INDEX

Access control, 221, 223
Accessibility, 441
Accor brands:
  business structure of, 18
  cost savings figures of, 28
Accounting, 80–81. See also Chief financial executive; Financial control
Active design concepts, 223
ADA, see Americans with Disabilities Act
Administrative law, 206
ADR (average daily rate), 306
The Advanced Seafood Handbook, 398
Advertising:
  and attribute evaluations, 329
  complimentary, 358
  and selling, 349
Affiliation and budgeting, 384, 385.
  See also Chains; Independent hotel(s)
Affiliative management style, 170, 171
Affinium software, 402
Age Discrimination Act of 1967, 212
Airport properties, foodservice at, 242
Alcohol. See also Food and beverage department
  blood levels, 297
  legal issues involving, 209
  management, 224
  Prohibition, 235
ALHI, business structure of, 18
Aliens, employment rights of, 445
Alliances, strategic, see Strategic alliances
Allie’s American Grill, 279
Alternative Cuisine, 259–260
Alternative medicine, 52–54, 56
Amenity spas, see Resort spas
Americans with Disabilities Act (ADA) of 1990:
  legal issues involving the, 212, 439–442
  signage compliance with the, 22, 25
Anglo-Saxon motivation model, 421
Anti-aging treatments, 63
Application service provider (ASP) model, 42
Architects, select of, 8
ASAP (Assaulted Staff Action Program), 230
ASP (application service provider) model, 42
Assaulted Staff Action Program (ASAP), 230
Assimilation, 421
Assistant banquet manager, 283
Assistant catering director, 282
Associates, employees as, 86–88
Association rules (in data mining), 401
Associations, national meetings of, 354–355
Attitude of customers, 321–322, 329
Attractive nuisance doctrine, 209
Attribute evaluations, 329
Authority:
  of chief financial executive, 374, 375
  in organizations, 74
Average check, 247
Average daily rate (ADR), 306
Average length of stay, 136, 137
Average room-night contribution, 16–17
Awareness, creating, 311–314
Baby boomers:
  impact of, 1–2, 423–424
  and spas, 58
Bacteria in food, 208
Banks, Robert, 220
*Banks v. Hyatt Corporation*, 220
Banquet business, 240
Banquet manager, 282–283
Banquet set-up manager, 283
BAR (best available rates), 342
Bar manager, see Beverage manager
Bar operations, trends in, 248–249
Bartenders:
role of, 283
turnover ratio of, 297
Bass brands, 18
Bearman v. University of Notre Dame,
219
Beckert, John, 270, 274
Bellagio, 453
Bell stand/staff:
in front office operations, 150–152
function of, 78
and guest information, 150
Benchstrength Management System, 111
Benihana, 266, 269
Bennigans, 279
Bergen, Victor, 266
Best available rates (BAR), 342
Best practices (for food and beverage), 253–264
cases/descriptions/implementation of, 255–258
champions in, 254, 264
and controlling costs, 261–262
and focus on product quality, 258–260
in restaurant design/conceptualization, 260–261
success of, 262–264
Best Western:
business structure of, 18
focus of, 19
Beverage clerk, 395–396
Beverage manager:
and employee relations, 296, 297
roles/responsibilities of, 236–237, 294–295
Beverage operations:
history of, 291–292
marketing/merchandising of, 295
organization/management of, 291–298
overview of, 292–294
and personnel management, 296, 297
trends in, 248–249, 296–297
Beverly Hilton, 268
BFOQ (bona fide occupational qualification), 212
Bice Ristorante, 266, 269
Birth certificate, 444, 445
*Bishop v. Fair Lanes Georgia Bowling*, 219
Black, Morgan, 297–298
Blimpies, 266
Blood alcohol levels, 297
Bloodborne pathogens, 187
Blueprints (architectural), 21–22
Boca Raton Resort and Club, 383
Bona fide occupational qualification (BFOQ), 212
Booking:
by director of catering, 288
group, 138–139
Internet, 339
and overbooking, 210
*The Bottomline*, 367
Boudouris, Inger, 145, 147–148
*Bristol Bar and Grill*, 271, 274
Bristol Hotel Company:
and contractual relationship, 278
and finance, 280–281
and Good Eats Grill, 267–275, 278
marketing of, 278–279
operating strategies of, 270, 274
and operations, 279–280
own restaurant brands, 270, 271
profit-loss comparison for, 280
in strategic alliance, 267–275
Bristol Suites, 268
British Columbia Telecom, 403
Budget(s):
chief financial executive and, 389
director of catering and, 290
engineering department and, 203, 204
for OS&E, 23
pre-opening, 23
reliable data for, 382
Budgeting and forecasting, 377–387
actual vs. budgeted costs, 380, 381
budgetary control in, 380, 381
difference between, 377–378
effects of affiliation, sales, and profitability in, 384–386
forecasting techniques in, 381, 384, 386
goal setting in, 379
literature review for, 382–383
Building operations, director of, see Chief engineer(s)
Building superintendent, see Chief engineer(s)
*Burlington Industries v. Ellerth*, 437
Business maintainer, GM as, 97–100
Business problem analysis (for Spa Mystique), 65–67
Branding:
in food and beverage service, 248
increasing importance of, 16
and reservations organizations, 17
and spas, 51–52
Brand loyalty, 36, 41, 47
The Breakers Hotel:
best-practices at, 253–255, 262
cross-training at, 243
food and beverage trends at, 248
restaurant design at, 260–261
Breakfast (free), 240
Bristol Bar and Grill, 271, 274
Bristol Hotel Company:
and contractual relationship, 278
and finance, 280–281
and Good Eats Grill, 267–275, 278
marketing of, 278–279
operating strategies of, 270, 274
and operations, 279–280
own restaurant brands, 270, 271
profit-loss comparison for, 280
in strategic alliance, 267–275
Bristol Suites, 268
British Columbia Telecom, 403
Budget(s):
chief financial executive and, 389
director of catering and, 290
engineering department and, 203, 204
for OS&E, 23
pre-opening, 23
reliable data for, 382
Budgeting and forecasting, 377–387
actual vs. budgeted costs, 380, 381
budgetary control in, 380, 381
difference between, 377–378
effects of affiliation, sales, and profitability in, 384–386
forecasting techniques in, 381, 384, 386
goal setting in, 379
literature review for, 382–383
Building operations, director of, see Chief engineer(s)
Building superintendent, see Chief engineer(s)
*Burlington Industries v. Ellerth*, 437
Business maintainer, GM as, 97–100
Business problem analysis (for Spa Mystique), 65–67
Communication and communication skills:
as a competency factor, 108, 109
and FOMs, 121–122, 125, 127, 151, 152
and GMs, 95, 100–101
and purchasing, 399
skills needed for promotions, 314
tips for, 312
Community involvement, 117
Compensation:
of financial executives, 371, 372
of salespeople, 312
suggested HR practices for, 453
and turnover, 449
Compensatory damages, 206, 208
Compensatory decision rule, 323–325
Competency model(s), 101–111
description of, 101–102
developing a lodging specific, 101, 110–111
key competencies, 108–110
using, 102–103
Competition:
and the engineering department, 192
between independent hotels and chains, 16
and the Internet, 339
in pricing, 334
Computer technology. See also Internet
in bell stand, 150–151
engineering management of, 197
and financial information, 203
Concern for community, 110
Concierge, 123, 143–150
Concorde, 18
Conference services, 316
Conjunctive decision rules, 328
Consistency in service delivery, 157
Constitutional law, 206
Construction financing, 9, 12–13
Consumer(s). See also Guest(s)
implications of decisions by, 328–331
online purchases by, 26–27
web site visits of, 29
Consumer decision rules, 321–334
compensatory decision rule, 323–325
conjunctive decision rules, 328
elimination-by-aspects decision rule, 327–328
exercise for, 331–334
lexicographic decision rules, 326–327
marketing implications of, 328–331
noncompensatory decision rules, 325–328
Consumer market (global), 14
Continuing treatment, 442–443
Contract(s):
franchise, 15
management, 15, 50, 278
negotiations, 406
to protect against losses, 226
and strategic alliances, 278
terms, 19
Controller, see Chief financial executive
Convenience Courts, 266
Conventions, 80
Convention service, 282
Coordination of activities:
and meetings, 82–86
in organizations, 75
Core values, 115–116
Cornell University, 297
Corporate accounts, 339, 342
Corporate headquarters (HQ), 336, 341
Corporate-level purchasing function, 398
Corporate pricing structure, 341–343
Cosponsorship of events, 359–360
Cost(s):
of acquiring new customers, 38, 319
actual vs. budgeted, 380, 381
best practices for controlling, 261–262
of branded distribution company, 19
energy, 199
and engineering department, 203, 204
food cost percentage, 247
of general contractor, 9
labor cost percentage, 247
marketing, 306
in pricing, 310, 334
savings of, 28
of spa construction, 61
trends in marketing, 306
of turnover, 430
Counseling, 103
Country Inns and Suites:
best-practices at, 253–255, 259, 263
food and beverage trends at, 248
Country Kitchen, 266, 269
Courage, 113
Courtyard by Marriott:
foodservice at, 242
as middle market brand, 268
portfolio composition of, 44, 45
CPTED, see Crime Prevention through Environmental Design
Creativity in pricing, 340
Crime:
and alcohol management, 224
crime-prevention program, 220
and criminal prosecution, 207
and environmental design, 221–224
interdisciplinary security plan case study, 230–231
key control and, 214
and parking facilities, 214, 217–218
and security, 214
Crime Prevention through Environmental Design (CPTED), 221–224, 226
Crisis management theory, 228
Critical thinking, 108, 109
CRM, see Customer relationship management
Cross-training of staff:
and the chief financial executive, 389–390
and foodservice, 243
Crowd management, 225
Crowne Plaza, 44, 45
CRS, see Central reservations service
CST, see Customer service training
Culinary arts degree, 244
Cultural diversity, see Diversity
Culture of the workforce. See also Diversity
and executive housekeeper, 189–190
as HR issue, 420–423, 426
information on, 286
Native American, 422
Customer(s):
attitude of, 321–322, 329
costs of acquiring, 38, 319
determining the best, 131
incentives for, 403
and incidents, 157–158
loyalty of, 38, 434
preferences of, 38, 39
requests of, 157
retaining, 317
specific preferences of, 156–157
targeting the wrong, 132

