

# INDEX

## A

Acceptance zone, compliance with  
directives, 253

Accreditations, hospitality industry, 337

Achievement needs, 234–235

Action plans, 39, 64  
design day, 65–66  
integration, 68  
key areas, 65  
yield management, 66–68

Activity time estimates,  
PERT/CPM, 352

Activity-event analysis,  
PERT/CPM, 351

Activity-event sequencing,  
PERT/CPM, 352

Adia, Ferran, 154

Advancement opportunity, 220–221

Advantica Restaurant Group, Inc. 142

Advertising  
organizational culture norms, 127  
recruitment, 170, 171–172

Air rage, 285

Airline departure delays, fishbone  
analysis example, 347–349

Airline industry  
aggressive passengers, 285–286  
service failures, 439–440  
yield management planning, 66, 67

Airport check-in, multi-channel,  
single-phase queue, 378

Albrecht, Karl, 201

Ambient conditions, environment, 98

American Customer Satisfaction Index  
(ACSI), 4

American Hotel and Lodging Association  
Educational Institute, 206–207  
Green Guidelines, 49, 50  
recruitment, 174  
self-study material, 215

American Management Association,  
applicants' reading and  
math skills, 215

"America's 50 Best Corporations for  
Minorities," Denny's Restaurants,  
142

Anxious wait, vs. relaxed wait, 386

Appearance, organizational culture norms,  
128

Application form, 179–180

Apprenticeship program, 208

Arby's, 356

Architecture, themed service setting,  
87–91

Arrival and service times, 384

Arrival patterns, 373, 375

Artifacts, environment, 103

Ashforth, B. E., 247

Assessment center, KSA measurement, 184

Associations, recruitment, 170

*At America's Service* (Albrecht), 201

At-home training, 207, 215

ATMS, language, 16

Audio-animatronic creations, 103

Audiovisual training, 207, 212–213

Authority, exercise of vs. authoritarian  
behavior, 249

Authority-acceptance theory, 249

Avenger, service failure, 448

## B

Baby boomers, 43, 44

Back-of-the-house employees, 154, 155

Bad-mouthing, 447, 448

Bannon, Joseph, J., 295

Barnard, Chester, 250

Barnum, P. T., 99

Basic guest expectations, 477

Beef and Reef Restaurant, case study, 225

Behavioral change, training effectiveness,  
217

Behavioral integrity, 255

Behavioral interviews, 180

Beliefs, organizational culture, 126

Benchmark organizations, 19

Bennis, Warren, 475

Berkshire Hathaway, 35

Berry, Len, 19, 63, 198, 201, 395

Berry's five training principles, 201

Best Companies to Work For list (2009),  
176

Best performers, study of, 159

Betucci's Restaurants, 255

Bezov, Jeff, 297

Bingtravel, 306

Bitner, Mary Jo, 97, 104, 198

Blanchard, Ken, 31, 229

Blanchard, Scott, 31

Blog sites, 267

Blueprinting  
example, 343  
service diagramming, 342–345

Body language, as complaint, 451

Boredom, reducing, 239

Bowen, David, 268

Brainstorming, 43, 74, 76

Brand image, 34

Brand name, 34

Branding  
combination, 36–37  
differentiation, 33–36  
low-price strategy, 33, 36

