Index

A	Administrative paperwork, for
AAA (American Automobile	needs analysis, 102
Association), 247	ADR, see Average daily rate
Access time, 106	Aging of accounts, 279
Accounts. See also specific	AH&LA, see American Hotel
accounts, e.g.: Departmental	and Lodging Association
accounts	Alarm systems, visual, 398
aging of, 279	Albrecht, Karl, 309, 310, 316,
transfer of, 251	322–324, 327, 328
Accounting department, PMS	Allin, Nancy J., 322
software options for, 105	All-suites hotels, 12, 13, 19
Accounts payable, 119	Amenities, 77. See also Guest
back office, 233	supplies
as responsibility of controller,	inventory control of, 422
53	of room, 194
Accounts receivable, 119, 226	security design for, 383
amount transferred to, 279	American Automobile
analysis of, 279	Association (AAA), 247
Analysis of Accounts	American Hotel and Lodging
Receivable, 287	Association (AH&LA):
bank deposit transferred to, 279	certification programs offered
and cash, 279, 287	by, 28
and credit cards, 279, 286	and compliments <i>vs</i> .
in night audit report, 274	complaints, study, 315
reconciling, 266, 268	Educational Institute, 431
as responsibility of controller,	American Hotel and Motel
53	Association, see American
today's outstanding, 286	Hotel and Lodging
total outstanding, 286	Association
transferring ledgers to, 231–233	American plan, 201
yesterday's outstanding, 286	American Resorts Group, 4
Accounts receivable balance,	Americans with Disabilities Act
278–279	(ADA), 355–357
ADA, see Americans with	compliance with, by executive
Disabilities Act	housekeepers, 430–431
Adams, Bruce, 391	and front desk applicants,
Adjustments, posting charges for,	355–357
230	Analysis Cash Report, 287

Analysis of Accounts Receivable, Analysis of Bank Deposit, 287 Announcement boards, daily, 79 Assets, 223–224 Assistant general managers: in limited-service hotels, 48-49 responsibilities of, 48-49 Astoria Hotel, 3 Astor, John Jacob IV, 3 Astor, William Waldorf, 3 Athletics director, 42 Atrium concept, 5 AT&T Language Line, 218 At Your Service, 256 Audit, night, see under Night audit Auto clubs, 247 Automated check-in kiosks, 217 Availability, of rooms, 195 Average daily rate (ADR), 16 calculating, 39 formulas for, 168 as sales indicator, 16–17 Average room rate, see Average daily rate

B
Back office:
PMS applications for, 119–120 transfer of guest accounts to, 251
Back office accounts payable, 233
Back office cash accounts, 233
Backup power sources, for PMS, 110
Balance accounts receivables, 287
Balance reports, outstanding, 119
Balance sheets, 53, 119

Balance, trial, 268-269 Budgeting, for point-of-sale front Cash, 244–245 Analysis Cash Report, 287 Bank cards, 190 office, 374 Bank deposits: Building entrances, security applied to accounts receivable, Analysis of Bank Deposit, 287 design for, 383 2.79 formulas for balancing, 275 from vending machines, 277 Burns, John, 176 and night audit, 273, 287 Bus association network, 138 Cash bank, 345 transferred to accounts Business affiliations, 20–24 Cash flows, statement of, see receivable, 279 brands, 21-23 Statement of cash flows Banquet department: chain affiliations, 20 Cash sales: interdepartmental company-owned properties, 21 in night audit report, 278–279 communications with, 79-80 independent properties, 23-24 total, 286 promotional opportunities for management contract Cashier, 56 services of, 366 properties, 21 Cashier's report, 274, 280, 287 Cash received accounts sales, in night audit report, referral property, 21 receivable, 287 276, 285 Business services and Banquet manager, 76 communications center, 44 Catering, 171. See also Banquet Banquet sheets, 122 Business travel, 26–27 department Bar and lounge sales, 276, 285 CCTV (closed-circuit television), Business Travel Coalition, 10 Bass Hotels & Resorts, 131 383 Bass Pro Shops Outdoor World, C CEH (Certified Executive Cadotte, Ernest, 315 Housekeeper), 431 Beatty, Brent, 139 Call accounting, 56 Central reservation systems (CRS), Belden, Tom, 9-10 PMS applications for, 117 3-4, 148 Bell captains, 56 PMS software options for, Certified Executive Housekeeper Bell staff, 56 105 (CEH), 431 Best Western Merry Manor, 19 Call accounting module, 117 Certified Hospitality Beverage director, see Food and Canada Awards for Excellence Housekeeping Executive beverage director Trophy, 329 (CHHE) program, 431 Certified Hotel Administrator Bill-to-account, 56, 243-244 Cancellations, 150 Cancellation codes, 150 Bill-to-account credit, 192 (CHA), 28 Biometrics, 391–392 Cancellation numbers, see Certified Rooms Division Cancellation codes Executive (CRDE), 28 Blackouts, 110 Blocking, 60, 192–193 Cannon, Marti, 415 CHA (Certified Hotel daily, 151 Career development, in hotel Administrator), 28 procedures for, 147, 151 industry, 27–31. See also Chain, 20 Blocking on the horizon, 151 Hospitality profile(s) Chain affiliations, 20 Block-out periods, 175 distance learning, 28 Channel management, 175–177 Book-A-Rez, 148 education preparation, 27–29 Channel management software, Boston Marriott Copley Place, in-service education, 28 176 Characters per second (CPS), 106 403 ports of entry, 30 professional memberships, 29 Bottom up, 203 Charges, see specific types, e.g.: Brands, hotel, 21-23. See also questions to ask for, 31 Guest charges specific brands, e.g.: research growth areas for, 30, Charge sales, 278–279 Marriott 31 Charts, organization, 39–45 Bretches, Bill, 400 work experience, 29 Checks, 245-246 "Bridges . . . from school to Check-in: Carlson Hospitality Worldwide, work" program, 356 131, 132 by automated kiosks, 217 Brookshire Suites, 364 Carlson Hospitality Worldwide remote, Web-based, 217 Brownouts, 110 Reservation Services, 132 self-check-in, 114, 216–218. Brown, P. Anthony, 8 Carlson Hotels, 132 See also Registration

Checklist, orientation, 343 Comp (complimentary rate), 201 Credit cards, 190, 191, 243 Checkouts: Company-owned properties, 21 applied to accounts receivable, in-room, 118, 241–242 Complimentary rate (comp), 201 PMS applications for, 117-118 Computer training programs, for imprinter, 191 master credit card account, 266 procedure for, 239–241 PMS, 109-110 with property management Concierge: validator, 191 promotional opportunities for, Credit card imprinter, 191 system, 346 CHHE (Certified Hospitality Credit card received accounts Housekeeping Executive) responsibilities of, 57 receivable, 286 program, 431 Conferences: Credit card validator, 191 Chicago Hilton, 2 guest histories information on. Crime Prevention Through Chin, Jimmy, 389 2.53 Environmental Design Choice Hotels International: market for, see MICE market (CPTED), 383 brand hotels of, 22–23 Conference call, 26 Crisis management, 387 Confirmation numbers, see reservation system in, 131 CRM, see Customer relationship City ledger accounts, 64, Reservation codes management 225–227, 266 Confirmed reservations, 144, 148 Cross-training, 353 formulas for balancing, 274 Constructive criticism, as CRS (central reservation employee trait, 339 systems), 148 transferring to accounts Continental breakfast, 44 Cultures, international, 311 receivable, 231–233 Cleaning control, 426 Contracted security, in-house Cumulative total feature, 275 Cleaning supplies, 423–424 security departments vs., Currency exchange, international, Clients, see Guests 388-390 247-248 Closed-circuit television (CCTV), Controllers: Current guests, reservations by, 383 interdepartmental 140 Coaching, for sales, 202–203 communication with, 80 Cursors, ergonomics issues of, responsibilities of, 53 Colbert, Judy, 218 108 Collective bargaining unit, 51 role in lodging properties Curtis, 430 Curtis-C, 132 Commercial bank cards, 190 organization, 38 Commercial cards, 190 Convention guests, 39 Customers, see Guests Commercial hotels, market Conventions, guest histories CustomerKARE (Customer orientation of, 16 information on, 253 Knowledge and Relationship Commercial rates, 201 Corporate guests: Enabling) system, 132 Commercial videos, for training, defined, 39 Customer relationship 351 reservations by, 137 management (CRM), Communications. See also 330-331 Corporate rates, 201 Interdepartmental Corprew, Kevin, 96 Cycle of service, 320 communications Correspondence courses, for emergency communications, career preparation, 28 400-403 Coughlin, Paula, 390 Daily announcement boards, 79 Guest Communication Courtyard by Marriott, 4 Daily blocking, 151 Manager, 132 CPS (characters per second), 106 Daily flash report, 282–284 in housekeeping department, CPTED (Crime Prevention Daily function sheets, 64 419-422 Through Environmental Daily sales report, 275 Dallas/Ft. Worth International with international guests, 50 Design), 383 intradepartmental, 74 CRDE (Certified Rooms Division Airport, 400 Database interfaces, for role of TQM in, 87 Executive), 28 Communications center, and Credit(s), 118. See also Guest reservation systems, 158 business services, 44 credit Data sorts, 215

Credit balance, 266

Communications hierarchy, 400

Davidson, James T., 399

Debit, 118 E and employee empowerment, Earnings before interest, taxes, 324-326 Debit balances, 118 Debit cards, 246 depreciation, and motivation, 323 amortization (EBITDA), 329 DeCaire, Michael, 78 with physical disabilities, 356 promotional skills of, 338 Decor, of room, 194 EBITDA (earnings before interest, role in service management Deep cleaning, 426 taxes, depreciation, and Delta Hotels, 329 amortization), 329 program, 323-326 Deming, W. Edwards, 87, 319. Ecotourists, 27 screening for hospitality traits, See also Total quality Educational Institute (EI), 431 324 management (TQM) Educational market, see SMERF sensitization to needs of Demographic data, 24 international guests, 355 Departmental accounts, 261 Educational preparation, for hotel tasks performed by, 345–346 Departmental financial activities, industry, 27–29 Employee empowerment, 325, 264-267 Educational rates, 201 326. See also Empowerment Department managers. See also EI (Educational Institute), 431 Employee handbook, 341 specific positions, e.g.: Electronic folio access, 217 Employee safety committee, 404 Executive housekeepers Electronic keys, 205 Employee safety programs, in limited-service hotels, 48-49 404-406 Electronic key preparation device, responsibilities of, 46–55 Employee traits: for hospitality, 337–339 Department supervisors, and Electronic key system, 391 safety, 406 Electronic mail (E-mail), 123, promotional skills of, 338 Departures, guest, see Guest 124 for sales, 338, 339 departures Elevator operators, 57 Employers, OSHA guidelines for, Direct billing, see Bill-to-account Ellis, Bernard, 177 427-428 Direct mail letters, 122 E-mail, see Electronic mail Empowerment, 241, 324–326 Director of marketing and sales, Embassy Suites Outdoor World, adopting into front line see Marketing and sales 400 management, 325 directors **Emergencies:** employee, 325, 326 Director of security, 382 interdepartmental frontline, 324 communications for, 400 and interdepartmental training for, 326, 354 English as a Second Language communications, 385 preparedness, 400 job analysis of, 385-387 training for, 403 (ESL), 419 responsibilities of, 53-54 Emergency communications, Environmental issues, 430 and Security Directors' 400-403 **Environmental Protection Agency** Network, 403 plan, 401–403 (EPA), 429–430 Discounts, total, 286 responsibility of the front office Equipment: Discount rate, 190 for, 401–403 overview in orientation Discretionary income, trends in, **Emergency communications** program, 342-343 25 - 26manager, 401 positioning of, 98 Disk drive, 106 Emergency Planning and in room, 194 Distance learning: Community Right to Know Ergonomics, 108 for hotel industry career Escort services, 388 Act, 430 development, 28 Emergency procedure drills, 399. eSecure, 390-391 for training, 351 See also Fire drills ESL (English as a Second Employees. See also specific Documentation, 346 Language), 419 Double occupancy percentage, positions, e.g.: Front office Euro, 247-248 European plan, 201 managers Dry cleaning and laundry and American with Disabilities Evaluation, of point-of-sale front charges, 277 Act, 355–357 office, 374–375