Customer relationship management
(CRM), 36–50
basics of, 37–40
brand loyalty vs., 41
changes needed to implement, 48, 50
"data-ownership dilemma" in, 37, 46–48
at Hilton Hotel Corporation, 113–114
and HR, 455
the potential of, 40–42
and structure of the lodging industry, 42–46
at Wyndham International, 49

Customer satisfaction:
and CRM, 38, 40
and marketing, 316–318, 337
and pricing, 337–338
rising, 319

Customer service training (CST), 59–60

Daily life:
of director of rooms, 173–174
of executive director of catering, 287–291
of the FOM, 127–131, 158–161
of the GM, 111–117
of the purchasing manager, 397
of revenue manager, 345–348
Damon’s, 266, 269

Data mining, 399–412
boundaries/limitations of, 410–411
examples of marketing use of, 402
guidelines for, 404–410
at Harrah’s, 402–403
industry applications for, 403–404
managerial implications of, 411–412
statistical modeling vs., 400–402
toolkit for, 401
"Data-ownership dilemma" (in CRM), 37, 46–48

Data sharing, 46
Data warehousing, 41
Dates (for group bookings), 138
David Green, 18
Davis, Pam, 149
Days Inns, 44, 259, 268
Day spas, 56, 62, 64
Decentralization of HR, 451–455
Decision rules, see Consumer decision rules
Decision trees (in data mining), 401, 408
Delegation:
to EOC, 83
and executive housekeeper, 177, 178
in housekeeping, 183
in organizations, 77
Del Frisco’s, 269
Delivery (of OS&E), 24–25
Delucchi, Annie, 144
Demand:
and length-of-stay, 136, 137, 140
in pricing, 334
and promotions, 313, 314
psychological determinants of, 411
for spas, 51–52, 58, 63
stimulating, 311–314
Democratic management style, 170
Demographics:
for data mining, 407
effects of, 1–2
of spa demand, 51, 58, 63
Denny’s, 266
Departmentalization in organizations, 74
Department of Labor (DOL), 442
Department Staffing Guide for housekeeping, 181–182
Descriptive statistics (in data mining), 401
Destination spas, 54, 55, 64
Developer(s):
for extended-stay hotel development project, 11–13
and offering solicitation document, 10
at risk dollars of, 11
role of, 6
Development agreement, 8
Differentiation, strategy of, 329–330, 345
Direct marketing, 313
Director of building operations, see Chief engineer(s)
Director of catering, see Catering, executive director of
Director of engineering, see Chief engineer(s)
Director of food and beverage, see Food and beverage, director of
Director of housekeeping, see Housekeeping, director of
Director of purchasing, see Purchasing director
Director of rooms, see Rooms, director of
Director of services, 167. See also Executive housekeeper
Direct selling, 311
Disabilities:
the ADA, 22, 25, 212, 439–442
and discrimination, 212
as HR issue, 426
Discrimination:
as HR issue, 425–426
legal issues for, 211–213
and preemployment medical tests, 440
Distribution channels:
central reservations service, 30–34
Expedia, 30–34, 36, 314, 339
Global Distribution Systems, 16, 26, 30, 314
hotel companies’ web sites, 32–36
Internet/online, 26–36, 314, 343, 344. See also Internet managing, 314–315
rates offered on electronic, 31–34
and reservation affiliations, 16
reservation cost by, 28
and revenue manager, 347
Travelocity, 30–34
Travelweb, 30–34
types of electronic, 30
WorldRes, 30–34
Diversification and price setting, 340–341
Diversity. See also Culture of the workforce
as HR issue, 421, 422, 425
management of, 189–190
role played by cultural, 3–4
Dobscha, Susan, 403
Documentation (and sexual harassment), 437–439
Doi, Mike, 146
DOL (Department of Labor), 442
Donations (charitable), 353–360
Doubletree:
food and beverage trends at, 248
portfolio composition of, 44, 45
strategic alliances of, 266
Downsizing, 70
Dram shop laws, 209
Driving under the influence (DUI), 297
Drucker, Peter, 307, 310
E. coli, 208
Eade, Vince, 418, 419, 425, 426, 428
EasyJet, 28
e-commerce technology:
and branded distribution company, 19
consumer use of, 26–27
and distribution channels, 16
Economy:
local, 6–7
national, 2, 3
Economy properties:
brand examples of, 268
foodservice at, 242
Education. See also Training
in beverage management, 297
of financial executives, 369–371
EEOC, see Equal Employment Opportunity Commission
Eisenberg, David, 53
Elasticity (price), 344–345
Eldercare, 424
Electrical systems, 196–197
Elevators:
design of, 223
systems, 197
Elimination-by-aspects decision rule, 327–328
Ellis, Susan, 64
Embassy Suites, 44, 45, 268
Employee(s):
as associates, 86–88
empowerment of, 60, 87, 126–127, 425
exempt, 213
hourly, 184–187
and increased profits, 132
relations with, 296, 297
satisfaction of, 430
spa, 60
Employment-at-will doctrine, 211
Employment law, 436–446
Age Discrimination Act, 212
Americans with Disabilities Act, 22, 25, 212, 439–442
Family and Medical Leave Act, 442–444
Federal Labor Standards Act, 213–214
Immigration Reform and Control Act, 444–446
Pregnancy Discrimination Act, 212
sexual harassment, 212–213,
436–439
Empowerment (of employees), 60, 87, 126–127, 425
Elasticity (price), 344–345
Eldercare, 424
Electrical systems, 196–197
Elevators:
design of, 223
systems, 197
Elimination-by-aspects decision rule, 327–328
Ellis, Susan, 64
Embassy Suites, 44, 45, 268
Employee(s):
as associates, 86–88
empowerment of, 60, 87, 126–127, 425
exempt, 213
hourly, 184–187
and increased profits, 132
relations with, 296, 297
satisfaction of, 430
spa, 60
Employment-at-will doctrine, 211
Employment law, 436–446
Age Discrimination Act, 212
Americans with Disabilities Act, 22, 25, 212, 439–442
Family and Medical Leave Act, 442–444
Federal Labor Standards Act, 213–214
Immigration Reform and Control Act, 444–446
Pregnancy Discrimination Act, 212
sexual harassment, 212–213,
436–439
Empowerment (of employees), 60, 87, 126–127, 425
The Encyclopedia of Fish Cookery, 398
Energy, 192–193, 198, 199
Engineering, director of, see Chief engineer(s)
Engineering department, 169–171, 191–205
and financial information, 199–205
function of, 79
history of, 191–192
interdisciplinary security plan case study, 230–231
issues in, 197–199
legal issues for, 209
organization chart for, 194
personnel in, 193–197
as staff function, 72
stimulus for change in, 192–193
"English-only" cases, 421
Entrepreneurs, GM as, 98, 100
Environmental design, 221–224
EOC, see Executive Operating Committee
E.piphany E.4 software, 402
Equal Employment Opportunity Commission (EEOC), 229, 439, 441
Equal-pay-for-equal work, 213
Equipment, 197–199
Equity investment funds, 9–10
European hotels, 16
Events, 359–360
Executive chef, 243, 393
Executive director of catering, see Catering, executive director of
Executive housekeeper, 183
organizational position of, 177, 178
personal account of, 188–191
reporting of, 425
role of the, 176–177
Executive Operating Committee (EOC), 83–85
Exempt employees, 213
Expedia, 314
and brand loyalty, 36
brands’ usage of, 30, 31
and controlling of rates, 339
as distribution channel, 30
rates available on, 31–34
Express check-out, 155–156
Extended-stay hotel development case study, 11–13
Fairfield Inn, 44, 45
Fairmont Hotels and Resorts, 336, 339, 342, 344
Fairness in the workplace, 436
Family and Medical Leave Act (FMLA) of 1993, 442–444
Faragher v. Boca Raton, 437
Farrell, Scott, 336, 344
FDA (Food and Drug Administration), 208
Feasibility study:
in extended-stay hotel development project case study, 11
and franchise selection, 8
for hotel development, 6–7
Federal Labor Standards Act (FLSA), 213–214
Fee(s):
architects, 8
franchise, 8
management companies, 10
Feldott, Mike, 267
Ferguson, Gray, 255
FF&E (furniture, fixtures, and equipment), 23
Financial control, 365–399
and budgeting/forecasting, 377–387
Index

