for a smaller start-up company. - This individual works cross-functionally throughout the entire organization and may switch tasks on a need-by basis. The individual may be strategizing one day and creating content the next.

Social Media marketing is another industry that may pique your interest within the world of marketing and hospitality. Our social media platforms drive every industry and organization you consume from - and it can be your job too! What differentiates a good social media marketer from a great one?

A Good Marketer	A Great Marketer
Familiar with trends that interest them but doesn't push themselves to discover other industry trends	Stays current on industry trends through news outlets, social media, and industry publications
Personal user of digital marketing channels	Understands the inner-workings of digital marketing channels
Always uses their strongest, specific marketing skill	Continues to develop themselves to maintain a diverse set of marketing skills
Prefers steady, unchanging environments	Embraces the ever-changing marketing environment
Working to strengthen their time management skills	Is organized and a master of time management

Within the last decade, social media marketing has become a booming career opportunity for many industries. According to [google.com/trends](https://www.google.com/trends), the term "social media marketing" showed little to no interest in 2004. In 2007, when the first iPhone was released, is when the term, and rightfully the job market, started to take off. From 2010 to 2017, the term showed a 50% increase in interest - increasing steadily since then. Hundreds of Social Media Marketing roles are being posted to job boards like Indeed and LinkedIn daily. With the improvement of technology, the field is increasing which also means the competitiveness is increasing as well.

Career Opportunities

Marketers work to ensure a successful strategy for hospitality organizations. The hospitality industry is able to use those disciplines to attract their ideal guest and acquire a higher profit. Hospitality, like any industry, runs like a business. Marketing is a piece in the puzzle that completes that business model.

The enticing thing about a career in hospitality marketing is its need and transferability throughout many industries. As a professional in hospitality marketing, you can expect to work for a wide range of companies including:

- Beverages

- large wineries, distilleries, and breweries
- Restaurant Groups
 - Lettuce Entertain You, Darden, Yum! Brands, Landry's, Bloomin Brands
- Hotel Brands
 - Hilton, Marriott, The Four Seasons, Hyatt
- Single Entity Hotels
 - The Breakers Palm Beach (one of the last family-owned single-entity hotels in the US)
- Sustainability Initiatives (Corporate)
 - Sustainable hospitality is an evolving avenue within marketing. A role like this would most likely take place in a corporate setting.
- Entertainment
 - theme parks, museums, tourist attractions

Within these avenues of hospitality comes a wide range of marketing roles one can pursue. Like many other positions, working 'up the ladder' is a traditional path for many in marketing. Keep in mind that a marketing role as a coordinator or assistant will evolve and grow into a manager or vice president down the road. If you are starting off with little to no experience in hospitality marketing, I would suggest working towards an internship with a hospitality company first. This role doesn't have to be specifically in marketing but allows for a better understanding of hospitality companies and how they operate. Once some entry-level experience is achieved, one can expect to pursue roles like Marketing Coordinator, Social Media Marketing Coordinator, Email Marketing Analyst, and more. The terms Coordinator, Assistant, and sometimes Analyst will often be a job title for an entry-level marketer. With a few years of experience, one can expect roles like Marketing Strategist, Vice President of Marketing, or Marketing Manager to name a few. These positions, depending on the type of company you work for, can vary on actual responsibilities. If you are working with a smaller hospitality group, you can expect to wear multiple hats. A day can move from graphic design work to SEO brainstorming to copywriting. If you are working for a larger company your role may focus on a more detailed task at hand. In the end, everyone is working towards the same goal which is to garner more brand awareness and bring the organization more money. A helpful note to keep in mind is to envision yourself in a role 5 years down the line and understanding what roles may get you there. Taking a role that may not be your "dream" position may just be what will push you towards a promotion or that "dream" job in a few years. Taking risks and keeping an open mind will push you towards marketing and hospitality success.

Marketing and Social Media roles will range in pay, description, and detail depending on the company and city that you are working in. For example, what a marketing strategist does at the Walt Disney Company is far different than what a marketing strategist may do for a smaller startup company in Chicago, Illinois. Many marketing positions have a starting salary ranging between \$40,000 - \$55,000 per year. With five years of experience, you could be making \$80,000. With ten years of experience, you could be making over \$100,000.

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12.2: A Day in the Life

Coming Soon!

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12.3: #CareerGoals

Marketing and Events Manager

- Company/Organization: Mountain View Chamber of Commerce
- City: Mountain View, CA
- Starting Pay: \$55,000-\$60,000 (2020)
- Other Details: The Marketing and Events Manager will be in charge of producing, marketing, and executing a diverse array of events, programs, and materials that drive traffic to local businesses; provide revenue opportunities for the Chamber and its members; increase the positive reputation of the Chamber, City, and region; and generate joy and engagement for the local community. This unique role combines operational excellence with marketing acumen in both online and offline scenarios. The successful candidate will have proven experience with virtual events, social media, and sizeable in-person gatherings, as well as a highly creative and nimble mind to envision new strategies and programs amid rapidly changing circumstances. 2 years events management experience preferred.

Marketing Coordinator

- Company/Organization: Pisoni Family Vineyards
- City: Rohnert Park, CA
- Starting Pay: \$58,000-\$68,000 (2020)
- Other Details: This Marketing Coordinator position will be immersed in creating and developing marketing initiative for multiple wine brands. Pisoni Family Vineyards manages the marketing for several businesses (under SLH Farms, Inc.). These businesses will provide a dynamic marketing opportunity for a creative and motivated individual. This is an exciting role that will see many aspects of marketing and project development throughout the wine business. This individual will work in alongside a long-standing team of excellent freelance individuals. With success and command of the position, this role can quickly see more growth within the company.

Franchise Marketing Coordinator

- Company/Organization: Native Grill & Wings
- City: Chandler, AZ
- Starting Pay: \$46,000-\$50,000 (2020)
- Other Details: Franchise Marketing Coordinators produce quality work for our franchised locations nationwide, and we are seeking a candidate who can participate in various stages of grassroots marketing, planning and strategy. This individual should be prepared to work in a fast-paced environment that will provide individual growth and experience in various aspects of marketing. He or She will possess a strong knowledge and understanding of the digital media landscape, including various social media websites. The candidate must also have strong critical thinking skills in order to integrate into our vibrant and passionate team. Bachelor's degree (preferably in Marketing, Business, Communications, Advertising, or Public Relations) and 2+ years' experience in marketing role required.

Marketing Director

- Company/Organization: Arapahoe Basin Ski Area
- City: Dillon, CO
- Starting Pay: \$67,000-\$104,000 (2020)
- Other Details: Responsible for the company's marketing and communications strategies, as well as overall branding, culture and image. This role manages the marketing department with the ability to drive creativity and enthusiasm in the team. Part of the Senior Leadership Team for Arapahoe Basin Ski Area. In addition to SLT responsibilities, the Marketing Director provides direction for advertising, media, customer service, contract administration, distributors, international operations, market research, market development, and sales force efforts. This role establishes and coordinates the goals, plans, and programs to maximize sales objectives and continually analyzes and adjusts the marketing and sales strategic position to respond to changing market and competitive conditions. Bachelor's degree in a related field, Professional chartered marketer (CIM), 5 years marketing experience, and 3 years management experience all preferred

Professional/Post-Graduate Internship

- Company/Organization: The Walt Disney Company
- City: Orlando, Florida or Burbank, California
- Starting Pay: \$18- \$22 an hour, depending on position (2020)
- Other Details: Many corporations, like the Walt Disney Company, Hilton, Google, etc. have positions similar to this.
Postgraduate internships are a great way to get your foot in the door with large companies. Many will hire post-grades up to 12 months after completing an undergraduate or graduate program.

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12.4: Journey to Success

Lisa Felder Hain

I have worked under a variety of different business units under the Disney Parks umbrella. While the majority of my career has been heavily focused in marketing strategy roles, I actually started in a front-line sales role. Having that unique first hand sales experience, coupled with my degree in marketing, allowed me to more seamlessly bridge gaps between the holistic marketing strategies and sales executions I've helped to lead. I attribute much of my 'journey to success' to eagerly seeking out new challenges to continue growing a well-rounded professional skillset across various lines of business. Proving myself to be a fast learner with strong business acumen and excellent communication skills helped to establish a personal brand of high utility and strong reliability. These attributes have helped to create pivotal moments where job opportunities have been presented to me, bringing new opportunities for personal growth and senior-level mentorships that will continue to springboard my career growth.

Current Role

- Manager of Marketing Strategy for Magic Kingdom Park & Disney's Hollywood Studios, Walt Disney World, Celebration, Florida

Previous Roles

- Manager of Marketing & Sales Strategy, Disney Cruise line EMEA (Europe, Middle East and Africa), The Walt Disney Company, London, United Kingdom 2015-2018
- Marketing Strategy Manager, Florida Resident and Annual Pass, Walt Disney World, Celebration, Florida 2014-2015
- Marketing Associate, Member Strategy, Disney Vacation Club, Celebration, Florida 2012-2014

Education

- Bachelor of Science in Marketing, Clemson University

Andrea Wolowitz

My current role is the Brand and Marketing Strategy Manager for EPCOT and Disney's Animal Kingdom Theme Park. What this means is that I make sure the parks are represented accurately and connect to the brand positioning that has been developed. It also means that I develop strategic direction for the go-to-market communication plans when we open an attraction, Festivals, Hard Ticket Events or create on-going support to drive attendance to the Parks. The biggest influence on my role today was actually where I began my path and the role I had just ahead of my current role. I began my career at an advertising agency. This position gave me the ability to project manage a request from start to finish. I would receive a request, strategically plan where to place the ad, develop the message, work with creative teams to execute, and then place the actual media. The next role that had the most influence was working on the Sales & Marketing Strategy team. This role gave me insights into how the sales team worked, how they connect with their clients and what was the best way in their environment to support the Disney message. Both of these roles have influenced how I make decisions today. Had I not had the start to finish project management within the creative realm, I may not know what it takes to fully execute the strategic requests I make today. And had I not had the sales layer, I may be missing some angles that are important to consider within the strategic planning for the best go-to-market plan.

Current Role

- Marketing & Brand Strategy Manager for EPCOT & Disney's Animal Kingdom, Walt Disney World, Celebration, Florida

Previous Roles

- Marketing Strategy Manager, Parks Products & Events, Walt Disney World, Celebration, Florida 2017-2019
- Marketing Strategy Manager, Events & Water Parks, Walt Disney World, Celebration, Florida 2016-2017
- Marketing Manager, Sales Channel Strategy, Walt Disney World, Celebration, Florida 2014-2016
- EarMarkes Rewards Program Manager, The Walt Disney Company, Celebration, Florida 2010-2014

Education

- Bachelors of Arts in Marketing, Advertising & Public Relations, Midland Lutheran College

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12.5: A Great Big Beautiful Tomorrow

As professionals, we must strive to leave our work behind with a positive impact. Sustainability, accessibility, diversity & inclusion and technology are all evolving areas that hold great importance in our field. Even as hospitality marketers and business professionals, it is our ethical duty to impact those around us for a great big beautiful tomorrow. I urge you to bring your passions into your workplace, striving to better the corporations you work for and lead by example.

Sustainability

Marketing and sustainable initiatives can work hand-in-hand with the current strategy of the hospitality company you are working for. Brainstorm some ways that your organization and marketing team can integrate sustainable initiatives throughout your campaigns. According to [The Travel Care Code](#), a resource for all travelers and hospitality professionals looking to broaden their understanding of sustainability. This set of “Care Codes” can act not only as a list of initiatives for you to follow as a professional but for your team to implement through strategies within the workplace. Look for subtle ways to implement sustainable tactics and initiatives that will prompt guests to help to build a great big beautiful tomorrow.

1. Learn About Your Destination
2. Don't Leave Your Good Habits at Home
3. Be a Fuel Efficient Traveler
4. Make Informed Decisions
5. Be a Good Guest
6. Support Local
7. Dispose of Waste Properly
8. Protect Your Natural Surroundings
9. Make Your Travel Zero Emissions
10. Bring Your Experiences Home

Accessibility

Accessibility in the hospitality space doesn't simply equate to physical accessibility but, in the world of marketing, means digital accessibility as well. Throughout all marketing campaigns, strategies, and initiatives, you and your team should be cognizant of digital accessibility for those who may need to use the resource. How do you know if your website or marketing materials are digitally accessible? Answer these questions to find out:

- Is your website or campaign easy to navigate? (Alt Text for images, Subtitles/Closed Captioning on videos, etc.)
- Is your website or campaign easy to understand for a wide range of users? (This includes those with visual, auditory, motor, or cognitive disabilities.)

Diversity & Inclusion

It seems as though 2020 has brought a roar behind the fight for diversity and inclusion, although this fight is not new to our world. As an ally for those who face prejudice of any kind, work as a leader of diversity and inclusion within your team and within the organization as a whole. Don't let your seniority in the organization shy you away from fighting for the changes you would like to see. With appropriate research and data, presenting valid information to seniors in your company can help to bring diversity and inclusion into your workplace. As a future leader in diversity and inclusion, remember these notes:

- Inclusive Thinkers: Strive to be and lead inclusive thinkers both in your organization and around your personal life. Lead by example while still educating yourself on the circumstances happening around you, both personally and professionally.
- Representation in Advertising: As marketing campaigns roll out, make sure that all individuals are represented within the advertisements. Reaching a broader audience will make your target consumers understand that the company that is advertising is welcoming of all.
- Identifying untapped target markets: Like with any marketing initiative, brainstorm untapped target markets and how your team can positively target those markets. Like stated above, all individuals want to be represented when they see an advertisement

from their favorite hotel or amusement park; remember to leverage that initiative while practicing the diversity and inclusion that is being advertised.

- When you are striving to find a job or transition companies, keep diversity and inclusion in mind. Learning about the diversity and inclusion of a hospitality organization will open a door into what the dynamic of that company is like.

Technology

Marketing and Technology go together like glue and paper, peanut butter and jelly, two peas in a pod - they are two forces that will be forever intertwined. Gone are the days where marketing strategies were subject to only paper-print ads in your local paper. Just as the job market for marketing roles expands (i.e. digital marketing analyst, streaming services marketing, marketing strategist, social media marketer, etc), so does the level of platforms, advertising opportunities, editing platforms and hard-skills that you must keep up with as a marketer.

- Platforms are ever-changing: Social media platforms (i.e. Instagram and Facebook) are ever-changing. These platforms are changing on a minute-by-minute basis with things you as a consumer may not recognize. Stay up-to-date by being a personal user of the applications but also read business articles about the organizations and how it may affect your marketing strategy in your current or future role. + These are great talking points during interviews. Companies like to know that you, as a marketing professional, are staying up-to-date on what's happening in your industry.
- Hard-Skills are needed: Your learning doesn't stop after your degree. Prepare to be a student for the rest of your career and stay up-to-date on hard skills through platforms like Lynda Learning or even free resources like [Google Digital Garage](#), [Twitter Flight School](#), [Google Certifications](#) and more free social-media platform driven resources.
- Be Ahead of the Trend: A way to succeed in marketing is to always be either ahead of the trends or one of the first to participate in a trend. For example, TikTok made its big break in 2020 as a leading social media app in the United States and even world-wide. Many hospitality companies have leveraged the app and short binge-worthy videos through travel inspiration, humor, or education.

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12.6: Until Next Time...

Summary

The goal of this chapter was to provide the reader with a wide variety of landing points - hoping to lead a prospective learner down the right journey. The world of hospitality marketing can seem overwhelming. If you are interested in starting your career within this field, I suggest choosing a few topics you may be interested in and learn skills/tools to lead you down the right path. Remember, everyone's marketing path may look different and unique to yours. Throughout this chapter, we have covered:

- Basics of marketing
- Marketing, Technology & Hospitality - how these three concepts work hand-in-hand
- Key operational processes that all Marketing Professionals should have
- Basic management functions - breaking down different types of marketing
- Different examples of individuals who have successfully journeyed throughout hospitality marketing

Networking

Network, network & network! A great tip that I was given early in my career is to continue my networking journey - which is an evolutionary process throughout one's career. Using tools like LinkedIn and your college or university job board to connect with alumni or like-minded individuals, will guide you in the direction of your dream career. Take a look at my personal [LinkedIn](#) for examples on how to structure your own profile.

Resources

[Content Chemistry](#) by Orbit Media

Thank you to [Dr. Jonathan Day](#), Associate Professor at Purdue University for providing the following resources:

American Marketing Association ([ama.org](#))

Trend Insights: <https://intelligence.wundermanthompson.com/page=1> / <https://www.edelman.com/insights?>
<https://www.nielsen.com/us/en/insights/>

[This is Marketing 2019](#) by Seth Godin [Akimbo](#) - a podcast by Seth Godin

[Marketing Management](#) by Philip Kotler and Kevin Lane Keller

Thank you to Andy Crestodina, Co-Founder and Chief Marketing Officer at Orbit Media for providing the following resources:

For Job Seekers: <https://www.orbitmedia.com/blog/marketing-job-descriptions-salaries/>

[CXL](#) (Provides online courses, "mini-degrees" on large marketing topics related to Analytics and conversion/visitor psychology)

[Digital Marketer](#) (A wealth of content on virtually every topic)

[Marketing Profs](#) (A PRO membership grants access to a wide variety of courses and webinars)

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CHAPTER OVERVIEW

13: Hospitality Concepts Sections

Topic hierarchy

- 13.01: Assistive Technology
- 13.02: Consumer Behavior
- 13.03: Crisis Communication
- 13.04: Customer Service
- 13.06: Energy Considerations
- 13.07: Gender Issues
- 13.08: Human Trafficking Issues
- 13.09: Industry Association - MPI
- 13.10: Leadership vs Management
- 13.11: Lifetime Play
- 13.12: Purveying and Procurement
- 13.13: Recreational Therapy
- 13.14: Seasonality
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- 13.16: Sustainable Tourism
- 13.17: Wedding Planning
- 13.18: Industry Reaction to COVID-19

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Hospitality Concept

ASSISTIVE TECHNOLOGY

This section was written by [Patrice Wheeler](#).

Accessibility: Technology's Role for An Inclusive and Accessible Hospitality Setting

Assistive Technology

Assistive Technology is any device or software that provides access to information and technology for persons with disabilities. These are technologies that enable someone with a disability to do something they otherwise could not do.

The **Americans with Disabilities Act** (ADA) is a law that makes sure that people with disabilities have the same rights and opportunities as everyone else and have access to public areas, employment, transportation, government services, and all forms of communication. The ADA is a civil rights law, so its protections are similar to those provided to individuals based on race, color, sex, national origin, age, and religion.

Technology and assistive technology are tools often used to create access to the opportunities and rights protected by the ADA.

The Role of Technology

The technology used in hospitality settings for services and providing information, coupled with the personal technology guests use, can be leveraged to provide access to those services and information.

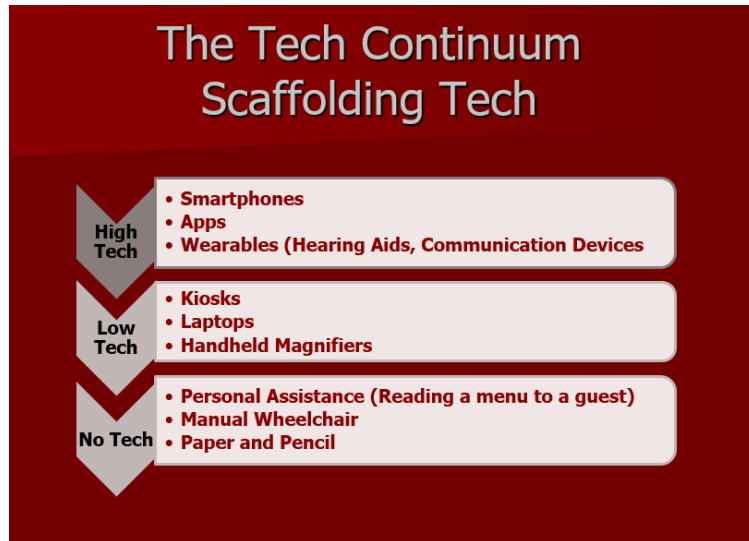
It can be overwhelming when asked to learn about technology (especially technology you may not have a need to use) or determine which technology-based solution is the best choice for a given situation. There are some basic strategies you can use to make this task less daunting, regardless of how tech-savvy you are.

Stay person-centered. Hospitality is a guest-centered or person-centered industry, so take a person-centered approach to **accessibility** and consider a potential solution to an access issue. This is an interactive process that takes a 'person first, technology second' approach that all hospitality staff can use to assist guests with disability-related access challenges.

This approach will enable you to work with the guest in identifying the task they are trying to accomplish, the challenge(s) they are having with access, and then moving forward to find a solution. Taking this approach will help you to understand how people use their assistive technology tools to interface with your space, services, and technology.

Use Scaffolding or categories to break technology down into manageable groups. This can apply to the technology used at the venue and the guest's own technology.

One way to do this is to break technology down into 3 categories, high-tech, low-tech, or no-tech. High-tech is usually personal, mobile, and is ever-evolving, low-tech is less expensive and/or less complex, and no-tech is the least complex and requires little to no training to use or even create.



Scaffolding Assistive Tech by [Patrice Wheeler](#) is licensed under [CC BY 4.0](#)

Restaurant menus are an example of going from a no-tech solution of having a menu read to a guest or using a low-tech/no-tech menu with large print or **Braille**, to going high-tech by providing E-menus accessible on a tablet provided by the venue or a guest's own phone or device.

Technology & Hospitality

The hospitality services industry includes hotels, restaurants, entertainment, sporting events, cruises, and other tourism-related services.

Persons with disabilities travel and spend a considerable amount of money on various Hospitality-related services.

- In 2018, Hotel Business.com reported 'travelers with disabilities spend approximately \$19 billion on travel each year but must do more pre-planning than the average guest due to a lack of digital accessibility'.
- A study by the Open Doors Organization found that '46% of travelers with disabilities say they've encountered major accessibility barriers associated with a hotel stay'.

Persons with disabilities are an 'untapped market' for the hospitality industry and with an aging population, and that market is expanding. Concerted and intentional efforts and policies that create welcoming, inclusive, and accessible settings are 'good for business'.

"Accessibility will eventually affect us all. Imagine an elderly traveler with a bad hip or knee who needs to know if there is a walk-in shower in their hotel room, a wheelchair user looking to find out if the elevator doors are wide enough, a parent with a stroller who wants to know how many steps there are at the hotel entrance, or a menu in larger print for someone who forgot their eye glasses in a restaurant. That's accessibility... (in) 20 years, 75 million Baby Boomers will be aging into disability. This demographic has amassed the largest accumulation of wealth in history and has the time and desire to travel."

Merriam-Webster defines hospitality as, "generous and friendly treatment of visitors and guests or hospitable treatment."

This "generous and friendly treatment" should include persons with disabilities by considering accessibility at the beginning of a project, as a part of ongoing services and processes and not as an afterthought or only when an issue or complaint arises. This conveys to the guest that inclusion in the hospitality setting is intentional.

Taking this approach will help you to understand how guests may use their own assistive technology tools to interface with your spaces, services, and technology. Let's look at a few examples.



QR codes have been around for quite a few years. They are black and white squares, with embedded information, that can be scanned with a smartphone's camera and an app. Once scanned, the information embedded is displayed on the guest's phone, allowing the guest to access the information using the assistive technology on their device, and the information can be easily updated.

QR codes can be as simple as a standalone holder on a table, placed on existing signage or kiosks. QR codes are an example of leveraging technology for a better guest experience and providing access to important information for guests with disabilities.

E-menus are another example of how hospitality venues are leveraging technology. E-menus give guests the opportunity to utilize their smartphone or tablet or a device provided by the restaurant to view an enlarged menu, choose a color scheme, hear the menu read aloud, etc

Think of these examples as a beginning point in developing an awareness about the elements in various workspaces where accessibility already exists, could be expanded, or needs to be addressed.

The next step is to think proactively about accessibility in your hospitality work settings.

You may be part of a team developing or refining hospitality processes, procedures, materials, etc. Work with your team to ask questions about the accessibility of products or materials. Consider how various technologies can be a solution to a problem or issue, and always ask, "is it accessible?" This can often eliminate or reduce accessibility issues, as well as providing a better guest experience.

This is often referred to as using a **design mindset**. It's like brainstorming, but with more direction and focus on a final solution, while still considering all options.



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Career Paths

The hospitality industry is utilizing technology for almost every facet of the guest experience. This has an impact on the skills staff will either need to know starting a job or learn as part of ongoing professional development.

"The impact of technology is reshaping occupations and new job categories are beginning to appear on the market requiring **hybrid skills**. Not only will staff have to know how to do their traditional job as in the past, but they will also be expected to have knowledge of the technological world that is evolving around them." - Julia Aymonier, Former Chief Digital Officer (CDO) at EHL.

So even if you're not looking for a technology career in Hospitality, you'll likely be expected to use and learn technologies specific to your job and assist guests in using the technology as it applies to them, i.e. venue websites, kiosks, electronic signage, tech-enabled meeting spaces, etc.

This includes accommodating guests with disabilities and they may need your assistance using the guest-centered technology at your venue.

Hone your interpersonal skills to build rapport as you greet guests. Take it as an opportunity to wow them with your willingness to accommodate. Find out what their needs are, and be ready to assist them with any barriers or challenges. Utilize professional development opportunities on the job to develop your tech knowledge.

Accessibility is not only the right thing to do but creating an accessible and inclusive venue ultimately benefits everyone. Your guests will enjoy their experience, employees will feel confident and proud of the services they provide, and the company's bottom line will reflect this success.

Resources

If you'd like more information about the technology mentioned in this chapter, check out the following links.

[Cool Tech Tools](#)

[Integrative Technology Solutions](#)

References

[Using Tech to Help Travelers With Disabilities](#) by Corris Little

"Hospitality", Merriam-Webster. All Rights Reserved.

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[Developing Hybrid Skills: How Tech and AI are Reshaping the Hospitality Job Market](#) by [Julia Aymonier](#), Former Chief Digital Officer (CDO) at EHL

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Hospitality Concept

CONSUMER BEHAVIOR

This section was written by [Abhijeet Shirsat](#).

Consumer behavior is a phenomenon in which the **consumer** pays a price value in exchange for goods or services (Kotler, 2003). The consumer gets involved in this transaction for personal needs and wants and could be influenced by a variety of individual, social, cultural, and psychological factors (Kotler, 2003). In this section, we elaborate on the aforementioned factors which will help in considering the consumer satisfaction index.