E . 1 . MICE 1 .	F 11 1	1 1
Event market, see MICE market	Feedback:	interdepartmental
Exchange rates, currency,	evaluation and, 374–375	communication with, 77–79
247–248	and revenue management,	and PMS applications, 105,
Executive housekeepers. See also	177	120, 121
Housekeepers; Room	Female business travel, 26–27	promotional areas within, 366
attendants	Financial activities, departmental,	sales, and revenue
and ADA compliance, 430-431	264–267	management, 178
Certified Executive	Fingerprints, and security, 392	Food and beverage director:
Housekeeper, 431	Fire action communication	promotions, example, 375–377
Certified Hospitality	procedure, 398-399	responsibilities of, 49
Housekeeping Executive	Fire code general requirements	Food and beverage module, 120,
program, 431	for, 393	121
and hospitality, 430-431	Fire display terminal, 121	Foot patrol, 388
interdepartmental	Fire drills, 399	Forecasting, rooms, 141, 174
communications of, 414	Fire safety, 393–399	Founders, of hotel industry, 2–5
International Executive	employee training in, 396	Four Seasons Hotels and Resorts,
Housekeepers Association,	fire action communication	312, 316
431	procedure, 398–399	Franchisee, 135
and inventory control,	fire code general requirements	Francis, Connie, 384
422–424	for, 393	Fraternal market, see SMERF
job analysis of, 414	guest expectations of, 393	market
Registered Executive	guest instruction in, 396–398	Frequent Traveler/Guest Reward
Housekeeper, 431	plan, 394–396	•
* '	procedures, 397	program, 136 Front desk:
relationship to general manager, 413–415		
	Fire safety display terminal, 121	guest first impressions of, 98
responsibilities of, 50, 51	First impressions (guest):	physical structure/positioning
role in full-service hotel/resort,	of front desk, 98	of, 97–99
42	during registration, 185–186	PMS software options for, 105
support management practices	Fixtures maintenance, 424–425	Front desk clerks, 80, 370
for, 415	Flash report, 282–284	Frontline employees:
training duties of, 416–417	food and beverage charges in,	and empowerment, 325
Executive Housekeeping Today,	284	and point-of-sale front office
431	occupancy totals in, 284	development, 378
Expedia, 134	room sales in, 284	and service management
Express checkout, 56	Float, 246	program, 323
Extended-stay hotels, 14, 15,	Floor inspector, 50	Frontline empowerment,
19–20	Floor limit, 117–118	324–325
Exterior, of property, 383	Flow analysis, guest, see Guest	Front office, 1
_	flow analysis	organization of, 55–68
F	Flow analysis processes, 101	point-of-sale, 364–369
Fairfield Inn, 4, 136	Flowchart, 319	promotional areas within, 366
Familiarization (FAM) tours,	Folios, 78, 224–225	sales-oriented, 365
253–254	displaying, 231	scheduling for, 65–68
Family/household size, trends in,	electronic access to, 217	Front office managers, 58–65
26	posting charges in, 227	job description for, 62
Family rates, 201	retrieving/reviewing, 241	and Maslow's theory, 370
FAM tours, guest history	Folio well, 226	responsibilities of, 52, 53
information on, 253–254	Food and beverage department:	role in lodging properties
Fax machines, 194	charges, in flash report, 284	organization, 38

Front office managers (cont.)	with budget constraints, 195	room type requested, 255
supervisory responsibilities of,	expectations of fire safety, 393	use for marketing, 253
125	instruction in fire safety,	visit frequency, 254–255
Full house, 56, 142	396–398	zip/postal code, 253
Full service, 19	requests during registration,	Guest impressions, see
Full-service hotel/resort,	193–195	Impressions, guest
organizational charts for,	unable to pay bill, 246–248	Guest ledgers, 225–226
39–42	with VIP status, 155	formulas for balancing, 274
Function sheets, 122	Guest accounts, transfer of, 251	transferring to accounts
Furniture, maintaining, 425	Guest amenities, see Amenities	receivable, 231–233
Future reservations, 203–204, 249	Guest charges:	Guest Payments, see Payments,
	assembling during night audit,	guest
G	264	Guest registration, see
GDS (Global Distribution	forms used to process,	Registration
Systems), for reservations,	224–225	Guest registration procedure, 187
132–133	posting, 227–231	Guest Reward program, 136
Gellad, Charles, 14	Guest checkout, see Checkouts	Guest rooms, see Rooms, guest
General ledgers, 53	Guest Communication Manager,	Guest supplies, 422–423
General managers:	132	Guest test, 374–375
in limited-service hotels, 48–49	Guest credit:	
relationship to executive	and bill-to-account credit, 192	H
housekeepers, 413–415	with credit cards, 190, 191	Haley, Mark, 330
responsibilities of, 46–48	and float, 246	Half-day rate, 201
role in lodging properties	guest, see Guest credit	Halpine, Kelly, 322
organization, 38	prior approved, 56	Hampton Inn, 4–6
GenEx, 139	processing, 191	Hands-on-training, for ADA
Gibraltar locks, 390–391	and proof of identification,	compliance, 430
Gift shop:	191–192	Hanson, Bjorn, 18
promotional opportunities for,	registration process for, 189–192	Hard key, 205
367		Hardware PMS 103
sales, in night audit report, 277, 285	Guest cycle, 320–322 Guest data:	Hardware, PMS, 103
	capturing, 186–187	installation plans for, 109
Gigabyte, 106 Global Distribution Systems	removing from PMS, 250	selection for, 104, 106–108 HARMONY, 132
(GDS), for reservations,	Guest departures, 250. See also	HARMONY database manager,
132–133	Checkouts	132
Goforth, Greg, 19	Guest flow:	Heale, James, 81
Going green, 430	analyzing, 101–102	Health facilities, promotional
Grand National Hotel, 3	and employee work, 98	opportunities for, 367
Griffith, Barry, 15	and empowerment process, 325	Heart of the House, 418–419
Gross income, potential, 16	Guest flow analysis:	Henderson, Ernest, 4
Group planner, 138	for needs analysis, 101–102	Hendrie, John R., 412
Group rates, 201	in service management	Herzberg, Frederick, 368, 370, 371
Group travelers, 138–139	program, 320–322	Heymann, Mark, 312–313
Guaranteed reservations, 144, 149	Guest histories, 75, 122,	Hilton, 136, 200
Guests. See also specific types,	253–256	Hilton, Conrad N., 3
e.g.: Corporate guests	conventions/conferences, 253	Hilton HHonors, 200
assisting with method of	FAM tours, 253–254	Hilton Hotels Corporation, 2–3,
payments, 246–248	origin of reservation, 254	329

brand hotels of, 23 screening employees for traits Hotel representative, 139 efficiency in registration, enhancing, 324 Hotel Sales and Marketing 216 - 217and security department, 381 Association International, 28 Hilton Pride Program, 329 service management program Hotels.com, 135 Hilton's Homewood Suites, 14 for, 319–328 House counts, 77, 78, 142 Houston Hilton, 78 service strategy statement for, Household size, trends in, 26 New York Hilton and Towers. 313 - 317Housekeepers. See also Executive 2.18 services using Internet, 106 housekeepers; Room and Tailhook case, 390 Hospitality Industry Technology attendants Hilton International Company, 2 **Exposition and Conference** role in smaller lodging Hilton Pride Program, 329 (HITEC), 104 properties, 45 Hospitality management: Hilton's Homewood Suites, 14 and room inspections, Historical developments, of hotel Internet use to research, 30 418-419 industry, 5-10 training in, 326-327 Housekeeper's room report, 77, between 1987-1988, 8 Hospitality profile(s): after September 11, 2001, 9-10 of Marti Cannon, 415 Housekeeping attendant, see atrium concept, 5 of Kevin Corprew, 96 Room attendants limited-service hotels, 5–6 of Michael DeCaire, 78 Housekeeping department, marketing, 6 of Charles Gellad, 14 411-413 and real estate investment of Greg Goforth, 19 and cleaning control, 426 trusts, 8-9 of Barry Griffith, 15 and fixtures maintenance, technological advances, 6, 7 424-425 of James Heale, 14 of Lee Johnson, 364 total quality management, 8 interdepartmental HITEC (Hospitality Industry of John Juliano, 387, 403 communication with, 76–77 Technology Exposition and of Eric O. Long, 54 management of, 415 Conference), 104 of Joseph Longo, 13 PMS applications for, 120 Holiday Inn, 3-4, 15, 425 of Patrick Mene, 318 PMS software options for, 105 Holiday Inn Corporation, 4 Hospitality Sales & Marketing professional associations for, Holiday Inn Express Hotel & Association International 431 Suites, 15 (HSMAI), 135 and theft, 425–426 Holidex central reservation Hospitality Technology training for ADA compliance system, 3 Consulting, 176 in, 430-431 Holidex Plus, 131 Hospitality traits, in employees: Housekeeping module, 105, 120 Holm, Neil, 330 constructive criticism, 339 Housekeeping room status, 76 Hoover, Herbert, 3 patience, 339 Housekeeping status, 196 Hospitality, 308-311 personality, 338 House limit, 118, 244 and customer relationship Hotel Administrator, Certified, 28 Housemen, see Housekeepers management, 330–331 Hotel and Travel Index, 139 Houston Hilton, 78 employee traits promoting, Hotel broker, 139 Howard Johnson Company, 4 337-339 Hotel industry, 11–24 HSA International, 351 of executive housekeepers, business affiliations of, 20–24 HSMAI (Hospitality Sales & 430-431 founders of, 2–5 Marketing Association financial commitment required historical developments of, 5–10 International), 135 for, 317 levels of service in, 18–20 Huckestein, Dieter H., 329 international issues, 355 lodging facility types, 12–15 Human resources management management role in, 311–313 market orientation, 15, 16 department: sales indicators, 16–18 interdepartmental during registration process, 187 - 188Hotel lobbies, security design for, communication with, 83 and safety, 381 383 PMS software options for, 105