Brindell, Walter, 309

Brinker, Norman, 1, 18, 137, 183, 219, 239,  
469

Brinker International, mail/web  
surveys, 421

British Airways, complaints and  
customer loyalty, 447

Brown, Stephen W., 10, 446, 447

Buffet, self-service, 269, 274

Buffet, Warren, 35, 40

Burger King, poka-yoke use, 359

*BusinessWeek*, best service rating, 4

## C

Cable, Daniel M., 151

Caesar's Palace, Las Vegas, 89

Cain, Herman, 1

Call-back file, applicants, 178

Capacity, 479  
decisions, 372–375  
planning, 65  
and waiting, 371

Capacity-and-demand balance, 385

Caparella, John, 447

Capital suppliers, 53

Car rental agencies, self-service, 282

CareerBuilder, 173

Career paths, 220–221

Carlzon, Jan, 13, 201, 202

- Case studies
- Beef and Reef Restaurant, 225
  - Doug's Fried Chicken, 144
  - Downtown Hotel, 110
  - Eastern States Air, 25–26
  - Farney Spa and Fish Camp, 260–261, 465
  - Fine Family Motels, 326
  - Flint Hill Beef and Lamb, 226
  - Grand Gaudeaux Cruise Lines, 395
  - Happy's Restaurant, 431–432
  - Hartsell Hotels, 260
  - Hillsbrook Lodge, 468
  - Hospitality Inn, 364–365
  - Hotel Kitchen, 497–498
  - International Restaurants, 326
  - Jubilee Hotels Corp., 261
  - Letter of Complaint, 466–467
  - Long Stay Suites, 192
  - Management Seminar, 499
  - Millionaire Hotels, 498–499
  - Pizza-to-Go, 464–465
  - Regal Five-Star Hotel, 192
  - Silver Slipper fine-dining restaurant, 110–111
  - Super 10 Suites, 431
  - Thusly Manor, 394
  - Windenwaves*, 289
- Casinos
- chips, embedded information, 305
  - guest participation, 273
- Cast member, Disney World, 132, 246
- Centralized reservations, 310
- Certifications, hospitality industry, 337
- Choice Hotels, ResCoach CD training, 214
- Classroom training, 207, 210
- Club Med, 13
- Coaching, 207–208
- Co-creating, 266
- Cognitive responses, to servicescape, 106–107
- Colleges, recruitment, 170
- Colonial Williamsburg, 85, 89, 90
- Comment cards, 398, 410, 417–420
- disadvantages, 420
- Communication
- and effective managing, 251
  - organizational culture, 131–141
- Communication cues, 299
- Compact fluorescent lamps, 50
- Competencies, identification, 160–161
- Competency-based approach, disadvantages, 160–161
- Competency-oriented training, 205
- Competition
- changing, 52–53
  - meeting, 7
  - recruitment, 177–178
- Complaint Is a Gift, A: Recovering Customer Loyalty When Things Go Wrong* (Barlow, Moller & Hsieh), 445
- Complaints
- case study letter, 466–467
  - as monitoring device, 451
  - top 10, 19
  - value of, 445
- Computer-assisted instruction, 207, 214
- Condo-hotels, 51
- Coney Island, people watching, 271
- Conserve/EPA Energy Star
- Challenge, 40
- Consumer Reports*, 4
- Content mastery, training effectiveness, 217
- Continuous improvement, 302
- Convention planning, PERT/CPM
- example, 352–354
- Cook-your-own restaurants, 282
- Coping with stress, 239
- Co-production
- advantages of, 273, 274, 283
  - disadvantages of, 275–277, 277, 283
  - failure cost, 277–278
  - firing the guest, 284
  - guest experience, 266, 268
  - guest participation, 272–273
  - value, 280–281
- Core competencies, 39, 56–57
- Cornell Hotel Society, 174
- Cost, of quality, 20–21
- Cracker Barrel, gift shop POS, 321
- Credibility, and word of mouth, 448
- Critical incidents, 14
- behavioral interview, 180–181
  - service failures, 444
  - surveys, 422–423
- Critical path, PERT/CPM, 350
- identification, 352
- Critical skills, Berry's training principles, 202
- Cross-functional structure, functional organization design, 360, 361
- Cross-functional training, 207, 209–210
- Cross-selling, 310–311
- CruiseWest, 460, 461
- Culture. *See* Organizational culture
- Culture Committee, Southwest Airlines, 140–141
- Customer action, service planning, 346
- Customer aggression, 285
- Customer defections, lost revenue, 443–444
- Customer failures, 441–442
- Customer identification and targeting, 316
- Customer lifetime value, 444–445
- Customer-provided information, 305
- Customer request failures, 441
- Customer surveys
- forecasting, 74
  - and key drivers, 63
- Customer/service provider relationships, 16
- D**
- Daily count system, 312
- Darden Restaurants, 40, 51, 58, 60
- internal employee search, 166
  - POS system, 311
  - training videos, 213
- Data mining, 315
- Day, R. L., 445
- Decision support systems (DSS), 313–314
- collaborative filters, 316–317
  - customer identification and targeting, 316
  - data mining, 315
  - information overload, 317
  - market segmentation, 315–316
  - modeling, 314
  - statistical analysis, 314–315
- Deep acting, service interaction, 162
- Delivery system, information, 307–313
- Delphi technique, 41, 74, 76
- Delta Airlines, information system, 321
- Demand pattern, wait planning, 371
- Demographics, changing, 43–44
- Denny's Restaurants, organizational culture change, 141–142
- Design day, 65–66
- Destination Marketing Association
- International, environmental program, 50
- Differentiated product, 32, 33
- Differentiation strategies, 33–36, 282
- Digital thermostats, 50
- "Disney Look," organizational culture, 128
- Disney Magic Cruise, 35
- Disney Magic Kingdom, 89, 92, 94
- entertainment control system, 92–93
  - space layout, 99
- Disney Smellitzer machine, 105
- Disney World. *See* Walt Disney World
- Disney, Walt, 83, 117, 118, 219, 239
- Disneyland Paris, 35
- Disneyland Park, 38
- Disney's Animal Kingdom, 50
- Distributive justice, 453–454
- Diversity
- employees, 167–169
  - training, 216
- Domino's Pizza, 444
- Dorney Park, wow experience, 479
- Dorothy Lane Market, customer identification, 316
- Doug's Fried Chicken, case study, 144
- Downtown Hotel, case study, 110
- Drive-thru, single-channel, multi-phase queue, 378
- Drucker, Peter, 248
- Drug tests, job applicants, 185
- DVD training, 213, 214