1. Cultural Factors: Cultural factors are based on the set of values, ideas, attitudes, and symbols created to shape human behaviors (Kotler, 2003).
2. Social Factors: Social factors are based upon the perceived feedback from the people in their immediate circle, friends, social media, and reference groups (Kotler, 2003).
3. Personal Factors: Consumer's decisions are based on personal factors such as age, occupation, income, lifestyle, personality, and self-concept (Kotler, 2003).
4. Psychological Factors: A consumer's buying habits may depend on psychological factors like motivation, perception, learnings, beliefs, and attitudes (Kotler et al., 2017).

In the age of technology, the needs and wants of the consumer are rapidly changing and evolving. Social media is playing a significant role in this shift of the paradigm which has influenced the way people make their decisions and how they consume the product and services (Kotler et al., 2017). Hence, it is important to understand the needs and wants of the consumers of hospitality and tourism businesses in order to implement marketing strategies.

Other changes in consumer behavior come from the financial income of the consumers, age, generational differences, gender, religion, race, occupation, and brand image of the products (Kotler, 2003). These factors could lead to shifts in the consumption of the products and services from the hospitality and tourism industry. In the 21st century, the hospitality and tourism industry needs to evolve with these changes in order to keep the competitive edge in existing and evolving markets.

Cultural Factors

Culture is one of the most important determinants of a person's needs and wants (Kotler, 2003). As noted above it comprises the values, ideas, attitudes, and symbols that shape human behavior. Determinants of cultures are expressed by tangible items like food, architecture, clothing, and arts. Hence culture plays a vital role in the hospitality and tourism industry and it determines one's

choices of food, travel, and stay (Kotler, 2003). Marketers are constantly trying to identify the changes in cultures in order to help companies devise new products and services. For example, the shift towards vegetable-based food has resulted in menu changes in restaurants. The cultural shift towards healthy eating has resulted in healthier food options at restaurants.



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Social Factors

Humans are social animals and they constantly strive to belong to particular groups. It could be small groups of friends, family members, or other social groups. These groups have a direct influence on the person's behavior and decision-making. Groups that directly influence the decision making of an individual are called membership groups (Kotler, 2003). On the other hand, the groups that help influence in comparing or reference forming directly or indirectly are called reference groups. For example, young people aspire to work and gain fame like celebrities and have lifestyles like them. These groups help influence the behavior of the followers in the class.

Personal Factors

As referenced above, consumer decisions are based on personal factors such as age, occupation, income, lifestyle, personality, and self-concept (Kotler, 2003). People's choices change as they grow and evolve with life-cycle stages. For example, younger consumers prefer modern and stylish clothes and prefer to go with the current trend, however, mature consumers prefer comfort over trends. Consumers traveling for leisure will expect different products and services in different life-stages and the preferences will evolve with time. Marketers have to constantly look for the changes in the preferences in order to build on the current preferences of the consumers.

A consumer's occupation also affects the choices they make while consuming products and services. For example, people who can work from home will often look for leisure activities away from home and may be more willing to travel to further destinations for a change of location, however, people who constantly travel for work may prefer something close to the home for leisure to avoid the traveling phenomenon. Another example is people who frequently travel for work may invest time and money in the frequent flyer's programs and the associated perks. People who travel only once in a while for work may not care about the frequent flyer programs and the associated perks as they may not benefit widely. Marketers try to identify the occupational changes in the preferences of the products and services and cater to those changes of the occupational groups.

A consumer's income plays a vital role in the choices that the buyers make of products and services. During a recession, consumers may cut back on leisure activities and travel to save money for the family and emergencies. Periods of economic prosperity may create more opportunities for the same consumers to spend more on leisure activities and travel. Depending upon economic conditions and the disposable income of consumers the trends change. The has to redesign and reposition the products and services to adapt to these changes in market conditions.

Lifestyle is the way a person's pattern of living and time is spent on a variety of activities. People from different subcultures, values, social class, and occupations may have different lifestyles and may choose different products and services that suit the pattern of their personal life. For example, on one hand, people who love sports may be willing to spend time and money to travel to different countries and places to watch a game. On the other hand, people who do not have an interest in sports may find it a waste of time and money. They may prefer traveling somewhere exotic with their available disposable income. The choices are clearly dependent on lifestyle and preferences.

A consumer's personality influences their buying behavior and patterns. For example, people who are personally social may prefer to go out and spend time at public events for pleasure. People who are not interested in social gatherings may find pleasure in spending time with family. Other examples are people who like outdoor adventures may not mind spending money on outdoor activities and people who like food may not mind spending money on eating in an exotic restaurant. Personalities influence decisions and marketers watch for people's tastes to allure them with a variety of products and services.



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Psychological Factors

As described above, consumer's buying habits may depend on psychological factors like motivation, perception, learnings, beliefs, and attitudes (Kotler et al., 2017). All the psychological factors are either biological (that arise from a biological need like hunger, thirst) needs or influenced by a situation or a state of mind. A person preferring to eat more (mostly snacking) during a tense situation or studying is a psychological phenomenon. A person preferring to shop online during a global pandemic is a state of mind in which he or she prefers to be safe at home. This behavior is a result of the consumer learning the disease transmission rate and the fear of contracting the disease. The fact that two people may have different perceptions of the same situation and may react differently is also a psychological factor. Belief is a descriptive thought and may arise from real knowledge, opinion, or faith in certain information (Kotler et al., 2017).

Summary

Consumer behavior is a widely discussed topic that investigates consumer purchasing decisions that are influenced by the aforementioned four factors: cultural, social, personal, and psychological. Marketers constantly perform analysis on the trends and factors associated with consumer behaviors in order to gather information and redesign, reinvent, and reform the products and services that match with current trends in the market. To clearly understand consumer buying behaviors, marketers must study the decision-making process of consumers. The process of buying a product or service starts much before the product or service is consumed, but the ultimate decision stage of buying is important to study to understand the stages of decision making. In the

hospitality and tourism industry, the behavior of the consumer is difficult to predict routinely. For example, restaurant managers cannot predict the number of customers who will visit the restaurant each day as there are several factors (cultural, social, personal, psychological) that are associated with the consumer's decision-making process. In a similar manner, it is difficult for tour operators to predict the number of tourists who will visit a particular destination at any given point in time. However, a calculated prediction is made by restaurant managers and tour operators to determine the number of clientele each will serve based on historical data and current events in the nearby area. Often this prediction provides a general idea (rough estimate) for the organizations to be prepared for a certain number of customers. However, these predictions may sometimes fail and the managers of these organizations have to show a sense of urgency to adapt to the change and serve the clientele without much lead time available at hand. Hence the hospitality and tourism industry could be considered as the industry that runs based on constant fluctuations in consumer behavior. In the end, we can say that consumers are conscious decision-makers and are subject to external changes in developments in society.

References

"[Marketing for Hospitality & Tourism, 5th Edition](#)" by Philip Kotler, John T. Bowen, and James Makens, [Pearson](#). All Rights Reserved.

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Hospitality Concept

CRISIS COMMUNICATION

This section was written by [Angela Fentiman](#).

Digital Technology & Crisis Communication

We cannot discuss crisis management and communication without first addressing the fundamental changes that have happened in communication due to the advancement of digital technology. These are changes that continue to present both challenges and opportunities for communicators and further complicate the way we manage the narrative during a crisis.

In general, the global proliferation of information systems has provided humanity with unlimited opportunities to access information. In turn, this has also created a societal shift in where individuals place their trust. We tend to trust individuals (and in many cases, strangers) instead of institutions. As you can imagine, this paradigm shift has significant implications for organizations that must to communicate during a crisis.

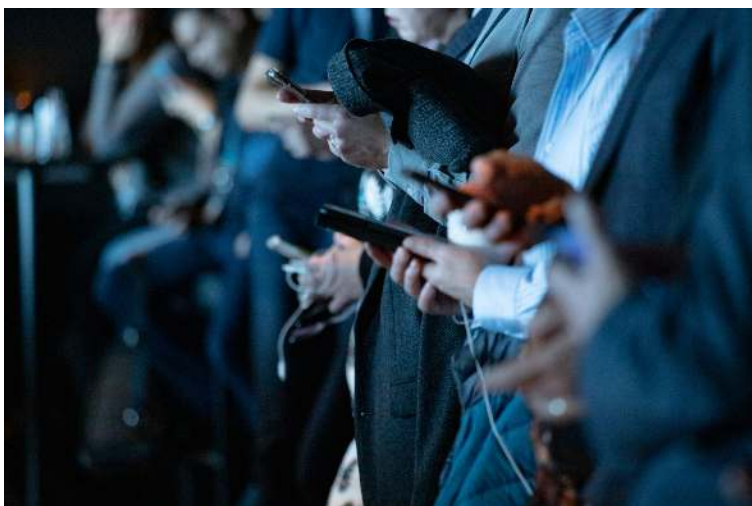


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Stages of Crisis Management

You can look at crisis management in three stages: before, during, and after the crisis. Before the crisis is your opportunity to plan for what is likely inevitable. In most cases, it is not a matter of if, but when, and how severe of a crisis you will encounter. Having a written document that has important contacts, key messages, and other critical information can save time and help you manage the crisis successfully.

Once the crisis happens, you will depend on the work you did during the planning stage to help you survive and recover. During a crisis, the most important thing is to preserve life, the second is to protect property. As a crisis is unfolding you should be gathering as much information as possible and monitoring comments and public sentiment. You will need to have the resources in place to allow you to respond quickly, and with pertinent facts. Throughout a crisis, your audience will want to know what happened, when it happened, who knew about it, and what you will do to make sure it never happens again.

Once the crisis is over and you have a chance to review the known factors, it is time to start managing the aftermath. The period following a crisis can be a huge opportunity for companies to do the right thing and work to repair and even improve their reputation. How planning and an actual crisis are handled have a significant impact on post-crisis communication. This is the stage of crisis management and communication when we start to consider an apology, should one be necessary.

Messaging

Speed of response has always been important in a crisis, but the influence of digital communication has made disseminating quick and accurate information even more critical. Some of your messaging can be prepared in advance with templates to help you focus on the facts of the particular crisis and get your messages out faster. Working with your legal team and senior management to review the messaging templates, so that much of the content can be pre-approved, is recommended in the prior planning stage of crisis management. This applies to social media as well.

Make sure you have holding statements prepared and approved for the most common crises that are likely to occur. This will ensure that messaging can be disseminated immediately, following the occurrence of an emergency. The exact types of messages required will vary depending on the organization. **Holding statements** are a short and simple acknowledgment of the crisis so that your audience knows that you are aware and taking action.

For example, a holding statement in the case of an active shooter might take this form: There have been reports of an active shooter on campus. We are working with law enforcement to assess the situation and will provide updates as we have more information. Students, faculty, and staff should shelter in place, and lock all doors and windows until further instructions are given. Please avoid the area if you are not already on campus.

In a life-threatening situation like the active shooter example, it is important to acknowledge that general safety information needs to get out and have that information in your talking points. Instructions may change as the crisis unfolds, but the sooner you can get basic safety information out to the public, the better.

Having well developed messaging templates significantly increases the speed that you can get your messages out. Preparing as much of the messaging you can in advance also gives you a chance to think clearly about the crisis before you are caught up in the adrenaline of the situation. The template will provide you with prompts and reminders of questions you need to ask during the crisis.

You must craft clear and concise messages during a crisis. Most organizations have jargon and acronyms that are commonly used. Your messaging should not have any of this language. Use words that everyone can understand and always spell out acronyms. If you cannot avoid using jargon, make sure you explain what it means. Your explanations should be relatable for someone who is outside of your organization. It may help to imagine that you are explaining something to a child or an elderly individual. Assume that your audience has a knowledge gap and make sure to bridge that gap. Provide background information if needed for context. Choose your words carefully and make sure they really mean what you intended to say. Ambiguity must be sought out and eliminated where it is found to exist. It is recommended that multiple sets of eyes review anything that goes public; during a crisis make sure you have some people outside of the communications team review your messages.



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Media Relations & Spokespeople

Managing media relations during a crisis is your opportunity to put your planning and preparation into action. After a crisis, you want to use the media to tell the story of how the crisis was solved and why it won't happen again, apologize if needed, and then change the conversation.

Solid media relations practices are essential during a crisis. You want to tell your side of the story and get the information out timely and regularly to stay ahead of the rumors. You must know your audience and what matters to them. Be sure to stay in contact with the reporters who are covering the story. If it's a crisis that lasts for several days, proactively provide them with regular updates. If you can, provide video or photos of how your organization is effectively managing the crisis.

Spokesperson training is extremely important. Talk about the people who are impacted by the crisis and what you are doing to help them. You want to stick to the facts and make sure your messages are clear and easy to understand.

Make sure the reporters have all the information they need and get back to them if you have items that need follow-up. Keep a close eye on coverage so that you can address rumors and misinformation before it gets out of control.

Crisis management before the 24-hour news cycle and social media was very different. Communicators had more time to gather information and craft their messages. Information was filtered and fact checked through reporters and editors. Now we have a race to be first, and facts and accuracy have suffered.

Social media has increased access to information and made it easy for anyone to share content broadly. This has helped uncover injustice. It has also allowed for misinformation to be shared and spread rapidly. Sometimes this is unintentional, and other times it is deliberate and malicious. Fake news has become a major problem that communicators must find a way to manage. Being prepared to get your messages out quickly can help you get ahead of false stories.

Navigating media relations will have a huge impact on the effectiveness of your crisis response. Most importantly, be open, honest, and transparent. Bad news should come from you first. Lying during a crisis is never a good idea and often it is the cover-up that creates more problems than what was being concealed. If you provide consistent, factual, and timely information you are likely to maintain your credibility and preserve the organization's reputation.

Anyone who may potentially be used as a spokesperson during a crisis should receive media training. During training, you should ask your spokesperson all of the questions you would not want to be asked in real life. You have to be prepared for the toughest questions possible. If you don't have good answers for those questions, keep refining your messaging until you get it right. If media training is done correctly, the actual interview or news conference should feel easier than the training.

Several criteria should be considered when selecting a company spokesperson for a crisis. You may want to have different people available to answer questions in different forums. If the crisis is significant your CEO or top executive should speak. People want to see the leaders of an organization take responsibility. Smaller crises or those that are extremely technical can be handled by a member of the communications team or a technical expert.

Criteria to consider when selecting a spokesperson:

- How comfortable are they in front of the camera?
- Can they show concern or do they seem callous?
- Do they explain information in a clear way?
- Do they know when to stop talking?
- Do they have technical knowledge of the situation?
- Is the person likable?

In some cases, you may be stuck with a person in a leadership position who is not an ideal spokesperson. If this is the case, try to use more adept spokespeople when possible and use the higher ranking person only when necessary. Coaching can help with some of these issues, especially if the person is open to critique. You can also use written statements or release recorded videos to keep the person from being on live television. However, some situations do require the leader of an organization to directly address the media.

Building a Crisis Management Team

It is important that everyone who is responsible for crisis management understands the importance of communicating during a crisis and knows their roles and responsibilities. Your crisis response team should be clearly identified and meet regularly to drill potential crisis scenarios.

When building your team, you need to think about everyone who has interactions with key audiences (not just the communications team). This will vary among organizations, but some departments to consider are human resources, customer service, and procurement. Depending on the way a company is organized, you will also want to involve roles like public affairs or government relations and account managers. Anyone who touches an audience should be included because you will want their expertise on that specific audience segment and you'll want their help in reaching them. Senior management should always be engaged in crisis management activities as well. You need to know that you have the support of your top leadership, they also need to know and trust you so that they will listen to your advice in the midst of a crisis.

Types of crisis most relevant to the hospitality industry

Type of Crisis	Description/Examples
Natural Disasters	Earthquakes, floods, fires, hurricanes, tsunamis
Food Health and Safety	Food-borne illness, product recall
Customer Problems and Complaints	Customer harmed or customer's property damaged
Data Breach	Customer credit card information stolen, Reservation system hacked
Violence	Terror attacks, mass shootings

Public Rating Websites

Customer review websites are extremely popular, especially as they relate to the hospitality industry. Sites like Yelp and Google allow customers to rate their experience with a variety of businesses. While a bad review on one of these sites is not a crisis, it is important to monitor the reviews and comments relating to your business regularly so that any customer concerns or complaints can be addressed before they grow into larger problems.

Social Media Policy

If your organization is using social media, you should have a company social media policy. This is an important tool for both preventing and managing a crisis. Anyone using social media on behalf of your organization is a spokesperson and they need to think and operate under the same guidelines. Your social media policy should have clear roles and responsibilities, be clear and easy to understand, and identify any topics that are off-limits. Employees should also know that they are responsible for what is said on their private social media accounts about the company as well. In fact, companies can be fined if employees discuss an organization on social media and do not disclose their relationship.

A social media policy is helpful in engaging your employees as company ambassadors as well. Your employees can disseminate important messages during a crisis and also share stories about what has been done after a crisis. Having a clear social media policy makes employees feel comfortable sharing company news online.

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13.04: Customer Service

Hospitality Concept

CUSTOMER SERVICE

This section was written by [Thomas Padron](#).

The Essential Element

Customer service is incorporated into many aspects of everyday life. Throughout your personal and professional life, you will serve others in many different ways. While some do not see themselves as being in customer service we all are, in some way. Timm (2014) states that “The broad definition of ‘customer’ is anyone with whom we exchange value”. When applying this definition, you can more clearly understand how we are all in the business of customer service.

A definition of customer service is not easily conveyed in just one sentence. There are so many different factors that contribute to exactly what customer service is. The main point is that the countless definitions center around one central concern, the customer. The customer was previously defined as “anyone with whom we exchange value.” While service can be defined as work that is completed for others. So to put it simply, customer service is essentially “work completed for others in an exchange of value.”

Customer Service in the Hospitality Industry

The hospitality industry is at the center of the service industry. Businesses within the industry focus on customer service as the aspect that differentiates them from other similar businesses. They continuously strive to meet and exceed the ever-changing demands of the customer, knowing that there is no endgame. Many hospitality businesses and organizations serve as examples that other non-hospitality businesses often follow. While customer service is an ongoing and evolving aspect of an organization, it is a culture of customer service that guides every employee from the top down. When you think about the word “hospitality” it can draw many different thoughts, feelings, emotions as well as mental pictures of positive or negative experiences you may have had. Customers, or guests, have these same experiences and connections. It is the responsibility of the employees of each hospitality organization to create positive experiences when meeting customers’ needs and expectations. A central concept to also understand is that there are both internal and external customers in each hospitality business that require different types of customer service.

Levels of Customer Service

Defining the levels of customer service is difficult. While there is excellent, good, and bad customer service, the definitions vary, as there are many variables that can impact each customer service encounter. For example, the type of business, condition of the

business, its location, the time of day, the amount of staff, and the size of the business are just some of the variables that may affect the level of customer service provided/received. At times, customer service can be seen as a moving target.

When considering levels of customer service, the key aspect is **perception**. For example, if you believe that you were delivering excellent customer service and the customer did not feel that the service was excellent, it is the customer's perception and feeling that matters, not yours. As they are the customer, paying for the service and/or products, we are most interested in their experiences and how those impacted the value of their purchases as well as their intent to return.

For instance, if you advertise that you provide excellent customer service, that is a standard that you have set and will also be measured against. It is also a promise. This promise is something that customers take seriously. Consistently delivering excellent customer service is challenging and takes dedication and resources to ensure that the desired level of service is consistently attained.

With this in mind, there are definitions of basic **customer service levels**. Good customer service is meeting customers' needs in the way they want and expect to be met. Superior customer service is exceeding customer expectations. Disney defines quality service as exceeding guest expectations during every guest encounter (moments of truth).



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Customer Service Experience

Moments of truth can be broadly defined as any instance where a customer has an interaction with a business or organization. While the definition has been adjusted over the years, the concept came to be commonly utilized and originated by Jan Carlzon, CEO of Scandinavian Airlines System (SAS). He connected this concept to his organization and the interaction between his staff and airline passengers. Through moments of truth, customer service staff must anticipate guests' needs. While this is not always easy to do, and guests are not always predictable, there is an art in reading guests and providing those expected and unexpected positive experiences.

Providing positive customer experiences begins with initial interaction. Consider the **10-5-3 System** for Acknowledging Customers also known as the **"Hospitality Zone"**:

At 10 feet: Look up from what you are doing, and acknowledge the customer with direct eye contact and a nod.

At 5 feet: Smile, with your lips and eyes.

At 3 feet: Verbally greet the customer and offer a time-of-day greeting ("Good Morning"). Use a tone of voice appropriate to your work area or where you encounter the customer.

Another useful tool for creating positive customer experiences is the **Three Service Rules** according to Williams (2007):

The Golden Rule: Treat others the way you want to be treated.

The Platinum Rule: Treat others the way they want to be treated.

The Double Platinum Rule: Treat others the way they do not even know they want to be treated.

These tools key in on an integral aspect of customer service, paying attention to the smallest details. Customers enjoy being treated as if they are the most important person. While these tools do not exhaust the list of resources, they do provide an excellent example of what can be done with very little cost. Businesses, large and small, live, and die? based on their customer service, it is the central part of their reputation. Focusing on the “small things” of customer service is essential to business survival and success.

We have all had good and bad experiences. Take a moment to reflect on how you felt during those experiences. Your feelings and what you experienced are central to your level of satisfaction. When customers have good experiences, they are typically satisfied and there is a high propensity to return to the business. The inverse is true with a bad experience. The goal is to satisfy customers with a level of service that is so good that they return regularly and ultimately become loyal “regulars” to the business. Loyalty is the pinnacle of customer service achievement, as at this point, they have selected you as their business of choice for your particular service(s) and/or product(s).

Examples of Customer Service Success

When it comes to the success of an organization through their customer service strategies, many hospitality companies have set the bar high, causing others to emulate their tactics. Creating a strategy centered around the organization’s internal customers (employees) first, and the customers second. While this does sound counterintuitive to what has previously been mentioned, the following organizations demonstrate a more in-depth perspective. Glance, if you will, into their customer service strategies. and you will see that each has a common denominator, the internal customer comes first. Though the customer does take priority, it is the care and attention for the customer that is provided by the employee that creates the service experience. Through these positive experiences, employee satisfaction and loyalty are built. The following are just a snapshot of companies that have found success through successful customer service programs.

Lodging: Ritz-Carlton

Ritz-Carlton hotels, one of 30 hotel brands in the Marriott International portfolio, have proven that their customer service strategy is among the best in the world with countless awards to numerous properties from several organizations that focus on the guests’ customer service experiences. The “ladies and gentlemen” of the Ritz Carlton hotels worldwide have set a standard by which all others are measured. They are led by a motto that while short and easy to remember is succinct and to the point, “We are Ladies and Gentlemen serving Ladies and Gentlemen.” This motto leads their lady and gentleman employees to serve their lady and gentleman guests with care and respect, providing a level of service that has many companies seeking to learn the Ritz-Carlton way. The company has benchmarked many service aspects through their “Gold Standards” which others have copied or emulated. Ritz-Carlton continues to set the standard for hotel guest service.

Hear from one satisfied Ritz-Carlton Guest: [The Story of Joshie](#)

Food and Beverage: Chick-fil-A

From a friendly “my pleasure” to remembering a guest’s name and even their favorite menu items, Chick-fil-A has developed a cult following for the genuineness and authenticity of its employees. While these two examples may not sound like revolutionary customer service tactics, guests and loyal followers are pleasantly surprised by the true nature of their experiences at the fast-casual chain. Chick-fil-A’s employees are trained to be courteous and authentic keeping customers, both old and new, returning time after time. The most talked-about aspect of the Chick-fil-A customer service experience is the customary reply of “my pleasure” from its employees. This small gesture of hospitality is what Chick-fil-A is known for, along with their chicken.

Take a look at a Chick-fil-A training video: [Every Life Has a Story](#)

Attractions: Walt Disney Theme Parks

Take a walk through any one of the many Walt Disney Theme Parks and you will notice incomparable attention to detail. Throughout each of the Disney parks, guests are treated to an original experience that provides four basic service priorities: *safety*, *courtesy*, *show*, and *efficiency*. These “Four Keys” can be seen at every turn, within every ride and attraction. These four priorities were the foundation that Walt Disney set for his first two parks and have ultimately been applied to Disney parks all over the world. Visitors return year-after-year to a place they know that truly is the “Happiest Place on Earth”. This perception is because the “Four

Keys” have been thoughtfully woven throughout the entire guest experience. Every employee, referred to as cast members, is trained in these priorities. Each guest knows that they will have a *safe* experience, being assisted by *courteous* cast members, as they are fully immersed in the *show*, in a park designed with the guest in mind to provide *efficiencies* that will maximize their experiences.

Learn more about the Four Keys: [Why Courtesy Is Not Always Our First Priority](#)

Cruise Lines: Viking

Viking River Cruises, Viking Ocean Cruises, and Viking Expeditions have been ranked as the best cruise line in both river cruises and ocean cruises, an exemplary achievement given the size of both the river and ocean cruise markets. Their attention to detail provides ample crew members who attend to every guest’s needs throughout their journey and experience while aboard. Given the level of proximity with everyone being on a cruise ship, customer service interactions or **moments of truth** are constant and continuous, which provides the opportunity for the crew members and staff to serve their guests with personalized service every moment of the journey. Throughout the cruise including each port and destination on the itinerary, guests come to experience Viking’s level of service. These service aspects are the main reason why cruise lines, in general, have one of the highest guest satisfaction ratings in the hospitality industry. However, Viking takes the customer experience a step further by providing unique, exclusive opportunities to its guests.

See Viking Service in action: [The Viking Way](#)



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Customer Service Careers

Customer service careers abound in all industries from front-line positions to corporate presidents. One thing to note, many of those in high leadership positions began their careers as frontline customer service associates. Customer service skills can be applied in many industries and these transferable skills are pertinent throughout the world of work, no matter your position or organization. While some people may not view themselves, their jobs, or even their companies as being in the service industry, we are *all* a part of it. Whether we are serving our internal customers or our external customers, service is at the heart of everything that we do personally and professionally. Some people are “born to serve” and are naturally service-minded and others may find their way into a career where their greatest pleasure is in serving others.

When you look at the list of best companies to work for, you will see that each has the distinction of being a customer service focused (centric) company. These companies range from construction, manufacturing, and retail, to software, technology, and finance, just to name a few. The traditional names of service-related positions abound, for example, Guest Service Agent, Representative, Supervisor, and Relationship Manager. Among these are new titles for those providing service to customers/guests.