Human resources manager:	InterContinental Hotels Group	in housekeeping, 420
in limited-service properties, 51	(IHG), 12	international translation cards,
responsibilities of, 51	brand hotels of, 22	98
role in full-service hotel/resort,	and hospitality service, 309	language barriers in
42	reservation system in, 131–132	interdepartmental
Humbart formula, 199–200	Interdepartmental	communications, 86
Hyatt Hotels & Resorts, 5, 12,	communications, 74–87	multilingual staff, 218
22, 218	with banquet department, 79–80	sensitization of employees to,
Hyatt Regency, 5	with controllers, 80	355
Hygiene factors, for motivation,	in delivering hospitality,	International translation cards, 98
370	328–330	International Work Order, 418
hypen, 330	for emergencies, 400	Internet, 106. See also Third-
	emphasis in orientation	party reservation web sites
I	program, 343	access in rooms, 217
IEHA (International Executive	with executive housekeepers,	design, 139, 202
Housekeepers Association),	414	as hospitality management
431	with food and beverage	research tool, 30
IHG, see InterContinental Hotels	department, 77–79	hospitality services using, 106
Group	with housekeeping department,	and Lowest Internet Rate
Impressions, guest:	76–77, 419	Guarantee, 131
first, 98, 185–186	with human resources	and PMS purchasing, 104
last, 256	management department, 83	and reservations, 6, 133–135
and moments of truth, 322 Incentive market, see MICE	with maintenance/engineering	and room rate offers, 133–134 and third-party web sites,
market	department, 81–82 with marketing and sales	134–135
Incentive programs, 312, 367. See	departments, 75–76	Intersell cards, 190
also Motivation	needs analysis focus on, 102	Intradepartmental
for point-of-sale plans, 367	in relaying guest departures, 250	communications, 74
for self-inspection of rooms,	with security department, 82,	Intranet, 106
418	385	Inventory:
Income, potential gross, 16	situational analyses of, 83–86	control, by executive
Independent hotels, 23–24	Interfacing, 95	housekeepers, 422–424
Independent properties, 23–24	Interhotel property referrals, 135	and theft, 425–426
In-house laundry:	International Continental Hotels	I/O ports (input/output devices),
defined, 39	Group, see InterContinental	106
outsourced laundry vs.,	Hotels Group (IHG)	ITT Corporation, 4
426–427	International currency exchange,	
In-house security departments,	247–248	J
contracted security vs.,	International Executive House-	JCB, 191
388–390	keepers Association (IEHA),	Jefferson Hotel, 13
Ink-jet printer, 106	431	Job analysis(-es):
Input/output devices (I/O ports),	International issues:	defined, 59
106	communication with	of director of security, 385–387
Inquiries/reports module, 119	international guests, 50	of front office manager, 60–61
In-room guest checkout, 118,	employment opportunities	for hospitality qualities, 337
241–242	across cultures, 31	Job descriptions:
In-service education, for hotel	guest folio review at checkout,	defined, 59
service career development,	50	for hospitality qualities, 337
28	hospitality, 311, 355	Job management skills, 345–346