467
General manager(s) (GM) (Continued)
contextual framework for the job of, 91–101
and courage, 113
daily life of, 111–117
and EOC, 83
and job demands, 93–95, 97
as leader of marketing, 320
leadership of, 98, 99, 111–112
managerial work roles of, 96–100
as operational controller, 98–99
as organizational developer, 98–100
and pricing, 310
and purchasing, 393
and relationship issues, 93
and respect, 112
in reverse organizational chart, 87
skills/characteristics of, 111–113
Sunset Hotels and Suites case study, 118
as top of field, 89
in typical hotel organization, 70
Generation X, 422
Genetic algorithms (in data mining), 401, 408–409
Gift card sales, 63
Global Distribution Systems (GDS), 314
and competitive advantage, 16
hotels’ use of, 26
as type of distribution channel, 30
Global industry, 64
Global market:
and branded distribution companies, 21
for hospitality, 14–15
GM, see General manager(s)
GoConcierge software program, 146
Golden Tulip, 18
Good Eats Grill, 269
contractual relationship with, 278
and finance, 280–281
menu for, 272
operating strategies of, 274
and operations, 279–280
profit-loss comparison for, 280
selection process for, 276, 278
and strategic alliance with Bristol Hotel, 267–275
Gouge ‘Em pricing method, 335
GRA (guest room attendant), 184
Grace Services, 266
Grand Cargo Café, 273
The Greenbrier, 264
apprentice program at, 243
best-practices at, 253, 254, 256, 260, 263
The Greenbrier Cookbook, 260
Group business, 134, 138–139
Growth goals, 17
Guarantees for reservations, 154
Guest(s). See also Consumer(s)
and increased profits, 132
stays, 126
surveys, 247, 317–318
Guest information:
and bell staff, 150
sources of, 124–125
Guest Quarters, 268
Guest relations:
and bell staff, 151
and director of food and beverage, 252–253
in front office operations, 156–158
and room attendants, 189
Guest room attendant (GRA), 184
Guest service cycle, 125–126
Habits (wasteful), 193
Halekulani Hotel, 146
Hampton Inns, 268
foodservice at, 242
portfolio composition of, 44, 45
Hardigree, Christian, 420, 421, 423–427
Hard Rock Café, 269
Harrah College of Hotel Administration, 244, 297
Harrah’s, 402–403
HBV (Hepatitis B virus), 187
Head houseman, see Senior housekeeping aid
Health care, 417–419
Health condition (serious), 442
Heating, ventilating, and air conditioning (HVAC), 196
Helms Brisco, 18
Hepatitis B virus (HBV), 187
Herzberg, Frederick, 435
Heterogeneity, 350
Heuristics, 322
HFTP, see Hospitality Financial and Technology Professionals
Hiding places, 223
Hilton:
Capitol Hilton, 148
as middle market brand, 268
Hilton brands:
business structure of, 18
portfolio composition of, 45
Hilton Corporation:
data mining at, 402, 405, 409
Holiday Inn Worldwide:
strategic alliances of, 266
Holzer, Charles, 147
Homewood Suites, 44, 45, 268
Homicide, 228
Honor bar, 238
Hospitality, definition of, 175
Hospitality Financial and Technology Professionals (HFTP), 368–369
Hostile work environment
harassment, 212, 436–438
Hotel administration degree, 244
Hotel choice, 321–334
Hotel company web sites, 30–36
Hotel design, 7
Hotel development process, 5–13
and architect selection, 8
and the development agreement, 8
Index

469

and equity investment funds, 9–10
extended-stay case study, 11–13
and the feasibility study, 6–7
and financing the project, 9
and franchise selection, 8
and general contractor selection, 9
and management company selection, 10
and ownership entity creation, 7–8
role of the developer in the, 6
The Hotel Industry Switching Company (THISCO), 31
Hotel market, 7
Hotel Reservation Network (HRN), 339
Hound Doggies, 248
Hourly employees, 184–187
Housekeeping, 167–169, 175–188
and bloodborne pathogens, 187
equipment/supplies required for, 23
and the executive housekeeper, 176–178, 183, 188–191, 425
formula for computing staff for, 180
function of, 78–79
interdisciplinary security plan case study, 230–231
legal issues for, 209–210
organization of, 177–183
origins of, 175–176
personnel/jobs in, 183–187
and the rooms department, 176
in rooms department, 176
and safety, 187
staffing/scheduling concerns for, 180–183
women in, 425
Housekeeping, director of, 393, 396
Housekeeping manager, 178, 183–184
Housemen, 283
Howard Johnson, 44
HQ, see Corporate headquarters
HR, see Human resources
HRN (Hotel Reservation Network), 339
Hubsch, Allen, 236
Human capital, 424–425, 427
Human resources (HR):
and beverage operations, 296
and competency models, 102–103
and culture of the workforce, 420–423, 426
and discrimination, 425–426
and diversity, 421, 422, 425
and employment law, 436–446
functional organization of, 80
future trends in, 417–428
and gender issues, 425, 426
legal issues for, 211–214
a new model for, 450–455
and older workers, 423–424
and opening a hotel, 26
and outsourcing, 419, 426–428
role of, in pricing, 340–341
and September 11, 2001 terrorists attacks, 456
and sexual orientation, 426
strategic importance/function of, 415, 416, 447–450
and technology, 455–456
and turnover, 429–435
and unions, 417–419, 422
HVAC (heating, ventilating, and air conditioning), 196
Hyatt, 268, 279
Hyatt Arlington Hotel:
best-practices at, 253, 254, 256, 262
restaurant design at, 261
Hyatt brands:
business structure of, 18
Hyatt Corporation:
Banks v. Hyatt Corporation, 220
Hyatt Hotel Corporation:
portfolio composition of, 44
Hyatt Hotels and Resorts:
portfolio composition of, 44
"Hygiene factors," 435
I-9 forms, 444, 445
IBM PC, 203
Immigrants, 419
Immigration and Naturalization Service (INS), 444
Immigration Reform and Control Act (IRCA) of 1986, 444–446
Impact study, 8
Implementation, 108, 109
Incentives, 315–316
Incident reports (guest), 157–158
Independent hotel(s):
and brand development, 15–16
and branded distribution companies, 17–21
and competition with chains, 14–21
conflicts of owners of, 20
ensuring competitive advantage of, 20–21
and franchise contracts, 15
and management companies, 15
and marketing, 319, 320
new market model for, 14–15
and reservation affiliations, 16–17
and technological change, 15
Industry consortium, 50
Industry knowledge, 108, 109
Information management and technology, 365–366. See also Technology
and data mining, 399–412
developments in, 367
and director of systems, 81
and purchasing, 399
and swift developments, 367
Injuries, 209
In-room bar, 238
INS (Immigration and Naturalization Service), 444
Inspection/repair, 209
Inspectress (inspector), see Floor supervisor
Installations (of OS&E), 25
Intangibility, 350
Intention to leave, 431, 432
Interdependence:
and cooperation, 83
in food and beverage operations, 244–246
pooled, 75
reciprocal, 75–76
sequential, 75
between subunits of rooms department, 79
Interdisciplinary security plan case study, 230–231
Interior graphics package, 25
Intermediate run job demands (on GM), 94–95, 97
International hotel industry, 42, 43
International law, 207
Internet. See also Web sites
consumer adoption of the, 26–27
as distribution channel, 26–36, 314, 343, 344
e-commerce, 16, 19, 26–27
effects of, 15
Index

internet (continued)
and marketing, 313, 319, 339–340, 343, 344
online-pricing analysis, 26–36
and pricing, 26–36, 338–340, 343–344
and rates by market segment, 32, 33
and reservations organizations, 17
training with the, 428

interpersonal skills:
as a competency factor, 108, 109
of GMs, 112

interviews, 25

intuition, 336–337

investigation of sexual harassment, 438–439

investment:
effects of new, 2–3
sources of capital for, 10

investors, 132

irca, see immigration reform and control act

isrow, adam, 146

issuing (product), 393

italianis, 259, 269

job demands (on GMs), 93–95, 97
job descriptions, 394–396
job satisfaction, 432
jockey boxes, 294
johnson, andre, 118
jordan, andrew, 49
jucha, Mitch, 65

jupiter media metrix:
on on-line travels sales, 27
on web site visits, 29

kem's cafe, 248
kettle restaurant, 279

key control:
and crime, 214
legal issues and, 210–211

KFC, 269

khan, shujaat, 148
kirwin, paul, 255
kitchen, 24
klampfer, francz, 257
knights inn, 44
konrad, alfons, 256
kotschevar, lendal H., 398

krism, 18

labor cost percentage, 247
landowners, 218–221
languages (spoken by workforce), 420–421