A list of the newer titles includes, but is not limited to:

- Client Success Manager
- Client Support Officer

- Customer Advocate
- Customer Experience Specialist
- Customer Success Advisor
- Customer Trainer
- Customer Happiness
- Customer Delight
- Partner Support
- Customer Support Representative, Associate, or Coordinator
- Support Specialist
- Technical Support Engineer
- Technical Customer Support Expert
- Support Hero
- Support Ninja
- Happiness Engineer
- Customer Guru

Career Paths in Customer Service

Career paths provide a “way” in which to proceed towards your career goals. Whichever segment of the hospitality industry interests you, understand that there are a growing number of new opportunities every year. For example, a fry cook at a fast-food restaurant may have a goal of being the general manager of the restaurant and find that his path led him to be the CEO of the company (Note: This is a true story.) Know that there are countless connections between paths as you move through your journey. You may be focused on one career path and find out that you have a great opportunity in another path that may get you to your goal sooner. Stay flexible. You must be aware of these opportunities as they may provide more satisfaction for you than you originally thought.

Career paths typically referred to as a “career ladder,” are not always linear. Every person’s path is different, as we are all different and have unique life experiences along the way. Yes, many depictions of career ladders insinuate that your career will progress step-by-step from the beginning point to the endpoint, but this is unrealistic, especially in today’s world. Many times, life happens and plans get delayed or off course. The critical thing to note is that you have a career goal. Defining that goal is essential in your first step, no matter how big your career goals or aspirations. If you know where you are going, you know what you need to do to get there. That may or may not include some type of education whether that be workforce training, certificates, or degrees in higher education, for example. Whatever it takes, know that you have to put in the time and work to get there. Asking questions of those who are in positions that you aspire to is advantageous. Typically they are more than willing to share their insights as well as stories of their career path. Again, while no two people’s journeys are alike, their advice will be valuable for you to consider as you progress on your unique path to your personal career goals.

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Hospitality Concept

ENERGY CONSIDERATIONS

This section was written by [Riki Nanno](#).

Foodservice facilities such as restaurants, hotels, commissary kitchens, and cafeterias use more than three times as much energy to operate than any other commercial facilities. These energy resources are precious and costly, yet essential to the foodservice operation as it is used to power equipment such as ovens, furnaces, water heaters, lights, microwaves, restroom fixtures, refrigerators, and the list goes on. It is why we should learn the basics of these energy resources and how we can do our part to only use what is necessary to operate our kitchens. Let's first start with definitions.

Natural Resources

Natural Gas (NG): The name can be confusing to some, as it may invoke images of gasoline that you use for your car, but make no mistake, these are two completely different resources. Natural gas, which primarily consists of methane (CH₄), is the cleanest burning and most energy-dense fossil fuel and is actually a gas (unlike gasoline). It is naturally found underground and is extracted, refined, and stored for later use in large natural underground reservoirs. It is also a byproduct of many industries, such as the cattle industry. In short, manure and gas expelled by cattle are the sources of methane in this scenario. In the future, you will see many gas utilities utilizing new technologies, which offer the potential to capture methane and put it into their transmission lines as a renewable resource. In the foodservice industry, it is mainly used to cook food, and heat water.

Water (H₂O): Water, the basis of life on earth. Freshwater makes up a very small fraction of all water on the planet. While nearly 70 percent of the world is covered by water, only 2.5 percent of it is fresh. The rest is saline and ocean-based. Even then, just 1 percent of our freshwater is easily accessible, with much of it trapped in glaciers and snowfields. In essence, only 0.007 percent of the planet's water is available to fuel and feed its 7.8 billion people. It is more important than ever to conserve this resource and find new ways we can access it. In the foodservice industry, it is mainly used for cooking, washing & sanitation, beverages, landscape, and entertainment.

Electricity: Electricity itself is a little different than natural gas and water because it takes another resource in order to create or generate electricity. We can't simply dig in the ground and look for electricity. It must be created by harnessing natural renewable sources *(19%) such as rivers (dams), the wind (wind turbines), the sun (solar panels), and heat from the ground (geothermal). The more common way electricity is generated is by burning another fuel source to create heat to turn steam generators, which create electricity. These sources are natural gas (37%), coal (24%), and nuclear (19%). In the foodservice world, electricity is primarily used for refrigeration, freezers, lighting, and specialty equipment and devices.



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Conservation vs Industry Needs

It is clear that these resources are finite and precious, and it takes a great deal of innovation and industrial power to make these sources of energy a reality. We should do our best to conserve them. There are two distinctive pillars in which we can understand and make part of our daily choices as we live our lives. Let's explore these pillars with respect to the three resources we just learned about.

Efficiency: Achieving maximum productivity with minimum wasted effort or expense. Do more, with less. This idea can be applied to almost any aspect of life, but in the world of foodservice equipment, it can really improve the speed and quality of the food while keeping operating costs lower. Let's see what happens in an efficient fryer when frying our favorite French fries. As you put a batch of fries into the hot oil, the oil temperature drops from its initial set temperature of 350°F because the fries are moist and cold. The fryer senses the oil has dropped in temperature, so it fires up the burners to heat the temperature of the oil back up to 350°F. Now, in an efficient fryer, the time it takes to recover that drop in temperature is much shorter than a non-efficient fryer. The implications of this shorter time for recovery is something any French fry connoisseur would be highly interested in. The fries will be cooked more quickly, which means you can produce more, which means you can sell more and decrease the wait time for guests. The fries will also be crispier because the properly heated oil doesn't saturate the fries. This is the proposition of efficiency when it comes to foodservice equipment, high-performance!

Reliability: Something that yields the same result on a repeated basis, may sound like a simple idea but in the world of foodservice and energy resources, it can have big implications to the operator. There are many ways to look at reliability, but financial reliability in foodservice can mean the difference between a year with good profits and the next year at a loss. Restaurants work on a very narrow margin of profit and reliability of prices for their food ingredients and utilities that can dig into their bottom line. The challenge is that the operator is tied to using electricity or natural gas for the lifetime of the equipment. Most equipment lasts longer than twelve years, if properly maintained. Imagine owning a bakery and purchasing an expensive electric oven and after a few years of use, the electricity rate jumps higher, now your workhorse electric oven now costs more money to operate because electricity prices fluctuate and it's not feasible to switch to a natural gas unit, so the operator must grin and bear paying for a higher utility bill until that equipment is replaced. There is also reliability of the energy source itself. Let's take solar energy as an example; What if California switched all its electricity generation to solar? What would happen if it rained and it was cloudy for a few days? How would we generate the energy lost from the clouds blocking the solar panels? These are questions that need to be considered by the utility customer. Making important energy decisions can make or break your business and operators must plan for the future by being active in the legislative decisions being made in California. There are many energy options so finding the right combination of solutions that provides flexibility in the way we generate and use resources is the key to providing the reliability they need for foodservice operations so they can thrive.



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Individual Action

These concepts are great, but let's explore what individuals can do to make a difference. Here are a few steps anyone can take to play an active part in conserving our resources.

Educate yourself! Knowing how basic systems work that are part of your everyday life would give you the basis for deciding if you can do anything about being more energy conscious. Being curious and asking questions on things you don't understand will go a long way and is the basis of the desire to understand and being proactive in your efforts. Once you have these basics, one can easily make small changes that can make a big impact. For example, when thawing foods, many times people put the food under running water to thaw it out. On average, a single cold-water thawing method session uses up to 660 gallons of water! To put this into perspective, it takes about 17 gallons of water to take a shower. So, one single water thawing session is equivalent to 39 showers! What could have been done to prevent this enormous waste of perfectly clean water? Simple planning of the needs of the kitchen production a few days ahead so that the food items to be defrosted should have been taken out of the freezer and placed in the refrigerator to slowly thaw over the next couple of days. Many of these examples only take knowledge & awareness, a personal conviction to take action, and planning foresight & planning.

If you are in a position in the food service industry where you can make decisions on large projects that can have a long-lasting impact, there are plenty of resources that you can take advantage of before making these big decisions. Making energy-conscious decisions on food service equipment can make a big impact on overall resource consumption and performance. Utilities have many no-cost programs and services set in place for customers to take advantage of. One of the more popular programs is direct incentive cash rebates to customers who choose to purchase qualifying products. The utilities have created and maintained a Qualified Products List that customers can look up to see if a rebate is available for a particular model of equipment. Paired with this rebate program is a Try Before You Buy program that allows customers interested in trying out a particular piece of equipment with their own ingredients and recipes to make sure that the investment they make is the appropriate one to their operational and financial needs. Also, if you are unsure on what exactly you can do to make efficient changes, there are Energy Survey consultation that you can schedule to work with an energy specialist that can come to the facility and can assess everything from possible equipment replacements to identifying opportunities such as insulating hot water pipes to increase efficiency in the facility. A comprehensive report of their findings would be created that would quantify the proposed dollar savings. This can be useful for upper management when creating a case to change out inefficient equipment.

Oftentimes, it takes inspiration from others on what is possible on a larger scale to spur action from individuals to make a difference within that system. For example, a grocery chain has invested millions of dollars in a project that turns wasted rotting food into natural gas. As rotting organic matter like food decomposes, it emits methane (the key component of natural gas). Methane is also a Greenhouse Gas (GHG) that has a high Global Warming Potential (GWP), meaning that when methane that is unburned is released into the atmosphere, it acts as a blanket insulating earth and increases global temperatures. As the world population increases, more people will have to be fed and unfortunately, more food is wasted, and if nothing is done to contain this

methane from escaping into the atmosphere, it will directly contribute to increasing global temperatures. The grocery chain has created a way to harvest this methane by collecting it in large storage tanks where enzymes and heat are added to rapidly decompose this wasted food so that it can emit this methane into a machine that purifies and stores this methane for future use for many other applications, such as heating water heaters and furnaces, and even powering natural gas vehicles and trucks. This example really takes a big problem of methane emissions that would otherwise affect the atmosphere and harnesses it into a solution that everyone can use. Even though this solution is on a large scale, it now gives you the power to act in a way that can mitigate the effects of methane in the atmosphere by simply reducing wasted food by purchasing what you only need and planning ahead. Your wallet will thank you and so will generations to come.

Career Spotlight: Foodservice Equipment Rep

The food service industry provides a variety of career paths that allow you to grow and experience different angles of the industry. A Hospitality degree can help you hit the ground running and give you an advantage in starting a career in the foodservice equipment industry.

I have been employed in the foodservice industry for a majority of my adult life - I started my career in a marketing role for a cooking equipment manufacturer, moved on to a Regional Sales Manager for a refrigeration manufacturer, took on the role of Workforce Education & Training Manager for a foodservice equipment research facility specializing in educating the industry on energy efficiency, and most recently a Foodservice Equipment Representative (rep). This most recent role as a rep has allowed me to utilize all of my experiences and my energy efficiency knowledge to better serve and help my customers.

An equipment rep or manufacturer's rep is essentially a 'middle-man' who represents several brands of equipment. The rep is independent of the factories they represent, but they are paid a commission by the factory for the equipment they sell in their territory. As an equipment rep, you need to understand the distribution and supply chain for the foodservice industry. There are several paths to getting equipment from the manufacturer to the customer (end-user). In most cases, a sales rep provides support for local equipment dealers and/or distributors. In some cases, reps are starting to build relationships with end-users (customers) to help drive the sales of their brands. A rep also works with consultants who design food service establishments. A rep is expected to be the local expert on the equipment brands they sell. They provide the support prior to the sale, assist with facilitating the purchase, provide hands-on equipment training after the install, and provide post-sale support as well.

The foodservice industry does not only consist of restaurants and bars, it includes other segments that have foodservice operations such as School Foodservice, Healthcare Foodservice, Business & Industry (B&I), College & University Foodservice, Corrections Foodservice, and sometimes even Marine Foodservice. Each segment presents unique equipment needs.

Not only is it important to understand the supply chain, pricing, and segments, it is also important to understand the operation side, or the customer's side, to determine the best solutions for their needs. Foodservice establishments do not tend to have high cash flow as one may think, and it is important for foodservice operators to keep their costs down. Foodservice is energy-intensive and one way to assist operators with lowering their overhead is to implement energy efficiency best practices and invest in energy-efficient equipment that cannot only cost less to operate but also offers benefits beyond the energy savings, such as improved performance, quicker recovery, better controls, etc.

As an equipment rep with an energy-efficiency and hospitality background, I am able to educate my customer's on how to implement best practices that allow them to conserve energy and water and ultimately lower their operating costs. A lot of these are no-cost or low-cost strategies that can have big rewards or savings. When it comes to purchasing equipment or other big-ticket items, I can help them understand the return on investment (ROI) for purchasing energy-efficient appliances. These appliances typically come with a bigger price tag, but once I explain how the upfront investment pays off through reduced operating costs and improved performance the story is easier to tell.

In my role with my rep firm, I am end-user focused, meaning that I get to work with the customer and provide education and resources to help line them up with the best solutions for their operations. I enjoy the opportunity to work closely with the customer, to provide the training after they purchase the equipment, and make sure they understand how to make the equipment work for them. It is rewarding and fun and who doesn't love a shiny new piece of kitchen equipment.

Janel Rupp graduated in 1999 from Arizona State University with a degree in Recreation Management with an emphasis in Hospitality and Tourism and currently works as a foodservice equipment rep near Seattle, Washington.



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GENDER ISSUES

This section was written by [Veda Ward](#).

Throughout the evolution of most professions, gender has been a factor in professional entry and advancement. While physical limitations, originally associated with biological characteristics, were imposed to restrict women to home and hearth, a closer examination has identified women throughout the course of human history who pushed the boundaries of accepted social norms of their times and paved the way for future generations to venture into new career areas.

The nature and scope of the hospitality industry seem a logical fit with traditional values, roles, and acceptable work for women. In fact, many of the most well-known areas within travel and hospitality, whether culinary, housekeeping, front-of-house, front desk interactions, planning and organizing events, and general customer service seem consistent with prevalent, traditional social roles and responsibilities for women and girls. Some collapse these skills under “home arts” which emerged as mandatory curriculum for female middle school students through much of the 20th century. As more families came to depend on two incomes, emphasis and reliance on cooking, cleaning, and gardening at home were devalued skill sets and presumed to be appropriate for the least able and educated.



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To be sure, multiple generations of women in the United States have benefited from varied feminist and womanist movements, beginning with the right to inherit property and the right to vote. As social and political movements expanded opportunities for girls

and women in education, recreation, sport, and industry, new career opportunities for women began to open up, but similar to many other industries, women began to experience the “glass ceiling” effect limiting career advancement. Commonly, executive leadership positions are limited to men in the “C-Suite” across the hospitality industry and, even though women may lead Human Resources divisions, this may not be designated as an executive function.

One of the ways that women in the hospitality industry have been able to overcome these barriers is by founding and operating their own businesses. While there are many independent hotels, bed & breakfasts, Air BnBs, restaurants, food trucks, and event planning businesses, these are often small businesses and among the most vulnerable to shifts in the industry and economy. At the opposite end of the employment continuum, those working in large systems - whether international corporate hotel conglomerates, national government agencies, or large municipalities - the path to top positions may be unclear and obstructed by both internal and external political agendas. These may include practices of appointing heads of key agencies, corporate board selections, or even hereditary positions. Other factors, such as pressures for increased minimum wage or unionization may impact employment trajectory, conceivably more so for wage-earning women.

The hospitality industry is now described as a broad career area that encompasses travel, tourism, recreation, and parks that share interdisciplinary academic foundations, offer progressive career ladders, and are accessible to all qualifying students. Academic programs are often housed in community colleges and state universities with the mission of educating the future workforce. Competitive internships and work experience are normally required as entry-level qualifications for full-time positions. These expectations may present the first obstacle to the advancement of female employees. Once employed full time, it is difficult, if not impossible for many employees to identify time for an apprenticeship. An example is staging, working unpaid in a kitchen to gain exposure to new techniques or cuisines, often considered essential to advancement and recognition in the culinary world. Increased sensitivity around sexual harassment, corporate culture, unconscious bias, and backlash associated with the #MeToo movement has heightened awareness about workplace characteristics that may lead to discomfort among employees; for example, use of unprofessional language, attire, and other areas believed to be inappropriate or unacceptable to female employees.

It is important to recognize expertise in gender issues in hospitality as an area of specialization that will be increasingly valued across the hospitality industry subsectors. Consider nations moving away from traditional cultural roles now entering the competitive arena, and openly welcoming females into the workforce. How might we assist with identifying and narrowing gaps in equitable employment practices?



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An important consideration is how relevant statistics in the industry are reported. Hospitality organizations often bridge industry sectors and are not always categorized accurately. The question must be asked whether the way we currently define industry sectors and jobs provides the most accurate reflection of women's progress and opportunity in the industry. Examples might range from Convention Visitor Bureau (CVB) managers identified as “retail”, conference planners listed among “other services”, independent tour guides as “professional services”, private chefs included in “food and beverage” or tour van operators as “transport”. Creating more discrete and descriptive classifications may better represent females across the hospitality industry.

Another approach to increasing success and visibility among femalesX in the industry is to identify new career niches and opportunities. Examples include technology, data analytics, and artificial intelligence applications, as well as inventive services design and delivery. Increased integrative partnerships across industry sectors may increase channels of communication, mentoring and networking, and executive pathway training that identifies and clarifies paths for upward mobility. Below is an example of female executive leadership trends in hospitality technology.

A Different Power: Female Executives In Hospitality Technology

Throughout the hospitality, tourism, parks, and recreation industry there are many examples of successful women, however, an important concern is whether these are the “exception” rather than the “rule”. An important question to ask is, all things being equal, do males and females have opportunities to compete for the same positions and have the same likelihood of succeeding? Here are a few examples.

SALA Hospitality Appoints Two Female Senior Executives

15 Women Making Their Mark in Hospitality

The hospitality, tourism, parks, and recreation industry thrives on the balance among creativity, communication, entrepreneurial, and technological skills. Rarely is there a single individual who has mastered and can deliver in all of these domains at the same level throughout their career. While a commitment to inclusive, fair hiring practices may seem to be a universal mantra in the era of awareness and activism around institutional racism and social inequity, these come among ongoing outcries for employment opportunities for veterans, those formerly incarcerated, unsheltered individuals, and those with mental health, intellectual, or physically disabling conditions - at least half of whom are femaleX. Intersecting agendas with the LGBTQ+ concerns could raise consciousness and evolve into a consensus movement.

Are we moving toward a gender-neutral workplace? This is an important question to consider at any stage of one’s career but is particularly relevant in the current context as many debate the future of the hospitality, tourism, and recreation industry. As industry leaders, it is essential to bear in mind the mobility and volatility of a resilient industry that may require relocating to a different region of the United States or even to another country to keep one’s career moving forward. While gender may appear to be a diminishing determinant of career mobility in the States, it is still a critical factor for women entering and seeking advancement in the global hospitality, tourism, and recreation sector. Additional perspectives on this issue may be found among initiatives undertaken by the United Nations and numerous nonprofit organizations around the world.

Resources

United Nations Women <https://www.unwomen.org/en>

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13.08: Human Trafficking Issues

Hospitality Concept

HUMAN TRAFFICKING ISSUES

This section was written by [Veda Ward](#).

A Brief Explanation of Human Trafficking

According to the Office of Homeland Security, “Human trafficking involves the use of force, fraud, or coercion to obtain some type of labor or commercial sex act. Every year, millions of men, women, and children are trafficked worldwide, including right here in the United States. It can happen in any community and victims can be any age, race, gender, or nationality. Traffickers might use violence, manipulation, or false promises of well-paying jobs or romantic relationships to lure victims into trafficking situations.

Beyond the magnitude of this issue is the perception by many that human trafficking is an elusive dimension of an industry characterized by frequent staff changes, part-time employment, and diverse settings that may have many unmonitored spaces; bathrooms, pool areas, changing rooms, and so forth.

In a 2019 brief, the US Department of State asserted that “human trafficking is one of the most heinous crimes on Earth. Right now traffickers are robbing a staggering 24.9 million people of their freedom and basic human dignity, roughly three times the population of New York City.

Both public and private systems and institutions are negatively impacted by even the inference that trafficking may be connected with a site or venue. In current times, human trafficking is also presumed to be linked to smuggling, immigration, drug trafficking, and prostitution. As is sometimes the case, those trafficked are used to smuggle drugs or introduced to drug dependency.

While many would imagine human trafficking to be predominantly female, due to the need for low-cost labor in many industries, there is much evidence that males comprise a large percentage of those trafficked, but perhaps not for sexual exploitation. Carefully examine the inset quote below to challenge your own presumptions,’

“While it is indisputable that the vast majority of survivors of commercial sexual exploitation are female (likely around 98 percent, [according to the International Labour Organization](#)), it is not true that women and girls constitute the vast majority of *all* human trafficking victims globally. The same source approximates that 42 percent of victims of state-imposed labor exploitation are male. That number increases to 60 percent when considering labor exploitation in private economies. When you add sex trafficking data, this does mean that more of the nearly 21 million victims worldwide are female than male. Nevertheless, the difference is not so disparate as to merit neglecting the men and boys involved”. (Greve 2014)



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Human Trafficking in Hospitality

Which aspects of the hospitality industry may be most likely to tap into this source of labor, whether intentionally, or not? Why? How likely might you be to work with someone who has been trafficked, whether in the United States or globally?

Examination and consideration of human trafficking are not new in the hospitality industry, yet it is not the most enticing topic for those exploring the industry as a possible career focus. Interestingly, the phenomenon of human trafficking crosses industry sectors - parks and recreation, travel and tourism, hotels and resorts, restaurants, gaming, and spas. In many cases, it is not difficult to identify the reasons these industries are so susceptible to trafficking.

Research, including empirical studies, has been conducted on the prevalence and patterns of human trafficking, particularly in hotels. Parakavas & Brooks (2018) and Kim (2018) concluded that hotels could implement an intervention plan to reduce, and eventually prevent human trafficking. They recommend specific steps included in a “toolkit” that increases awareness, confidence, and effectiveness among hotel staff when trafficking is suspected and intervention is required. Alternatively, Mest (2018) offered basic protocols that could be adapted to industry sectors, including: (1) create a checklist, (2) train frequently, (3) form a relationship with law enforcement, (4) watch for warning signs, and; (5) take action. These basic criteria are familiar strategies adopted by good leaders and managers when confronting threats to achieving their bottom line or meeting organizational goals.

There is general consensus regarding reasons for the increase of human trafficking in the midst of the hospitality, tourism, parks, and recreation industry. Among the top is recognition and respect for the privacy of guests, customers, or participants. In addition, the ability to register for guest services, events, and experiences virtually/online has decreased the direct association between documentation and an actual person. Requests for privacy, quiet, and isolation may be honored with guests located in remote areas of a hotel or campground. It is also rare to question the relationships of guests and visitors and, ironically, some behaviors that may

imply an individual may be trafficked, are also common among those who are shy, in a new environment, speak a different language than those around them, or are simply fatigued.

Career specializations within the hospitality industry that require awareness of, and the ability to effectively respond to trafficking, are not limited. Everyone employed in the industry should be informed and do their part. However, of increasing focus are those working in transportation; airlines, rail, urban transit, borders, and other corridors through parks, forests, and agricultural lands.

As a result, the possibility of inadvertently constructing an environment that supports individual instances or networks of human trafficking has to be tackled at the core of the industry from real estate acquisition, master plan, and site development, to construction, hiring, training, and supervision. It is essential that the entire scope of the hospitality industry be viewed as an interconnected system. For example, consider the following scenario.

An adult who has been seen off and on hanging out around the playground shows up with a child seemingly unknown to staff or community members. The same adult later comes to a nearby restaurant, and while servers recognize the adult, they have never seen him with the child before. The child is clearly hungry, but very quiet and does not make eye contact with the server. The two finish the snack, leave the restaurant, and head across the parking lot to a small motel. Upon entering the hotel, the adult holds the child's hand throughout the registration process. Front desk staff ask the child's name, try to get the child to share their name, and even ask if it is okay for the child to have an apple from the basket on the counter. The child never makes eye contact and seems to want the adult to release their hand. The adult registers for one night, pays cash, and explains that due to a rolling blackout, there is no electricity back at their apartment. Even though there will be school the next day, the front desk personnel do not see a backpack, notebook, or any toys with the child. The adult requests a room far from the elevator and noisy ice and beverage station so the child can get a good night's rest in this strange environment. The next morning the staff observes the adult and child running toward a public light rail stop.

Does this raise any questions among any of the industry professionals highlighted in this scenario? Does it reinforce the importance of parks, recreation, travel, and hospitality employees viewing themselves as part of a broader network?

Career Paths

Relevant career areas focusing on the rampant growth of human trafficking might include security officers, as well as the development of enhanced interagency surveillance systems. Community service liaisons to boards, chambers, and councils might develop a system to share suspicious behavior. Frequent review and analyses of surveillance technology may be uncommon in some settings and might require specific assignments and dedicated staff to identify possible issues. Similarly, more and more hospitality industry employees may be asked to review other types of reports from law enforcement, news, or social media sites, and so forth to be best informed and observant. Innovative techniques for observation and reporting may be integrated into registration systems, whether for youth programs, recreation, activities, booking trips, or receiving a campsite.

Those preparing for careers in the vast hospitality profession must constantly protect those we serve, as well as the reputation of the industry.

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Hospitality Concept

INDUSTRY ASSOCIATIONS

This section was written by [Annette Gregg](#).

What is Meeting Professionals International?

Meeting Professionals International (MPI), headquartered in Dallas, Texas is the largest meeting and event industry association worldwide. Founded in 1972, MPI provides innovative and relevant education, networking opportunities, and business exchanges, and acts as a prominent voice for the promotion and growth of the industry. MPI has a global community of 60,000 meeting and event professionals including 15,000 engaged members. It has nearly 70 chapters and clubs, with members in more than 70 countries worldwide. MPI is the voice of professionals around the world, advocating for the industry and its significant economic impact.

MPI's mission is to connect the global meeting and event community to learn, innovate, collaborate, and advocate. Its vision is leading and empowering the meeting and event community to change the world. MPI is governed by an elected International Board of Directors that typically serve three-year terms.

MPI's member categories include planner, supplier, faculty, and student. Upon joining, a member can choose which chapters to be assigned to. Chapter-level activity is where most member benefits can be realized, via chapter events and activities. Member demographics are approximately 70% women/30% men, with 21% who have worked in the meetings and event industry less than 10 years, 16% have been in the industry between 10-20 years, and 63% of MPI members have over 20 years of industry experience.