Johnson, Lee, 364 Johnson, Lee, 364 Johnson, Lee, 364 Johnson, John, 329 Juliano, John, 387, 403 Juran, Joseph, 318 JW Marriott, 388–389 K Kapiolas, John, 4 Keyboard, 106 Key clerk, 56, 57 Key drawer, 205 Key fob, 205 Key gad, 106 Key system: maintaining, 205–206 security of, 205 Kline, Sheryl Fried, 97 KnowledgeNet, 132 Language. See also International issues and communicating with ESL employees, 86 and communicating with international guests, 50 Laser printer, 106 Laser printer, 106 Laser printer, 106 Last impressions (guest), 256 Late arrivals, 349 Late charges, 237 In-house, 39 Lanudry attendants, 413 Layout, of rooms, 194 Layton, William, 314 Cedgers, see specific types, e.g.: Guest ledgers Leisure time, trends in, 25 Ciesure travelers, 139–140 Limited cargins basels, 13 Litigious society, 384 Location, recorded in guest historics, 253 Lodging properties organization, 38 Lodging properties organization, 38–55 using organization charts, 39–45 Long, Fic O., 54 Longo, Joseph, 13 Long, Fic O., 54 Longo, Joseph, 13 Long, Fic O., 54 Lough properties, smaller, 45 Lowes Internet Rate Guarantee (LIRG), 131 Long, Fic O., 54 Lough properties organization, 343 Lough properties organization, 343 Lowes Hotels, 391 Long, Fic O., 54 Lough properties organization, 343 Lowes Hotels, 391 Long, Fic O., 54 Lough properties organization communication with, 75–76 sales, 276, 285 Lowes Internet Rate Guarantee (LIRG), 131 Management: revenue management challenges, 177, 178 review for needs analysis, 102–103 role in training program, 347 Managementacords analysis, 102–103 role in hospitality, 311–313 role in training program, 347 Managementacords analysis, 102–103 role in hospitality, 311–313 role in training program, 347 Managementacords analysis, 102–103 role in training program, 347 Managementacords analysis, 102–103 role in training properties, 102–103 role in training program, 347 Managementacords analysis, 102–103 role in training reds analysis, 102–103 role in training program, 347 Managementacords in trail analysis, 102–1			
Johnston, John, 329 Juliano, John, 387, 403 Juran, Joseph, 318 JW Marriott, 388–389 Kapioltas, John, 4 Keyboard, 106 Key clerk, 56, 57 Key drawer, 205 Key fob, 205 Key gad, 106 Key system: maintaining, 205–206 security of, 205 Kline, Sheryl Fried, 97 KnowledgeNet, 132 Language. See also International issues and communicating with ESL employees, 86 and communicating with international guests, 50 Laser printer, 106 Last impressions (guest), 256 Late arrivals, 349 Late charges, 238 Laundry: charges, 277 in-house, 39 Lawdry: Charges, 277 in-house, 39 Lawdry: Charges, 277 in-house, 39 Lawdry: Charges, 277 in-house, 39 Layout, of rooms, 194 Layton, William, 314 Layout, of rooms, 194 Layton, William, 314 Layout, of rooms, 194 Layton, William, 314 Laded, orientation, 343 Ledgers, see specific types, e.g.: Guest ledgers Gues			Management:
Juliano, John, 387, 403 Juran, Joseph, 318 Juran, Joseph, 318 K K Kapioltas, John, 4 Keyboard, 106 Key clerk, 56, 57 Key drawer, 205 Key drawer, 205 Key drawer, 205 Key system: maintaining, 205–206 security of, 205 Kline, Sheryl Fried, 97 KnowledgeNet, 132 Language. See also International issues and communicating with international guests, 50 Laser printer, 106 Last impressions (guest), 256 Late arrivals, 349 Late charges, 237 in-house, 39 Late charges, 277 in-house, 39 Late dray, 205 Lawron, William, 314 Layout, of rooms, 194 Layton, William, 314 Ladet, orientation, 343 Ledgers, see specific types, e.g.: Guest ledgers Leisure time, trends in, 25 Line control, 422 LiRG (Lowest Internet Rate Guarantee), 131 Litigious society, 384 Location, recorded in guest historics, 253 Lodging properties organization, 38–36 Lodging properties organization, 38–45 Lodging properties, smaller, 45 Loging properties organization, asset and communication with, 75–76 PMS applications for, 122, 123 Marketing and sales departments interdepartments of incide in training properties, 221 Manager's report, 274, 287 Manager's report, 274, 287 Manager's report, 274, 287 Manager's report, 274, 287 Manager's report, 274, 28			_
Juran, Joseph, 318 JW Marriott, 388–389 Linen control, 422 Location, recorded in guest histories, 253 Lodging facilities, 12–15 Lodging properties organization, 38–55 of department manager responsibilities, 46–55 using organization charts, 39–45 Lodging properties, maller, 45 Lodging properties organization, 38–55 of department manager responsibilities, 46–55 using organization charts, 39–45 Lodging properties, 238 Loowes Hottels, 391 Long, Eric O., 54 Longo, Joseph, 13 Lounge: promotional opportunities for, 366–367 sales, 276, 285 Lowe, Jim, 418 Lowest Internet Rate Guaranteel, 131 Management contract properties, 21 Manager's report, 274, 287 Marketing. See also Sales historical development of, 6 Hospitality, 311–313 role in hospitality, 311–313 role in training program, 347 Manager's report, 274, 287 Marketing. See also Sales historical development of, 6 Hospitality, 311–313 role in training piole in the lost in goth in the ling in the ling in the ling in the ling in the spent, 27 Marketing and sales departments in limeted-service properties, 22 role in Indianager's report, 274, 287 Marketing. See also Sales historical development of, 6 Hospitality, 311–313 role in training piogram, 347 Manageren contract properties, 21 load in guest histories, 25 Marketing and sales departments in limeted-partmental communication with, 75–76 PMS applications for, 122, 123 Marketing and sales directors: in limited-service properties, 21 communication, 415 Marketing and sales departments in limited-service properties, 21 communication, 415 Marketing and sales departments in limited-service properties, 21 communicatio	Johnston, John, 329	marketing and sales directors	challenges, 177, 178
JW Marriott, 388–389 Linen control, 422 LIRG (Lowest Internet Rate Gauranteel, 131 Litigious society, 384 Location, recorded in guest histories, 253 Key drawer, 205 Key drawer, 205 Key drawer, 205 Key drawer, 205 Key system: maintaining, 205–206 security of, 205 Kline, Sheryl Fried, 97 KnowledgeNet, 132 Language. See also International issues and communicating with eight employees, 86 and communicating with international guests, 50 Laser printer, 106 Last impressions (guest), 256 Late arrivals, 349 Late charges, 238 Laundry: charges, 277 in-house, 39 Laundry attendants, 413 Layout, of rooms, 194 Layton, William, 314 Leader, orientation, 343 Ledgers, see specific types, e.g.: Guest ledgers Linen control, 422 LIRG (Lowest Internet Rate Gaurantee, 131 Litigious society, 384 Location, recorded in guest histories, 253 Management contract properties, 221 Manager's report, 274, 287 Marketing, See also Sales historical development of, 6 Hospitality, 311–313 role in training program, 347 Management control properties, 21 Manager's report, 274, 287 Marketing, See also Sales historical development of, 6 Hospitality, 311–313 role in training program, 347 Management control properties, 221 Marketing, See also Sales historical development of, 6 Hospitality, 311–313 role in training program, 347 Management contract properties, 221 Manager's report, 274, 287 Marketing, See also Sales historical development of, 6 Hospitality, 311–313 role in training program, 347 Manager's report, 274, 287 Marketing, See also Sales historical development of, 6 Hospitality, 311–313 role in training program, 347 Manager's report, 274, 287 Marketing, See also Sales historical development of, 6 Hospitality, 311–313 role in fraining program, 347 Manager's report, 274, 287 Marketing, See also Sales historical development of, 6 Hospitality, 311–313 role in fraining program, 347 Manager's report, 274, 287 Marketing, See also Sales historical development of, 6 Hospitality, 311–313 role of front office in, 363–364 using greating	Juliano, John, 387, 403	in, 52	review for needs analysis,
K K Guarantee), 131 Liftgious society, 384 Keyboard, 106 Location, recorded in guest histories, 253 Lodging properties organization, 38–55 Lodging properties, 39–15 Lodging properties, smaller, 45 Loews Hotels, 391 Long, Eric O., 54 Longo, Joseph, 13 Lounge: promotional opportunities for, 366–367 Lowe, Jim, 418 Lowest Internet Rate Guarantee (LIRG), 131 Lowest Internet Rate Guarantee (LIRG), 131 Lowest Internet Rate Guarantee (LIRG), 131 MacGeoch, Andrew, 10 McGregor, Douglas, 368, 369 McAulliffe, Sharon H., 133 MacGeoch, Andrew, 10 McGregor, Douglas, 368, 369 McMullin, Robert, 165 Maintenance: Quest leader, orientation, 343 Ledgers, see specific types, e.g.: Guest ledgers Leisure time, trends in, 25 Leisure time, trends in, 26 Leisure time, trends in, 26 Leisure time, trends in, 25 Leisure time, trends in, 25 Leisure t	Juran, Joseph, 318	service of, 19	102–103
Kapioltas, John, 4 Kapioltas, John, 4 Kapioltas, John, 4 Keyboard, 106 Key clerk, 56, 57 Key drawer, 205 Key drawer, 205 Key fob, 205 Key fob, 205 Key stem: maintaining, 205–206 security of, 205 Kline, Sheryl Fried, 97 KnowledgeNet, 132 Language. See also International issues and communicating with international guests, 50 Laser printer, 106 Last impressions (guest), 256 Late arrivals, 349 Late charges, 238 Laundry: charges, 277 in-house, 39 Laundry attendants, 413 Lauyout, of rooms, 194 Layout, of ro	JW Marriott, 388-389	Linen control, 422	role in hospitality, 311-313
Kapioltas, John, 4 Keyboard, 106 Key clerk, 56, 57 Key drawer, 205 Key drawer, 205 Key fob, 205 Key system: maintaining, 205–206 security of, 205 Kline, Sheryl Fried, 97 KnowledgeNet, 132 Language. See also International issues and communicating with ESL employees, 86 and communicating with international grariunting interdepartments interdepartment accommunication with, 75–76 ends and sales depa		LIRG (Lowest Internet Rate	role in training program, 347
Kapioltas, John, 4 Keyboard, 106 Key clork, 56, 57 Key drawer, 205 Key drawer, 205 Key fob, 205 Key system: maintaining, 205–206 security of, 205 Kline, Sheryl Fried, 97 KnowledgeNet, 132 Language. See also International issues and communicating with ESL employees, 86 and communicating with international disturbinternational international grant of manufacting with international disturbinternational international grant of manufactions, 349 Late charges, 238 Laundry: charges, 277 in-house, 39 Laundry attendants, 413 Layotu, vi for cooms, 194 Layton, william, 314 Leader, orientation, 343 Ledgers, see specific types, e.g.: Guest ledgers Litigious society, 384 Location, recorded in guest historics, 274 historics, 253 Lodging properties organization, 384 Lodging properties organization, 385 ash-55 of department manager responsibilities, 46–55 using organization charts, 39–45 Lodging properties, smaller, 45 Logging properties organization, 48 Grading responsibilities, 12–15 Logging properties organizat	K	Guarantee), 131	Management contract properties,
Keyboard, 106 Key clerk, 56, 57 Key drawer, 205 Key fob, 205 Key fob, 205 Key system: maintaining, 205-206 security of, 205 Kline, Sheryl Fried, 97 KnowledgeNet, 132 Language. See also International issues and communicating with international guests, 50 Laser printer, 106 Last mpressions (guest), 256 Late arrivals, 349 Late charges, 238 Laundry: charges, 277 in-house, 39 Laundry attendants, 413 Layout, of rooms, 194 Layout, of rooms, 194 Layout, of rooms, 194 Layout, of rooms, 194 Ladgers, see specific types, e.g.: Guest ledgers Location, recorded in guest historical development of, 6 Hospitality Sales & Marketing Association International, 135 mass, 12, 13 role of front office in, 363-364 using guest histories, 253 Marketing and sales departments: interdepartmental communication with, 75-76 PMS applications for, 122, 123 PMS software options for, 105 Marketing and sales directors: in limited-service properties organization, 38 Marketing and sales module, 122, 123 Marketing directors, see Marketing and sales directors: in limited-service properties organization, 38 Marketing and sales module, 122, 123 Marketing and sales directors: in limited-service properties organization, 38 Marketing and sales drectors: in limited-service properties organization, 38 Marketing and sales drectors: in limited-service properties organization, 38 Marketing and sales drectors: in limited-service properties organization, 38 Marketing and sales drectors: in limited-service properties, 52 responsibilities, 65-52 responsibilities, 65-52 responsibilities, 65-52 responsibilities of, 51-52 role in lodging properties organization, 15, 16 Market segments, 18 MICE market, 138 Marquee, 79 Marriott Foundation for People with Disabilities, 326 Mariotting department: interdepartmental communi- interdepartmental communi- interdepartmental communi- interdepartments interdepartments of a dusing guest histories, 253 Marketing and sales directors: in limited-service properties, 52 responsibilities of fixtures, 424-425 of furniture, 425 Marketing A	Kapioltas, John, 4	Litigious society, 384	21
Key clerk, 56, 57 Key drawer, 205 Key fawer, 205 Key fob, 205 Lodging properties organization, 38–55 of department manager responsibilities, 46–55 security of, 205 Kline, Sheryl Fried, 97 KnowledgeNet, 132 Long, Eric O., 54 Longo, Joseph, 13 Long, Eric O., 54 Longo, Joseph, 13 Lounge: promotional opportunities for, and communicating with ESL employees, 86 and communicating with international issues and communicating with international least impressions (guest), 256 Late arrivals, 349 Late charges, 238 Laundry: charges, 277 in-house, 39 Laundry attendants, 413 Laundry attendants, 413 Layout, of rooms, 194 Layton, William, 314 Leader, orientation, 343 Ledgers, see specific types, e.g.: Guest ledgers Leisure travelers, 139–140 Letter-quality printer, 106 Liabilities, 223–224 mistorica, 253 Marketing. See also Sales historical development of, 6 Hospitality Sales & Marketting Association International, 135 mass, 12, 13 role of front office in, 363–364 using guest historica, 253 Marketing and sales departments: interdepartments: interdepartments			Manager's report, 274, 287
Key drawer, 205 Key fob, 205 Key fob, 205 Key fob, 205 Key and communicating with international ossues and communicating with international guests, 50 Laser printer, 106 Last impressions (guest), 256 Late arrivals, 349 Late charges, 277 in-house, 39 Laundry attendants, 413 Laundry attendants, 413 Lauyout, of rooms, 194 Layton, William, 314 Ledgers, see specific types, e.g.: Guest ledgers Ceptandand and see see of department manager responsibilities, 46–55 using organization charts, 39–45 Lodging properties, smaller, 45 Logging properties, 50 Lodging properties, smaller, 45 Logging properties, 50 Lodging properties, smaller, 45 Log			
Key fob, 205 Keypad, 106 Keypad, 106 Keysystem: maintaining, 205–206 security of, 205 Kline, Sheryl Fried, 97 KnowledgeNet, 132 Longuage. See also International issues and communicating with ESL employees, 86 and communicating with international guests, 50 Laser printer, 106 Last impressions (guest), 256 Late arrivals, 349 Late charges, 238 Laundry: charges, 277 in-house, 39 Laundry attendants, 413 Layout, of rooms, 194 Layotto, William, 314 Leader, orientation, 343 Ledgers, see specific types, e.g.: Guest ledgers Leisure time, trends in, 25 Leisure travelers, 139–140 Letter-quality printer, 106 Lodging properties, organization, as 38–55 using organization charts, 39–45 Lodging properties, smaller, 45 Lodging properties organization charts, 39–45 Loog, Joe Hall Sunder PMS applications for, 102 Marketing and sales departments interdepartmental int		· · · · · · · · · · · · · · · · · · ·	
Key system: maintaining, 205–206 security of, 205 Kline, Sheryl Fried, 97 KnowledgeNet, 132 Loews Hotels, 391 Long, Eric O., 54 Longo, Joseph, 13 Lounge: and communicating with ESL employees, 86 and communicating with international guests, 50 Laser printer, 106 Last impressions (guest), 256 Late arrivals, 349 Late charges, 238 Laundry: charges, 277 in-house, 39 Laundry attendants, 413 Layout, of rooms, 194 Layout, of rooms, 194 Leader, orientation, 343 Ledgers, see specific types, e.g.: Guest ledgers Leisure travelers, 139–140 Letter-quality printer, 106 List impressions (252–224 Labilities, 223–224 Lodging properties, smaller, 45 Lows Hotels, 391 Lounges, smaller, 45 Loows Hotels, 391 Lounge, responsibilities, 46–55 using organization charts, 39–45 Lodging properties, smaller, 45 Loows Hotels, 391 Lounge, Fired O., 54 Longo, Joseph, 13 Lounge: promotional opportunities for, 366–367 sales, 276, 285 Lowe, Jim, 418 Lowest Internet Rate Guarantee (LIRG), 131 Marketing and sales departments: interdepartmental communication with, 75–76 PMS applications for, 122, 123 PMS software options for, 105 Marketing and sales departments: interdepartmental communication with, 75–76 PMS applications for, 122, 123 PMS software options for, 105 Marketing and sales departments: interdepartmental communication with, 75–76 PMS applications for, 122, 123 PMS software options for, 105 Marketing and sales departments: interdepartmental communication with, 75–76 PMS applications for, 122, 123 PMS software options for, 105 Marketing and sales departments: interdepartmental communication with, 75–76 PMS applications for, 122, 123 PMS software options for, 105 Marketing and sales departments: interdepartmental communication with, 75–76 PMS applications for, 122, 123 PMS software options for, 122, 123 P	•		
Key system: maintaining, 205–206 security of, 205 Kline, Sheryl Fried, 97 KnowledgeNet, 132 Long Frie O., 54 Longs, Doseph, 13 Long end communicating with ESL employees, 86 and communicating with international list international guests, 50 Laser printer, 106 Last impressions (guest), 256 Late arrivals, 349 Late charges, 277 in-house, 39 Laundry: charges, 277 in-house, 39 Laundry attendants, 413 Layout, of rooms, 194 Layout, of rooms, 194 Leader, orientation, 343 Leader, orientation, 343 Ledgers, see specific types, e.g.: Guest ledgers Guest ledgers Guest ledgers Logo, Joseph, 13 Lounge: promotional opportunities for, 366–367 sales, 276, 285 Loewe, Jim, 418 Lowest Internet Rate Guarantee (LIRG), 131 MacGeoch, Andrew, 10 McGregor, Douglas, 368, 369 McAullife, Sharon H., 133 Marketing and sales departments: interdepartmental communication with, 75–76 PMS applications for, 105 Marketing and sales directors: in limited-service properties, 52 responsibilities of, 51–52 role in lodging properties organization, 38 Marketing and sales departments: interdepartmental communication with, 75–76 PMS applications for, 105 Marketing and sales departments: interdepartmental communication with, 75–76 PMS applications for, 105 Marketing and sales departments: interdepartmental communication with, 75–76 PMS applications for, 105 Marketing and sales departments: interdepartmental communication with, 75–76 PMS applications for, 105 Marketing and sales directors: in limited-service properties, 52 responsibilities of, 51–52 role in lodging properties organization, 38 Marketing and sales directors: in limited-service properties, 52 responsibilities of, 51–52 respon			
maintaining, 205–206 security of, 205 using organization charts, 39–45 Kline, Sheryl Fried, 97 Loging properties, smaller, 45 KnowledgeNet, 132 Logne, Eric O., 54 Longo, Joseph, 13 Lounge: PMS applications for, 122, 123 PMS software options for, 105 Marketing and sales departments interdepartmental communication with, 75–76 pMS applications for, 122, 123 PMS software options for, 105 Marketing and sales directors: interdepartmental communication with, 75–76 pMS applications for, 122, 123 pMS software options for, 105 Marketing and sales directors: interdepartmental communication with, 75–76 pMS applications for, 122, 123 pMS software options for, 105 Marketing and sales directors: in limited-service properties, 52 responsibilities of, 51–52 role in lodging properties organization, 38 Marketing and sales module, 122, 123 Marketing directors, see Market orientation, 15, 16 Market orientation, 15, 16 Market orientation, 15, 16 Market orientation, 15, 16 Marquee, 79 Marquee, 79 Marriott Foundation for People with Disabilities, 356 Marciott Hotels, 12, 96 Boston Marriott Copley Place, 403 Labilities, 223–224 role of front office in, 363–364 using guest histories, 253 Marketing and sales departments interdepartmental communication with, 75–76 PMS applications for, 122, 123 PMS software options for, 105 Marketing and sales directors: interdepartmental communication with, 75–76 PMS applications for, 122, 123 PMS software options for, 105 Marketing and sales directors: interdepartmental communication with, 75–76 PMS applications for, 122, 123 PMS software options for, 105 Marketing and sales directors: interdepartmental communication with, 75–76 PMS applications for, 122, 123 PMS software options for, 105 Marketing and sales departments interdepartmental communication with, 75–76 PMS applications for, 122, 123 PMS applications for, 122, 123 PMS software options for, 105 Marketing and sales departments interdepartmental communication with, 75–76 PMS applications for, 122, 123 PMS applications for, 122, 123 PMS applicatio		of department manager	
security of, 205 Kline, Sheryl Fried, 97 KnowledgeNet, 132 Loews Hotels, 391 Long, Eric O., 54 Longo, Joseph, 13 Lounge: Longo, Joseph, 13 Lounge: and communicating with ESL employees, 86 and communicating with international guests, 50 Laser printer, 106 Last impressions (guest), 256 Late arrivals, 349 Late charges, 277 in-house, 39 Laundry attendants, 413 Layout, of rooms, 194 Layton, William, 314 Leader, orientation, 343 Leaders, see specific types, e.g.: Guest ledgers Guest ledgers Lows Hotels, 391 Lounge: Lows Hotels, 391 Lounge, 54 Loung, Joseph, 13 Lounge: promotional opportunities for, 366–367 sales, 276, 285 sales, 276, 285 Lowest Internet Rate Guarantee (LIRG), 131 Lounge: Lounge: promotional opportunities for, 366–367 sales, 276, 285 Lowest Internet Rate Guarantee (LIRG), 131 Lounge: Lounge: promotional opportunities for, 366–367 sales, 276, 285 and communicating with international guests, 50 Lowest Internet Rate Guarantee (LIRG), 131 Marketing and sales drectors: in limited-service properties, 52 responsibilities of, 51–52 role in lodging properties organization, 38 Marketing and sales drectors: in limited-service properties, 52 responsibilities of, 51–52 role in lodging properties organization, 38 Marketing and sales drectors: in limited-service properties, 52 responsibilities of, 51–52 role in lodging properties organization, 38 Marketing and sales drectors: in limited-service properties, 52 responsibilities, 52–8 Marketing and sales drectors: in limited-service properties, 52 responsibilities, 51–52 role in lodging properties organization, 38 Marketing and sales drectors: in limited-service properties, 52 responsibilities, 52–8 Marketing and sales drectors: in limited-service properties, 52 responsibilities, 52–8 Marketing and sales drectors: in limited-service properties, 52 responsibilities, 52–8 Marketing and sales drectors: in limited-service properties, 52 responsibilities, 52–6 Marketing and sales drectors: in limited-service properties, 52 responsibilities of, 51–52 role in lodging properti			
Kline, Sheryl Fried, 97 KnowledgeNet, 132 Lows Hotels, 391 Long, Eric O., 54 Lounge: and communicating with ESL employees, 86 and communicating with international guests, 50 Laser printer, 106 Last impressions (guest), 256 Late arrivals, 349 Late charges, 238 Laundry: charges, 277 in-house, 39 Laundry attendants, 413 Layout, of rooms, 194 Layout, of rooms, 194 Laeder, orientation, 343 Ledgers, see specific types, e.g.: Guest ledgers			
KnowledgeNet, 132 Loews Hotels, 391 Long, Eric O., 54 Longo, Joseph, 13 Lounge: and communicating with ESL employees, 86 and communicating with international guests, 50 Lase printer, 106 Last impressions (guest), 256 Late arrivals, 349 Late charges, 238 Laundry: charges, 277 in-house, 39 Laundry attendants, 413 Layout, of rooms, 194 Layout, of rooms, 194 Layout, of rooms, 194 Ledder, orientation, 343 Ledgers, see specific types, e.g.: Guest ledgers Loews Hotels, 391 Lounge: promotional opportunities for, 366–367 sales, 276, 285 Lowe, Jim, 418 Lowest Internet Rate Guarantee (LIRG), 131 Marketing and sales directors: in limited-service properties, 52 responsibilities of, 51–52 role in lodging properties organization, 38 Marketing and sales module, 122, 123 Marketing directors, see Market orientation, 15, 16 Market segments, 18 Market orientation, 15, 16 Market segments, 18 Marquee, 79 Marinet Foundation for People with Disabilities, 356 Marriott Foundation for People with Disabilities, 356 Marriott Copley Place, 403 brand hotels of, 22 "Bridges from school to			
Long, Eric O., 54 Longo, Joseph, 13 Language. See also International issues and communicating with ESL employees, 86 and communicating with international guests, 50 Late arrivals, 349 Late charges, 238 Laundry: charges, 277 in-house, 39 Laundry attendants, 413 Layout, of rooms, 194 Ledder, orientation, 343 Ledgers, see specific types, e.g.: Guest ledgers Longo, Joseph, 13 Longe: PMS applications for, 122, 123 Marketing and sales directors: in limited-service properties, 52 responsibilities of, 51–52 role in lodging properties organization, 38 Marketing and sales module, 122, 123 Marketing and sales module, 122, 123 Marketing and sales directors, see Marketing and sales directors Marketing and sales directors, see Marketing and sales module, 122, 123 Marketing and sales module, 122, 123 Marketing and sales		0 0 1 1	
Language. See also International issues And communicating with ESL employees, 86 and communicating with international guests, 50 Laser printer, 106 Last impressions (guest), 256 Late arrivals, 349 Late charges, 277 in-house, 39 Laundry: charges, 277 in-house, 39 Laundry attendants, 413 Laundry attendants, 413 Layout, of rooms, 194 Layout, of rooms, 194 Ledgers, see specific types, e.g.: Guest ledgers Guest ledgers Guest ledgers Leisure travelers, 139–140 Letter-quality printer, 106 Longe: promotional opportunities for, 366–367 sales, 276, 285 sales, 276, 285 Lowest Internet Rate Guarantee (LIRG), 131 Lowest Internet Rate Guarantee (LIRG), 131 Marketing and sales directors: in limited-service properties, 52 responsibilities of, 51–52 role in lodging properties organization, 38 Marketing and sales module, 122, 123 Marketing and	,		
Language. See also International issues and communicating with ESL employees, 86 and communicating with international guests, 50 Laser printer, 106 Last impressions (guest), 256 Late arrivals, 349 Late charges, 238 Laundry: charges, 277 in-house, 39 Laundry attendants, 413 Layout, of rooms, 194 Layout, of rooms, 194 Layout, of rooms, 194 Lader, orientation, 343 Ledgers, see specific types, e.g.: Guest ledgers Guest ledgers Guest ledgers Lowest Internet Rate Guarantee (LIRG), 131 Lounge: promotional opportunities for, 366–367 sales, 276, 285 sales, 276, 285 Lowe, Jim, 418 Loundrier, coloning or poels in lodging properties or properties, 52 responsibilites of, 51–52 reponsibilites of, 51–52 reponsibilites of, 51–52 reponsibilites of, 51–52 reponsibilites of, 51–52 responsibilites of, 52 Marketing and sales Marketing and sales directors, 404 Marketing and sales module, 422, 122, 40 Marketing and sales of repois organization, 38 Marketing and sales module	L		
issues and communicating with ESL employees, 86 and communicating with international guests, 50 Laser printer, 106 Last impressions (guest), 256 Late arrivals, 349 Late charges, 238 Laundry: charges, 277 in-house, 39 Laundry attendants, 413 Layout, of rooms, 194 Layton, William, 314 Ledgers, see specific types, e.g.: Guest ledgers Guest ledgers Leisure travelers, 139–140 Letter-quality printer, 106 galactic sales, 276, 285 Lowe, Jim, 418 Lowe, Jim, 418 Lowest Internet Rate Guarantee (LIRG), 131 Marketing and sales directors: in limited-service properties, 52 responsibilities of, 51–52 role in lodging properties organization, 38 Marketing and sales module, 122, 123 Marketing and sales Marketing and	Language. See also International		
and communicating with ESL employees, 86 and communicating with international guests, 50 Lowest Internet Rate Guarantee Laser printer, 106 (LIRG), 131 Marketing and sales module, Last impressions (guest), 256 Late arrivals, 349 McAuliffe, Sharon H., 133 Marketing directors, see Late charges, 238 McAuliffe, Sharon H., 133 Marketing and sales Laundry: MacGeoch, Andrew, 10 McGregor, Douglas, 368, 369 McMullin, Robert, 165 Market orientation, 15, 16 Market segments, 18 Main menu (PMS), 112 Maintenance: SMERF market, 138 Marquee, 79 Maintenance agreements, for Guest ledgers Office of furniture, 425 Maintenance agreements, for Guest ledgers (194) Maintenance agreements, 139–140 Letter-quality printer, 106 Maintenance cation with, 81–82 "Bridges from school to" from school to" in limited-service properties, 52 responsibilities of, 51–52 role in lodging properties organization, 38 Marketing and sales Marketing directors, see Market orientation, 15, 16 Market orientation, 15, 16 Market segments, 18 MICE market, 138 SMERF market, 138 Marquee, 79 Marriott Foundation for People With Disabilities, 356 Marriott hotels, 12, 96 Boston Marriott Copley Place, 403 brand hotels of, 22 "Bridges from school to" from school to		-	
employees, 86 sales, 276, 285 responsibilities of, 51–52 and communicating with international guests, 50 Lowest Internet Rate Guarantee Laser printer, 106 (LIRG), 131 Marketing and sales module, Last impressions (guest), 256 Late arrivals, 349 M Late charges, 238 McAuliffe, Sharon H., 133 Marketing directors, see Late charges, 277 McGregor, Douglas, 368, 369 in-house, 39 McMullin, Robert, 165 Market segments, 18 Laundry attendants, 413 Main menu (PMS), 112 MicE market, 138 Layout, of rooms, 194 Maintenance: Layton, William, 314 of fixtures, 424–425 of furniture, 425 Marinet Foundation for People Ledgers, see specific types, e.g.: Guest ledgers Maintenance agreements, for Guest ledgers Leisure time, trends in, 25 Maintenance/engineering Leisure travelers, 139–140 department: Liabilities, 223–224 cation with, 81–82 "Bridges from school to	and communicating with ESL		
and communicating with international guests, 50 Laser printer, 106 Last impressions (guest), 256 Late arrivals, 349 Late charges, 238 Laundry: charges, 277 in-house, 39 Laundry attendants, 413 Layout, of rooms, 194 Layton, William, 314 Leader, orientation, 343 Ledgers, see specific types, e.g.: Guest ledgers Guest ledgers Guest ledgers Lowest Internet Rate Guarantee (LIRG), 131 Marketing and sales module, 122, 123 Marketing directors, see Market orientation, 15, 16 Market segments, 18 Market orientation, 15, 16 Market segments, 18 MICE market, 138 SMERF market, 138 SMERF market, 138 SMERF market, 138 Marquee, 79 Maintenance agreements, for PMS, 110 Maintenance/engineering department: interdepartmental communication with, 81–82 role in lodging properties organization, 38 Marketing and sales Marketing and sales Mareting and sales Mareting and sales Mareting and s		sales, 276, 285	
international guests, 50 Laser printer, 106 Last impressions (guest), 256 Late arrivals, 349 Late charges, 238 Laundry: Charges, 277 in-house, 39 Laundry attendants, 413 Layout, of rooms, 194 Layton, William, 314 Layton, William, 314 Ledgers, see specific types, e.g.: Guest ledgers Guest ledgers Guest ledgers Leisure travelers, 139–140 Letter-quality printer, 106 Last Internet Rate Guarantee (LIRG), 131 Marketing and sales module, 122, 123 Marketing directors, see Marketing and sales Marketing directors, see Marketing directors, see Marketing and sales Marketi	* * .		
Last impressions (guest), 256 Late arrivals, 349 M Late charges, 238 Laundry:		, 0	
Last impressions (guest), 256 Late arrivals, 349 Late charges, 238 Laundry:		(LIRG), 131	
Late arrivals, 349 Late charges, 238 Laundry:		, , , , , , , , , , , , , , , , , , , ,	
Late charges, 238 Laundry: Charges, 277 In-house, 39 Market orientation, 15, 16 Market segments, 18 Laundry attendants, 413 Layout, of rooms, 194 Layton, William, 314 Leader, orientation, 343 Ledgers, see specific types, e.g.: Guest ledgers Guest ledgers Leisure time, trends in, 25 Leiter-quality printer, 106 Letter-quality printer, 106 Layout, of rooms, 194 Layout, of rooms, 194 Layout, of fixtures, 424–425 of fixtures, 424–425 Maintenance: PMS, 110 Maintenance/engineering department: department: interdepartmental communication for, 22 "Bridges from school to		M	
Laundry: MacGeoch, Andrew, 10 directors charges, 277 McGregor, Douglas, 368, 369 in-house, 39 McMullin, Robert, 165 Market orientation, 15, 16 Laundry attendants, 413 Main menu (PMS), 112 MICE market, 138 Layout, of rooms, 194 Maintenance: SMERF market, 138 Layton, William, 314 of fixtures, 424–425 Marquee, 79 Leader, orientation, 343 of furniture, 425 Marriott Foundation for People Ledgers, see specific types, e.g.: Maintenance agreements, for Guest ledgers PMS, 110 Marriott hotels, 12, 96 Leisure time, trends in, 25 Leisure travelers, 139–140 department: departments communication interdepartmental communication interdepartmental communication with, 81–82 "Bridges from school to		McAuliffe, Sharon H., 133	
charges, 277 in-house, 39 McMullin, Robert, 165 Market orientation, 15, 16 Market segments, 18 Main menu (PMS), 112 Maintenance: SMERF market, 138 Marquee, 79 Leader, orientation, 343 Leader, orientation, 343 Ledgers, see specific types, e.g.: Guest ledgers PMS, 110 Maintenance agreements, for PMS, 110 Marriott Foundation for People With Disabilities, 356 Marriott hotels, 12, 96 Marriott hotels, 12, 96 Maintenance/engineering Leisure travelers, 139–140 Letter-quality printer, 106 Letter-quality printer, 106 Leisure travelers, 223–224 Leader, orientation, 15, 16 Market segments, 18 MICE market, 138 Marquee, 79 Marquee, 79 Marriott Foundation for People with Disabilities, 356 Marriott Foundation for People with Disabilities, 356 Marriott hotels, 12, 96 Boston Marriott Copley Place, 403 Letter-quality printer, 106 Leisure travelers, 139–140 Letter-quality printer, 106 Leisure travelers, 139–140 Letter-quality printer, 106 Leisure travelers, 139–140 Marriott Foundation for People with Disabilities, 356 Marriott Foundation for People with Disabilities, 25 Boston Marriott Copley Place, 403 Brand hotels of, 22 "Bridges from school to			_
in-house, 39 Laundry attendants, 413 Layout, of rooms, 194 Layout, of rooms, 194 Layout, of roins, 314 Layout, of roins, 314 Leader, orientation, 343 Ledgers, see specific types, e.g.: Guest ledgers Guest ledgers Leisure time, trends in, 25 Leisure travelers, 139–140 Letter-quality printer, 106 Liabilities, 223–224 Maintenance agreements, 16 Market segments, 18 MICE market, 138 Marquee, 79 Marquee, 79 Marriott Foundation for People with Disabilities, 356 Marriott hotels, 12, 96 Marriott hotels, 12, 96 Boston Marriott Copley Place, 403 brand hotels of, 22 "Bridges from school to			Market orientation, 15, 16
Laundry attendants, 413 Layout, of rooms, 194 Layout, of rooms, 194 Layton, William, 314 Leader, orientation, 343 Ledgers, see specific types, e.g.: Guest ledgers Guest ledgers PMS, 110 Leisure time, trends in, 25 Leisure travelers, 139–140 Letter-quality printer, 106 Leisure time, 23–224 Labilities, 223–224 Maintenance (PMS), 112 MICE market, 138 Marquee, 79 Marquee, 79 Marriott Foundation for People with Disabilities, 356 Marriott hotels, 12, 96 Maintenance/engineering department: 403 Boston Marriott Copley Place, 403 Bridges from school to			
Layout, of rooms, 194 Layton, William, 314 Leader, orientation, 343 Ledgers, see specific types, e.g.: Guest ledgers Guest ledgers Leisure time, trends in, 25 Leisure travelers, 139–140 Letter-quality printer, 106 Liabilities, 223–224 Maintenance: SMERF market, 138 Marquee, 79 Marriott Foundation for People with Disabilities, 356 Marriott hotels, 12, 96 Marriott hotels, 12, 96 Marriott hotels, 12, 96 Marriott hotels, 12, 96 Marriott Copley Place, 403 brand hotels of, 22 "Bridges from school to			
Layton, William, 314 of fixtures, 424–425 Marquee, 79 Leader, orientation, 343 of furniture, 425 Marriott Foundation for People Ledgers, see specific types, e.g.: Guest ledgers PMS, 110 Marriott hotels, 12, 96 Leisure time, trends in, 25 Maintenance/engineering Leisure travelers, 139–140 department: Letter-quality printer, 106 interdepartmental communi- Liabilities, 223–224 cation with, 81–82 "Bridges from school to			
Leader, orientation, 343 of furniture, 425 Marriott Foundation for People Ledgers, see specific types, e.g.: Guest ledgers PMS, 110 with Disabilities, 356 Marriott hotels, 12, 96 Leisure time, trends in, 25 Maintenance/engineering Leisure travelers, 139–140 department: Letter-quality printer, 106 interdepartmental communi- Liabilities, 223–224 cation with, 81–82 "Bridges from school to		of fixtures, 424–425	
Ledgers, see specific types, e.g.: Guest ledgers PMS, 110 Maintenance agreements, for PMS, 110 Leisure time, trends in, 25 Leisure travelers, 139–140 Letter-quality printer, 106 Liabilities, 223–224 Maintenance/engineering department: interdepartmental communication with, 81–82 Maintenance agreements, for with Disabilities, 356 Marriott hotels, 12, 96 Boston Marriott Copley Place, 403 brand hotels of, 22 "Bridges from school to			
Guest ledgers PMS, 110 Marriott hotels, 12, 96 Leisure time, trends in, 25 Maintenance/engineering Boston Marriott Copley Place, Leisure travelers, 139–140 department: 403 Letter-quality printer, 106 interdepartmental communi- Liabilities, 223–224 cation with, 81–82 "Bridges from school to	· · · · · · · · · · · · · · · · · · ·		
Leisure time, trends in, 25 Leisure travelers, 139–140 Letter-quality printer, 106 Liabilities, 223–224 Maintenance/engineering department: Maintenance/engineering department: 403 brand hotels of, 22 cation with, 81–82 "Bridges from school to			
Leisure travelers, 139–140 department: 403 Letter-quality printer, 106 interdepartmental communi- Liabilities, 223–224 cation with, 81–82 "Bridges from school to	Leisure time, trends in, 25		
Letter-quality printer, 106 interdepartmental communibrand hotels of, 22 Liabilities, 223–224 cation with, 81–82 "Bridges from school to		_	
Liabilities, 223–224 cation with, 81–82 "Bridges from school to			brand hotels of, 22
			"Bridges from school to
Limited-service notels, 15 1 1915 applications for, 121 work program, 556	Limited-service hotels, 13	PMS applications for, 121	work" program, 356
department managers in, 48–49 PMS software options for, 105 Courtyard by Marriott, 4			
front office organization of, Maintenance managers, 49 JW Marriott, 388–389	-		
57–58 Maintenance module, 121 Marriott Foundation for	•		
general managers in, 48–49 Malcolm Baldrige Award, 318 People with Disabilities, 356	general managers in, 48-49	Malcolm Baldrige Award, 318	People with Disabilities, 356

