

# CONTENTS

Dedication .....	iii
Foreword .....	x
Preface .....	xi
Acknowledgments .....	xix
About the Authors .....	xx
Introduction .....	xxii

## SECTION 1 THE HOSPITALITY SERVICE STRATEGY ..... 1

### Chapter 1: The Basics of Wow! The Guest Knows Best

Hospitality Principle: Provide the service quality and value that guests expect. ....	3
<i>Guestology: What Is It?</i> .....	5
<i>The Guest Experience</i> .....	9
<i>Guest Expectations</i> .....	17
<i>Quality, Value, and Cost Defined</i> .....	20
<i>Lessons Learned</i> 23	
<i>Review Questions</i> 23	
<i>Activities</i> 24	
<i>Ethics in Business</i> 25	
<i>Case Study</i> 25	
<i>Additional Readings</i> 27	

### Chapter 2: Meeting Guest Expectations through Planning

Hospitality Principle: Focus strategy on the key drivers of guest satisfaction .....	31
<i>Three Generic Strategies</i> .....	32
<i>The Hospitality Planning Cycle</i> .....	38
<i>Assessing the Environment</i> .....	41
<i>What the Future May Hold</i> .....	43
<i>Assessing the Organization Itself: The Internal Audit</i> .....	56
<i>Developing the Service Strategy</i> .....	62
<i>Action Plans</i> .....	64
<i>The Uncertain Future</i> .....	68
<i>Involving Employees in Planning</i> .....	68
<i>Lessons Learned</i> 70	
<i>Review Questions</i> 70	
<i>Activities</i> 71	
<i>Ethics in Business</i> 71	
<i>Case Studies</i> 72	
<i>Appendix: Quantitative and Qualitative Tools to Plan for the Future</i> 74	
<i>Additional Readings</i> 78	



**Chapter 3: Setting the Scene for the Guest Experience**  
 Hospitality Principle: Provide the service setting that guests expect ..... 83  
*Creating the “Show”* ..... 84  
*Why Is the Environment Important?* ..... 93  
*A Model: How the Service Environment Affects the Guest* ..... 97  
     *Lessons Learned* 108  
     *Review Questions* 109  
     *Activities* 109  
     *Ethics in Business* 109  
     *Case Studies* 110  
     *Additional Readings* 111

**Chapter 4: Developing the Hospitality Culture: Everyone Serves!**  
 Hospitality Principle: Define and sustain a total service culture ..... 117  
*The Importance of Leaders* ..... 118  
*The Importance of Culture* ..... 121  
*Beliefs, Values, and Norms* ..... 126  
*Culture and the Environment* ..... 128  
*Communicating the Culture* ..... 131  
*Changing the Culture* ..... 141  
*What We Know About Culture* ..... 142  
     *Lessons Learned* 143  
     *Review Questions* 143  
     *Activities* 143  
     *Ethics in Business* 144  
     *Case Study* 144  
     *Additional Readings* 145

**SECTION 2 THE HOSPITALITY SERVICE STAFF ..... 149**

**Chapter 5: Staffing for Service**  
 Hospitality Principle: Find and hire people who love to serve ..... 151  
*The Many Employees of the Hospitality Industry* ..... 152  
*Loving to Serve* ..... 155  
*The First Step: Study the Job* ..... 157  
*The Second Step: Recruit a Pool of Qualified Candidates* ..... 163  
*The Third Step: Select the Best Candidate* ..... 178  
*The Fourth Step: Hire the Best Applicant* ..... 185  
*The Fifth Step: Make the New Hire Feel Welcome* ..... 187  
*The Sixth Step: Turnover—Selecting People Out of an Organization* ..... 187  
*Employing the Best to Serve Your Guests* ..... 189  
     *Lessons Learned* 189  
     *Review Questions* 190  
     *Activity* 191  
     *Ethics in Business* 191  
     *Case Studies* 192  
     *Additional Readings* 193



**Chapter 6: Training and Developing Employees to Serve**

Hospitality Principle: Train your employees, then train them some more ..	197
<i>Employee Training</i> .....	199
<i>Developing a Training Program</i> .....	203
<i>Training Methods</i> .....	206
<i>Challenges and Pitfalls of Training</i> .....	216
<i>Employee Development</i> .....	219
<i>Lessons Learned</i>	223
<i>Review Questions</i>	223
<i>Activities</i>	224
<i>Ethics in Business</i>	224
<i>Case Studies</i>	225
<i>Additional Readings</i>	226

**Chapter 7: Serving with a Smile: Motivating Exceptional Service**

Hospitality Principle: Motivate and empower your employees .....	229
<i>Motivating Employees</i> .....	230
<i>The Needs People Have</i> .....	232
<i>The Rewards People Want</i> .....	235
<i>Rewarding Employees for Performance</i> .....	243
<i>Linking Performance and Rewards</i> .....	244
<i>Clarifying Employees' Roles</i> .....	245
<i>Setting Goals</i> .....	247
<i>Providing the Right Direction</i> .....	249
<i>Motivation, Employee Satisfaction, and Guest Satisfaction</i> .....	256
<i>Lessons Learned</i>	258
<i>Review Questions</i>	258
<i>Activities</i>	259
<i>Ethics in Business</i>	259
<i>Case Studies</i>	260
<i>Additional Readings</i>	262