MPI Communities

MPI encourages members to self-organize into communities based on professional and personal interests to enhance their careers, professional networks, and find personal support. Any MPI member can form and promote a new community using MPI Global's online platform.

MPI communities with related volunteer opportunities:

- Global (MPI International Board of Directors, MPI Foundation Global Board of Trustees, and related committees and task forces)
- Regional (European Advisory Council, Canadian Advisory Council, Latin American Advisory Council, etc.)

- Local (MPI Chapters or Clubs, Community Advisory Boards)

Niche segments may be activated digitally or in-person on a global, regional, or local scale. MPI has identified its largest niches as [core communities](#), which have dedicated volunteer leadership and developed community-specific resources and education. These core communities are:

- Administrative Professionals
- Association Professionals
- Financial & Insurance Professionals
- Independent & Small Business Owners
- Marketers & Experience Designers
- Meeting & Event Executives
- MPI-MD Medical & Healthcare Professionals
- MPI Women

Additional member-created niche communities include Students, Faculty, MPI Military Veterans, MPI Pride (LGTBQA+) and MPI J.E.D.I. (Justice. Equity. Diversity. Inclusion.).

Community leaders can convene community groups:

- In-person at MPI signature global, regional, chapter, or niche events
- Through digital event platforms
- Through online conversations & activities, on MPI Global's community platform

The MPI Foundation is a helping hand that advances business causes and society by funding individual education scholarships, chapter grants, and industry research. It is governed by an elected Global Board of Trustees and led by an Executive Director.



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Benefits of Joining

Joining a professional association is a way to connect to the larger community of practitioners in a specific industry. A meeting professional can find community through a regional chapter, a vertical community, the online forum, at an MPI event, or via volunteering. MPI, and other associations like it, form the thought leadership and advocacy that drive our industry forward.

Professional associations like MPI become a career community, providing growth opportunities through education, networking, volunteering, and business connections throughout the various stages of a career. Education provided through associations earns hours and credit toward industry certifications like the Certified Meeting Professional (CMP), administered by the Events Industry Council or Certified Meeting Manager (CMM), administered by MPI . MPI and similar associations also offer job banks for professional opportunities, often for members-only.

Members have often described their MPI membership as their professional family. Chapter leaders and volunteers keep their membership twice as long as those that don't get involved locally.

Some testimonials from chapter leaders and members:

"Being involved with MPI has opened the door to a wealth of knowledge and ideas by connecting me to industry visionaries."

"MPI helped me to grow as a professional and get recognized. It gave me and my business much more than I could have ever expected."

"I have really gotten a solid education through MPI. Through chapter events and MPI webinar content, we're able to regularly network with other planners and suppliers to share and learn."

Career Paths

MPI is an association of about 50 full-time staff, headquartered in Dallas, TX. Departments within the association include events, education, chapters, marketing, sales, and membership. Besides actually working for MPI, someone could deepen their involvement as a member through chapter involvement, and volunteer for a Global task force or committee.

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13.10: Leadership vs Management

Hospitality Concept

LEADERSHIP VS MANAGEMENT

This section was written by [Thomas Padron](#).

A Symbiotic Relationship

Leaders need managers and managers need leaders; it is what is called a symbiotic relationship (mutual dependency), when each does something needed by the other. You can think of this as leaders need managers to operate their businesses and managers need leaders to provide them with the necessary resources in order to effectively and efficiently operate the business. No one does it alone, and it is true, as the saying goes, “it takes a village.”

Leadership and management are essential for successful organizations. Understanding the similarities and differences between the two are essential for career progression and growth. It is hard to define leadership as there are a number of definitions, so we will use Northouse (2004) as he states that “leadership is a process whereby an individual influences a group of individuals to achieve a common goal”. Management can be defined as the efficient and effective oversight of the activities of employees ensuring thorough completion.

Hospitality businesses rely on educated, experienced, and qualified leaders and managers to successfully lead and manage their respective organizations. These concepts are utilized in all businesses that are foundational to profitable companies.

Styles & Skills

Leadership

Leadership for some is a trait or ability, for others, it is a skill or behavior, and for still others, it is a relationship or process. In reality, leadership probably includes components of all of these dimensions as each dimension explains a facet of leadership (Northouse, 2012, p. 7).

The two most common theories and practices are transformational and transactional leadership. Transformational leadership can be defined as involving staff members in collaborative goal-setting in which leadership is shared with others by delegating power (Woods and King, 2002).

Transformational leaders create a culture in their organizations that instills respect and trust from upper management down to the front-line workers. It seeks to enhance a follower’s morale, values, self-esteem, and worth, by creating an environment that is conducive to open exchanges, shared information, and mutual respect. This type of leadership offers its followers a sense of

accomplishment. Transformational leaders are aware that the greatest asset the business has is the employees and it is the leader's goal to make certain that the culture of the business is one where employees are proud of their positions and the work that they do and are willing to go the extra mile.

Transactional leaders bring out the desired action in others in an exchange for a reward. This reward can be and is typically related to money, so an exchange of services. Transactional leadership is based on a transaction, for example, you do this in this way and you will be rewarded. This type of leadership has been dominant for many years and is commonly used in many organizations. It is effective at producing desirable outcomes.

Katz (1955) addressed leadership as a set of developable skills. He proposed that there are three basic administrative skills: technical (administrative), human (interpersonal), and conceptual. Technical skill is knowledge about and proficiency in a specific type of work or activity; human skill is knowledge about and ability to work with people; and conceptual skill is the ability to work with ideas and concepts (Northouse, 2013). Kouzes and Posner (2007, 2011) explain that leadership skills can be learned, acquired, and practiced by anyone. Different people learn in different ways, but skills are developed through practice and through relating learning to one's own personal experience and background (Katz, 1955). Padron (2011) suggests that leadership is very much a subjective phenomenon and that there really is no one right answer, but there are more effective ways of leading in given situations.

Management

Management involves a number of integral functions including planning, organizing, coordinating, staffing, directing, and controlling. Through the use of these functions, managers are able to fulfill their duties that provide structure and guidance for subordinates.

Three management roles are integral to a manager's position, including interpersonal, informational, and decisional roles. Management's interpersonal role is to serve as a connection between all stakeholders and knowing the interrelatedness of people and systems within the organization. The Informational role is based on communication and ensuring that stakeholders have complete information regarding the organization and also sharing that information with all stakeholders. The decisional role includes making informed decisions based on the use of both of their interpersonal and informational roles.

There are also three skills that managers utilize: technical skills, human relations skills, and conceptual skills (note that these are the same skills as those of leadership). The skills that are required for each field differ in intensity as the management skills that are ideal or possibly prescribed or required by one field may not be exactly what is needed for the others.

The following table encapsulates the differences between leadership and management.

Leadership vs Management Adapted from Woods & King, 2010, p. 61

Leadership	Management
Do the Right Things	Do Things Right
Monitor Guest Operations	Direct Operations
Communicate Vision & Values	Enforce Policies & Rules
Manage Systems & Processes	Design Procedures & Tasks
Support People	Control Results
Engage in Continuous Improvement	Foster Stability

Changing Times

Leadership and management styles must evolve over time. While much of what each is based on remains foundational, the need and demand for change are driven by many internal and external forces. Internal forces include employees, organizational structure (the leadership makeup of the business), and physical structure (the buildings and facilities). External forces include customers/guests, governments, other businesses, for example. There is a push and pull, a give and take, with both internal and external forces. Both leadership and management need to be agile and be proactive to possible changes and shifts in their

environments. Kotter (2001) stated that “most U.S. corporations today are over-managed and under led” (p. 85). He contends that the challenge is to combine strong leadership and strong management and use each to balance the other.



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The Balance

As a hospitality professional you will assume both leadership and management roles and positions. These will include using your skills and abilities in both areas. The understanding is that you will know, through education and experience, when to lead and when to manage. While the two seem interchangeable as noted earlier, they are distinct on their own. The “recipe to succeed” includes education and experience and adds awareness and goals. Each hospitality professional must be first self-aware, aware of who they are and their qualities and abilities, and secondly aware of their environment that includes people, their physical surroundings, and the business environment. Goals are essential as each hospitality professional is guided by their personal, professional, and business goals. The goals can be combined. For example, if your personal goal is to make more money and you are a front desk agent, you might decide that you want to be a General Manager of a hotel -- this is also a professional goal. This is also a business goal. In this position, you will need to balance both your leadership and management skills and abilities to successfully operate the property.

J.W. Marriott and J.W. Marriott Jr., are a father and son duo who created Marriott International, the world’s largest hotel company through effective and efficient leadership and management. The success of their company is a testament to their concerted efforts to create an organization that values their employees first, teaching and training employees on the importance of leadership and management. In J.W. Marriott Jr’s book “The Spirit to Serve”, he outlines the core elements that are the root of the success story of the company. They include (1) get it right the first time; (2) money is a big thing, but it’s not the only thing; (3) a caring workplace is a bottom-line issue; (4) promote from within; and (5) build your brand for your associates. These elements revolve around the balance of leadership and management and they are also a guide by which the company still implements today.

With any career, starting out at the bottom may seem like a daunting climb to the top. Many times, people want to skip steps in order to get to a position sooner when in fact taking the time in the lower-level positions and progressing forward will assist them in further succeeding when they reach their career goals. There are many foundational skills that are learned in lower positions that are applied regularly in advanced positions. Understand that you not only must have those skills, you must master them in order to move up.

Career Paths

Consider the path of a dishwasher. Many view this position as a ‘dead-end’ job with very few skills needed to complete the duties. That being said, now consider this, a dishwasher has an area to manage. This person has to manage his/her time along with machines and chemicals, knowing the amounts that are needed. A requirement is to be aware of the amounts of items that he/she is responsible for in order to report those to the manager or chef so that replacements or replenishments are ordered at an appropriate time. The dishwasher may also be responsible for managing or leading other dishwashers and sometimes scheduling them. This

person is also responsible for knowing where everything goes, how much goes where, and when it goes to where it needs to go. So, on the contrary, a dishwasher's job can and does provide training and many good skills and habits are fostered and carried with them as they advance. Ask any chef who is a leader and manager, and they will tell you that they started out as a dishwasher and will probably have many stories to tell of how that position shaped who they are as a leader and a manager throughout their journey to the top. The moral of the story: what you get out is what you put in. Put in your time. It will pay off in the end and you will be thankful that you did!

Succeeding in the hospitality industry derives from the education, learning, and experiences gained in front-line work with the progression to leadership positions, supervisory roles, management positions, directorships, etc. Understanding leadership and management, separately and together are essential to those seeking to "climb the ladder" in any industry.

The workforce is constantly changing, and enhanced, refined leadership and management knowledge, skills, and abilities are essential for those who will be future hospitality professionals.



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13.11: Lifetime Play

Hospitality Concept

LIFETIME PLAY

This section was written by [Delfina Newton](#).

What is Play?

Play can often be a misunderstood entity when it comes to Tourism and Hospitality, simply because many relate play to children, not adults. When it is understood that play is a lifespan phenomenon and adults do indeed play it is easier to see that play is at the heart of these two entities from a consumer point of view. As a professional in the hospitality industry, it is important to understand the concept of play and its overall impact on the health and wellness of those who participate in entertainment and recreation pursuits. Play is the natural path to learning for all ages. It truly is a life-long phenomenon with benefits that only increase as we get older not decrease as was once thought.

The field of neuroscience considers play a basic need as important as water, food, and air. In essence, if we don't play, we don't survive (Brown & Vaughn, 2009). That statement is powerful, but the more we learn about play the more we realize it is essential to the survival of our species (Carr, 1902). Play sets the brain up for learning at all ages and unites the learning that happens in all areas of development; cognition, psychomotor, affective, social, and creative (Jensen, 2000; Shore, 1997). Play is also the foundation for all relationships; family, friends, classmates, and colleagues (Creasey, Jar is, & Berk, 1998; Erikson, 1963; Goleman, 1995; Piaget, 1962; Rubin & Howe, 1986; Rubin, Maioni, & Harmung, 1976; Rubin, Watson, & Jambor, 1978; Sutton-Smith, 1997; Vygotsky, 1978). Even corporate America has seen the value in play and provides leadership training based on play principles. Some organizations incorporate play into the architectural design of their workspaces like Google and Yahoo. Why take the stairs down when you can slide? Adults have been permitted to play and they are not wasting time. The tourism industry continues to grow and the opportunities to play are endless.

Before I begin sharing with you the benefits of play we must define our terms. Your ideas and definition of play come from your unique experiences. How do you define play? Remember there is no right or wrong answer. Who is play for? First, consider your definition of play, then read on.

Play is a strong pillar in the foundation of the hospitality, tourism, and recreation industry. Vacations are an integral feature of modern life for many people in developed nations (Rubenstein, 1980). There is an underlying assumption in our society that tourism is a mentally and physically healthy pursuit to follow in our leisure time (Hobson & Dietrich, 1994). When individuals plan a vacation the very characteristics of play are at the forefront, whether consumers realize it or not. Play is a widely researched notion covered under multiple disciplines. Most researchers acknowledge that different types of play may need to be defined in different ways and that definitions may vary according to the biases that come from one's school of thought. Yet the following eight characteristics of play are evident among children and adults everywhere in the world. It is these eight characteristics that allow us to distinguish play from non-play behavior. I have students every semester who realize, by focusing on the following characteristics

of play, they are more playful than they originally thought. These characteristics make it easier for adults to reopen themselves to the notion of play. The eight common characteristics of play include:

1. Intrinsically motivating
2. Process-oriented
3. Voluntary or freely chosen
4. Perceptual freedom (Internal Locus of Control)
5. Spontaneous
6. Enjoyable, pleasurable, and fun
7. Actively engaging
8. Non-literal, a level of pretense or make-believe exist

Play is **intrinsically motivating** because the motivation to take part in the activity comes from within the player. There is no extrinsic motivation, reward, or prize. The reward and the motivation to participate in the activity is the pleasure the activity itself brings. Extrinsic motivation means the motivation to participate in play comes from outside the individual with some reward or prize given for participation. There has been extensive research exploring motivation, and the results demonstrate that for there to be optimal benefit the play needs to be intrinsically motivating. Tourists on vacation for pleasure not business have the freedom to engage in intrinsically satisfying activities, and take pleasure from them, under conditions of relative freedom from obligations and external constraints (Cohen, 1974; Iso-Ahola, 1983; Yiannakis, 1986).

The goals and rules of play are self-imposed by the player which requires play to be process-oriented. When we focus on the process versus the product it is an entirely different experience. For example, if we ask preschoolers to use 3-D materials to make a picture of their face, they might put the eyes where the ears go and the nose where the mouth goes. A person who focuses on the process enjoys the discussion the child has with peers, how he/she shares the materials with others, and the creativity the child demonstrates in the placement of art materials. A person who focuses on the product continually tells the child “that’s not where that goes, it goes here.” They interrupt the child throughout the activity to correct their work. When we focus on the process, we allow the player the freedom to act and engage with materials in their environment.

That leads us to the notion that play needs to be voluntary and freely chosen. If there is any type of extrinsic motivation involved it is not ‘true play.’ Extrinsic motivators may include money, television time, playtime, and video game time. There is some external reward to participate. If children are forced or even gently pressured into play, they may not regard the assigned activity as play at all. Players must have perceptual freedom because it allows the player to explore ideas and how he/she thinks about the world without worrying about being judged by others (Levy, 1983).

A player must have an internal **locus of control** which means they need to perceive that they are in control of their actions and the outcomes of those actions (Levy, 1983). For example, I am playing a game of basketball, and it is down to the wire with seconds left in the game. I dribble down the court dodging this way and that way. At the sound of the buzzer, I throw the ball towards the hoop. Incredibly, I score and win the championship game. The crowd roars! All of this sounds great, but in reality, I am playing alone. There is no cheering crowd or buzzer, and honestly, I did not even get the ball near the basket. By having an internal locus of control, the sky's the limit to the adventure my play possesses. Players have the freedom to express their ideas and engage with materials without worrying about the judgments of others. In fact, in play, there is no judgment! If a player must be concerned about what others are thinking it interrupts the flow of play and the play ideas.

Play also needs to be spontaneous. As much as we need to make time for play, we need to allow for spontaneity and “spur of the moment” play opportunities. For example, a child beats boredom at the bank by spinning around the pole or playing with the ropes while waiting in line. When you crumple a piece of paper and set up your shot at the wastebasket and you shoot and, “SCORE!” The crowd goes wild! Perhaps when you are sitting by a campfire and all of a sudden someone taps you on the shoulder and shouts, “You’re it,” as you scramble to chase the former tagger. In play, children and adults are free to do the unexpected, change the rules, and experiment with novel combinations of behavior and ideas. We are never too old to play!

One of the most important notions of play is that the play experience must be enjoyable or pleasurable. Ultimately, if I am not having fun, I am not playing, regardless of how much fun someone else might be having. What is enjoyable and fun for one person may not be fun and enjoyable for another.

Play also needs to be actively engaging. Children become deeply absorbed as they explore, experiment, and create. Active players are not just sitting back letting things happen around them. They are active hands-on players. They are absorbed with the materials and the flow of the activity with little attention given to the activities around them.



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Play must also be non-literal or wrapped in a level of pretense. When we play we explore thoughts and ideas using our imaginations, and our play behaviors should not be taken seriously. This is why there is no judgment in play. When one is in the land of make-believe the opportunities for adventure are endless. This non-literal characteristic distinguishes play from non-play behavior as children treat objects, actions, or events as if they were something else. Play provides the ability to imagine whether that be for role play or imagining a vacation experience (Fieffer, 1986) the possibilities are endless.

Before we go jumping into the play literature, we need to discuss recreation and leisure. To some recreation and leisure are the same, but there is more to each of them than one usually believes. Instead of thinking of recreation as an activity, let's think of recreation as an experience. Recreation is defined as an emotional condition within an individual that flows from a feeling of self-satisfaction and wellbeing. It is characterized by feelings of mastery, achievement, exhilaration, acceptance, success, personal worth, and pleasure. Recreation is a response to an aesthetic experience, the achievement of personal goals, or positive feedback from others (Greiben & Gray, 1974). It is generally rule-driven, with specific rules outlining the recreation process along with an expected outcome. It must be recognized that the values of recreational activities to the individual are not automatically realized through the act of participation. Only the potential for the development of the benefits is inherent in recreational experiences (Shivers & Falt, 1985). Positive individual reactions to the programs, as well as circumstances appropriate to the development of the benefits received from recreational experiences, are essential (1985). Although individuals generally have a similar physiological response to participation in physical recreation experiences, the rate and degree of physical and motor fitness development are highly individualized. In most cases, for recreational experiences to be of the greatest value, they must be planned and tailored to the individual (1985).

Leisure, on the other hand, connotes several meanings but generally refers to time, activity, and experience (Henderson & Shaw, 1996). Time refers to discretionary periods in one's life that are available to do whatever one wishes. Leisure is the time beyond that needed to do work or daily maintenance activity. Frequently, time is modified by leisure to describe the period in which one chooses what to do. When we look at leisure as an activity, it refers to reaction pursuits done during free time. Any activity can be leisure such as sports, volunteering, cultural activities, cooking, sewing, quilting, etc. The experience of leisure as possessing meaning has become a common way to conceptualize leisure because of the importance placed on freedom of choice as a prerequisite for leisure. This idea suggests that what a person does, or when one does it, does not make any difference; what is important is how the individual feels about an experience. Experience of leisure reflects a subjective, qualitative view and the dimensions of choice and intrinsic outcomes, as reflected in attitudes toward what one does, have been considered generally the

most important criteria in this conceptualization. Leisure is free from obligation so the individual can be free to choose what to do. Leisure allows one to realize a sense of freedom, choice, and enjoyment or pleasure whether through relaxation, contemplation, or recreation activity all of which add positively to one's quality of life (Meeber, 1993; Rejeski & Mihalko, 2001).

It was once presented to me that leisure could be seen as a container. How we fill our containers is up to us. I fill my container with playing with my children, board games, swimming, rollerblading, tennis, sewing, knitting, and writing. My sons, on the other hand, fill their containers with martial arts, exercise, skateboarding, and video games. How you choose to fill your container is up to you. Bear in mind your container is unique to you and you and you alone control what gets put inside.

Play, leisure, and recreation are valuable tools for each of us to utilize. In today's fast-paced society, we are burning the candle at both ends faster than ever before. We often find ourselves forced into obligations that leave us little room for freedom and choice. Play-based learning activities provide multiple ways for children and adults to learn a variety of different skills and concepts. When children and adults are concerned about their competency or adequacy, they cannot make sense of their learning because emotions drive attention, create meaning, and forge their own memory pathways (Goleman, 1995). A child's active participation in his or her world facilitates mastery and control, leading to a feeling of competence and self-efficacy. Both contribute to young children's sense of self. Play, along with recreation and leisure, allow children and adults to make important discoveries about themselves, including their own likes and dislikes, what makes them happy or frustrated and so much more. They learn to understand the feelings of others and develop empathy. Play, recreation, and leisure each yield lifelong benefits that I encourage you to take advantage of today.

Play is a state of mind that is safe, inquisitive, and exists for the moment. Playful discovery is a doorway to learning. It allows children time to develop and improve skills which they will need later in life (Groos, 1901). Carr (1902) states that play is essential for the survival of the species. When we trace back the history of play to the Greek framework, we find that play was related to the development of the human ideal (Moore, 1972). Play was the process of educating man into his true form, the real and genuine human nature (Jaeger, 1965). Initially, it seemed as if play was associated with childhood, but the highly valued activities of adult life could be classified as play as well (Moore, 1972). For example, the theatre, musical concerts, and athletic events could be seen as play activities for adults. The adults freely chose what events they participated in. Play was considered an aspect of enculturation and cultural reinforcement. Play provided children opportunities to learn the values of the culture. Aristotle supported happiness as an ultimate goal, through the fulfillment of the individual (Shivers, 1958). Aristotle also saw that play was a cathartic experience. Catharsis allows for a relief of stress, when not released, can cause illness in the body both physically and mentally. The ancient Greek attitude toward play has laid a foundation for what is now known as hospitality and tourism. Tourists travel for a variety of reasons but when we travel for pleasure play is at the heart of the plans; we want to be in control, let our realities go, be spontaneous, and most importantly, have fun.

G.T.W. Patrick (1916) developed the Recreation-Relaxation Theory. The concept of play as an alternative to work is embodied in the assumption that "play revitalizes and restores the mentally and physically tired (Sapura & Mitchell, 1961). This theory proposes that people find a change in activity refreshing and that relaxation of tensions through play regenerates the human organism in preparation for a return to work. Many of us can relate to this theory after walking our dogs, going to the gym, riding our bikes, surfing a wave, or whatever it is we do for fun. When we return to our responsibilities we are refreshed and ready to tackle challenges. Tourism is an industry that enhances the state of mankind not only by providing jobs and temporal enjoyment but also by offering the types of experiences that can provide enduring types of satisfaction that positively impact the overall quality of life of those participating in the play or tourism experience (Neal, Uysal, Sirgy, 2007).

Karl Groos defined play as an act performed solely because of the pleasure it affords. With pleasure, there is play (Groos 1901). Groos proposed a theoretical position that reinforces the concept of play defined in the beginning. From a **physiological standpoint**, the surplus energy and recreation of exhausted powers are aspects of play (Moore, 1972). Many of us can relate to this. Just when we think we have no energy left, we take part in something we enjoy and suddenly we are the energizer bunny ready for action. From a **biological standpoint**, play is the agency employed to develop crude powers and prepare them for life's uses (Groos, 1901). We witness this in infant development because it happens a bit slower, whereas toddlers and preschoolers learn new things at a rapid rate.

From a **psychological standpoint**, play is the "joy of being the cause" (Groos, 1901). Play provides the illusion and escape through simulation, but not a duplication of reality. Through the feeling of freedom, man is released from the serious pressures of life (Moore, 1972). We need to be released from serious pressures even if it is just for a moment. From an **aesthetic standpoint**, Groos

associates aesthetics with play through identifying the response to sensory stimulation as the universal basis for play (Groos, 1901). We learn through our senses and we play because we are being stimulated. He feels that inner imitation is a function of ego expression, done for the pleasure of the artist, not for external reward (Groos, 1901). The pleasure of the artist comes from within the process (Moore, 1972).

Groos sees play from a **sociological standpoint** where play unites cultures in shared values and experiences. Play provides the individual with a sense of group identity (Moore, 1972). Through play, children are provided opportunities to absorb their culture's values, enculturation. From a **pedagogical standpoint**, play is a natural means to learn and education should be inclusive of it. Groos felt adults have obligations to ensure that children are encouraged and guided in play. Groos's work is by far one of the most comprehensive to date. Rather than tackle one aspect of play, he demonstrates the many variables that impact play and the players who choose to participate. The overall benefits of play are real and Groos's work demonstrates just how real. His work is still relevant today.

Play is something that many of us took for granted. We have been conditioned to believe that only children play and adults work. Fortunately for our generation and those to follow, play and the benefits it affords adults are beginning to be explored. The self-discovery play affords does not stop because we hit puberty or middle age. We no longer must wait until our golden years to enjoy the benefits of play, recreation, and leisure. "We don't regret the things we do, we often regret the things we don't do" is the common theme among the seniors I talk to. Play spans all generations for that I have no doubt (Sutton-Smith, 1997; Yarnal, 2004). I will never forget a trip to the hot springs in Tahoe and my youngest son jumped into one of the jacuzzis with seniors in it. He was reminded not to jump in such shallow water but also it wasn't there for kids. His response brought smiles to all our faces, "you mean it's just for big kids?" Play knows no age limit and the benefits only increase as we get older not decrease as was once thought.