**E**

Eastern States Air, case study, 25–26  
 Econometric models, forecasting, 43, 74, 75  
 Economic forces, changing, 51–52  
 Economic ordering quantity (EOQ) model, 302  
 Education, formal, 221–222  
 El Bulli, Spain, 154  
 Electronic customer comment card, 421  
 Electronic data interchange (EDI), ordering, 302  
 Embassy Suites, service guarantee, 411  
 Emotional labor, 162, 247  
 Emotional relationship, 163  
 Emotional responses, to servicescape, 107–108  
 Employee action failures, 441  
 Employee development, 219–223  
 Employee referral programs, 176 recruitment, 170  
 Employee satisfaction environment, 95 and performance, 256–257  
 Employee training, 199. *See also* Training challenges, 216–219  
   Disney World Resort, 200–201  
   methods, 206–216  
   program development, 203–206  
   Scandinavian Airline Services (SAS), 201  
   Starwood Hotels, 199  
 Employees, 152–153  
   appearance, 103  
   directives compliance, 251–253  
   diversity, 167–169  
   empowerment, 15, 240–243  
   goal setting, 247–249  
   in guest experience assessment, 410, 414  
   hiring, 178, 185–187  
   key characteristics, 161–163  
   motivating, 230  
   on-boarding, 187  
   planning involvement, 68–69  
   preconditions for authority acceptance, 250–251  
   recruiting, 163–178  
   referral source, 175–176  
   rewarding, 231–239  
   role clarity, 245–246  
   satisfaction and performance, 256–257  
   search strategies, 166, 169  
   service recovery, 450  
   support services, 154  
 Employment agencies, recruitment, 170  
 Empowerment, 15, 240–241  
   degrees of, 242–243  
   implementation, 241–242  
   limitations, 242  
   unintended consequences, 243  
 Energy Star appliances, 50