La Quinta, 268
larson, bruce, Jr., 227

Laundry department, 78, 178, 179
laundry manager, 184
laundry supervisor, 186

law(s). see also employment law;
legal issues
child labor, 213–214
classifications of, 206–207
dram shop, 209
sources of, 205–206

LCD USA, see Les Clefs d’Or USA
leach, robin, 145

leadership:

of chief financial executive, 373, 374
as a competency factor, 105, 109
of GMs, 98, 99, 111–112

leadership-competency model,

101–111
background for, 101–103
developing an industry-specific,

104–111
and guidance for HR, 102–103
and key competencies, 108–110
lodging competencies list for,

105–107, 109
using industry-wide, 110–111

leading hotels of the world, 18

le chatton, christophe, 257

legal issues, 205–214

age discrimination act, 212
Americans with disabilities act, 22, 25, 212, 439–442
and civil liability of landowners,

218–221
and classifications of law,

206–207
and employment law, 436–446
family and medical leave act, 442–444

Federal labor standards act, 213–214
for food and beverage, 207–209
for housekeeping/maintenance,

209–210
how the law works, 205–207
for human resources, 211–214

immigration reform and control act, 444–446
and the lodging industry, 207–214

Pregnancy discrimination act, 212
and sales, 211
and security, 214
and sexual harassment, 212–213,

436–439
and sources of law, 205–206

leisure market, 15

lending institution, 9

length of stay, 153

le Parker Meridien, 454

Les Clefs d’Or (LCD) USA, 146–149

lettuce entertain you, 269

level of Service (LOS) approach, 222

Lexicographic decision rules, 326–327

lexington, 18

liability:
and overbooking, 210
premise, 218–221
record of general contractor, 9
for sexual harassment, 437
and stolen property, 210
for workplace violence, 227

liebeck, Stella, 208

lighting, 214, 222

line functions, 71

line managers/executives:

authority of, 74
and HR functions, 451, 452, 455

linen room supervisor, 186

little Caesars, 266

loans:
in extended-stay hotel
development project, 12–13
for hotel construction, 9, 10

local economy, 6–7

lodging industry, structure of, 42–46
logos, 20

long run job demands (on GM), 94,

95, 97

LOS (Level of Service) approach, 222

lost/stolen guest property, 209–210

loyalty:

brand, 36, 41, 47
customer, 38, 434
and frequent-stay programs, 317
as HR issue, 422–423
program at harrahs, 402–403
rewards for, 339
and room selection, 153–154
McKeever, David, 242
The Meat Buyers Guide, 398
Media, 359–360
Medical certification, 443
Medical leave, 442–444
Medical spas, 56–57, 62, 64
Medical tests, 440–442
Meetings:
  and coordination of hotel activities, 82–86
  example of regular, 251
  of national associations, 354–355
  pre-shift, 127–128
  typical structure of, 85
Melon’s HR Solutions group, 453
Mentoring:
  and the chief financial executive, 388–390
  and competency models, 103
  by director of catering, 290–291
Menu(s):
  creation of, 289
  wireless electronic, 248
Mergers of unions, 416, 417
Middle market properties, 268
Mineral springs spas, 57
Mini-bar, 238
Minimum wage, 213
Miraval’s Life-in-Balance, 54
Mission statements:
  and GMs, 115–116
  Rancho Bernardo Inn, 115
Mississippi Region Affiliated Resorts (MRAS), 360
MOA Hospitality, 227
Mobil Travel Guide, 148
Model of turnover, 431, 432
Model room, 22
Modifications for disability, 441
Morris, Anna, 146
Motel 6, 268
Motivation, 421, 422
"Motivators," 435
MRAS (Mississippi Region Affiliated Resorts), 360
Mrs. Fields, 266
Mrs. Parks Café, 266, 269
Multi-attribute attitude model, 323–325
NACE (National Association of Catering Executives), 290
National Association of Catering Executives (NACE), 290
National Association of Meat Purveyors, 398
National economy:
  cyclical nature of, 3
  effects of, 2
National Executive Housekeeper’s Association (NEHA), 187
Native American:
  casinos, 419–420
  culture, 422
Natural surveillance, 221, 222–223
Nebel, Eddystone C., III, 72
Negligence:
  and alcohol service, 209
  in civil lawsuits, 206–207
  and key control, 210–211
NEHA (National Executive Housekeeper’s Association), 187
Neural networks (in data mining), 401, 408, 409
New York Restaurant Group, 266, 269
Night supervisor, 185–186
Nishi, Dave, 146, 147
Nonalcoholic beverages, 292
Noncompensatory decision rules, 325–328
Nonprofit organizations, 353–360
  classification of, 357
  control of donations to, 356–357
Nonsmoking rooms, 340
Norman, Ellis, 418–425
OLAP (online analytical processing) tools, 455
Older workers, 423–424
Olive Garden, 266, 269
On-call personnel, 428
Online analytical processing (OLAP) tools, 455
Online monitoring of room inventory, 338
Online-pricing analysis, 26–36
  of available rates, 31–34
  methodology/limitations of, 29–30
  recommendations based on, 34–36
  and results of previous studies, 27–29
  summary of findings of, 30–31
Opening a hotel, 21–26
  and architectural blueprints, 21–22
  and human resources, 26
  and interior graphics package, 25
  and the model room, 22
  and opening day, 26
  and operational supplies and equipment, 23–25
  pre-opening budget, 23
  and pre-opening staff plan, 22–23
  and third-party vendors, 25
Operating ratios, 246–247
Operational controller (GM as), 93, 94, 97–99
Operational supplies and equipment (OS&E):
  during opening of a hotel, 23–25
  purchasing/warehousing/delivery/installation of, 24–25
  and the role of the OPM, 21
Operations. See also Engineering department; Food and beverage department; Housekeeping; Rooms operations/department at Bristol Hotel Company, 279–280
  food and beverage, 71, 239–250, 291–298
  front office, 152–156
  GM as operational controller, 98–99
  managing food and beverage, 239–250
  sales link to, 349–350
  separation of ownership/operations, 20
  spa, 57–61
  and strategic alliances, 279–280
  trends in bar, 248–249
Operations project manager (OPM), 21–26
OPM, see Operations project manager
Orchard Inn, 227
Organization(s), 69–88
  authority in, 74
  of beverage operations, 291–298
  of catering department, 282–284
  charts for, 70, 78, 86–88, 178, 194, 293, 352
  classic, 69–72
  command in, 76–77
committees and hotel, 83–85
delegation in, 77
for food and beverage, 241–242
hotel, 177–178
modern, 72–73
for purchasing, 393
and reverse organizational chart, 86–88
and rooms operations, 70, 77–79
sales, 351–353
structure of, 73–76, 86–88
Organizational design, 73–86
functional, 77–82
and meetings, 82–86
and organizational structure, 73–76
static principles of, 76–77
Organizational developer (GM as), 97–100
Organizational stability, 95, 99
Organizational structure, 73–76, 454
Organization chart(s):
  for beverage department, 293
  for engineering department, 194
  hotel, 70, 78, 178
  reverse, 86–88
  of a sales department, 352
OS&E, see Operational supplies and equipment
OSHA standards, 187
Outrigger Hotel, 146
Outside the box thinking, 299–300
Outsourcing:
  and food service, 237
  of HR function, 426–428
  as HR issue, 419
Overbooking:
  legal issues and, 210
  and legal liability, 210
Overtime wages, 213
Owners:
  and CRM, 47
  as stake holders, 43
Ownership:
  and branded distribution companies, 17, 19
  and CRM, 48
  and REITs, 43
Ownership entity:
  creation, 7–8
  for extended-stay hotel development project case study, 12
Pacesetting management style, 171
The Packer 1990, 398
The Palm, 248
Palm Restaurant, 269