**Chapter 8: Involving the Guest: The Co-Creation of Value**

Hospitality Principle: Empower guests to co-create their experiences .....	265
<i>Guests Co-Create Value</i> .....	266
<i>The Guest Can Help!</i> .....	268
<i>Strategies for Involving the Guest</i> .....	269
<i>Determining When Guest Participation Makes Sense</i> .....	280
<i>One Last Point: Firing The Guest</i> .....	284
<i>Lessons Learned</i>	287
<i>Review Questions</i>	287
<i>Activity</i>	288
<i>Ethics in Business</i>	288
<i>Case Study</i>	289
<i>Additional Readings</i>	290



## SECTION 3 THE HOSPITALITY SERVICE DELIVERY SYSTEM . . . 295

### Chapter 9: Communicating for Service

Hospitality Principle: Glue the guest experience elements together with information. . . . .	297
<i>The Challenge of Managing Information</i> . . . . .	298
<i>Information and the Service Product</i> . . . . .	301
<i>Information and the Service Setting</i> . . . . .	304
<i>Information and the Delivery System</i> . . . . .	307
<i>Decision Support Systems</i> . . . . .	313
<i>The Hospitality Organization as an Information System</i> . . . . .	320
<i>Lessons Learned</i> 324	
<i>Review Questions</i> 324	
<i>Activities</i> 325	
<i>Ethics in Business</i> 325	
<i>Case Studies</i> 326	
<i>Additional Readings</i> 327	

### Chapter 10: Planning the Service Delivery System

Hospitality Principle: Provide seamless service delivery . . . . .	331
<i>Planning and Designing the Service Delivery System</i> . . . . .	332
<i>Developing The Service Delivery System</i> . . . . .	335
<i>Planning Techniques</i> . . . . .	341
<i>Targeting Specific Problem Areas in Service Delivery Systems</i> . . . . .	355
<i>Lessons Learned</i> 362	
<i>Review Questions</i> 362	
<i>Activities</i> 363	
<i>Ethics in Business</i> 363	
<i>Case Studies</i> 364	
<i>Additional Readings</i> 365	

### Chapter 11: Waiting for Service

Hospitality Principle: Manage the guest's wait . . . . .	369
<i>When the Wait Begins</i> . . . . .	370
<i>Capacity and Psychology: Keys to Managing Lines</i> . . . . .	371
<i>Queuing Theory: Managing the Reality of the Wait</i> . . . . .	375
<i>Managing the Perception of the Wait</i> . . . . .	385
<i>Service Value and the Wait</i> . . . . .	390
<i>Lessons Learned</i> 391	
<i>Review Questions</i> 392	
<i>Activities</i> 393	
<i>Ethics in Business</i> 393	
<i>Case Studies</i> 394	
<i>Appendix: The Mathematics of Waiting Lines</i> 396	
<i>Additional Readings</i> 398	

<b>Chapter 12: Measuring and Managing Service Delivery</b>	
Hospitality Principle: Pursue perfection relentlessly .....	401
<i>Techniques and Methods for Assessing Service Quality</i> .....	403
<i>Measuring Service Quality After the Experience</i> .....	415
<i>Finding and Using the Technique that Fits</i> .....	427
<i>Lessons Learned</i> 429	
<i>Review Questions</i> 429	
<i>Activities</i> 430	
<i>Ethics in Business</i> 430	
<i>Case Studies</i> 431	
<i>Additional Readings</i> 432	
<b>Chapter 13: Fixing Service Failures</b>	
Hospitality Principle: Don't fail the guest twice .....	437
<i>No Perfect Service Systems</i> .....	438
<i>Service Failures: Types, Where, and Why</i> .....	440
<i>The Importance of Fixing Service Failures</i> .....	443
<i>Dealing with Service Failures</i> .....	449
<i>Recovering from Service Failure</i> .....	452
<i>Lessons Learned</i> 462	
<i>Review Questions</i> 462	
<i>Activities</i> 463	
<i>Ethics in Business</i> 463	
<i>Case Studies</i> 464	
<i>Additional Readings</i> 469	
<b>Chapter 14: Service Excellence: Leading the Way to Wow!</b>	
Hospitality Principle: Lead others to excel .....	475
<i>What Does the Guest Want?</i> .....	476
<i>Strategy</i> .....	476
<i>Staffing</i> .....	481
<i>Systems</i> .....	486
<i>Hospitality and the Future</i> .....	487
<i>Leaders and the Future</i> .....	489
<i>It Begins—and Ends—with the Guest</i> .....	494
<i>Lessons Learned</i> 494	
<i>Review Questions</i> 495	
<i>Activities</i> 496	
<i>Ethics in Business</i> 496	
<i>Case Studies</i> 497	
<i>Additional Readings</i> 499	
Glossary .....	501
Index .....	509