Entertainment, 84  
 Entertainment control system (ECS), Disney Magic Kingdom, 92–93  
 Environment  
   and organizational culture, 128–131  
   leadership in changing, 255  
 Environment assessment, 39, 41–43  
   factors, 42  
 Environmental Green Plan, energy use, 50  
 Environment-user relationship, 97  
 Epcot, Walt Disney World, 60, 101  
 Equity theory, 253  
 Error detection, and improvement, 359  
 Ethics  
   appearance standards, 144  
   in co-production process, 288  
   customer manipulation, 224  
   guest behavior, 25  
   Internet complaints, 325  
   pay plan motivation, 259–260  
   safety measures cost, 363  
   screening process, 191  
   server tips, 430  
   service and profit, 496  
   service recovery strategies, 463–464  
   theming, 109–110  
   wait line fairness, 393  
 Evangelists, satisfied customers as, 449  
 Excellent service  
   characteristics, 63–64  
   employee selection, 189  
 “Excellent show,” 491  
 Expectancy theory, 244  
 Expectations, 17–19  
   meeting, 5–6  
 ExpressJet, 439  
 External candidates  
   recruiting and hiring, 166–169  
   search strategies, 169–178  
   sources, 170–171  
 External training, 204  
**F**  
 Facebook, 173  
 Fairfield Inns, scorecard, 421  
 Fairmont Hotels & Resorts, recognition program, 238  
 Fairness, perceptions of, 455  
 Fantasy themes, 85  
 Farney Spa and Fish Camp, case studies, 260–261, 465  
 FASTPASS™, 379–381  
 Fatigue, reducing, 239  
 Feedback, guest needs, 480  
 Financial incentives, 237  
 Financial rewards, 236, 237  
 Fine Family Motels, case study, 326  
 Firing the guest  
   abruptly, 286  
   abusive situations, 285–286

guidelines, 285  
   subtle, 286  
 First hour guest count, 312  
 First-come, first-served, 360  
 Fishbone analysis, service problem planning, 347–349  
 Flint Hill Beef and Lamb, case study, 226  
 Focus groups, 43, 74, 76  
   service quality, 404, 416, 425  
 Folkways, 128  
 Fondue Restaurant, 16  
 Food Network, 96  
 Forcecasting, 32  
   approaches, 74  
 Forecast demand analysis, 356  
 Formal employee queries, service quality, 414  
 Formal group, 233  
 Formalized learning, 202  
 Four Seasons, internships, 175  
 Fraser, Chris, 38  
 Frequent guest lists, 308  
 Fresh food, information, 302–303, 308  
 FreshPoint, Florida produce, 302, 303  
 Front desk manager, KSAs, 158  
 Fun, at work, 239  
 Functional congruence, environment, 101–102  
**G**  
 Gates, Bill, 297  
 Gaylord Hotels, 14, 40, 95–96  
   complaints response, 447  
   organizational culture, 131, 135–136  
 Gaylord Palms Resort, 178  
   employee learning, 202  
   internal promotions, 221  
 General mental ability (GMA), 183  
 General purpose system simulator (GPSS), 355  
 Generation X, 44  
 Generation Y, 44, 45  
   characteristics, 45–46  
 Giacotto, Pierre-Louis, 309  
 Gilmore, James H., 9  
 “Give Kids the World” foundation, Disney, 491  
 Goal setting, 247–249  
 Golden Arches, 34  
 Google, Page-Rank relevance, 320  
 Google Earth, produce tracing, 308  
 Grand Gaudeaux Cruise Lines, case study, 395  
 Grand Lisboa, 41  
 Graves, Michael, 88  
 Great Place to Work Institute, Southwest Airlines, 141  
 Green Guidelines, 49, 50  
 Green Hotel Association, 49  
 Gremmler, Dwayne, 14