Paris Convention of 1883, 207
Park Avenue Café, 266
Parking facilities:
  and civil liability, 218–221
  and crime, 214, 217–218
  and environmental design, 221–224
  restrooms in, 223
  risk management solutions for, 217–227
  security of, 217–218, 220, 226
  and signs, 225–226
Park Place Entertainment, 453
Part-time workers, 428
Passport, U.S., 444
Payment for rooms, 154–155
Peacock Alley, 248
Pegasus/Rezolutions, 18
Percentage Increase pricing method, 335
Performance:
  appraisals, 103
  evaluating, 317–318
  as HR issue, 425, 427
Perishability, 349–350
Personalization:
  and CRM, 41
  in CRM, 40
  at Wyndham International, 49
Personnel:
  in beverage operations, 296, 297
  in engineering, 193–197
  food and beverage, 243–244
  in housekeeping, 183–187
  management, 296, 297
Personnel department, see Human resources
Phillips, Gregg P., 230
Physical dispersion, 75
Picks Food Courts, 266
Pied Piper pricing method, 335
The Pierre:
  best-practices at, 253, 254, 257, 263–264
  controlling costs at, 261–262
  purchasing at, 243
Pizza Hut, 266, 269, 279
Planet Hollywood, 269
Planning, strategic, see Strategic planning
Plumbing system, 196
Policy (well-written), 438
Pooled interdependence, 75
Portable bars, 238
Porters, 283
Positioning, 108, 109, 311
Post-traumatic stress disorder (PTSD), 230
Preemployment medical tests, 440–442
Preferences (customer), 38, 39
Preferred Hotels and Resorts Worldwide, 18
Pregnancy, 212
Pregnancy Discrimination Act of 1978, 212
Premise liability, 218–221
Priceline.com, 30, 314
Pricing, 334–345
  as art, science and intuition, 336–337
  comparison of online rates, 29, 31–34
  consistent, 35, 36
  creativity in, 340
  current criteria for, 336
  and diversification, 341
  elasticity in, 344–345
  human resources in, 340–341
  Internet, 26–36, 338–340, 343–344
  market-driven, 336
  online, analysis of, 26–36
  ownership of, 336
  and quality, 343–344
  role of technology in, 338–339
  setting, 310
  supporting/protecting, 341–343
  three forces of, 334
  traditional approach to, 334–336
  and yield management, 337, 344, 345
Privacy, 209
Private placement memorandum, 12
Problem-solving tool, 320–321
Produce Marketing Association, 398
Product brandings, 268, 269, 277. See also Branding
Productivity:
  distribution, 315
  sales, 312
  tips for marketing, 316
Quality:
in food and beverage department, 258–260
in food and beverage operations, 245
of lighting, 222
and pricing, 343–344
record of general contractor, 9
standards, 20
of water service, 196
Quality assurance training, 126–127
Quantity Food Purchasing, 398
Query tools (in data mining), 401
Quid pro quo sexual harassment, 212, 436–438
Quinn, Dennis, 141
Quintessentially, 145
Radio station, 359–360
Radisson, 268
Radisson Hospitality Worldwide: strategic alliances of, 266
Radisson Hotels Worldwide, 269
food and beverage trends at, 248
Jack Geddes, 27
Ramada Inn, 268
foodservice at, 242
portfolio composition of, 44
Rancho Bernardo Inn, 115–116
Randall, John, 266
Rate(s) (room):
active management of, 35
average daily rate, 306
best available rates, 342
category controls for, 134–136
clustering, 133–134
and group bookings, 138
length-of-stay controls for, 136–137, 140, 141
methods of setting, 335
online, 29, 31–34
and room selection, 153
verifying at check-in, 153
Ratio of beverage sales to food sales, 247
Real Estate Investment Trusts (REITs), 43
Reasonable accommodation, 439–442
"Reasonable duty of care," 437–438
Receiving, categories of, 393
Reciprocal interdependence, 75–76
Record maintenance, 454
Recreation supervisor, 186–187
Recruitment:
and competency models, 102
suggested new HR practice for, 453
Red Lobster, 269
Reengineering, 70, 71
Refrigeration, 197
Regent Hotels and Resorts, 253, 254
Regional organizations, 360
Registration, 126
Regression-type models (in data mining), 401
REITs (Real Estate Investment Trusts), 43
Relais and Chateaux, 18
Relationship building, 128, 130
Relationship issues, 93–95, 97
Relationship management, customer, see Customer relationship management
Remmington’s, 271, 273, 274
Renaissance:
portfolio composition of, 44, 45
Renaissance Sea World Resort:
foodservice at, 242
Request for Proposal (RFP), 284
Requests (customer), 157
Reservation(s):
affiliations, 16–17
analysis of online, 26–36
and available rates, 31–34
function of, 78
guarantees for, 154
in the guest service cycle, 126
legal issues and, 210
and legal liability, 210
and revenue manager, 347
Residence Inn, 44, 45, 268
Resort spas, 55–56, 61–62, 64
Resource allocator (GM as), 98, 99
Respect, 112
Respondeat superior, 207
Restaurant:
brands, 269
design/conceptualization, 260–261
increasing revenues at, 131–132
Restrooms, 223
Retaliation:
fear of, 438
and sexual harassment, 439
Retention rates, 319
Retirement, 424
Return on investment:
attention focused on, 2, 3
and engineering department, 192
and food service, 236

Revenues:
from food and beverage sales, 245–246
increasing restaurant, 131–132
managing, 315–316
maximizing customer, 37
revenue management game, 141–143
rising room, 319
spa, 50–51
of spas, 57–59
spa treatment type vs., 62–63