Marriott hotels (cont.)	Modified American plan, 201	Night audit reports, 269
Twin Bridges Marriott Motor	Moments of truth, 322	and daily flash report,
Hotel, 4	Money wire, 247	282–284
At Your Service, 256	Monitor, 106	formulas for balancing,
Marriott International, Inc., 256,	Moonlighter, 62	274–275
382	Moore, Robert, 4	preparing, 269-284
Marriott, J. W., 4	Motels, 12	reading the, 284–287
Marriott, J. W. Jr., 4	Motivation, 367–369	1980s, hotel-industry historical
Martin, Robert J., 416, 426	for employees, 323	developments during, 8
Maslow, Abraham, 368–371	theories of, 368–371	Noncollect sales, 286
Mass marketing, 12, 13	using incentive programs, 312	No-show rate, 143, 145-146
Master credit card account, 266	MSDS, see Material Safety Data	NQI (National Quality Institute),
Material Safety Data Sheets	Sheets	329
(MSDS), 428–430	Muqbil, Imtiaz, 133-134	
history of, 429–430	Murphy bed, 194	O
requirements of, 428–429	Murphy, Patrick M., 382	Occupancy:
Maxim Revenue Management	1 .,	calculating, 39
Solutions (MaximRMS), 170	N	100 percent, see Full house
MaximRMS (Maxim Revenue	Narula, Avinash, 363, 365	totals, in flash report, 284
Management Solutions), 170	National Quality Institute (NQI),	Occupancy management, see
Mayo, Elton, 368, 370, 371	329	Overbooking
Meetings/incentive/conference/eve	National Restaurant Association,	Occupancy management formula,
nt (MICE) market, 138	28, 315	145–146
Megabyte, 106	Needs analysis, 124	Occupancy patterns, room rates
Megahertz (MHz), 106	and administrative paperwork,	vs., 255–256
Mene, Patrick, 318	102	Occupancy percentages, 166–169
Mensah, Ishmael, 430	communicating information	defined, 16
Me/pleasure concept, 25	for, 102	double, 167
Message book, 64	guest flow analysis for,	Occupational Safety and Health
Method of payments, 242–248.	101–102	Administration (OSHA):
See also Guest credit	management review for,	Hazard Communication
assisting guests with, 246-248	102–103	Standard, 429
bill-to-account, 243-244	procedure for, 100–101	and housekeeping department,
cash, 244–245	for selecting PMS, 100-108	427–428
credit cards, 243	team selection for, 101	Office services, promotional
debit cards, 246	New York Hilton and Towers,	opportunities for, 366
personal checks, 245	218	Oliva, Rebecca, 158–159, 382
traveler's checks, 246	Night audit, 261-262	Oliver, Rebecca, 176–177
MICE (meetings/incentive/	and bank deposits, 273	100 percent occupancy, see Full
conference/event) market,	defined, 52	house
138	filing documents from day,	Online (term), 109
MICROS, 170	249–250	OnQ, 136, 217
MICROS Fidelio, 104	PMS applications for, 118	On-the-job training, 63, 350
Military and educational rates,	PMS software options for, 105	O-O-O (out-of-order rooms), 284
201	process for, 263–269	Opera PMS, 104
Military market, see SMERF	standard operating procedures	Opera Revenue Management,
market	for, 233	170–171
Miller, Greg, 418	Night audit module, 118	Opera Sales and Catering System,
Mobley Hotel, 2	Night auditor, 262–263	171
Modem, 106	responsibilities of, 56	Operating statistics, 280–282