- Gross, T. Scott, 151, 153, 155, 161, 177, 178, 197, 223
- Groupon web site, 270
- Guest expectations, 17–19  
environment, 94
- Guest experience, 9–10  
aspects of 5  
components of, 11  
employee contact, 152–154  
quality of, 20  
service delivery system, 10  
uniqueness and similarity, 10–11  
value of, 20  
waiting, 370–371
- Guest feedback, service problems and training, 204
- Guest focus groups, 404, 416, 425
- Guest interaction, service planning, 346, 346–347
- Guest mood, environment, 94
- Guest participation, 269  
commitment building, 283  
co-production, 272–273  
cost saving, 281–292  
differentiation strategy, 282  
invitation guidelines, 284  
time and control, 281  
while waiting, 280
- Guest promise, keeping, 488–489
- Guest responses, environment, 97–98
- Guest satisfaction  
and employee satisfaction, 257  
key drivers, 40, 63
- Guest-centric view, 266
- Guest-created service failures, 441–442
- Guestologist, 6  
service failure response, 442
- Guestology, 5–9, 476  
importance of, 22  
and systems, 486
- Guests  
co-production advantages, 274  
co-production disadvantages, 275  
dignity maintenance, 287, 452  
evaluations, 422  
firing, 284–287  
involvement strategies, 269–280  
motivating, 278, 485–486  
as motivators, 279  
and other guests, 271–272  
as quasi-employees, 268–269  
as supervisors, 278–279  
teaching organizational culture, 138  
as trainers of other guests, 279–280  
understanding, 9
- H**
- Hall, Rickie, 303
- Hamel, Gary, 38, 60
- Hampton Inn, service guarantee, 411
- Happy wait, vs. sad wait, 388
- Happy's Restaurant, case study, 431–432
- Hard Rock Café, 37  
service quality process strategies, 403
- Harrah's Casino and Resorts, 51, 444  
data mining, 315, 316
- Hartell Hotels, case study, 260
- Heroes, organizational culture, 132–134
- Hillsbrook Lodge, case study, 468
- Hilton Garden Inn, Montreal, 419
- Hilton Hotels, internal employee search, 166
- Hiring  
best candidate, 178, 185–187  
external candidates, 166–169  
internal candidates, 163–166  
"History sniffing," 313
- Home Depot, customer instruction, 281
- Homewood Suites, training video, 213
- Hospitality industry  
defined, 4  
future, 487
- Hospitality Inn, case study, 364–365
- Hospitality management, vs. traditional management, 22
- Hospitality organization, as information system, 320–323
- Hotel Kitchen, case study, 497–498
- HotelConnect, 38
- Human relations, training, 216
- Human resource planning, 157
- Humphrey, R. H., 247
- Hyatt hotels, information systems, 309
- Hyatt Leadership Network, 214
- I**
- Ice Hotel, Sweden, 34
- IgoUgo, web site, 306
- Improvement cycle, 428–429
- Individual moderators, 97, 102, 105
- Industry environment, 42
- Informal employee queries, service quality, 408
- Informal group, 233  
compliance enforcement, 253
- Information management, 298  
decision support systems, 313–320  
delivery system, 307–313  
internal customers, 303–304  
quality and value added, 299–300  
service product, 301  
service setting, 304–307
- Information processing, servicescape, 105–106
- Information system, 298  
front and back of the house, 311  
hospitality organization as, 320–323  
integrated, 303  
level-to-level flow, 312–313  
overload, 317–318  
security, 319  
value vs. cost, 319–310
- Information tools, for guests, 306–307
- Informational justice, 454
- Information-lean environment, 106
- Information-rich environment, 106
- Inside the Mouse: Work and Play at Disney World* (Kuenz, Willis & Waldrep), 130
- Intangible services, 14–15
- Integrated information system, 303, 321
- Integrity Dividend, The* (Simons), 255
- Integrity tests, job applicants, 183–184
- Interactional justice, 454
- Interactive case study training, 210
- Interactive service, 15–17
- Intercontinental Hotel Group, 270
- Interesting wait, vs. uninteresting wait, 388
- Internal actions, service planning, 346
- Internal assessment, 39, 40
- Internal assets, 57–59
- Internal audit, 56
- Internal candidates  
difficulties with, 167–169  
recruiting and hiring, 163–166
- Internal customers, 6–7  
information, 303
- Internal interactions, service planning, 346
- Internal training, 206
- International Restaurants, case study, 326
- Internet, recruitment, 170–171, 172–173
- Internship programs, 175
- Interviews, job applicant, 180–181
- J**
- J. D. Power, 4, 159
- JetBlue, 33, 68–69  
Customer Bill of Rights, 412
- Job analysis, 158
- Job as designed, structured interview, 181
- Job fairs, recruitment, 170
- Job performance standards, service quality, 407, 408–409
- Job satisfaction, and performance, 256–257
- Jubilee Hotels Corp., case study, 261
- Juran Trilogy, 335
- Juran, Joseph, 335
- Justice, in workplace, 254
- Justice theory, 455
- K**
- Kalevala*, Finnish national epic, 88
- Kelleher, Herb, 118, 285
- Key drivers, 40, 62, 477–481, 490  
and customer surveys, 63
- Kimpton, Bill, 137
- Kimpton Hotels & Restaurants, 137
- Klaus K hotel, Finland, 88–89  
lighting, 92
- Knowledge, skills and abilities (KSAs)  
assessment center measurement, 184  
employees, 157, 158, 159  
guests, 9, 268, 283