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Play in Hospitality

Play is at the heart of the hospitality and tourism industry and is the reason the industry exists. Elements of play can be found in all tourist activities (Kane & Tucker, 2004). Why do people go on vacation and travel? They want to play and have fun seeing and

doing things they have only dreamed of. Vacations open the door to play. While on vacation some people look for a physical or mental challenge to test their abilities (Gyimothy & Mykletun, 2004) while others just want to relax and sit by a pool (Lehto, Fu, Li, & Zhou), both are examples of play. A theorist that comes to mind Huizinga, author of *Homo Ludens: A study of the play element in culture* (1950). He contended that play has a symbiotic quality; the act of engaging in play fosters stepping out and distancing from normal life. Young and old alike enjoy traveling and all that the hospitality and tourism industry can provide. Vacations are the time people step out of their comfort zones and embrace life. Travel is a playful way of keeping mentally, physically, and emotionally active (Yarnal, 2004). With an understanding and value for play and its place in the industry, tourism professionals can better plan and prepare for opportunities that will enhance the experiences of guests with and without disabilities. Travel is often so central to people's lives that many are not quite sure what they will do when they are no longer mobile (Yarnal, 2004). The reality is they don't have to let go of travel once they are immobile. Many of the venues in the hospitality and tourism industry provide fully inclusive opportunities with an understanding of play and provide diverse opportunities for their guests to participate in and enjoy themselves. After all no one is forcing them, they have the freedom to choose what they will do for fun while on vacation. The sky's the limit to what can be provided for guests. Students with strong programming skills can create play opportunities that will keep the guests returning. More and more is being done to include individuals with disabilities in play, recreation, and leisure programming. All individuals need to take time to vacation, at what point do we begin to add years to our lives? (Mejia, 2018). Research in travel and tourism shows that travel has many direct and indirect positive benefits, such as greater levels of happiness, improved health, increased longevity, increased self-esteem, greater satisfaction with various aspects of life, and greater overall life satisfaction (Diener, 1984; Kilbourne, 2006; Sirgy, 2001, 2002). The field of Hospitality, Tourism, and Recreation has deep roots in play philosophies. Professionals who value play, open up a host of career options. Couple that value of play with strong programming skills and the sky's the limit to potential careers available. Potential careers include but are not limited to:

- Hotel Recreation Director
- Concierge
- Event Manager
- Recreation Therapist
- Recreation Director
- Recreation Leader
- Recreation Specialist
- Tour Guides/Escorts
- Theme Park Director
- Convention Coordinator
- Club/Resort/Hotel Manager
- Social Director
- Entrepreneur

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Hospitality Concept

PURVEYING & PROCUREMENT

This section was written by [Colleen Nanno](#).

What is procurement?

Any hospitality operation would not be complete without the vital role of the procurement process. **Procurement** is the strategic process of sourcing products and services. There are two sides of this transaction which involve the following players:

- **Purchaser:** the individual(s) in this role acquires and sometimes negotiates for products and services of the desired quality at the desired price. Large scale hospitality operations typically have a dedicated purchasing employee or department. In smaller operations, this job mostly falls on managers, stewards, and chefs who are familiar with the detailed needs and inventory required for their respective areas.
- **Vendors:** also called Purveyors, these are companies that sell goods and services.



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Career Paths

The purchasing of ingredients, supplies, and services is a daily task in most operations that requires experience and fierce attention to detail. In the position of a purchaser, it is important to take the time to make informed decisions when selecting which vendors will supply the business by comparing the quality and pricing of products. Typically, hospitality purchasers are looking to obtain items in two main classifications: food and non-food. There are often numerous vendors/purveyors to choose from, each with its own specialty. It is the responsibility of the purchaser to properly research and compare vendors to suit the needs of the establishment. Within the food realm, these companies could specialize in categories such as produce, meat, seafood, dry goods, beverages, as well as specialty ethnic ingredients. Under the umbrella of non-food products, one might search for paper goods, beauty products, equipment, supplies, or sanitation vendors.

“We employ Chefs with a solid foundation in the hospitality industry as they are able to give customers personal insight from their own experiences. Strong communication skills and an ability to work with others are absolutely key in hospitality. This industry is gigantic, yet at the same time, it is so small. Everyone knows everyone. I have enjoyed every minute working in this beautiful industry and have been able to build relationships with customers and those connections I still utilize to this day.”

- Gregg Huff, Director of School & Institutional Sales for Chef’s Toys of Trimark USA

Dealing with vendors on a daily basis, typically in high-pressure situations, it is natural for purchasers and purveyors to create strong relationships with each other which they can carry with them throughout their careers. Individuals with a background of working in the front lines of the hospitality industry often fare well in careers in purchasing or procurement. They are able to apply their experiential knowledge for the goods and services they are now overseeing the purchasing or sale of. Launching a career in the hospitality industry provides employees with infinite career paths, yet they all begin with the same foundation. There are countless career opportunities under the umbrella of purveying and procurement that can offer fulfillment and financial stability.

Some examples of careers in this area might include:

- Procurement Director
- Purchasing Manager
- Wholesale Food Sales Representative
- Gourmet Food Sales Representative
- Produce Broker
- Inventory Control Manager
- Corporate Chef
- Equipment Manufacturer Representative
- Equipment Dealer

“As a former produce broker, I was the liaison between the buyer and the farmer/seller. We were able to broker deals that were mutually beneficial to all parties from our access to farmers/sellers and through the power of negotiation. Our clients ranged from independent restaurants, franchised establishments to large scale grocery stores. At the time, I was a Culinary Arts graduate with some industry experience and was able to synthesize the applicable knowledge I had from the hospitality field with my duties as a produce broker. In the end, my experience working in the produce industry provided vital information towards becoming a more informed restaurant manager since I was able to understand things from the supply side as well as the customer.”

- Dana Ralston, General Manager at The Finn Restaurant (Prescott, AZ)

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13.13: Recreational Therapy

Hospitality Concept

RECREATION THERAPY

This section was written by [Delfina Newton](#).

What is Recreational Therapy?

The purpose of therapeutic recreation has long been debated. In the 1980s the National Therapeutic Recreation Society (NTRS) developed a philosophical position stating, “the purpose of therapeutic recreation is to facilitate the development, maintenance, and expression of an appropriate leisure lifestyle for individuals with physical, mental, emotional, and social limitations (NTRS, 1982). Recreation Therapy, also known as **therapeutic recreation**, is a systematic process or specialized application that utilizes **recreation** and experiential activities or other activity-based interventions to address the assessed needs of individuals with illnesses and/or disabling conditions as a means to psychological and physical health, recovery and well-being (ATRA, 2020).

Early in the twentieth century, recreation became recognized for its value in social reform, as a tool to fight the social decay of inner-city slums (Carter, Van Andel, & Robb, 1995). Recreational activities promote personal development by providing opportunities for self-satisfying experiences, reinforcing a positive self-image, and the achievement of personal goals (1995). Recreation in this context becomes essential to the health and quality of life for all people.

The World Health Organization (WHO) has defined health as a state of complete physical, mental, and social well-being, and not merely the absence of disease or infirmity (1948). This has been their position since 1948 and it has not changed in all these years. Since recreation experiences enhance health and well-being, they become more and more important to a society that seeks to keep people well. Recreation thus plays a preventative role in health maintenance, and community recreators contribute to health care as they promote recreational experiences. Quality of life is the goal of the new health movement, and recreation experiences contribute to this effort (Sylvester, 1987).

Therapeutic recreation has a unique rehabilitative purpose, yet is more than just a natural product of a recreation experience (Carter, Van Andel, & Robb, 1995). Individuals with disabilities, illnesses, or social conditions that limit their full participation in the normative social structure of society need support. Individuals with disabilities have the same human right to, and need for, leisure involvement (Philosophical Position Statement NTRS, 1982). All individuals can experience the therapeutic benefits of recreation whether part of a therapeutic recreation program or self-directed leisure experience. The goal is not to do things for individuals but to adapt and modify to facilitate participation.



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What it Takes to be a Recreational Therapist

It is important for recreation professionals to understand the needs of individuals with disabilities. Research has shown that in general community leaders have the essential skills necessary, but Pomeroy (1974) suggests they should also have several special qualities, desirable attitudes, and attributes.

These attributes include but are not limited to:

- Stamina and physical energy
- Enthusiasm and sense of humor
- Ingenuity, resourcefulness, creativity, and innovativeness
- Exceptional patience, understanding, and tact
- A capacity for accepting limited and/or slower process and the ways in which affection and hostility may be expressed
- A strong commitment to health, physical education, and recreation as an integral part of the total educative process
- A willingness to experiment or pioneer with new activities, attitudes, and approaches
- A willingness to do custodial tasks, such as feeding and lifting, toileting and handling of wheelchairs, beds, and cots

Austin & Powell (1980) identified five areas of competencies that assist those who serve individuals with disabilities.

1. *The attitudes cluster* contains competencies such as:

- Understands how positive attitudes toward individuals with handicaps or disabilities may be developed within the recreation programs
- Demonstrates awareness of personal attitudes toward individuals who are ill, handicapped, or disabled
- Understands various societal attitudes toward special populations

2. *The cluster on facility design and accessibility* contains competencies such as:

- Understands the frustrations experienced in an inaccessible environment
 - Describes physical barriers to accessibility and how they can be eliminated
 - Identifies resources available on the design of barrier-free recreation environments
3. *The cluster on orientation to recreation to special populations* -contains competencies dealing with philosophical understandings, including:
- Develops a personal/professional philosophy of recreation for special populations in community settings
 - States a rationale for the provision of community recreation for special populations
 - Knows the role of services for special populations in the community recreation department
4. *The leadership and supervision cluster* contains the following competencies among others:
- Recognizes the importance of considering individual needs and interests during the program leadership
 - Knows the principles of instructions useful for executing recreation activities for special populations
 - Knows how to facilitate integrated recreational groups (create an atmosphere conducive to mainstreaming)
5. *The mainstreaming cluster* contains the following competencies among others:
- Understands concepts of mainstreaming
 - Understands concepts of normalization
 - Describes approaches to mainstreaming special populations in community recreation

The competencies identified by Austin and Powell's (1981) experts constitute a listing of basic skills and knowledge necessary for entry-level professionals assuming positions in recreation and parks as well as the hospitality and tourism industry.

Therapeutic Recreation must be characterized by the specific process that uses recreation or experiential activities to achieve predetermined health-directed and health-related objectives (Carter, Van Andel, & Robb, 1995). Therapeutic recreation may be performed in virtually any setting, indoors or outdoors. Regardless of where therapeutic recreation specialists are based, their overriding mission is the provision of purposeful intervention designed to help clients grow and to assist them to prevent or relieve problems through activities, recreation, and leisure.

Recreation Therapy in Hospitality

It is estimated that there are over 1 billion persons with disabilities as well as more than 2 million people who are spouses, children, and caregivers of individuals with disabilities (United Nations, 2020). This represents almost a third of the world's population who are directly affected by a disability. The Americans with Disabilities Act (ADA), PL 101-336, was signed into law by President George H.W. Bush on July 26, 1990. The ADA is the most important piece of civil rights legislation ever written (Bullock & Mahon, 1997). It has been referred to as the 20th-century emancipation proclamation for individuals with disabilities. The ADA was written to address the pervasive discrimination that had existed for so many years against the 43 million Americans who have physical or mental disabilities (1997). The ADA guarantees equal opportunity for individuals with disabilities in employment, public accommodations, transportation, state and local government services, and telecommunications (1997). The ADA is a comprehensive civil rights law intended to eliminate discrimination against people with disabilities in all aspects of American life. Individuals with disabilities are entitled to the full benefits of citizenship, including all its rights, privileges, opportunities, and responsibilities (1997).

This relates to the hospitality industry and beyond because people want to be included in activities regardless of their ability. Our history has shown that segregation of any kind is not conducive to community and ultimately to a positive sense of self. ADA has forced businesses to provide those with disabilities access to programs and services. Accessible tourism is the ongoing endeavor to ensure tourist destinations, products and services are accessible to all people, regardless of their physical limitations, disabilities, or age (United Nations, 2020). Accessible tourism enables all people to participate in and enjoy tourism experiences. More people have access needs regardless of whether they are related to a physical condition. This includes publicly and privately owned tourist locations, facilities, and services.

The challenges for people with disabilities include:

- Untrained professional staff capable of informing and advising about accessibility issues and inaccessible booking services and related websites
- Lack of accessible airports and transfer facilities and services

- Unavailability of adapted accessible hotel rooms, restaurants, shops, toilets, and public places
- Inaccessible streets and transport service
- Unavailable information accessible facilities, services, equipment rentals, and tourist attractions

If those in the hospitality and tourism industry want to survive and thrive, they must consider the needs of those with disabilities and be ready with solutions to meet their interests and desires as they would for any other guest. The locations that bring in professionals who have an understanding of the needs of individuals with disabilities will find themselves in a proactive position. Their expertise can extend recreational opportunities to those individuals who once thought participation in leisure excursions an impossibility. Locations regardless of country origin need to cater to and acknowledge the barriers to travel. Ensuring wheelchair access to amenities and excursions open travel opportunities to those who once thought it impossible. To boost travel and tourism, locations need to consider accessibility if they want individuals to come regardless of regulations such as ADA here in the United States. The tourism industry has been paying attention to the needs and requests of tourists with disabilities, recognizing that individuals with disabilities have the same needs and desires for tours, which has paved the way for accessible tourism (Loi & Kong, 2017). Locations and tourism professionals that consider the needs of individuals with disabilities as they design and plan programming will find repeat customers and a wave of new ones as they share their experiences. The sky's the limit to the benefits of participation in play, recreation, and leisure programming for individuals with and without disabilities. Take the initiative and educate yourself on how to support those with disabilities so you can be proactive regardless of the setting you work in. This knowledge you bring to the table will be invaluable to the businesses you serve from amenities to the many entertainment and recreational pursuits available.



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Career Paths

Career opportunities available in the field of recreation therapy:

- Recreation Therapist
- Recreation Specialist
- Recreation Leader
- Recreation Director
- Consultant
- Entrepreneur
- Activity Director
- Camp Director
- Tour Guides/Escorts
- Theme Park Director
- Convention Coordinator
- Club/Resort/Hotel Manager

- Social Director

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Hospitality Concept

SEASONALITY

This section was written by [Jan Thompson](#) & [Gary Melville](#).

What is Seasonality?

We all have likely seen pictures of or possibly experienced Aspen or Salt Lake in the winter, Cancun or Miami during spring break, Carnival in Rio or Trinidad and Tobago, Mardi Gras or Jazz Fest in New Orleans, or the Super Bowl. They are all examples of seasonality in tourism. Despite the rapid growth experienced in global tourism (UNWTO, 2019), the issue of seasonality remains an important characteristic of the sector (Ćorluka, 2019). A popular definition of seasonality is that of Butler (1998) who defined seasonality as a “temporal imbalance in the phenomenon of tourism which can be expressed in the number of visitors, their expenditure, traffic on different forms of transportation, employment, and admissions to attractions.” In this sense, seasonality presents an economic problem, as it affects supply and demand in tourism. It also represents environmental and social challenges related to peaks and troughs in the use of resources, facilities, and attractions (Lee, Bergin-Seers, Galloway, O’Mahoney and McMurray, 2008). Hospitality managers must have a keen sense of understanding the causes and implications of seasonality to be able to develop and apply strategies to mitigate the impacts caused by fluctuations in visitor counts throughout the year.

Causes of Seasonality

Seasonality affects all types of tourism destinations and enterprises (Lee et al. 1980). The factors that cause seasonality in tourism can be grouped under national or institutional/cultural factors (Lee et al, 2008, Ćorluka, 2019). Natural factors involve variations in weather, climate, and seasons of the year (Lee et al, 2008) that are responsible for differences in rainfall, temperature, snowfall, daylight, and sunlight (Weidner, 2006). Tourism activities, especially outdoor ones, require certain weather conditions to be enjoyable (Shih and Nicholls, 2011). Activities like hiking, swimming, diving, sports, sun tanning, and beach relaxation are affected by weather and climate and this affects travel patterns. Institutional and cultural factors also (Lee et al 2008) play a significant role in the seasonality effect. These factors include religious and public holidays like Easter, Christmas, and Ramadan, the timing of school holidays, availability of leisure time, state of the economy, and sporting seasons and events like annual golf and tennis tournaments.



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Impacts of Seasonality

The main impacts of seasonality on tourism destinations and enterprises are negative though there are some positive outcomes (Ćorluka, 2014, Butler, 1998). These impacts can be economic, ecological, and socio-cultural. Economic impacts of seasonality include the fact that the peak season revenues must exceed annual fixed costs. Hospitality organizations in highly seasonal destinations must combat the shortage of capacity, higher cost of supplies, over-utilization of resources, and increased costs of recruitment during the peak season, while managing underutilization of resources and staffing cuts in the low period. Moreover, the income instability resulting from seasonality impacts return on investment and investor confidence (Lee et al. 2008).

Regarding employment, the variability of demand for workers between the high and low periods affects the retention and development of employees (Lee et al. 2008). This can cause enterprises to lose skilled employees and affect service quality and employee-employer relationships. The demand on natural resources such as beaches, rivers, and forests during peak season can lead to pollution, disturbance of wildlife, sewage problems, and natural resource exhaustion (Ćorluka, 2014.)

Communities in seasonal tourist destinations also face socio-cultural challenges related to the social carrying capacity (Lee et al, 2014). These include noise, slower traffic, congested public spaces, crowded streets, and disruption to quality of life, as well as increased costs of goods and services during the high season. The impacts of seasonality are not all negative as during the low season, communities revert to the quality of life they desire, accommodations and attractions can do maintenance and repairs and natural resources have a recovery period (Butler, 1998, Lee et al 2008). Additionally, the high season provides employment for parents of young children, students, and other part-time workers. Some hospitality workers “chase” the seasons, traveling to find work in different regions as the peak season arrives. They may spend winter in Salt Lake City, Utah, move to Miami, Florida for the spring, and enjoy the summer in Southern California. This is a great way to determine what a worker likes and dislikes about the hospitality industry and learn about different types of operations.

Mitigation Strategies

Seasonal tourism patterns usually remain stable for many years (Ćorluka, 2014, 2019). Providing an element of predictability associated with seasonality that enables managers to develop strategies in anticipation of the challenges faced in the high and low seasons. One group of strategies revolve around increasing demand outside the high season. These strategies include differential pricing, changing the product mix, market diversification, and selective forms of tourism.



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13.15: Self Care and Work/Life Balance

Hospitality Concept

SELF CARE & WORK/LIFE BALANCE

This section was written by [Wendy Yost](#).

The Stakes are High

Insights gathered from over 240,000 employee interviews by the Work Institute cite Work/Life Balance as one of the top three reasons for leaving jobs in 2019. Further, the report states that over one-third of interviewees exited their organization within 365 days or less. Two out of three employees leaving in the first year, did so in the first six months. This proves to be an expensive problem for employers, given it is estimated to cost one-third of an employee's salary to replace them. It also points to how employees are being taxed by applying and being selected for jobs that ultimately are not a good match. To better position yourself to assess fit for a particular position, company, or segment of the industry, consider the power of five critical conversations intentionally held before, during, and after securing any new position.

Critical Conversations in Support of Self Care and Work/Life Balance

1. Conversations with yourself

Take the time to reflect on what you enjoyed and what was problematic for you in past work-related experiences. Some possible questions to explore include:

- Would you most enjoy working inside or outside an office setting?
- Do you prefer managing transactions (seeing many different clients in a given day) or managing partnerships (working with the same people over time)?
- What characteristics do you desire in your direct supervisor?
- When you think about company cultures that would be a particularly good fit for you, what comes to mind?

While reflecting on these questions on your own is a good start, a next step that could prove even more useful is sharing your reflections with a representative from your college or university's Career Center. Doing so will allow them to connect you with job search resources related to what you share, as well as assessment tools to get to the heart of what matters most to you personally and professionally, when it comes to the career possibilities you are exploring.

2. Conversations with those in positions similar to the ones you are seeking

Informational Interviews are one way for you to get a more thorough understanding of what it is like to work in a particular industry or for a particular company before you apply. This can save you a lot of time, stress, and heartache. Thirty minutes on the phone with someone in the role you are considering can be very clarifying when it comes to things like the lifestyle associated with a particular role, how much time is spent on different tasks and projects over the course of a typical day or week, and behind the scenes glimpses into a company's culture. You can find professionals to conduct Informational Interviews by posting a request to social media asking who among your network can make an introduction to someone in the role, company, or industry segment you are interested in exploring. Another option is getting in touch with your campus Alumni Relations Office or faculty in the appropriate area of study and asking them to connect you with an alumnus who would be appropriate to interview. Typical questions for this kind of interview include:

- What kind of skills and personality traits are needed to succeed in your current role?
- Does your current role require any special training or certifications?
- Can you give me a sense of what a typical day looks like?

The main thing to remember is that you are not interviewing for a job, you are interviewing a person about their experience in a job. If they happen to ask you to send them your resume, do so. Yet regardless of any connections or opportunities they may or may not offer up, it is appropriate to send them a Thank You note appreciating the time they provided and insights they offered you.

3. Conversations with new supervisors

Anytime you start a new position, consider having a candid conversation with your supervisor about how you will be evaluated. Understanding any forms or processes your new company uses to conduct evaluations not only supports you in investing your time, energy, and attention in ways that align with what your company values, it can actually impact your wallet given the bonuses and other incentives some employers tie to performance. Yet often, employees don't know how their performance is being measured until their first performance review, creating unnecessary stress. One way to open a conversation with your supervisor is to say something along the lines of, "I want to ensure that I am on target with the desired outcomes for my position. I was wondering if we could review the form or process that will be used to evaluate my work and if you could tell me when to expect my first evaluation".

It is also possible, and even likely, that while your job may not change, your supervisor might. A smart approach to take when that happens is to brief your new boss on the following:

- Your resume (they did not hire you, so they may not have an accurate sense of your background, skills, and experience)
- A list of projects that you are currently working on
- A list of ideas that align with the mission of the company that you would like to work on
- Any upcoming challenges you anticipate that you want to ensure your new boss is aware of.

Most employees do not think to do this and end up at the mercy of their new supervisor, who is often overwhelmed with decisions to make. You can help smooth the transition for both of you, by being proactive and giving them the information they need to make decisions that support the work you most want to be doing under their leadership.

4. Conversations with colleagues outside your company

Developing and maintaining relationships with peers in other companies can be helpful in a number of ways. Having someone to talk to outside of your company allows you to better understand how different companies are managing industry trends, strengthens your network when it comes to future job opportunities, and provides a sounding board who isn't mired in the same day to day operations as you but understands the basic functions of your role. When you have a rough day, they can commiserate because they understand the demands of the work being done. When you have a success to celebrate, they can join in, with an understanding of what it took for you to accomplish what you did. And all with a different degree of distance than your immediate colleagues, who may be too close to certain challenges or opportunities to be impartial with their listening or advice.

5. Conversations with mentors.

A mentor can help you regain perspective when you have lost it, see beyond what you can currently see, and help you process professional experiences in the context of the growth they have seen in you over time. Unlike peer-based conversations with

colleagues outside your company, mentors serve a different capacity in supplementing your learning. For that reason, they don't necessarily need to be older than you chronologically, just a bit further down the professional path in your industry of choice – or in terms of a particular skill set. At this point, it is not unusual to have intergenerational mentoring relationships, particularly related to the use of technology, where the mentor is actually younger in age than the mentee. Embrace the support that might be available in ways that are less obvious when it comes to mentoring relationships.



Photo by [Body Bend Yoga](#) on [Nappy](#)

Summing it Up

These conversations are important regardless of what industry or segment of an industry you choose to pursue a career in. Yet within hospitality, an industry known for exceptionally high turnover rates, they can be particularly important lifelines. Applying for positions that have a good likelihood of being a match for you, asking for what you need to be able to effectively meet the desired outcomes of your position, and creating a network of support are all ways that you can take care of yourself and strive to balance your work and life in healthy ways.

These conversations will also allow you to maintain perspective, while you tend to those who have lost theirs, something hospitality professionals are often called upon to do on a daily basis. Rather than being a statistic of high turnover, you can cultivate the skills and support that best serve you personally and professionally when it comes to meeting the demands of a particular job.

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Hospitality Concept

SUSTAINABLE TOURISM

This section was written by [Mitch Foresman](#).

What is sustainability?

Sustainability is a much-debated topic across many fields, especially in the hospitality industry. There are many definitions when it comes to the topic. One agreed-upon definition of **sustainability** is “Meeting our own needs without compromising the ability of future generations to meet their own needs”. This definition of sustainability is wide open when it comes to interpretation. How individuals interpret sustainability is influenced by their values, beliefs, and upbringing. This can influence one's view on sustainability and impact how they make decisions regarding sustainability. These decisions can be in the work or home environment.

Three key aspects that makeup sustainability are Economic, Environmental, and Social. These key aspects are what sustainability is built on. Below are just a few of the elements that make up the Economic, Environmental, and Social key aspects of sustainability.

- Economic
 - Employment
 - Security
 - Infrastructure
 - Profitable enterprises
- Environmental
 - Conservation
 - Restoration
 - Alternative energy sources
 - Reduce pollution and waste
- Social
 - Health care
 - Working conditions
 - Education
 - Culture

One way to see how these aspects work with sustainability is the three-legged stool model. The three key aspects (Economic, Environmental, Social) are the three legs, while sustainability is the base of the stool. If there are any negative or positive effects on any of the “legs”, the “base” (sustainability) will be off-balance. For example, if a hotel company builds a hotel in an environmentally fragile ecosystem the leg of the environment will be shorter, and the economic leg will be longer. So, the stool will not be level. Not enough or too much influence in one or two of the key aspects can offset the balance of sustainability.



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As discussed above, these three aspects are interconnected. We need to look at them as such and not three separate pieces that play into system dynamics. **System dynamics** is the connection between human systems and natural systems. A change in one system may have consequences in the other. This is also illustrated in the example above.

Sustainability is a process, not an end result. There is no one-time, fix-all solution. The world is changing around us, so the process of sustainability needs to adapt. As shown above, there are many aspects that come into play. Sustainability efforts need to adapt to those ever-changing factors.

Sustainability in Hospitality

Hospitality and tourism have been recognized by the United Nations to help impact all three of these pillars in a positive manner. A unique department within the United Nations has been created to address sustainability within the hospitality and tourism industry. This department has set goals that should be met by 2030. Those goals are listed in the chart below. Note how the Sustainable Development goals encompass all three pillars of sustainability.



"Tourism in 2030 Sustainable Development Goals" by UNWTO is in the [Public Domain](https://creativecommons.org/licenses/by-nc/4.0/)

However, hospitality and tourism do have their negative aspects as well. They do play a part in degrading sustainability. This can come from waste, destruction of ecosystems, greenhouse gas emissions, unfair working wages, and so on. Stakeholders in this industry need to strongly evaluate how they operate so that they can minimize the negatives impacts while maximizing the positive ones.

Career Paths

Sustainability is a new field of study within the world of tourism. As such, specific jobs are still few and far between. Currently, it is not a unique business sector or discipline. Larger companies are now starting to create a sustainability department to oversee how they operate and can adapt to meet sustainability goals. However, there are still ways to incorporate sustainability within hospitality and tourism in one's career. For example, individuals can create or join a sustainability committee related to their current roles in the industry. [The Travel Foundation](#) is a great resource for those interested in getting involved with sustainability efforts.