Operational effectiveness, 263 Operational reports, 47	Paid-out slips, 224, 230 Paid-outs, total, 286	PMHS hotels: Heart of the House, 418–419
Operations managers, see	Pallett, William, 330	Zero Defects, 418
Assistant general managers Optimal occupancy, and yield, 173	Palmer House, 2 Parking garage manager, 54, 55	PMS, <i>see</i> Property management system
Optimal room rate, and yield, 173	Parking services. <i>See also</i> Valet	PMS applications, 112–124
Opus 2 Revenue Technologies, 170	charges in night audit report, 278, 286	accounting department options in, 105
Organization charts, 39-45	security design for, 383	for back office use, 119-120
for limited-service properties,	Par system, 422	for call accounting, 105, 117
44–45	Patience, as hospitality trait, 339	for electronic mail, 123, 124
for smaller lodging properties,	Payback period, 111	for food and beverage
43–44 Orientation checklist 242	Payments, guest:	department, 105, 120, 121
Orientation checklist, 343 Orientation leader, 343	assembling during night audit, 264	front desk options in, 105 for guest checkout, 117–118
Orientation process, 339	and float, 246	for guest registration, 114, 115
Orientation program, 339–341.	forms used to process, 224–225	for housekeeping department,
See also Training programs	inability to pay, 246–248	105, 120
administering, 343-344	method of, 242–248	for human resources manage-
and employee handbook, 341	posting, 227–231	ment department, 105
and equipment overview,	Payroll, calculating, 65, 67, 68	inquiries/reports feature of, 119
342–343	Payze, Sally, 148	for maintenance/engineering
interdepartmental cooperation	Pegasus Solutions, 131, 148	department, 105, 121
emphasis in, 343 and knowledge of	Percent occupancy, 39 Percent yield, 39	for marketing and sales departments, 105, 122, 123
establishment, 340	Personal care items, 422	for night audit, 105, 118
and policy and procedure	Personal checks, 245	for personnel files
manual, 342–343	Personal identification numbers	management, 123
and staff introductions, 342	(PINs), 392	posting module of, 116
Origin of reservation, in guest	Personality, for hospitality, 338	for reservations, 105, 113
histories, 254	Personal services, promotional	for revenue management, 114
Orkin, E., 173–175	opportunities for, 366	for room status, 115, 116
OSHA, see Occupational Safety	Personnel:	for security department, 121,
and Health Administration	file management, with PMS,	122
Out-of-order rooms (O-O-O), 284	123	for time clocks, 124
Outsourced laundry, in-house laundry <i>vs.</i> , 426–427	issues in, 341 training, 63. See also Training	Pocono Raceway, 166 Point-of-sale:
Outsourcing, reservations, 148.	PhoCusWright, 6	defined, 95–96
See also Third-party	Phone option, of PMS, 231	and posting guest
reservation web sites	Physical plant engineer, 49	charges/payments, 227, 229
Outstanding accounts receivable,	PIA (paid in advance) listing, 118	Point-of-sale front office,
286	PictureTel, 26, 348	364–369
Outstanding balance reports, 119	Pier 5 Hotel, 364	budgeting for, 374
Overbooking, 143–146	PINs (personal identification numbers), 392	and evaluation/feedback, 374–375
P	Plant, 374–375	example, 375–377
Package rates, 201	Plant engineer, 42. See also	frontline employees role in
Pages per minute (PPM), 106	Physical plant engineer	developing, 378
Paid in advance (PIA) listing, 118	Plaza Hotel, 2	training programs for,
Paid-outs, 78	Pleasure concept, 25	372–373