Revenue management, 337
Revenue manager, 345–348
Reverse organizational chart, 86–88
Reward systems, 103
RFP (Request for Proposal), 284
Risk management:
additional strategies for, 224–227
and alcohol management, 224
and civil liability, 218–221
and contractual provisions against loss, 226
and crime-prevention program, 220
and environmental design, 221–224
for public safety, 217–227
and security audit, 226
Risks of hotel developer, 13
Ritz-Carlton, 268
advertising at, 349
guest-histories at, 41
Riviera Hotel and Casino (Las Vegas):
food and beverage trends at, 248
foodservice at, 242
Roman Catholic Church, 72
Ronald McDonald, 348
Room(s):
nonsmoking, 340
selection of, 153–154
Room attendants, 283
guest contact skills of, 189
number needed, 180
standard for number of rooms cleaned by, 180
standard operating procedures for, 184
Room availability, 314–315
Room rates, see Rate(s) (room)
Rooms, director of, 173–174
Room service:
and Good Eats Grill, 279–280
as subunit, 80
trends in, 249–250
Rooms operations/department,
121–163, 176–177
bell stand’s role in, 150–152
concierge’s role in, 143–149
Coug Inn front desk case study, 162–163
daily life of the FOM, 127–131
director of rooms, 173–174
Disney Orlando resort hotels case study, 139–141
and engineering, 72
front desk’s role in, 152–156
functional organization of, 77–79
and group bookings, 138–139
guest relations, 156–158
legal issues for, 210–211
and length-of-stay controls, 136–137, 140, 141
as line operation, 71
new FOM case study, 161
personal experience in, 149–161
and rate category controls, 134–136
roles/responsibilities of the FOM, 124–127
the rooms department, 176–177
in typical hotel organization, 70
and yield management, 131–143
Roquefort, Guy de, 143–144
Ruth’s Chris Steakhouses, 266, 269
RyanAir, 28
Safes (hotel), 210
Safety:
additional strategies for, 224–227
and environmental design, 221–224
in housekeeping, 187
in parking facilities, 217–218
and violence in the workplace, 227–231
Sales, 348–253
and budgeting, 384, 385
for catering department, 284–286
compensation for, 312
from food and beverages, 245–246
of food and beverages, 245, 296
foodservice, 241
functional organization of, 80
legal issues for, 211
and link with operations, 349–350
management of, 351
marketing vs, 303, 313, 348–249, 353
online, 27
organization, 351–353
productivity tips, 312
and room models, 22
skills for, 311, 312, 314
and support staff, 349
training/turnover/sales analysis, 449–450
Sales per available seat, 247
Salmonella, 208
Sammons, Gail, 419–420, 426–428
Sara Lee, 266
Savoy group, 41
Scheduling:
concerns for housekeeping, 180–183
of meetings, 83–86
Schultz, Joanne, 255
Scoops Diner, 271, 273, 274
Seafood Business Magazine, 398
Seattle Sheraton Hotel and Towers case study, 353–360
Seattle Symphony, 359
Section housekeeper, see Guest room attendant
Section housekeeping aid, 184–185
Security, 171–173
audit for, 226
function of, 79
interdisciplinary security plan case study, 230–231
legal issues and, 214
location of personnel for, 223
patrols, 224–225
risk in parking facilities, 217–218, 220, 226
Security manager, 172
Segments, see Market segments (segmentation)
Self-management, 104, 105, 108–109
Senior housekeeper, see Floor supervisor
Senior housekeeping aid, 185
September 11, 2001 terrorist attacks, 391
effects of, 3, 13, 456
and HR, 456
Sequential interdependence, 75
Serious health condition, 442
Service business, 349–350
Service expectations, 116
Service process (for catering), 284–286
Service-profit chain, 434
Service vision (strategic), 95
Sexual harassment, 212–213, 436–439
Sexual orientation, 213, 426
Shareholders, 132
Sheraton, 268, 279, 336, 342
food and beverage trends at, 248
portfolio composition of, 44, 45
Sheraton Hotels:
foodservice sales at, 241
Shin, Caroline, 336, 337, 339–342
Short run job demands (on GM), 93–94, 97
Shula’s Steak House, 248
Sight lines, 218
Signage:
importance of in public safety, 225–226
and interior graphics package, 25
and opening a hotel, 22
at swimming pools, 186
Simultaneity, 350
Site for new hotel, 6
Six Continents, 44, 45
Sizing of spas, 61–63
Sleep Inn, 268
Small Luxury Hotels, 18
Smith, Mary S., 222
Social events, 355–356
Social Security card, 444, 445
Software:
Affinium, 402
data mining, 402, 406
E.piphany E.4, 402
GoConcierge, 146
for yield management, 338
Sold-out dates, 134–136
Sommelier, 283
SOPs (standard operating procedures), 184
Spa(s), 50–67
classification of, 54–57
demand for, 51–52, 58, 63
determining size of, 61–63
and the importance of health issues, 52–54
operations, 57–61
and revenue vs. treatment type, 62–63
segments in, 55–57
Spa Mystique business problem analysis, 65–67
trends in, 63–64
Space (and group bookings), 138
Spa Mystique business problem analysis, 65–67
Span of control, 74–75
Specialization of jobs, 73–74, 81, 82
Speed racks, 294–295
Spirituality, 426
SRS Hotels, 18
Stability (organizational), see Organizational stability
Staff functions, 74, 194
Staffing:
of beverage operations, 297
concerns for housekeeping, 180–183
formula for computing, 180
Staff plan (pre-opening), 22–23
Stair towers, 223
Standardized information systems, 46, 48
Standard operating procedures (SOPs), 184
Starwood brands, 339
business structure of, 18
food and beverage trends at, 249
portfolio composition of, 45
Starwood Corporation:
data mining at, 402
Starwood Hotels and Resorts Worldwide, 336
portfolio composition of, 44
Starwood W Hotels, 336
guest relations at, 156
lifestyle focus of, 309
and positioning, 311
State decis, 205
Statistical modeling, 400–402
Statutory law, 206
Steigenberger, 18
Sterling, 18
Stewards, 283–284
Stock prices, 3
Stolen property, 210
Stoner, Rod, 256, 264
Storeroom clerk, 395–396
Storeroom supervisor, 394–395
Strategic alliances, 265–281
Bristol Hotel/Good Eats Grill
example of, 267–275, 278–281
and contract relationships, 278
critical elements to consider for, 277
and finance, 280–281
and marketing, 278–279
and operations, 279–280
and product brandings, 268, 269
and profit centers, 131
selection process for, 275–278
table of, 266
value of, 265–267
Strategic planning:
by HR, 447–448
and long-range budgeting, 378
Strategic positioning, 108, 109