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Sustainable Success Stories

A great example of sustainability within the hospitality industry is the [Six Senses](#) Fiji resort. This resort has gone 100% solar and has its own water filtration plant on property. This eliminates the need for single-use plastic bottles. The resort has also moved to reusable containers in their food and beverage operations. This encourages guests to return the containers to be reused. Looking more into their food and beverage operations, Six Senses uses its food waste as compost for their farm and garden, which lowers the amount that goes to landfill. This is a great example of a hotel focusing on the environmental pillar of sustainability.

<https://inhabitat.com/100-solar-powered-fiji-resort-combines-5-star-luxury-with-sustainability/>

Another example is the controlled-tourism in [Bhutan](#). This landlocked country, located east of Nepal, has very strict requirements and visitor tariffs. The tariff includes the cost of accommodation, tours, meals, and hiking equipment. Most of the tariff goes to improving Bhutan's infrastructure. It also helps fund their free healthcare system and education. This is a small example of how tourism is playing a role in the economic and social pillars of sustainability.

<https://sumas.ch/5-examples-of-sustainable-tourism-around-the-world/>

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What is Sustainability? by [McGill University](#) is in the [Public Domain](#)

Resources

Want to learn more? Check out these sustainable tourism resources:

<https://www.unwto.org/>

<https://www.unep.org/>

<https://sustainability-leaders.com/ten-tips-sustainable-tourism-career/>

<https://www.thetravelfoundation.org.uk/>

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13.17: Wedding Planning

Hospitality Concept

WEDDING PLANNING

This section was written by [Leora Soleymani](#).

So you want to be a wedding planner? First, ask yourself these questions:

- Why do I want to be a wedding planner?
- What attracts me to the wedding planning industry?
- Is this career a good fit for my personality?
- What skills do I have that will help me be successful?

How do weddings differ from other events?

Weddings are like no other event. People celebrate many milestones in their personal and professional lives, from birthdays, to brand launches, mitzvahs, anniversaries etc. Weddings are like no other event. There is so much emotion involved in a wedding, there is so much build-up. Two completely different people are uniting as one, mixing families, lifestyles, property, finances, etc.

As wedding planners, our job is most certainly to plan the wedding from the design to production and coordination. But we are so much more than just the wedding planners. We are the peacemakers, we are the liaison between the families, we are the therapist, the shoulder to cry on, the finance manager, and the personal assistant, just to name a few.

It's important to learn where to draw the line and create boundaries with clients. When you are so involved with your clients on such a big day, it's easy to become involved in other things such as disagreements, family disputes, etc. As a wedding planner, you will be the first person they turn to, you will find yourself in the middle of situations that don't really have anything to do with your scope of work.

It's important to let clients know exactly what your role is from the beginning and how the planning journey will work. A good way of doing this is providing your clients a welcome packet that would note things like office hours, your role, their role, rules about family involvement, etc. When working with businesses, or doing other social events, there is usually not as much 'drama' as you may have with weddings. You would be dealing with one client, one family, one entity — whereas with weddings there are many different players involved. Don't let it get out of hand, be very clear about the process and how you work.

As noted above, weddings differ from other events because of the emotion involved. As a planner, your job is to guide clients to make the best decisions, but often decisions can be driven by emotional impulse or relationship dynamics. For example, many little girls dream of one day being a bride, or the financial struggles of a couple, or who pays for which aspects of the event. As a

planner, you need to know how to deal with all these different aspects that come with the job. You need to be understanding, patient, and personable. The bridal industry is unique. Most people have waited a lifetime for this time to come.. As a planner you are taking them through the journey they have dreamt of for so long, which comes with a lot of responsibility and high expectations from clients.

It's not all glitz and glam. There is so much hard work, sweat, tears, and long hours that go into producing an event. Sure, it's beautiful and glamorous, but that's just the end product, that's not what every day is like while you work through budgets, vendor meetings, spreadsheets, timelines, floor plans, etc.



Photo by [Alasdair Elmes](#) on [Unsplash](#)

What does it take to be a successful wedding planner?

There is no one-word answer or just one thing it takes to be a successful wedding planner. It obviously takes the right person, the right type of personality, the right attitude, someone with style, taste, patience, efficiency, someone who can lead. Most importantly, it takes EXPERIENCE and EDUCATION. There is no secret. You need to work hard and do your very best. Try to get as much as experience possible and invest in learning and growth for your business.

Presentation is important. Invest in things that help you be more professional. Business cards, a professional website, dress the part.

Reputation is important. Build a good reputation. Ask for reviews. Build relationships. Be good to the people you work with.

In the wedding planning industry, your success is the direct result of the actions of the vendors you work with. Work with vendors who love what they do, and do a good job. Be selective about who you work with. Build a good team, one you can trust, one who will go above and beyond for you. A successful event takes teamwork between the planner and all vendors involved.



Photo by [Julius](#) on [Nappy](#)

Wedding Planning on the Fly

I had a wedding where the cake arrived and looked nothing like what we had requested. I knew the bride would be devastated if she saw the cake. There was not much to be done at that point as the bakery made it clear they wouldn't be able to make another one in time. Of course, I knew I would be calling them after the wedding for a refund. In the meantime, I needed to make sure the bride would get the cake she wanted. We called every bakery in town until we found one able to make the cake we wanted and have it delivered on time. After the wedding, of course, we got a refund for the original cake. I made the decision to spend a few hundred dollars on a new cake, even though I wasn't 100% sure we would get a full refund from the first. I took a risk, but it was a calculated risk, and I felt good about it.

How can students prepare for a career in wedding planning?

- Intern with or shadow a successful planner
- Do an intensive hands-on workshop
- Get a degree or certificate in hospitality or event planning
- Research the event market in your area.
- Visit the websites of local wedding planners
- Follow prominent planners' social media accounts.
- Be up to date with trends, rates, the work that goes into the planning, etc.
- Keep up with the big vendors in your area (venues, rental companies, floral designers, etc.)
- Expose yourself to as much as possible in the field

There is nothing like real-life experience. Even if you're in school, intern, or volunteer at events on the weekends. Event planning is such a flexible industry, so make sure you get involved early on, even if it's part-time, on the weekends, etc. The hands-on experience will help build the important skills you will need and shape your career goals.

Go above and beyond. Put your heart and soul into it. If you don't know how to do something, seek help. Ask another wedding planner. Join support groups. Join wedding planner networks. Attend networking events. Introduce yourself to hotels, venues, and vendors wherever you go. Send out emails, cards, show up at their door. Meet with people and connect however you can. Put yourself out there!

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13.18: Industry Reaction to COVID-19

Hospitality Concept

INDUSTRY REACTION TO COVID-19

This section was written by [Jan Thompson](#) & [Gary Melville](#).

Unprecedented Times

At of January 20, 2021 the total tally of global cases of COVID-19 stood at 96.5 million, with a death toll of more than 2.1 million. The pandemic has impacted over 213 global countries and territories as well as 2 international conveyances and has caused governments to enact various measures to reduce the spread of the virus. No region of the globe has been left untouched, from island archipelagos in the Pacific and the Caribbean to the developed countries of North America and Europe, and the emerging and developing economies of Latin America, the Middle East, Africa, and Asia.

COVID-19 resulted in the closure of borders and the implementation of stay-at-home orders, causing significant economic impact. The supply and demand shocks resulting from COVID-19 affected all segments of the global economy. Impacts were particularly severe on economic sectors that depend on high levels of human interaction such as tourism and travel-related industries. All sectors of the hospitality industry, including restaurants, hotels, tourism, and recreation, typically include direct human contact under normal operation, resulting in the need for social distancing protocols and other modifications during the pandemic. Stay-at-home orders and travel restrictions provided unique challenges for hospitality organizations, above those faced by other industries and sectors.

Hospitality in a Pandemic

The impact of the pandemic affected the position of the hospitality industry as the worlds' leading economic sector. Prior to the pandemic, the hospitality sector was a leading contributor to GDP and employment worldwide. COVID-19 has altered the ability and desire to travel, affecting all sectors of the industry.

The International Labour Organization estimates 81 million global job losses in 2020 due to COVID-19. It would come as no surprise that job losses in customer service focused industries, such as hospitality, would be proportionately higher than other industries. Along with restaurants and hotels, airlines, cruise lines, and so many other hospitality businesses were required to close their doors or significantly alter their operations to meet safety standards and decreased demand. The impact has spread beyond hospitality employers to businesses in their supply chain and employees of those organizations.



Photo by [Edwin Hooper](#) on [Unsplash](#)

Industry Response

Most hospitality organizations are familiar with uncertainty, from seasonality and unpredictable patronage to weather and natural disasters impacting operations. However, the COVID-19 pandemic has caused an unprecedented level of disruption to the industry. In addition to fluctuations in consumer demand, businesses have been challenged by adhering to ever-changing government regulations. Many restaurants have had to shift from providing outdoor dining to exclusively take-out, overnight. In addition to the strain this uncertainty puts on the supply chain, employees are left to wonder if they will have a job the next day.

Many operations have come up with creative strategies for serving their customers in the pandemic environment. Traditionally full-service restaurants created makeshift drive-thru stations for guests to order takeout. From fast-food to fine-dining, restaurateurs created family meal packages to simplify the order process for customers and the fulfillment process for staff. Some operations offered to-go alcohol selections, with specific permission by amendment of local codes and statutes. Hotels and resorts promoted "staycation" packages featuring room service, outdoor entertainment, and recreation options. Countless enjoy-from-your-vehicle attractions were hosted from drive-in concerts and movies to drive-through holiday spectacles. Although some hospitality organizations did not have the opportunity to pivot in these ways, many were able to get creative and find a way to keep their customers happy and their staff working.

An Uncertain Future

There is uncertainty facing every aspect of COVID-19. That uncertainty evolved from concern about infectiousness and lethality to the time needed to develop and deploy vaccines. Current uncertainty surrounds the speed of recovery of economies after the pandemic ends and the rate at which consumer spending and travel will return to pre-pandemic levels. This uncertainty extends to the tourism market which presents a range of possible scenarios based on the pandemic's impact and how it will continue to affect travel and tourism.

As world economies begin to reopen, the challenges faced by the hospitality sector have become quite apparent. While many businesses used the pandemic as an opportunity to pivot to online and remote operation, this strategy is not possible for most hospitality organizations, where customer interaction is key to success. Hospitality operations have taken every precaution to prevent the spread of COVID-19, with concern for both customers and employees. This pandemic presents a unique challenge to the hospitality industry and its leadership. The COVID-19 pandemic has raised several legal issues including the risk of lawsuits by employees who have been laid-off or terminated and by customers who may have been infected during their time at a hotel or restaurant.



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The Way Forward Post COVID-19

It is clear that uncertainty will linger in the hospitality sector while the global pandemic persists, both during and after COVID-19. It will be a long road to revive the tourism and travel sector and other industry segments.

Rebuilding Confidence

Having strict safety and hygiene standards are key to rebuilding consumer confidence for tourism destinations and hospitality organizations. Public relations will play a big part in how organizations communicate their efforts and restore consumer confidence.

Regional Cooperation

Experts in the travel and tourism sector indicate that resumption in travel is likely to follow a trend based on proximity. Travelers will likely begin by visiting local destinations which can be reached by car. This may be followed by overnight stays within the region. Finally, travelers will begin to resume air travel and visiting international destinations. Some regions are adopting “travel bubbles” allowing travel within a “bubble” of neighboring countries or states without the need for long periods of quarantine (Hendersen, 2020). Bubbles have already been established between China and South Korea, between Australia and New Zealand, between Israel, Greece, and Cyprus, and in the Baltic countries. Additional collaboration is being explored in other regions like the Caribbean and Southeast Asia.

Training

Consideration will need to be given to the training and re-training of staff as regulations change and best-practices immerge. Based on industry recommendations, key areas of training might include:

- Training workers to become multi-functional and be able to fill other roles
- COVID-19 training by functional area: reception, housekeeping, maintenance, etc.
- COVID-19 training in hygiene and sanitation
- Guest interaction while maintaining social distancing
- Public health and OSHA requirements for the jurisdiction
- Training in how to deal with suspected COVID-19 cases
- Training in the use of appropriate personal protective equipment (PPE)



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Conclusion

The global challenges from COVID-19 facing the hospitality industry have reduced travel and occupancy rates, increased unemployment, and threaten the bottom line of hospitality companies if cases and deaths due to the pandemic continue to rise. As the world seeks to adjust to the realities of the pandemic, maintaining good hygiene and social distancing seems to be the few steps that have worked to prevent viral spread. The response and revival of the tourism and travel sector is an ongoing process that is likely to take some time as the pandemic persists and uncertainty reigns.

References

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"81 million jobs lost as COVID-19 creates turmoil in Asia-Pacific labour markets" by [International Labour Organization](#). Data shared with [permission](#).

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ABOUT THE AUTHORS

Learn more about the talented team of individuals who created this textbook.

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16.1: Abhijeet Shirsat

 Abhijeet Shirsat

Dr. Abhijeet Shirsat is an Assistant Professor in Hospitality and Tourism in the Department of Recreation, Parks and Tourism Administration at California State University, Sacramento Campus. He has more than 15 years of experience in the hospitality industry. He is passionate about learning and education in its different forms, and his teaching philosophy grew out of his wide range of experience in the industry. His research interests relate to human behavioral topics in hospitality, tourism, events, and social media. He intends to build upon the literature that identifies the problems and challenges of the hospitality and tourism industry.

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16.2: Adam Hart



Bio:

Chef Instructor: Le Cordon Bleu

Chef Instructor: The Art Institute

Director of Culinary Education: LA Kitchen

Product Development Chef: Center for Culinary Development

Chef Hart spent years working his way to a Chef title but has always had a passion for education. Teaching allows him to fulfill what he believes to be a fundamental responsibility of society: To communicate wisdom gathered by years of experience to students entering into the culinary field so that they can make informed decisions regarding necessary technical and interpersonal skills in a kitchen environment. Adam believes there are basic culinary principles that should be understood by educated cooks. Among these are the history of food, cultures, and the process of evolution and migrations of plants, animals, and food cultures that mold modern food movements, trends, and traditions. Adam has always thought that cuisine should be a fusion of science, history, and art on one plate that inspires those who receive it. He wants students to appreciate the value of where food comes from and its journey from the farm to the table.

Education:

M.B.A. Business Administration, Argosy University

B.A. Psychology, Chapman University

A.O.S. Culinary Arts, California Culinary Academy of San Francisco

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16.3: Angela Fentiman



Angela Fentiman has nearly two decades of experience in the field of communications, specializing in public relations, media relations, online communication, crisis communication, community outreach, governmental relations, and speechwriting.

She founded and served as CEO & Managing Partner of a public relations and public affairs firm in Los Angeles. Now she divides her time between educating the next generation of communications professionals and helping clients build strong relationships through effective communication.

She spent nearly six years as a member of in-house communications teams in the energy sector, overseeing communications, community outreach, charitable giving, and local government affairs for Brookfield Renewable's development projects across the United States and Canada. Prior to joining Brookfield, she served as a communications manager, executive speechwriter, and company spokesperson for Southern California Gas Company. Angela spent nearly five years as the Director of External Affairs for the Valley Industry and Commerce Association (VICA), a noted business advocacy organization.

Angela is currently pursuing a Ph.D. in Global Leadership and Change at Pepperdine University's Graduate School of Education and Psychology. She earned a master's degree in public administration from California State University, Northridge, and a bachelor's degree in communications from California Lutheran University. Angela is an instructor at UCLA Extension, and an adjunct professor at California Lutheran University and Woodbury University.

You can connect with Angela via [LinkedIn](#).

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16.4: Annette Gregg



Annette Gregg, CMM, MBA is Senior Vice President, Experience for Meeting Professionals International (MPI), leading its community engagement, events and education teams and delivering programs for its 16,000 members worldwide. She has an extensive background in the meeting and hospitality industry, serving in executive-level positions for corporations, associations, and non-profits. She regularly delivers keynotes on topics including diversity and unconscious bias, promoting women in the workplace, and a variety of professional development topics. Annette has taught at several universities including leading San Diego State University's Meeting and Event Certificate Program and is currently an instructor in Leadership for their Masters in Meeting and Events Program. She was elected Instructor of the Year at SDSU, and inducted into the Center for Business Intelligence's Circle of Excellence for her training and speaking. She is an honoree for Women in Tourism and Hospitality and has won the Coach Award for the Association of Women in Events and Planner of the Year for MPI San Diego. Annette served on MPI's Board of Directors, the board for the Kim Center for Gender Equity, and San Diego Commission for Women and Girls. She was named to the MeetingsNet Changemakers list for her work in women's empowerment. Annette received her undergraduate degree in International Relations at the University of California, Berkeley and later received her MBA from California Miramar University in San Diego. She lives an active life with her husband and college-aged son in San Diego.

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16.5: Britnie Edwards



Britnie Edwards has extensive industry knowledge and experience, having spent the past 10 years working in the hospitality industry. For the past four years, she's been focused on leading hotel and conference events. Britnie not only has industry experience but an accomplished education, having received a Bachelor Degree in Business Management as well as a Bachelor Degree in Computer Management and Information Systems from Peru State College. She has most recently graduated in May 2020 with her Master's Degree in Hospitality and Tourism Management from Purdue University. Her experience and education combined have given her an incredible understanding of the ins and outs of this industry and makes her quite adept in the ever-growing and changing world of hospitality.

Britnie can be contacted via [LinkedIn](#) or at britnie.edwards@gmail.com

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16.6: Christy Douglass



Christy Douglass has over fifteen years of hospitality industry experience. She has started an event planning business, owned and operated a franchise restaurant, worked for a national conference production company, and even served as a college academic counselor while completing her MBA. Christy holds Bachelor's Degrees in Business Administration and Art and a Master's Degree in Business Administration, all from Cal Lutheran University. She is the lead faculty for Moorpark College's Hospitality Management Program and is a certified instructor and proctor for the National Restaurant Association's ManageFirst and ServSafe programs. Christy is passionate about career education, distance learning, and open education resources, which together improve educational equity and opportunities for all students. This passion has prompted her to create TEAM Hosp (Teach-Engage-Advocate-Market), an organization dedicated to the advancement of hospitality education.

If you are interested in advancing Hospitality Education or wish to collaborate on Hospitality OER, please contact her at TEAMhosp@gmail.com

Connect with Christy via [LinkedIn](#) or cdouglass@vcccd.edu.

Christy's Dedication

To Mackenzie for being my rock and shoulder to cry on.

To Pam, Tom, and Gari Ann for being the village I can rely on.

To Maclane and Macullyn for letting mama follow her dream.

To all the authors and editors for being an awesome team.

To Antonio for making a career in education look exciting.

To Ruth, Cindy, and Josepha for lighting the fire that got me writing.

To all of the others, too numerous to name, who prayed and believe and added fuel to the flame.

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16.7: Colleen Nanno



Colleen Nanno CCE, CWPC, MHA

Chef Colleen Nanno has earned a Bachelor's Degree in Hotel and Restaurant Management from California State Polytechnic University, Pomona, a Master's Degree in Hospitality Administration from University of Nevada, Las Vegas and an Associates of Science in Culinary Arts from the Culinary Institute of America in Hyde Park, New York. As a member of the American Culinary Federation, Chef Nanno holds both the Certified Culinary Educator and Certified Working Pastry Chef Certifications, respectively. Currently, she is the Culinary Arts Program Director at Pasadena City College. She participates annually as a Culinary Judge for the California Prostart Cup Competition. Chef Nanno is a firm believer that the heartbeat of the Hospitality Industry is the people, and she is truly honored to be a part of the driving force that nurtures, builds and equips each individual for success.

You can contact Chef Nanno on LinkedIn - [linkedin.com/in/colleen-nanno-9957761](https://www.linkedin.com/in/colleen-nanno-9957761) or by email at cnanno@pasadena.edu

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16.8: Delfina Newton



Delfina Newton has had the pleasure of working for the Department of Recreation Tourism Management at California State University Northridge since she was a graduate student in the Spring of 1999. She has learned so much since her days in the classroom and has worn many hats. Behaviorist, Inclusion Specialist, Development Specialist, Parent Educator, Social Skills Specialist, PTSA President, Secretary, Financial Secretary, Event Planner, Parks & Recreation Commissioner, Swim Instructor, Life Coach, and Recreation Therapist to name a few. She has learned so much over the course of her career. She has worked within each branch of the field, therapeutic, outdoor adventure, and tourism recreation. She is an entrepreneur and has 4 amazing kids 25, 19, 11, & 9 who have taught her so much over the years. She has witnessed the miracles of play firsthand across the life spectrum. From a babies' first smile to one's last breath elements of play were at hand. She looks forward to sharing with you what she has learned about play, recreation, and leisure and their role in our lives and the quality of our health.

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16.10: Haley Powers



Haley Powers, CMP worked for Hyatt Hotels for 8 years, was the Director of Sales & Marketing at two Hyatt Hotels. Director of Sales of Marketing at Sheraton, Embassy Suites, Marriott and Red Lion National Sales. She was an Executive Director of the West Hollywood CVB for 3 years and handled Conventions Sales at the Los Angeles CVB for 9 years. She also has worked citywide contracts with multiple hotels.

Haley has been a member of Meeting Professional International since 1982. She has worked on over 44 committees for the MPISCC Chapter, and is currently serving for the Membership Care committee. She was Planner for Professional Education in 2004-2005 and 2005-2006, Planner for Membership in 2006-2007 and Chapter Leader in 2005-2006. This gave her an in-depth perspective on “hot points” that arise each year in contracts.

Addition recognitions include:

MPISCC Chapter Leader of the Year 2005-2006

MPISCC Presidents Award 2006-2007

MPISCC Lois Houser Award recipient for service 2008-2009

Haley Powers is a graduate of Eastern Michigan University and has worked in sales and marketing extensively since 1976. Haley has worked as a planner and site specialist since 1998, and has taught Hotel and Restaurant Management at UCLA. Powers also teaches Professional Meeting Planning at CSULB and CSUDH. Powers has been a facilitator for the CMP class by MPISCC since 2007.

She has been published in industry magazines for both the convention market and tourism.

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16.11: Jan Thompson

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16.12: Kevin Anthony



Kevin Anthony is a professor at College of the Canyons and serves as department chair for the Hotel Restaurant Management program. He has served as a Study Abroad Program Director and Instructor. Kevin has developed, directed, and instructed tourism courses in Italy, Argentina, Nicaragua, Costa Rica, and Panama. Prior to teaching at COC, Kevin taught at UCLA Extension and Loyola Marymount extension. He also founded a job training and placement service for low-income, welfare recipients, and homeless individuals. Kevin attended Loyola Marymount University where he earned a Bachelor of Arts in Political Science and was the recipient of the Loyola Marymount Alumnae of the Year Award in 1989.

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16.13: Leora Soleymani



While pursuing her teaching certificate, Leora Soleymani found herself tasked with helping plan a wedding at just 18 years old. That effort turned into a unique learning opportunity and ultimately sparked her entire career. She fell in love with the wedding industry and launched her first company *Best Bride* in 2011. While building her business, she also pursued her Master's Degree in Hospitality and Tourism at California State University, Northridge. She currently serves as the CEO of *Best Bride*, a wedding planning agency in Beverly Hills, CA, and is in the process of launching *Academy for Events* where she will host workshops for individuals who aspire for a career in event planning.

[Best Bride Website](#)

[Academy for Events Facebook Group](#)

[Hello Leora Website](#)

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16.14: Mallory Gorder

Mallory Gorder is a sales manager for Marriott International's Multi-Hotel Sales division. She obtained her Master's degree in Hospitality and Tourism Management from Purdue University in Spring 2020. She also attended Westmont College where she earned a B.A. in Religious Studies and Sociology.

Her vocational experience ranges across several disciplines and sectors. Finding her true passion, working with people, the hospitality industry has become her focus. She enjoys creating memorable experiences for customers and promoting a highly engaged workplace for employees.

She has enthusiasm for maximizing efficiency, fostering an engaged workforce, and finding new opportunities to thrive. Her research interests include employee engagement and retention, ethics, and leadership.

Mallory can be reached via [LinkedIn](#) or by email at malloryannegorder@gmail.com.

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16.15: Matthew Mosley



Matthew Mosley

Dr. Matt Mosley is an Assistant Professor at the College of Coastal Georgia, and has earned his PhD from Purdue University in Hotel and Restaurant Management. He also attended hospitality programs at Eastern Michigan University for his Masters and South Dakota State University for his Bachelors. His research interests include event management, film tourism and music tourism.

Dr. Mosley is a United States Marine Corps Veteran and 1st generation student. He enjoys traveling and experiencing new cultures, having traveled to Argentina, Chile, Portugal, Germany, Ireland, Taiwan, South Korea, China and Japan to name a few.

Dr. Mosley can be reached on LinkedIn [linkedin.com/in/matthew-mosley-b399755](https://www.linkedin.com/in/matthew-mosley-b399755) or you can find out more about the College of Coastal Georgia at ccga.edu or the Golden Isles goldenisles.com

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16.16: Mechelle Best



Barbadian by birth, Caribbean and global in outlook, Mechelle Best PhD is a Professor in- and current Chair of the Department of Recreation and Tourism Management at California State University Northridge (CSUN). A Fulbright/Organization of American States Scholar for the Eastern Caribbean, Mechelle's interests include cultural heritage, natural resource use, and sustainability in tourism. Her ongoing research streams focus on the intersection between slavery heritage and tourism in the Caribbean and Caribbean tourism's resilience to natural disasters. As a lifelong lover of nature and the outdoors, Mechelle is also interested in the provision of opportunities for outdoor recreation on public lands and particularly in the experiences of Black, Indigenous and People of Color (BIPOC) in their outdoor recreational pursuits in the US.

Prior to progressing through the ranks to Professor at CSUN, Mechelle accumulated over 15 years' experience in the tourism industry as Intern, Management Trainee, Environmental & Conservation Manager and Consultant, helping to pioneer the 'greening' of the hospitality and tourism sectors in Barbados and the Caribbean. Through her consulting role, she maintains her connection to industry and has consulted on projects for the United States Agency for International Development, the Cayman Islands Department of Tourism, and the Caribbean Hotel & Tourism Association, among others.