D. ()		D !!
Point-of-sale terminals, 78	Property management system	Recordkeeping system, 375
Policy and procedure manual,	(PMS), 96, 99–124. See also	Recreation director, 42
342–343	PMS applications	Referral member, 135–136
Portman, John, 5	and backup power sources,	Referral properties, 21
Portofino Bay Hotel, 391	110	Referral reservation service, 39
Ports of entry, for hotel industry	for checking room status, 208,	Referral system, reservation, 135,
careers, 30	210–212	140
Postal (zip) code, 253	computer training programs	Registered Executive
Posting charges. See also	for, 109–110	Housekeeper (REH), 431
specific charges, e.g.: Room	defined, 58	Registration. See also Check-in
charges	financial considerations	blocking procedure for,
for adjustments, 230	affecting, 111	192–193
in folios, 227	guest checkout with, 346	guest registration procedure,
for guest charges, 227-231	hardware for, 104, 106-109	187
for guest payments, 227-231	and maintenance agreements,	meeting guests requests during,
during night audit, 263	110	193–195
for paid-out slips, 230	needs analysis for selecting,	with PMS, 114, 115, 206-218
with PMS, 229, 231	100-108. See also Needs	and room selection, 192
and point-of-sale, 227, 229	analysis	Registration process, 186–206
for room charges, 227, 263	posting charges with, 229, 231	capturing guest data for,
standard operating procedures	for registration, 206–218	186–187
for, 233	removing guest information	for guest credit, 189–192
for taxes, 229, 263	from, 250	guest hospitality during,
for transfers, 230	reports in, 213–216, 251–252	187–188
Posting module, 116	and reservations, 151–159,	and guest registration
Potential gross income, 16	207–209	procedure, 187
PPM (pages per minute), 106	and room inventory, 208, 210	and reservation card, 188–189
Predicted house counts, 78	room rates verification using,	REH (Registered Executive
Price, Jason, 134, 139	212	Housekeeper), 431
PriceWaterhouseCoopers:	for self-check-in, 216–218	REITs, see Real estate investment
Internet study on pricing,	software selection for, 103–105	trusts
133–134	vendor claims for, 109	Religious market, see SMERF
RevPAR prediction, 17–18	Property referrals, interhotel, 135	market
Prime Motor Inns, 4	Psychographic data, 24	Remote Web-based check-in, 217
Printer, 106		Reports option, of PMS, 231
Prior approved credit, 56	Q	Reservations. See also specific
Private label cards, 190	Quality assurance, 8. See also	types, e.g.: Confirmed
Procedure manual, see Policy and	Total quality management	reservations
procedure manual	(TQM)	cancellations of, 150
Processor speed, 106	Quality Business Assessment, 330	by corporate clients, 137
Professional memberships, for		by current guests, 140
hotel industry careers, 29	R	forecasting, 141–143
Profit-and-loss statement, 53,	Rack rates, 114, 201	future, see Future reservations
119	Radisson, 22	by group travelers, 138–139
Projection of room sales, see	Real estate investment trusts	by leisure travelers, 139–140
Room forecasts	(REITs):	by MICE market, 138
Promotions, 365–367	as investment opportunity for	origin of, 254
Promus, 6	hoteliers, 8–9	outsourcing, 148
Proof of identification, 191–192	Taxable REIT Subsidiary, 8	overbooking, 143–146