Strategic service vision, 95
Street, Gene, 267
Strength, weakness, opportunity, and threat (SWOT) model, 445
Stress management, 63
Structure:
business, 7, 15, 18, 19–20
of lodging industry, 42–46
organizational, 73–76, 454
Studebakers, 266
Study. See also Case studies
of budgeting/forecasting, 378, 384–387
of turnover, 434–435
Subcontracting, 286–287, 428
Succession planning, 103
Suites, 268
Summerfield Suites by Wyndham, 44
Summit, 18
SunRise Hospitality outside the box thinking case study, 299–300
Sunset Hotels and Suites case study, 118
Super 8, 44
Supply-chain management, 399
Supranational, 18
Survey(s):
of engineering department, 199–205
of financial/technology professionals, 368–377
guest, 247, 317–318
of lodging competencies, 106–107
Swimming pool(s):
  attendants, 186–187
  and civil suits, 209
SWOT (strength, weakness,
  opportunity, and threat) model,
  445
Systems, director of, 81
Taco Bell, 269
Taco John’s, 266
Target markets, 309
Task certainty, 74
Task integration, 74–75
Task similarity, 74
Technical specialists, 196–197
Technology. See also
  Data mining;
  Information management and
  technology
  in bell stand, 150–151
  and budgeting, 383
  and changes in the global market, 14–15
  and chief financial executives, 376
  and the concierge, 146
  and CRM, 39–42, 46
  e-commerce, 16, 19, 26–27
  effects of, 2
  and engineering department, 203, 204
  engineering management of, 197
  and financial information, 203
  and HR, 455–456
  role of, in pricing, 338–339
  video conferencing, 146
Telephone, 150
Tenure/performance philosophy,
  431
Testing of products, 396
Texas Instruments (TI), 348
T.G.I. Friday’s, 259, 266, 269, 279
Third-party vendors, 25
THISCO (The Hotel Industry
  Switching Company), 31
360-degree feedback, 103
Thurston, Robert, 144
TI (Texas Instruments), 348
TIAA (Travel Industry Association
  of America), 27
Tips:
  for communication/promotion,
    312
for distribution productivity, 315
for marketing, 309, 316
for pricing, 310
for sales productivity, 312
Title VII of the Civil Rights Act of
  1964, 212
Tomes, Denise, 230–231
“Total Rewards” loyalty program,
  402–403
Trademark protection, 207
Trader Vic’s, 266, 269
Training. See also Education
  for bell staff, 151
  for beverage operations, 297
  card-dealer, 422
  and competency models, 102
  cross-training, 243, 389–390
  customer service, for spas, 59–60
  and data mining, 409
  for front desk, 155, 156
  Internet, 428
  at Marriott, 87
  for new hotel hires, 25
  outsourcing of, 426–428
  and quality assurance, 126–127
  and sexual harassment, 437, 438
  and span of control, 74
  suggested new HR practice for, 453
  training/turnover/sales analysis,
    449–450
  and workplace violence, 228, 229
Transient rate categories, 134
Travel Industry Association of
  America (TIAA), 27
  Travelocity, 154
  as distribution channel, 248
  rates available on, 32–34
Travelodge, 44, 268
Travel patterns, 2
Travelweb:
  brands’ usage of, 30, 31
  as distribution channel, 30
  rates available on, 32–34
Treatment type (spa), 62–63
Trends:
  in bar operations, 248–249
  in beverage operations, 295–296
  in catering, 286–287
  in HR, 417–428
in marketing costs, 306
in spas, 63–64
TRUST, 18
Turnover, 429–435
  of beverage operations, 297
  causes of, 431, 432, 434–435
  and compensation, 449
  effects of, 433
  as HR challenge, 416
  negative outcomes of, 432–433
  training/turnover/sales analysis,
    449–450
UCC (Uniform Commercial Code),
  208
Unemployment, 429
Unica Corp., 402
Uniforms, 24
Uniform Commercial Code (UCC),
  208
Unions, 417–419, 422
Unity of command, 76–77
University of Nevada, 244, 297
Utell Flag International, 18
Vacation resorts, 2
Vacation Station program, 247–248
Value of spas, 61
Variance analysis, 203
Video conferencing, 146
Villager Lodge, 44
Violence in the workplace, 227–231
VIP levels, 154
Visualization tools (in data mining),
  401
Vizer, George, 256
Voice distribution channels, see
  Central reservations service
VRIO analysis, 445
Wages, 213–214
Waldorf-Astoria:
  best-practices at, 253, 254, 257, 264
  controlling costs at, 262
  food and beverage trends at, 248
  quality assurance training at,
    126–127
Wall Street, 3
Wal-Mart, 225
Walt Disney Orlando resort hotels
  case study, 139–141
Walt Disney World Marathon, 140
Walt Disney World Resorts and Theme Parks:
  best-practices at, 253, 254, 257, 263
  food and beverage awards at, 263
  restaurant design at, 261
Wasteful habits, 193
Water service, 196
Web sites. See also Internet for catering information, 287
  consumer visits to, 29
  hotel company, 30–36
Weighted additive model, see Multi-attribute attitude model
Wellness, 51–53, 55
Wentzell, Lloyd, 242
Werner, William, 417–419, 421, 424, 426, 428
Western Hotels, 266
Westin, 268
  focus of, 19
  food and beverage trends at, 248
  guest relations at, 156
  portfolio composition of, 44, 45
  Trader Vic’s, 266
Westin Century Plaza:
  Spa Mystique business problem analysis, 65–67
Westin Santa Carra:
  video conferencing at, 146
Wilbert v. Metro Park Dist. of Tacoma, 227
Wilson, Kemmons, 248
Winegardner & Hammons, 454
Wine steward, 283
WINet system, 402–403
Wireless electronic menus, 248
Wisniewski, Sandra, 230
Witnesses, 226
Women:
  as HR issue, 425, 426
  and spas, 51
Woods, Robert H., 419–427
Work performance, 425
Workplace violence, 227–231
Work roles, 96–99
Workstations, 152
WorldRes:
  brands’ usage of, 30–31
  as distribution channel, 30
  rates available on, 31–34
Wrongful discharge, 211
Wyndham:
  best-practices at, 253, 254, 257–259, 262
  business structure of, 18
  portfolio composition of, 45
Wyndham Hotels and Resorts, 44
Wyndham International, 44, 48, 49
Wyndham Luxury Resorts, 44
Yates, Sally, 146–147
Yield management, 131–143
  concepts of, 133
  Disney Orlando resort hotels case study, 139–141
  and financial health, 315
  goal of, 133–134
  and group bookings, 134, 138–139
  history of, 133
  and length-of-stay controls, 136–137, 140, 141
  obstacles to implementing, 132
  and pricing, 337, 344, 345
  and rate category controls, 134–136
  and revenue management game, 141–143
  software packages for, 338
Young, Cheri, 418–428