Mechelle is co-author of *Contemporary Caribbean Tourism: Concepts and Cases* (2015) as well as various book chapters, journal articles and blog posts. She has a Bachelor of Science in Hotel Management (First Class Hons.) and a Master of Science in Natural Resource Management from the University of the West Indies, along with a Doctor of Philosophy in Tourism from the University of Florida.

Mechelle N. Best, PhD

Professor & Chair, Department of Recreation & Tourism Management, California State University - Northridge

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16.17: Mitch Foresman



Mitchell Foresman received his bachelor's degree in Hospitality and Tourism Management from Purdue University in 2018. He completed his manager in training program with Hilton in their food and beverage department. Mitchell is the Assistant Executive Steward at the Hilton Chicago. He is currently working towards his masters in Sustainable Tourism from Arizona State University. His passion for the food and beverage aspect of hospitality and tourism has led him to receive his Court of Master Sommeliers Level 1 and his Level 1 Cicerone Certified Beer Server.

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16.18: Natalie Jasinski



Natalie Jasinski holds a Bachelor's Degree from Purdue University studying Hospitality and Tourism Management and a Master's Degree from Northwestern University studying Communication Sciences. Throughout her studies, she focused on viticulture, sustainability, marketing, technology, and ethics. Early in her career, Natalie found a combined passion for marketing and hospitality. Natalie considers herself a lifelong learner and intends to hold that true throughout the progression of her career. Throughout her professional career, Natalie has helped numerous organizations, from start-ups to well-established corporations like the Walt Disney Company, reach data-driven results through positive and encouraging communication.

She has a wide range of passions and hopes to continue to expand her wheel-house throughout her career. As a solutions-minded professional able to lead in cross-functional environments, her entrepreneurial spirit and passion for life reaches anyone who crosses her path. An exceptional communication leader, Natalie hopes to reach consumers and hospitality/marketing professionals in a positive light.

You can contact Natalie on [LinkedIn](#), via her website [The More You Merlot](#), or via email njasins@gmail.com

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16.19: Nathan Martin



Nathan T. Martin is an associate professor of the Recreation and Tourism Management at California State University, Northridge (CSUN) in Los Angeles. He also serves as the Executive Director of the CSUN Aquatic Center at Castaic Lake. Prior to arriving at CSUN in 2012, he spent four years at the University of Memphis (TN) as an assistant professor in its graduate Sport Commerce and undergraduate Sport and Leisure Studies programs. While his interests are broad, he currently teaches and researches in the areas of recreation and sport management, risk management, safety, and organizational culture. While working in city/county recreation and collegiate recreational sports he earned his bachelor's in Recreation, Parks, and Tourism Administration from Cal Poly, San Luis Obispo. His master's in Sport Administration is from the University of Southern Mississippi (USM), where he worked for its division of Recreational Sports. He worked at Southwestern University near Austin, TX as an outdoor recreation specialist and sport club coordinator before pursuing a doctorate at the University of New Mexico (UNM). His Ph.D. is in Health, Physical Education, and Recreation and taught in UNM's physical activity program and as a visiting assistant professor in its master's and doctorate programs. He served on the board of directors for both the National Intramural-Recreational Sports Association and the Sport and Recreation Law Association and enjoys volunteering for youth sport organizations. He lives in Glendale, CA with his amazing and beautiful family, spending time with youth sport activities and on outdoor family excursions.

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16.20: Patrice Wheeler



Patrice Wheeler has been an Assistive Technology Specialist at the community college and university levels since 1998. Her background is in education with an emphasis in Special Ed. Patrice has been a RESNA Assistive Technology Professional (ATP) and completed the Assistive Technology Applications Certificate through California State University, Northridge (CSUN). Patrice is versed in cross-platform and cross-device technology, including Windows, Mac, Android, and various browsers

Patrice has experience in training students, faculty & staff on assistive technology, assessing the accessibility of technology and content across settings, creating accessible formats for academic materials, and collaborating with campus IT to provide campus-wide access to assistive technology and technology to enhance learning.

Patrice meets with students with disabilities to assess their skill level with technology, discuss their academic challenges and determine the appropriate technology and strategies that will ensure access, enhance learning and promote success before and after graduation. When recommending technology and strategies to enhance learning and access, Patrice uses an interactive and strengths-based approach to engage students in an interactive consultation process.

Patrice is always on the lookout for new and emerging technology or strategies that promote student, faculty, and staff success both academically and professionally.

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16.21: Paul Spooner



Paul G. Spooner

Faculty, Culinary Arts and Management, Hotel and Tourism Management, Hotel and Recreation Management

Private Consultant, Hospitality/Restaurant/Small Business

Areas of Expertise

- Management, Systems, Training, Development, Trouble-Shooting, Financial Operations Analysis
- Restaurant Concepts, Design, Operations, etc...
- Financial Systems, Budgets, Forecasting, Controls
- Human Resources, Interviewing, Hiring, Training, Staff Development, Management Development
- Marketing Applications, Advertising, Promotions, Public Relations, Planning
- Strategic Planning, Business Plans, Business Evaluation/Assessment, Implementation

Bio:

- 40 years of operational experience working in the Hospitality and Restaurant Industry has given me extensive experience in most every aspect of the field. Specific expertise within the business is focused on “Front-of the-House” operations with twelve years at the position of General Manager. The most recent position of General Manager was at Duke’s Malibu, an eight million dollar a year restaurant with over a hundred seventy five employees.
- Owner of own Restaurant Consulting Business, advising clients on virtually all areas of the industry.

Education:

- AA Degree from Pierce Jr. College, 1981; General Education.
- BA, Liberal Arts and Sciences, Major in Environmental Resource Geography, from San Diego State University, 1984.
- Instructor at an English Academy in San Sebastian, Spain, 1989-90.
- Instructor for SDSU Extension in ESL, 1991.
- MSOL, Argosy University, 2014

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16.22: Ray Cho



Dr. S. Ray Cho, PhD, is a postdoctoral associate at the Center for Gambling Studies at Rutgers University. Dr. Cho has held various corporate and operational leadership positions across a 15-year career in gaming and hospitality. He has presented his work throughout North America and Asia. Dr. Cho completed his graduate studies at the University of Nevada Las Vegas and earned his undergraduate degree from the University of Wisconsin-Madison.

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16.23: Riki Nanno



RIKI NANNO, CFSP

Riki Nanno is the Technical Advisor at the SoCalGas' Food Service Equipment Center in Downey, CA. He has been involved in the food service industry since 2006, leveraging his Bachelor of Science Degree in Food Science & Technology from Cal Poly Pomona and is a CFSP (Certified Food Service Professional) from the North American Association of Food Equipment Manufacturers. Riki is also a certified foodservice energy efficiency expert (Fe3). Riki's expertise focuses on promoting the features and benefits of natural gas foodservice equipment, especially as it relates to product quality and operations. Combining his unique educational background with his broad range of professional experiences in the food service industry gives customers a valuable perspective. Riki has worked as a Food Technologist for major food service chains, such as El Pollo Loco and Panda Restaurant Group, in their Product Development, and Food Safety Quality Assurance departments, respectively. He has also worked in the industrial food manufacturing sector as a Product Development and Quality Assurance Specialist. Riki has also spent time educating customers and students working in the role of a Corporate Chef as a Manufacturer's Representative, and Adjunct Lecturer at Cal Poly Pomona teaching Culinary Arts for the Hospitality Management Department. He works with student focused organizations such as Careers through Culinary Arts Programs and California Restaurant Association Foundation for Pro Start.

You can contact Riki Nanno on [LinkedIn](#) or by email at RNanno@socalgas.com

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16.24: Sean Jung



Sean Jung Ph.D. is currently an assistant professor at Boston University School of Hospitality Administration (SHA). He received his Ph.D. in hospitality management from Purdue University, and holds a master's degree in finance from the University of Illinois Urbana Champaign.

Dr.Jung has a diverse working experience in marketing research, consulting, and restaurant entrepreneurship. Starting as an intern at Taylor Nelson Sofres (TNS), Dr. Jung has also worked at Deloitte consulting as an Intern/Business analyst in the Strategy and Operation (S&O) department analyzing costs and benefits for new business opportunities. Having interest in the restaurant industry, Dr.Jung later worked in an ethnic chain restaurant both as a restaurant manager and a development manager. In 2014, Dr.Jung co-founded a food cart that sold Asian fusion food in Wall Street.

Following his working experience, Dr. Jung's research is focused on strategy management in hospitality and tourism, hospitality location strategies, strategy optimization, and machine learning applications in hospitality.

Boston University School of Hospitality Administration (SHA) teaches foundational business courses, including finance, analytics, asset management, revenue management, managerial accounting, leadership, and operations. In addition, through thought-provoking electives such as entrepreneurship, hospitality design, advanced food and beverage, and digital marketing, students will be able to grow their network and develop into active professionals in the business.

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16.25: Stefan Cosentino



Stefan has worked for over 12 years in the hospitality industry primarily working in marketing, program management, and marketing logistic roles. First at Walt Disney World Florida contributing to various marketing initiatives including the Annual Pass Program, brand and segment management, and theme park marketing cost accounting. After graduate school Stefan supported marketing and sales efforts for Walgreens Health Initiatives (PBM) and then Wyndham Vacation Resorts serving as a director of marketing. Early hospitality or service roles included frontline food & beverage operations and retail management.

Dr. Cosentino currently serves as the Program Director for the new Hospitality and Tourism major within the School of Management at Cal Lutheran University. He contributes to managing the program, driving enrollment, engaging hospitality industry partners in the curriculum, and driving student outcomes. He received his Doctorate in Hospitality Administration from the University of Nevada Las Vegas (UNLV), an MBA from Rollins College (Crummer School of Business), and Bachelors Degree from the University of Massachusetts-Amherst (UMass).

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16.26: Susan Roe



Dr. Susan J. Roe is an Associate Professor in the Department of Hospitality and Tourism Management at San Francisco State University in the Lam Family College of Business. She has 15 years of hospitality management experience in the areas of food and beverage, catering, and resort operations. Susan has held a variety of roles including Director of Operations Development and Training, Director of Food and Beverage, and Director of Development. Susan also earned the Senior Professional in Human Resources certificate. Susan teaches Human Resources classes at SF State and she conducts research on a variety of hospitality topics including the impact of minimum wage changes and the perceived fairness of different gratuity systems in restaurants.

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16.27: Thomas Padron



Dr. Thomas C. Padron is an Associate Professor and Program Coordinator in the Department of Hospitality, Recreation and Tourism at California State University, East Bay in Hayward, CA, and an Instructor of Hospitality Management at the College of Marin in Novato, CA, and has been a hospitality educator for over 18 years.

He has held positions including Chef, Sous Chef, Banquet Chef, Director of Catering, Foodservice Director, Foodservice Manager, and other positions. Dr. Padron completed his Ph.D. at Capella University in the College of Business and Technology with a Doctorate in Business Organization & Management with a specialization in Leadership. He has a Master's degree in Hospitality & Tourism Management with a specialization in Education, a Bachelor's degree in Hospitality & Tourism Management with a concentration in Food & Beverage, both from the University of Wisconsin-Stout and two Associates degrees, one in Culinary Arts and the other in Food Service Production from Madison Area Technical College.

Dr. Padron is a Certified Hospitality Educator (CHE), a Certified Guest Service Professional (CGSP) through the American Hotel & Lodging Educational Institute, and a Certified Wedding Planner (CWP) through The Bridal Society (TBS). He is an active member of the International Council on Hotel, Restaurant, and Institutional Education (ICHRIE). Other memberships include the Professional Convention Management Association (PCMA), Meeting Professionals International (MPI), International Association of Exhibitions and Events (IAEE), California Restaurant Association (CRA), and the National Restaurant Association (NRA).

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16.28: Veda Ward

Veda E. Ward, Ph.D.

CSU Northridge

Department of Recreation and Tourism Management

Veda Ward was born in Washington, D.C., grew up in Baltimore County in a three-generation household. Her parents and grandmothers were employed by and retired from careers with national or state government. Ward earned her BS (Religion and Spanish, double major) from Bucknell University in Lewisburg, Pennsylvania; an MS in Urban Recreation from University of Baltimore; a Master of Arts in Management from the University of Redlands; and a Ph.D. in Recreation from the University of Maryland, College Park. Following early work experiences in restaurant and fitness, Ward worked for the City of Baltimore Department of Recreation and Parks where she focused on after school programs, designed and supervised youth employees during summer day camp, and was assisted with city-wide events prior to beginning her doctoral program in College Park. During her years at U Md, Ward taught most of the undergraduate core required courses, supervised interns, instructed the graduate foundations course, served on thesis and dissertation committees and was progressively named Field Work Coordinator, Undergraduate Coordinator, and Associate Department Chair. Her involvement with academia and community-based internship placements led to her appointment to the City of Greenbelt (MD) Park & Recreation Advisory Board, the Town of Cheverly (MD) Recreation Council and the Maryland National Council Park and Recreation Advisory Board. Veda was recruited by CSU Northridge to develop an urban recreation outreach curriculum and community service focus in the Department of Leisure Studies and Recreation. Veda earned professional certification (CPRP) through the National Recreation and Park Association (NRPA) and served as a trustee for that organization for 5 years. As her CSUN department expanded its program to embrace area growth in hospitality and tourism, Ward returned to school earning a Masters in Management and the Certified Hospitality Educator (CHE) credential. She served on the Hospitality advisory group at Mission College for several years and was the liaison for the College of Health and Human Development for 4 years to help increase enrollment in the college -now the largest on campus. Veda Ward has contributed chapters and monographs in several books, authored many published articles and has presented at professional conferences across the United States, in Spain and Canada. In 2019 Ward sponsored two CSUN-RTM majors to travel to Malaysia to present her recent analysis of the impact of California wildfires on the travel, hospitality and recreation industry, which was co-authored with an RTM undergraduate now employed by a major Japanese hotel. During her years in higher education, Ward has authored publications and numerous courses focusing on gender, ethnicity, aging, large-scale events, and park management. She recently completed a long-term commitment with the California Task Force for Licensure of Recreational Therapists. As a faculty member at CSU Northridge, Veda has tackled many leadership roles within the Faculty Senate, as a member of personnel committees at various institutional levels for several academic programs, and as department chair or acting chair/administrator-in-charge for other academic units. Because she regularly incorporates community service-learning experiences into her courses, she has become familiar with San Fernando Valley community parks and recreation professionals, supports local restaurants and hotels and is currently working with the Warner-West Valley Chamber of Commerce. Always busy, Veda belongs to several professional organizations including the California Park and Recreation Society (CPRS), the International Council on Hotel, Restaurant and Institutional Education (ICHRIE), the Korea America Hospitality and Tourism Educators Association (KAHTEA); and, Phi Kappa Phi Academic Honor Society, to name a few. Veda Ward loves to travel - exploring culture, religion, food, recreation and accommodations firsthand; and has visited many of the contiguous United States, the 5 major Hawaiian islands and 12 non- US nations. Veda applauds her partner, two sons and extended family for their never-ending patience and support throughout her career.

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16.29: Wendy Yost



Wendy L. Yost is an educator at heart. With a Master's Degree in Educational Leadership and a variety of coaching and practitioner certifications, she has worked within Higher Education the entirety of her professional career, spanning nearly three decades of service within Student Affairs, Academic Affairs, Administration and Finance, University Relations and Advancement, and Information Technology. For the last 13 years, Wendy has served as a Part-Time Lecturer for the Recreation & Tourism Management Department at California State University, Northridge, where she teaches a variety of courses including *Entrepreneurialism*, *Event Planning*, *Leadership*, *Marketing/Promotion*, *Non-Profit Organizations and Fundraising*, *Play and Human Potential*, *Research and Evaluation* and *Women, Leisure and Ethnicity in the United States*. After teaching *RTM 302: Leadership* for over a decade, Wendy highlighted key aspects of the course in a TEDx Talk on *The Benefits of Learning to Listen to Your Life*; an experimental course for the university's Queer Studies Program and a Design Thinking intensive for the International Business School of the Americas. Off-campus, Wendy has contributed chapters to a number of best-selling books on practical topics like *The Art of Cultivating Professional References* and spiritual topics, like *Intuition*, *Aligning with the Energies of the Moon*, and *Modern Twists on Ancient Teachings*. Adapting curriculum honed from her teaching and training and development background, Wendy has also built a variety of Leadership Academies to support those interested in growing through change and generating desired results. A common thread woven through all that Wendy does is assisting people to listen deeply, such that recalibrating their relationship to time, energy, attention – and most importantly, themselves, is a natural outcome. Wendy lives in Thousand Oaks, California and can be reached at wendy.yost@csun.edu and via [LinkedIn](#).

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16.30: Art by Alanna Clunen

Alanna Clunen is a graphic designer based in Las Angeles, CA and Philadelphia, PA.

Learn more about her and her work at alannaclunen.com



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CHAPTER OVERVIEW

15: Participating Organizations

Resources

PARTICIPATING ORGANIZATIONS

Learn about the institutions and organizations that contributed to the creation of this text.

Organizations

[17.4: Moorpark College](#)
[17.5: Sacramento State University](#)
[17.7: SoCalGas](#)
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17.4: Moorpark College



About the Hospitality Management Program at Moorpark College:

- Fully Online and Asynchronous - Students can complete their coursework each week when it works for their schedule
- Students can complete a Certificate of Achievement in Hospitality Management in as little as two semesters
- Students can complete an Associate Degree for Transfer in Hospitality Management in as little as two years enabling transfer to numerous CSU campuses

Visit our [Hospitality Management Webpage](#) for more info!

Check out our [Twitter](#), [Instagram](#) & [Facebook](#)!

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17.5: Sacramento State University



SACRAMENTO STATE



Department of Recreation, Parks & Tourism Administration

About Our Programs

At Sacramento State, we are proud to be the oldest nationally accredited program of Recreation Administration in the CSU System. The RPTA Department offers three Bachelor of Science degrees (Recreation and Park Management Recreation Therapy, and Hospitality and Tourism Administration), a Master of Science in Recreation Administration, two minors, and five academic certificate programs. Students are provided with broad-based curricula that include both theoretical in-class coursework and practical out-of-class field experience.

Program Website: <https://www.csus.edu/college/health-human-services/recreation-parks-tourism-administration/>

About The Department

The origins of the Department of Recreation, Parks and Tourism Administration are almost as old as those of California State University, Sacramento.

RPTA TIMELINE

- 1947 – Sacramento State College (now California State University, Sacramento) is founded.
- 1953 – Sacramento State College is relocated to its current 300-acre site on the American River.
- 1953 – Bachelor of Arts in Therapeutic Recreation begins in the Division of Physical Education (now the Department of Kinesiology).
- 1955 – The Recreation Department begins as part of the Division of Physical Education and Recreation.
- 1955 – Minor in Recreation is added to the degree options.
- 1956 – Bachelor of Arts in Recreation Leadership is created with the following specializations: Camping and Outdoor Education, Public Recreation, Recreation and Youth Agencies, and Therapy and Hospital Recreation.
- 1960 – The California State University System is created and will go on to incorporate several pre-existing institutions such as Sacramento State College.
- 1964 – Degree changes to Bachelor of Arts in Recreation Management.
- 1964 – Master of Arts in Recreation and Physical Education begins.
- 1964 – The Park Management Department begins with a Bachelor of Science of the same name in the School of Arts and Sciences.
- 1972 – Sacramento State College becomes California State University, Sacramento.
- 1973 – The Department of Environmental Resources merges with the Department of Recreation Administration in the Division of Health, Physical Education and Recreation.
- 1978 – The department is relocated to the School of Business and Public Administration.
- 1978 – The degree program is accredited by the National Recreation and Parks Association, making it the oldest nationally accredited program of recreation in the state of California.

- 1982 – The department is moved to the College of Health and Human Services, and shortly after the name is changed to the Department of Recreation and Leisure Studies.
- 1988 – The Bachelor of Science in Recreation Administration consists of four separate concentrations: Concentration in Park and Recreation Resource Management, Concentration in Community Recreation Management, Concentration in Commercial Recreation Management, and Concentration in Therapeutic Recreation.
- 1992 – Undergraduate degree concentrations are reduced to two: Concentration in Recreation and Park Management Park (with focus areas in Recreation Resource Management, Recreation Program Management, Commercial Recreation Management) and Concentration in Therapeutic Recreation.
- 2000 – The Commercial Recreation Management focus area is renamed, Commercial Recreation, Tourism and Hospitality Management.
- 2007 – The department changes its name to the Department of Recreation, Parks and Tourism Administration.
- 2010 – Therapeutic Recreation changes to Recreation Therapy.
- 2014 – The Master of Science in Recreation Administration begins a three-campus collaborative with San Francisco State University and California State University, Chico.
- 2016 – The department creates five certificate programs to help differentiate Recreation and Park Management: Event Planning, Hospitality and Tourism Administration, Natural Resource Administration, Non-Profit Administration, and Outdoor Adventure Administration.
- 2018 – Another certificate program is added: Community and Agency Recreation Leadership (pending).
- 2019 – Recreation Therapy is approved as a separate major program within RPTA, the first Bachelor of Science in Recreation Therapy degree in the CSU.
- 2019 – Approval is received to begin a new master's program (Master of Science in Recreation, Hospitality, Parks and Nonprofit Management), to replace the previous three-campus collaborative program, with admissions to begin in Fall 2020.
- 2020 – The Bachelor of Science in Hospitality and Tourism Management receives final approvals to begin fall 2020, giving the department three BS degrees.

Our Mission

The mission of the Department of Recreation, Parks, and Tourism Administration is to enrich the lives of students through teaching, scholarship, research, and creative activity, and to make a positive contribution to the various communities of which we are a part.

Our vision is to cultivate an appreciation of collaboration, cultural awareness, and social and environmental responsibility. We strive to provide our students with the knowledge and skills necessary for successful careers in their particular areas of specialization. The Department fosters an environment of intellectual curiosity and challenge that promotes the development of our future recreation leisure professionals.

Our values reflect this mission and vision and as a department we value:

- Educational excellence
- Leadership skills
- Creativity and innovation
- Scholarship and research
- Life-long learning
- Continued professional development
- Critical thinking and problem solving
- Professional ethics
- Social justice

- Cultural and social diversity
- Service to the profession and the community
- Experiential education
- The integration of theory and practice
- Competency in new technologies
- Individual wellness and a healthy society
- Recreation and leisure

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17.7: SoCalGas



Glad to be of service.®

As the nation's largest natural gas distribution utility, we deliver clean, safe and reliable energy to 21.8 million consumers through 5.9 million meters in more than 500 communities. Our service territory encompasses approximately 24,000 square miles in diverse terrain throughout Central and Southern California, from Visalia to the Mexican border.

For more than 150 years, SoCalGas has served Central and Southern California as a responsible and engaged environmental leader, employer and neighbor.

With safe, clean, affordable, reliable and abundant domestic sources of natural gas, SoCalGas' innovation is fueling new possibilities in California.

Southern California is our home, too. We strive to improve the quality of life in our communities by maintaining a diverse workforce, working with [suppliers](#) that represent and reflect the communities we serve and giving back through our charitable contributions and employee [volunteer activities](#). Like other investor-owned utilities in the state, SoCalGas' operations are regulated by the [California Public Utilities Commission](#) and other state and federal agencies.

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17.1: California State University East Bay



DEPARTMENT OF HOSPITALITY, RECREATION & TOURISM

California State University East Bay, Hayward, CA www.csueastbay.edu/hrt

The Hospitality, Recreation, and Tourism Department at CSU East Bay prepares students to graduate as leaders in the field of hospitality, recreation, recreation therapy, and tourism management. Students, through experiential learning, apply their knowledge to seek and develop sustainable solutions that make a difference in the lives of those they serve.

The programs provide opportunities for 4-year, transfer, international, and non-traditional students and offer two undergraduate degrees along with a selection of concentrations, two minors, and an online Graduate degree. Courses are offered in a variety of formats including online, in-person, and hybrid to accommodate full-time, part-time, and online-only students. Many students work full-time while enrolled in the program. Learning occurs through both experiential learning and practical theoretical application. Experiential learning experiences include course projects, event planning, tours, site visits, service learning, and internship experiences.

HOSPITALITY & TOURISM MANAGEMENT – Major and Minor

The Hospitality and Tourism Management program prepares students for entry-level supervisory and management positions in industries including restaurants/foodservice, lodging, event management, and other hospitality and tourism businesses. Three concentrations are offered for students including *Event Planning and Management*, *Food and Beverage Management*, and *Lodging, Resort and Club Management*. Graduates are employed both locally, nationally, and internationally.

RECREATION MANAGEMENT – Major and Minor

The Recreation Management Program prepares students as leaders in the fields of recreation management. Concentrations include *Sustainability*, *Youth Development Programming*, and *Recreation Therapy*. Graduates are employed at for-profit, nonprofit, and governmental organizations throughout California, the United States, and internationally in the fields of:

- Management/Leadership
- Recreation Therapy
- Outdoor Recreation
- Special Events
- Youth Development

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17.2: College of Marin



HOSPITALITY MANAGEMENT

College of Marin, Novato, CA www.marin.edu

The Hospitality Management program provides students with a well-rounded foundation in a number of hospitality positions where customer service is paramount. With a Hospitality certificate or degree, students are prepared to enter a wide range of industries including Food and Beverage, Entertainment and Recreation, Hotel Operations, and Travel and Tourism. The curriculum prepares students for entry-level supervisory or management positions in the hospitality industry — or continuation on to a 4-year degree. Two opportunities include the Hospitality Management Certificate of Achievement and a Hospitality Management Associates Degree for Transfer. Courses are offered on campus and online.

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17.3: Meeting Planners International



Meeting Professionals International (MPI) is the largest meeting and event industry association worldwide. Founded in 1972, MPI provides innovative and relevant education, networking opportunities and business exchanges, and acts as a prominent voice for the promotion and growth of the industry. MPI has a global community of 60,000 meeting and event professionals including 15,000 engaged members. It has nearly 70 chapters and clubs, with members in more than 70 countries worldwide.

Our Mission

Connect the global meeting and event community to learn, innovate, collaborate and advocate.

Our Vision

Leading and empowering the meeting and event community to change the world.

Our Core Values

Focused on People

Our teammates are the heart of our organization and our partnerships and relationships with member volunteers are the keys to our success; therefore, we view people as our most valuable asset. We are responsible for ourselves, and to each other to enrich our communities and sustain our environments and we will strive to develop strong individuals and united teams.

Dedicated to Collaboration

For the betterment of our community and chapters, we commit to share what we do and collaborate without bias or boundaries.