processing, 147–159 promotional opportunities for, 366 and property management system, 105, 113 and revenue management, 146 by SMERF market, 138 through a PMS, 151–159	RevenueDASHBOARD, 170 Revenue management, 165–179. See also Yield management applications of, 178–179 and block-out periods, 175 and channel management, 175–177 components of, 171–178	promotional opportunities for, 366 security design for, 383 selection, 192 special accommodations in, 193 type requested, recorded in guest histories, 255 Room assignment, for room
upgrading, 368	and feedback, 177	attendants, 416
using Global Distribution	and food and beverage sales, 178	Room attendants. <i>See also</i> Housekeepers
Systems, 132–133 using Internet, 133–135	management challenges, 177,	assigning, 416
Reservation card, 188–189	178	role in smaller lodging
Reservation codes, 149–150	and occupancy percentage,	properties, 45
Reservation forms, 207–209	166–169	room assignment/workload of,
Reservation referral system, 135,	PMS applications for, 114	416
140	and reservations, 146	Room blocking, see Blocking
Reservation service, referral, 39	as term, 170	Room forecasts, 141
Reservations manager, 56 Reservations module, 113	and yield management, 169–171	Room inspections, 418–419 Room inventory:
Reservation status, 151	Revenue management module, 114	checking, with PMS, 208, 210
Reservation systems, 130–136	Revenue managers, 171	system, 196–197
in Carlton Hospitality	Revenue per Available Room	Room key control system, 390
Worldwide, 132	(RevPAR), 16	Room keys:
in Choice Hotels International,	calculating, 39	assigning, 205
131	formulas for, 168–169	hard-key system, 392–393
and database interfaces, 158	PriceWaterHouseCoopers	issuing, 213
in InterContinental Hotels	prediction, 17–18	retrieving, 240
Group, 131–132	as sales indicator, 17–18	smart card, 391–392
systemwide, 147 true integration in, 158–159	Revenue potential, 172 Revenue realized, 172	Room key security, 390–393 Room rates, 197–202
types of, 135–136	RevPAR, see Revenue per	Humbart formula for, 199–200
using Global Distribution	Available Room	Internet offers of, 133–134
Systems, 132–133	Ritz-Carlton Hotel Company,	maximizing, 201–202
using Internet, 133–135	L.L.C., 318	occupancy patterns vs., 255–256
Residence Inn Company, 4	Ritz, Cesar, 3	optimal, 173
Residential hotels, market	Role playing:	rule-of-thumb method for,
orientation of, 15	as training technique, 350	198–199
Restaurants:	for training video, 372	types of, 200–201
promotional opportunities for,	Ronson, Terence, 391	verifying, using PMS, 212
366 sales, in night audit report, 284	Rooms, guest, 340–341 availability of, 195	Room rentals, 276–277, 285 Room report housekeeper's, 419
sales, total, 275	charges, 227, 275	Room revenues, 16
selling meals for, at front desk,	designed to meet special needs,	Room sales:
368–369	195	figures, 275
Revenue(s):	equipment/amenities of, 194	in flash report, 284
room, 16	layout/decor of, 194	in night audit report, 284
total, 278, 286	location of, 193	projections, 77
Revenue account, 224	price of, 195	and yield management, 174

role of front office in, 363-364

Room service: Sales associate(s): Services. See also specific types of promotional opportunities for, for banquet sales, 76 services shy, 202–203 in all-suites hotels, 19 sales, in night audit report, 276, Sales directors, see Marketing cycle of, 320 in extended-stay hotels, 19-20 and sales directors selling, 369 Sales indicators, 16–18 levels of, 18-20 Rooms forecasting, 141, 174 average daily rate, 16-17 promotional opportunities for, Room status, checking with PMS, occupancy percentages, 16 115, 116, 208, 210-212 RevPar, 17-18 Service America!, 309, 310 Room status module, 115, 116 yield percentage, 17 Service areas, 341 Rooms Division Executive, Sales-oriented front office, 365 Service management program, Certified, 28 Sales projections, 77 311, 319–328 Rooms division managers, see Sales taxes, 275 continued management of, 328 Assistant general managers Sansbury, Michael, 391 employees role in, 323-326 Royal Sonesta Hotel, 387, 403 Scheduling, of front office, 65–68 evaluation methods for, 327 Rule-of-thumb method for deter-Schultz, Ray, 4–5 and guest cycle/flow, 320–322 mining room rates, 198–199 Security, see Safety and hospitality management Security department(s), 382-384 training, 326–327 S contracted, 388-390 and moments of truth, 322 Saferale, Rizwan, 390 director of, see Director of Service quality, 8. See also Total Safety. See also Security security quality management (TQM) department(s) and emergency communication, Service strategy statement, department supervisors 400-403 313-317 responsibility for ensuring, and fire safety, 393-399 Sevchelles Islands, 399 406 goal of, 382 Sheraton, 4, 81 employee safety committee, and hospitality, 381 Sheraton Reading Hotel, 81 in-house, 388-390 Shift leader, 312 Shoulder time, 166 employee safety programs, interdepartmental 404-406 communication with, 82 Single-sheet printer, 106 and front desk positioning, 98 organization of, 384 Six Continents Hotels, 131 and hospitality, 381 PMS applications for, 121, 122 Skill demonstration, for training, liability risk of hotel, 386 and room key security, 390-393 350 Safety committee, 404–405 September 11, 2001 effects on, Sleeper, 196 Safety training programs, 406 Smart card, 391–392 **SMERF** SAFLOK, 390–391 Security department module, 121, Sales, 202-205. See also under (social/military/educational/r 122 Marketing; specific types, Security, director of, see Director eligious/fraternal) market, e.g.: Banquet sales 138 of security aptitude for, in employees, 339 Security Directors' Network, 403 Smith Travel Research, 135 charge, 278–279 Security escort services, 388 Snyder, Mark, 425 coaching for, 202–203 Self-actualization, 371 Social/military/educational/ Hospitality Sales & Marketing Self-check-in, 114, 216-218 religious/fraternal (SMERF) Association International, 135 September 11, 2001 terrorist market, 138 Opera Sales and Catering attacks: Software, for PMS, 103–105 effects in security department, SOPs (standard operating Sytem, 171 opportunities for, 203-204 82, 382 procedures), 342 promotional skills of and guest security, 388 Spas: employees, 338 and historical developments of promotional opportunities for,

the hotel industry, 9–10

367

and the related changes 270	Their of inventory 125 126	Trade in annuals for botal industry
and Spa-related charges, 278, 285–286	Theft, of inventory, 425–426 Theory X, 368, 369	Trade journals, for hotel industry career preparation, 28, 31
Special accommodations, in room	Theory Y, 368, 369	Traffic managers, 57
selection, 193	Third-party reservation web sites:	Trainers:
Staff, introductions to, 342	consumer's response to,	and professional attitudes, 354
Stafford, Leon, 14	134–135	teaching ability of, 353
Standard operating procedures	financial effects of, 135	techniques for, 349
(SOPs), 342	resale reservations through, 139	for training, 353–354
Starkov, Max, 134, 139	Thomson, Gary, 131	training of, 348
Starwood, 22, 200	Tickler files:	Training:
Starwood Hotels & Resorts	for marketing and sales,	and cross-training, 353
Worldwide, 4	122–123	duties of executive
Starwood Preferred Guest, 200	training, 351	housekeepers, 416–417
Statement of cash flows, 53	Time clocks module, 124	for emergencies, 403
Statler, Ellsworth M., 2	Tips, declared on night audit	employees with physical
Statlers, 1	report, 275	disabilities, 356
Stayovers, 144	Today's outstanding accounts	for empowerment, 326, 354
Sternberg, Lawrence E., 354	receivable, 286	in fire safety, 396
Stevens Hotel, 2	Toh, Rex S., 143, 144	Hands-on-training, for ADA
Sullivan, William, 97	Toiletries, 422	compliance, 430
Superfund Amendments and	Top down, 203	for hospitality management,
Reauthorization Act of	Total cash sales, 286	326–327
1986, 430	Total discounts, 286	on-the-job, 63, 350
Super 8 Motel, 390	Total outstanding accounts	personnel, 63
Supplies, Guest, 422–423	receivable, 286	safety training programs, 406
Surcharge rates, 277	Total paid-outs, 286	for sales, 202–203
Swig, Rick, 9	Total quality management	in salesperson skills, 372
SynXis Agent, 148, 177	(TQM):	trainers for, 348, 353–354
Systemwide reservation systems,	in delivering hospitality, 318,	Training programs, 345–353
147	319, 328–330	administering, 352–353
Т	example, 88–89	and job management skills, 345–346
Talihook Association, 390	historical development of, 8 and interdepartmental	and management, 347
Task identification, in training,	communication for	for point-of-sale front office,
345–346	hospitality, 328	372–373
Taxes. See also Sales taxes	and Patrick Mene, 318	step-by-step procedures for,
posting charges for, 229	role in effective	346–347
U.S. Tax Relief Extension Act	communications, 87	steps in, 347–352
of 1999, 8	used by general managers, 47	and task identification,
Tax Act, 8	Total restaurant sales, 275	345–346
Tax charges, 275, 277	Total revenue, 278, 286	Training Services, Educational
Tax cumulative total feature, 275	Total write-offs, 278, 286	Institute, 399
Taxable REIT Subsidiary, 8	Touch screen, for PMS, 113	Training tickler file, 351
Technological advances, in hotel	Tourists:	Transfers:
industry, 6, 7	ecotourists, 27	defined, 77
Telephone charges, 277, 285	travelers, 138–140	posting charges for, 230
Telephone initiation and	Tour, of property, 341	Transfer slip, 224
reception agreements, 348	TQM, see Total quality	Travel agent, 137, 140
Telephone operators, 56	management	TravelCLICK, 133, 170

for parking, 278

Travel directories, 139 Vending machines: Write-offs, total, 278, 286 Travelers, 138–140 cash from, 277 Wyndham Hotels & Resorts, 23 Travelers Aid Society, 247 in night audit report, 285 Traveler's checks, 246 Verret, Carol, 174 X xBase, 104-105 Travel Industry Association of Videos, for training, 351 America, 133–134, 256 VIP status, 155 Travelocity, 134 Visit frequency, in guest histories, Trends, customer, 24–27 254-255 Yesterday's outstanding accounts business travel, 26-27 Vista Hotel, 400 receivable, 286 discretionary income, 25-26 Visual alarm systems, 398 Yield: ecotourists, 27 calculating, 39 family/household size, 26 definition of, 171–173 female business travel, 26–27 Waldorf-Astoria, 2, 3, 54, 322 formula for, 172 leisure time, 25 Waldorf Hotel, 3 and optimal occupancy, 173 me/pleasure concept, 25 Waldorf Towers, 3 and optimal room rate, 173 Trial and error, training, 351 Walking a guest with a Yield management. See also Trial balance, 268–269 reservation, 212 Revenue management True integration, 158–159 Walk-in guests, 144 and forecasting room sales, Turgeon, Normand, 315 Watson, Bill, 330 174 Twin Bridges Marriott Motor Web-based check-in, 217 and revenue management, Hotel, 4 Web Sites, see Internet; Third-169 - 171party reservation web sites strategies for implementing, U Wester Union, 247 173 - 174Understays, 144 Wilson, Kemmons, 3–4 systems and procedures for, UniFocus, 312–313 Woodworth, R. Mark, 9 175 U.S. Environmental Protection Work experience, for hotel as term, 170 Agency (EPA), 429-430 industry careers, 29 use of, 169-171 U.S. Tax Relief Extension Act of Working supervisors, 44, 45 Yield percentage, 16, 17 1999, 8 Young, John W., 312, 314, 316, Workload, of room attendants, 416 Universal Studios, 391 323, 324 Upsell, 365 World Trade Center: 1993 bombing of, 400 Z September 11, 2001 attacks on, Zemke, Ron, 309, 310, 316, Valet charges, 285 see September 11, 2001 322-324, 327, 328 for dry cleaning/laundry, 277 Worldwide Reservation Center, Zero Defects, 418

Zip (postal) code, 253

4