Carried out with Enthusiasm and Passion

We have an unrelenting passion for our members, our industry and our teammates' success, carried out with personal accountability for our choices and performance.

Committed to Principled Profitability

We re-invest in our mission to serve the needs of our members and our industry. We practice sound business with diligence to remain economically viable.

Empowered by Trust and Integrity

Diversity of thought is considered essential in our community and “intelligent failures” are viewed as a source of growth and development. We are honest and ethical with our team members and the MPI community and we will cultivate discipline and respect in an environment where it is safe to express opinions and take risks.

Our Commitment to Diversity

Respecting diversity is one of MPI's three Principles of Professionalism. Our aim is to embrace and foster an inclusive business climate of respect for all peoples regardless of national origin, race, religion, sex, gender, age, color, sexual orientation, or disability. [Read our Principles of Professionalism.](#)

Our Signature Events

[World Education Congress \(WEC\)](#)

[Smart Monday at IMEX America](#)

[Plan Your Meetings](#)

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17.6: San Francisco State University



Hospitality & Tourism Management Website

San Francisco State University offers future hospitality professionals a Bachelor of Science in Hospitality & Tourism Management (HTM) as part of the Lam Family College of Business. The program prepares students for all aspects of operating businesses that are an integral part of a dynamic and rapidly growing hospitality & tourism industries such as restaurant and food service management, hotel management, conventions and event management, tourism management and other areas.

The HTM department provides students with excellent theoretical knowledge, skills, and techniques necessary to successfully attain outstanding management positions in many areas, such as:

- Hotel Operation Management
- Restaurant and Catering Management
- Conventions, Meetings and Event Management
- International Tourism Management



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College of Coastal Georgia Website

Located on the southeast Atlantic coast in Brunswick, midway between Savannah and Jacksonville, Florida, the College of Coastal Georgia is an undergraduate college in the University System of Georgia. The College provides an affordable and interactive education in the natural beauty and abundant sunshine of Georgia's Golden Isles, an area noted for world-class golf courses and resorts as well as the amazing diversity of maritime habitats, wildlife, and sea creatures.

Students discover opportunities at all levels: in leadership roles across all aspects of campus life; in community engagement through service-learning, hands-on application of classroom material, a spirit of volunteerism, and a commitment to making positive changes; in honors programs, internships, fellowships, and scholarships that foster natural curiosity; and in on-campus employment opportunities and scholarships that not only promote college affordability, but also encourage academic, athletic, and activity program participation.

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CHAPTER OVERVIEW

2: Industry Segment - Travel and Tourism

Industry Segment

TRAVEL & TOURISM

This chapter was written by [Kevin Anthony](#). Chapter thumbnail photo by [Ross Parmly](#) on [Unsplash](#). Graphics by [Alanna Clunen](#).

LEARNING OBJECTIVES

At the end of this section, students will be able to:

- Explain the difference between travel and tourism
- Summarize the different types of businesses and organizations that fall under the travel and tourism segment of the hospitality industry
- Describe career opportunities within the travel and tourism segment of the hospitality industry
- Suggest tactics travel and tourism organizations can utilize to be sustainable and positively impact the planet
- Reflect on strategies travel and tourism organizations can implement to positively impact diversity and inclusion within the industry

[2.1: In the Beginning...](#)

[2.2: A Day in the Life](#)

[2.3: #CareerGoals](#)

[2.4: Journey to Success](#)

[2.5: A Great Big Beautiful Tomorrow](#)

[2.6: Until Next Time...](#)

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2.1: In the Beginning...

Tourism is travel with a purpose.

The most common definition of tourism is that: **Tourism** comprises the activities of persons traveling to and staying in places outside their usual environment for not more than one consecutive year for leisure, business, and other purposes. **United Nations-World Tourism Organization**

The tourism industry in the beginning, and through the modern-day, owed its development to the ability of individuals to travel safely and their desire for different experiences. The industry's dependence on these two factors has created its growth and development in certain periods of time as it has led to its stagnation and decline.

The origins of the tourism industry are difficult to determine. Most often, we look to ancient Greece and Rome as the first recording of travel but it is more likely that travel in the ancient world was more common than our assumptions.

The inns established during Roman times were located along Roman roads between 16 and 19 miles apart or a day's journey. Generally, there would be an inn or **Mansiones** for individuals on official business. Individuals not on official business would stay in a **Cauponae**. These establishments were known as habitats for thieves and prostitutes.

With the extensive network of roads in the Roman Empire, travel was commonplace. These roads were well designed and could accommodate carriages and horses. However, travel was more for the purpose of trade, military, or official duties. Travel for leisure and recreation has little reference for us to study.

After the fall of the Roman Empire, travel became limited. A period known as the Dark Ages would see history enter into a period of regional development of city-states that were relatively isolated. Unless an individual wanted to take a religious pilgrimage, there was no need to travel beyond one's immediate home and region.

The Renaissance would spark the human experience in dramatic ways impacting art, science, and business enterprises. In turn, travel would become more common throughout Europe and would lead to a resurgence of human interest to travel away from their home.

The Modern Era

The Modern Era would begin in the mid-seventeenth century when young nobility and the wealthy would go on a tour through Europe. Generally, these sojourns, known as **Grand Tours**, provided wealthy travelers with an educational experience of the roots of Western Civilization.

The Grand Tour fell out of fashion, as the known world at that time expanded with European colonies being established around the world. As new and distant worlds were being discovered the development of rail and steam systems of transportation came into common use opening travel to a mass market.

The purpose of travel during these times was not generally for the leisure activities we equate with today's industry but for relocation away from tyrannical systems of governments and religious persecution to more open societies.

As people became more comfortable with travel, the concept of travel for leisure and recreation became more attractive. At first, the leisure experiences were generally located at hot springs where visitors could refresh in the warm waters of a natural spring.

Eventually, people became comfortable with visiting distant relatives and other natural vistas and pristine waters. These traveling experiences were the forerunner of today's modern tourism industry.

Major Tourism Sectors

Transportation

Transportation innovations would foster the development of the tourism industry. From Roman roads to the rail and airline modes of today, transportation has been and will continue to be a vital component of tourism.

Most notably, the modern interstate highway system pioneered by Germany and adopted by the United States in the 1950s created avenues that mobilized a mass-market and led to the development of tourism venues. Additionally, in the United States, the

introduction of the Boeing 707 airplane became the preference of the traveler surpassing rail or bus travel making air travel safe, convenient, and affordable.

Europe's well-developed rail system would continue to attract travelers because of the relatively short distances between destinations and the addition of high-speed trains. In China, **MagLev** trains reach speeds of 362 miles per hour. This innovation provides for safe, convenient, and speedy travel.

Transportation evolution is by no means slowing down. The rapid expansion of the airline industry provides access to many destinations in third world countries with premier tourism attractions. The competition of low fare cut-rate airlines has opened up tourism attractions to individuals who live only within an hour or two of a destination.

These travel expansions are not without consequences and have impacted the infrastructure of transportation hubs such as airports and rail stations creating congested freeways and straining related service providers—taxis and bus lines.

Accommodations

Travel to tourism venues depends on ample lodging and food and beverage operations. The payment for these services creates a **multiplier effect**, where money that is spent ripples through the local economy two to five times. For example, money paid for hotel accommodations is paid to a hotel employee who buys food from a local grocery who has purchased goods from a local farmer.

Effectively, a tourism product is an export attracting money from outside the country. Not surprisingly, local governments are keen to provide support for the development of their infrastructure to attract the development of lodging and food and beverage services.

Not all the money that is spent in a tourism destination will stay in the community. A portion of the income will be used to purchase items and services from outside the community. This loss of revenue is termed **leakage**.

National Parks

The United States National Parks encompasses 62 protected regions. In 2017 over 84 million tourists visited the National Park System. State and local governments have also created their own regional park systems.

National Parks are located throughout America usually in pristine natural environments including underwater sites and sites of historic significance. The emphasis on the park system is preservation for future generations.

The development of the National Parks system in the United States has inspired other countries to develop their park systems by providing infrastructure access to venues and the related necessities of water and sewage systems.

Argentina created a small rail service and a steel walkway for visitors to visit the Iguazu Falls. These additions made the visit safe and accessible. Argentinian's management of Mount Aconcagua Park is a model for mountaineering adventures. The closely regulated park charges an entrance fee that will pay for a helicopter to rescue stranded hikers. Additionally, they limit permits and closely monitor the water and sewage removal.



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Adventure Tourism

Robust development in the tourism industry is the Adventure Tourism segment. With individuals choosing healthier lifestyles and living longer, a new tourism segment is developing in areas once considered too dangerous or distant to experience.

There is no better example of the impact of Adventure Tourism than the Mount Everest venue. The highest peak in the world at 29,029 feet, Mount Everest attracts mountaineers from around the world. This venue on the border of Nepal and Tibet is an example of the impact the tourism product has on a third world country.

Initially, the mismanagement and lack of infrastructure impaired and spoiled this venue. Piles of trash littered the mountain. The lack of wood created deforestation that caused flooding below the mountain. With more progressive management and higher fees to enter and climb the mountain, the community was able to continually attract mountaineers while addressing the needs of their community. The impact of spending by these visitors created revenues to build a medical clinic and improve the living conditions of the workers (Sherpas) who worked on the expeditions.

Cruise Lines

One of the most expansive tourism segments is the Cruising industry. From inland riverboat cruises in Europe and North America to the island hopping offerings in the Mediterranean and Caribbean, the cruise industry has become a mega-tourism offering.

Tourists who want to travel comfortably, visit a variety of locations, and not have to change sleeping accommodations, have fueled the exponential growth of the cruise industry. The industry has expanded its market segments beyond individuals with higher incomes to provide cruises that attract the mass-market segment.

The rapid expansion of cruise line offerings is the result of ships operating under foreign jurisdictions to avoid taxation, restrictions on casino gaming, and compliance with labor laws required by ships flagged in the United States. Consequently, the majority of cruise ship employees are recruited from third world countries.



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Gaming

Gaming is a tourism product with casino gambling being offered as the core or center product surrounded by a variety of ancillary or supporting products—food, beverage, shopping, and other amusements.

This product is unique in the hospitality industry because it offers guests a total experience within their facility. These all-inclusive tourism products are known as Destination Resorts. They are growing in popularity and are primarily found in cities that are known for gambling, such as Las Vegas and Atlantic City, and resort locations.

Theme Parks

Theme parks can trace their origins to Copenhagen and the opening of **Bakken** in 1583 and the neighboring and more famously known park of **Tivoli**, which opened in 1843. Tivoli was visited by Walt Disney and provided the inspiration for Disneyland.

The Disneyland theme park would become a model for parks. The dual Disney concepts and “Lands” of an imagined and glorious past with the dreams of the future removed people from their cares and troubles of the present. This marriage of concepts would create a total tourism experience for visitors and would make Disneyland the most popular of all tourism products.

Disneyland's comprehensive experience engages visitors on many levels. The visual and auditory levels are the most obvious but they also provide, for example, vanilla scent machines that spread the fragrance by the ice cream shop.



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Career Opportunities

Hospitality tourism products are similar to other hospitality offerings and require attention to career development. Your selection of a tourism provider to invest your time and grow your work experience is an important first step. You should consider if your selection will provide the fundamental learning opportunities on how to motivate and empower workers. These learning opportunities strengthen your management skills and leadership development.

Additionally, tourism venues are normally located in pristine places of nature and attract guests that are happy and fun-loving. The continual contact with the tourist vacationer is a key element in the selection to work in these types of venues.

Key Tourism Organizations

There are many organizations that promote tourism products on the local, regional, and international levels.

The premier international agency for tourism is the **United Nations World Tourism Organization (UNWTO)**. The mission of this organization is to promote tourism as a driver of economic growth and environmental sustainability.

UNWTO includes 158 countries and over 500 affiliate organizations that seek to grow tourism products throughout the world. Tourism is seen as a prime vehicle for the peoples of the world to interact in a positive and productive manner that promotes world peace.

The United States Travel and Tourism Office advocates for tourism throughout the United States. They promote programs, lobby Congress, and serve as a repository of facts and information on the industry.

Regional promoters for tourism are generally funded by local governments that collect the hotel or **Transient Occupancy Tax (TOT)** levied on hotel guests. This hotel tax, sometimes referred to as a bed tax, is apportioned with the majority of the funds going into the local general fund and a smaller portion being used to support tourism programs such as convention and visitor bureaus.

One of the most dynamic tourism programs is the **Las Vegas Convention and Visitor Authority (CVB)**. This organization is well-funded and a primary driver of the tourism offerings in Las Vegas. Their web page provides a fascinating insight into the duties and responsibilities of a regional tourism promoter.

Tourism Dollars

The impact of the tourism industry on the world economy is staggering. In 2017, the tourism industry directly contributed to 3.2% of the world's GDP (Gross Domestic Product) — equivalent to the size of the United Kingdom's economy. If we consider the indirect and induced impacts of tourism, the share of tourism product offerings expands the world's GDP to 10.4%.

Tourism Dollars Impact on Industrialized States

Industrialized nations welcome the tourism dollar. The financial impact to local economies varies from little noticeable effect to a major local economic contributor and even a critical sector supporting the community.

Depending on the footprint of the tourism sector in a local community, the social-cultural effects are limited because it is likely the visiting tourists are from other industrialized nations and the economy—save a few enclaves like Las Vegas and Atlantic City—have a wide range of other industries for financial support. It may be noted that tourists from industrialized countries assimilate into the community without adversely affecting the society either socially or culturally.

Tourism Dollars Impact on Third World Countries

In contrast, third world countries are greatly impacted socially and culturally by tourism venues in their communities. The primary industry for most third world countries is agriculture and small manufacturing enterprises. Consequently, the tourism dollar is, in many countries, the most attractive and available export.

Tourism venues in third world countries that are poorly planned may destroy the very tourism attraction itself. The country of Belize is a prime example of the challenges a third world country faces as it attempts to develop its tourism offerings and not degrade its natural attractions.

The Belize tourism export, directly and indirectly, is estimated to be 32% of the country's GDP. This sizable portion of their businesses challenge the Belize government to grow their economy but protect the primary tourist attraction of the coral reefs located along their coastline. These reefs are very attractive to tourists that snorkel and enjoy the ocean. The reefs are threatened by a growing tourism market that overwhelms the infrastructure causing human sewage to enter the ocean and threaten the pristine attributes of the coral reefs.

Another unsavory consequence of the impact of tourism is the effect the tourists have on the society and culture of the local population. All tourism venues suffer leakage or the loss of tourism dollars to vendors outside their community. For example, a hotel in need of sheets for their beds needs to purchase these items from a manufacturer outside of their community. These dollars are not considered part of the multiplier effect that, as previously noted, are the dollars that are left to circulate throughout their locale.

When a tourism venue suffers a great deal of leakage and a diminished multiplier effect the impact on society and culture will be substantial. Local people will resent the tourist and in extreme cases give rise to crime and social unrest. Cultural impacts will see the diminished respect and loss of people's attitudes and beliefs.

Culturally, the impact may be a detriment when the local or indigenous people abandon their cultural heritage and adopt the behaviors of the tourist—this is called the **Demonstration Effect**. The values and related beliefs in a culture may be changed and usually not for the better. The rise of sex tourism is an example of this phenomenon.

Key Operational Processes

The tourism operational processes are varied and wide-ranging. From the simple tasks of collecting revenue to providing the tourism experience, the processes are fairly routine and the introduction of technology has made it simpler.

The key driver of the development of operational processes is the growing familiarity tourists have with their own hand-held communications be it either an iPhone or Android. Tourists are becoming more reliant on these devices in their daily lives and tourism venues are responding by providing robust interfaces to support the tourist experience.

Technology has streamlined revenue collection, ticket issuing, and providing information. These trends are welcomed attributes and foster the ever-expanding tourism industry. A traveler can easily book a flight to another continent, make a hotel reservation, and book a tourism excursion from the comfort of their home.

Operationally, the tourism provider has many responsibilities in directing and managing a venue. The key concerns for the manager are to have an eye for the details of the experience, organize the operational processes so there are no obstacles encountered by the employees, and communicate to employees in a manner that supports their performance.

There are many details in the tourism experience that need attention. Walt Disney understood that keeping your employees focused on the details throughout their encounters with the tourist is a critical task of management. The challenge was to deliver this

message to his employees. He did this through his actions. For example, on a daily basis, he changed flowers close to the Opera House on Main Street. Visitors would not notice that the flowers had been changed from the day before. The changing of flowers was for the employees and showed them the length he would take to demonstrate the importance of attending to details. He understood that actions speak louder than words.

Organizing the service process is the next key operational task of management. This task begins with providing a facility that is designed for service, is uncluttered, and provides the necessary equipment or tools to execute the process.

Finally, communication both verbally and non-verbally to staff binds the organization together, supports the service culture, and makes work fun.

These actions support the execution of the key operational processes and will drive and enhance the overall culture of service in the employees.



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Career Opportunities

Career opportunities in tourism venues are wide-ranging without a definitive or well-worn path into upper management. At the core of career-development is the professional's ability to understand the tourism visitor. Developing an understanding of their wants and needs starts with an entry-level service position. This experience affords the professional "field experience," that will be fundamental to their time as a manager and later as a leader.

Education is another key element in career development but by no means the only experience needed for advancement. There is a myriad of college-level classes in Recreation and Tourism that fast track an individual's development.

At the core of any hospitality career, is an interest in people and a sincere desire to be of service to others. This attitude promotes success and is the one key element shared by industry professionals

Interview Questions for a Tourism Professional

1. What is the best part of your day?
2. What advice do you wish you had given yourself at the beginning of your career?
3. What steps should an individual entering this career take to be successful?
4. How has the tourism industry changed?
5. What three attributes do you seek to develop in your staff?
6. How important is culture in your organization?
7. How are tourists alike and different from their normal selves?
8. What are the major tourism trends after the pandemic?

9. What goals do you wish to achieve in your life?

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2.2: A Day in the Life

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2.3: #CareerGoals

Parks Manager

- Company/Organization: City of Chula Vista
- City: Chula Vista, CA
- Starting Pay: \$88,000-107,000 (2020)
- Other Important Details: To plan, organize, manage and direct the activities of the Parks Section within the Community Services Department; including the maintenance and care of parks and park facilities, playground areas, athletic fields and other related facilities; provide input on park development; administer contract maintenance services; and to provide highly responsible and technical staff assistance to the Parks and Recreation Administrator. Possession of a valid California's Driver's license required, Possession of a valid State of California Class "B" Pesticide Applicator's license is desirable, Possession of a Playground Inspectors Certificate is highly desirable.

Sports & Events Sales Manager

- Company/Organization: AL Gulf Coast CVB (Gulf Shores & Orange Beach Tourism)
- City: Orange Beach, AL
- Starting Pay: \$50,000-75,000 (2020)
- Other Important Details: Performs the sales, marketing and servicing required to solicit and book sports events and special events for the destination. Answer inquiries from event planners; make telephone solicitations and personal solicitations to the event planners in the designated market segments. Distribute leads to Industry Partners (IP's) for events; follow up with event planners and IP's to confirm responses to leads. Research, qualify and solicit new events in the designated market segments. Develop and contribute to new concepts to attract events to the destination and new concepts for tradeshow and promotions. Organizes, plans and participates in event planner site visits and FAM tours. Attend trade shows for the designated market segments. Required: College degree or equivalent experience and four years experience in related sports marketing, special events, or hospitality industry sales and marketing.

Visitor Services Manager

- Company/Organization: Museum of the Southern Jewish Experience
- City: New Orleans, LA
- Starting Pay: \$50,000-\$55,000 (2020)
- Other Important Details: The Visitor Services Manager will be responsible for the daily operation of the Museum – providing a high level of customer service to ensure an excellent experience for all visitors; overseeing the selling of admissions to the Museum; managing the Museum Store; handling questions and complaints; and maintaining accurate records and financial controls for admissions, store, and special events. This position reports to the Museum's executive director. Bachelors degree and 3 years customer service experience preferred.

Senior Travel Coordinator

- Company/Organization: Resource Management Concepts, Inc.
- City: Salt Lake City, UT
- Starting Pay: \$45,000-\$60,000 (2020)
- Other Important Details: Responsible for an extensive body of transportation regulations, methods, and practices to perform a wide variety of travel assignments. An active DoD Secret clearance is required to start. Applicant selected may be subject to a security investigation and must meet eligibility requirements for access to classified information. A high school diploma and four (4) years' experience supporting travel coordination is required. Demonstrated ability to manage both single and large groups of travel/temporary duty (TDY) arrangements and coordination is required.

Lifestyle Manager

- Company/Organization: Cove Communities (Point Sebago Resort)
- City: Casco, ME

- Starting Pay: \$60,000 (2020)
- Other Important Details: Work in tandem with resort management and departmental support staff to design and manage the entire activities and entertainment program for Point Sebago Resort with operations running from early May until late October and encompassing everything from staging plays, to booking live entertainment and organizing sports tournaments. Degree in Physical Education, Business Management, Hospitality or other relevant major is an asset but not required. 3 years of experience in business management, hospitality management, or directing an activities program required.

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2.4: Journey to Success

- This section will show the *various career paths* taken by several manage level employees in this industry segment to show that there are countless paths to success.
 - Share the paths of **at least three** people working in this segment:
 - Subject Name, Current Job Title, Company, Date - Present
 - Most recent Job Title, Company, State & End Date
 - Previous Job Title, Company, State & End Date (up to 3 past jobs)
 - Degree, Institution, Date (if applicable)
 - Statement from Subject sharing how/why their path was beneficial

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2.5: A Great Big Beautiful Tomorrow

Sustainability

The efforts to sustain and preserve tourism venues have been termed **ecotourism**, sustainable, and even responsible tourism. This concept has been expanded into the term **Geotourism**. At the core of these concepts is the commitment to preserve and enhance tourism venues for future generations.

The dynamic proposition of sustainable tourism is one of the most popular and positive forces in the industry. The sustainable concept for resources and the environment is a pioneering concept that is growing in popularity worldwide as nations begin to address the challenges of global warming.

One of the first countries to address ecotourism was the small Caribbean nation of Costa Rica. Their ecotourism programs created practices that protect natural areas and parks. Their robust commitment to protecting areas for tourists to enjoy attracted more visitors than any other Caribbean nation.

Despite these efforts, Costa Rica has not completely implemented all of its ecotourism principles throughout the country but they remain a shining star to the world.

The principles of ecotourism evolved into the concepts of Geotourism. These principles addressed the sustainable practices needed to protect local indigenous people and their culture. A dynamic and welcomed addition to the ecotourism principles, this holistic development enhances tourism experiences by affording visitors the opportunity to understand different cultures.

Learn more in our [Sustainable Tourism](#) section.

Accessibility

The United States addressed the importance of removing barriers for disabled individuals by passing the Americans with Disabilities Act in 1990. The ADA was designed to provide disabled individuals with access to all public places, accommodation, and opportunities at employment that had not been available to them. The law addresses areas under the jurisdiction of the United States but does not extend beyond its borders. Consequently, while disabled individuals enjoy access to all public accommodations and venues in America. The standards have not been adopted in foreign countries.

We may count the ADA as awakening the global community to the importance of providing access to the disabled. By identifying the market segment that 1 in 5 Americans has a disability, tourism venues throughout the world took notice and began to consider attracting disabled travelers. Cruiselines are leaders in the hospitality industry in providing access to the disabled. Holland American cruise lines estimated that between 2010 and 2015 disabled travelers spent 11 billion dollars in fares and another 1.5 billion in excursions.

In 2006, the United Nations adopted The [UN Convention on the Rights of Persons with Disabilities](#) (CRPD). This groundbreaking international effort provides for a dynamic and changing future for the disabled traveler. A key element in attracting this segment of travelers is to create customer service standards that include a heightened awareness of the needs of the disabled traveler and providing information on accessibility.

While physical barriers remain the biggest obstacle, this growing market segment is drawing attention from venues throughout the World.

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2.6: Until Next Time...

Summary

The origins of the tourism industry are difficult to discern. The core elements of ease of travel and human curiosity create but also inhibit tourism. Transportation during the Roman empire was made possible by an extensive network of roads. These roads provided access throughout the empire. The curiosity to travel appears to be for official purposes only and not for recreation and leisure.

The tourism industry depends on the following sectors: transportation, accommodations, food and beverage, theme parks, national parks, adventure tourism, cruise lines, and gaming. Each sector is a major industry that has expanded to meet the needs and wants of the tourist.

Tourism careers are varied, specialized, and related to serving the tourist. An individual developing a career would begin with an entry-level service position where they could focus on understanding the tourist wants and needs. Adding a college educational component would be the next step. Finally, a continuing ability to be of service and enjoying helping the traveler is the core attitude.

Tourism organizations are found in all levels of society. The premier international tourism organization is UNWTO. This organization seeks to promote sustainable tourism practices and make tourism a vehicle for peace. Nationally, the NTO (National Travel and Tourism Office) is a resource for tourism data and information and lobbies and represents tourism interests to Congress. Local tourism agencies are usually funded in whole or in part by local governments. These local agencies are generally known as CVB's

The tourism dollar is pursued by almost every country. The export that tourism creates is a substantial contributor to many third-world countries' GDP. There is little to no impact from tourism on the social and cultural fabric of an industrial state or nation. But, the impact of the tourism dollar on the society and culture of a third world country may substantially harm the society and culture if the multiplier effect is limited and the leakage is great.

The classical direction of ecotourism or the preservation and sustainability of a tourism venue has expanded and is termed Geotourism and includes the preservations of the local society and culture of a tourism venue. Geotourism continues to expand and influence the development of sustainable practices to preserve the attributes of a tourism venue as well as the society for future generations.

With the passage of the Americans with Disabilities Act of 1990 (ADA), access for the disabled traveler has attracted more attention from tourism operators. Realizing the spending power of the disabled has motivated tourism operators to change their tourism offerings by providing better access to their venues and expanding the customer service talents of their staff to be more aware and supportive of the disabled traveler.

Resources

United Nations World Tourism Organization

<https://www.unwto.org/>

National Travel and Tourism Office

<https://travel.trade.gov/>

Las Vegas Visitor and Convention Bureau

<https://www.lvcva.com/>

Sustainable tourism in Belize

<https://publications.iadb.org/publications/english/document/Sustainable-Tourism-in-Belize.pdf>

American with Disabilities

<https://www.ada.gov/>

United Nations Department of Economic and Social Affairs

<https://www.un.org/development/desa/disabilities/convention-on-the-rights-of-persons-with-disabilities.html>

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Alanna Clunen

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