Koenig, David, 95  
 Kouzes, J., 255  
 Kyriazi, Gary, 271

## L

Labeling Education and Nutrition (LEAN)  
 Act (2009), 40  
 Landon, E., L., 445  
 Language  
 organizational culture, 132  
 service strategy, 16  
 Last-come, first-served, 360  
 Laval, Bruce, 5  
 Laws, organizational culture, 132  
 Leadership  
 challenge, 491–494  
 competency model, 160  
 definition, 255  
 innovation, 489–490  
 management, 490  
 and organizational culture, 118–121  
 service culture, 491  
 skills, 254  
 skills and organizational culture,  
 140–141  
 teaching organizational culture, 136–138  
 transformational, 494  
 Legends, organizational culture, 132–134  
 Leondakis, Niki, 137  
 “Let’s Dish!,” 276  
 Letter of Complaint, case study, 466–467  
 Level-to-level information flow, 312–313  
 Levitt, Theodore, 3, 8  
 Lewis, B. R., 449  
 Lighting, 92  
 Lindblad Expeditions, 13  
 LinkedIn, 173  
 Listen-and-learn training, 210  
 Literacy training, 215  
 Live training session broadcasts, 214  
 LivingSocial web site, 270  
 Loews Hotels, 208  
 Long Stay Suites, case study, 192  
 Loving to serve, 155–157  
 Low-price provider, 32, 33  
 Lucas, Jenny, 208

## M

Magic Kingdom, Walt Disney World, 6  
 guest participation, 279  
 organizational culture, 127  
 Magruder, Ron, 485  
 Mail/web surveys, 421  
 Main Street, U. S. A., Walt Disney World,  
 94–95  
 Malcolm Baldrige Award, 337  
 Management by Objectives (MBO),  
 248–249  
 Management by walking around  
 (MBWA), 404, 409  
 Management Seminar, case study, 499

Manager, role of, 154  
 Managerial observation, service quality,  
 407, 409–410  
 Managerial training, 205  
 Manager’s letter, MBO, 248, 249  
 Managers  
 and authority, 249–253  
 changing environment, 255  
 directives compliance, 251–253  
 fairness, 253–254  
 integrity, 255  
 as leaders, 254–255  
 Mandatory training, 205  
 Margaritaville, 103  
 Market niche, 32  
 “Market niche of one,” 489  
 Market segmentation, 315  
 Marketers, guests as, 270  
 Marriott International  
 branding, 58  
 competencies, identification, 159  
 diversity, 168  
 internships, 175  
 recognition program, 238  
 Spirit to Serve Days, 176, 177  
 Marriott, J. Willard (Bill), 238  
 Marriott, J. Willard, Jr., 117, 137, 401, 437  
 Maruchek, Ann, 333  
 Matrix structure, functional organization  
 design, 360, 361  
 Maxie’s Supper Club, Ithaca, NY, 418  
 McCann, P., 449  
 McDonald’s, 7, 16, 32, 34  
 McGregor, Douglas, 125  
 McMasters, McDonald’s senior  
 recruiting, 173  
 Medieval Times restaurant, 85  
 Mentoring, 207  
 Metter, Richard, 333  
 MGM Mirage, 51  
 Millennium Generation, 44, 45  
 Miller, Kerry, 255  
 Millionaire Hotels, case study, 498–499  
 Minimizing negatives, 239  
 Mission statement, 39, 60–62  
 Moments of truth, 5, 13–14  
 concept, 14  
 service failure, 442  
 Monitoring, service experience, 338–339  
 Monotony, reducing, 239  
 Monster job search Web site, 173  
 Mores, 128  
 Mossberg, Lena, 88  
 Motivation, 231  
 and employee/guest satisfaction,  
 256–257  
 Multi-channel, multi-phase queue, 378–379  
 Multi-channel, single-phase queue,  
 378–379  
 Murphy’s Law, 369  
 Mystery shoppers, 417, 426–427

## N

National Demographics, 313  
 National Institute of Standards and Tech-  
 nology, standards, 337  
 National Restaurant Association, environ-  
 mental program, 50  
 Needs, 232–235  
 assessment training program, 203  
 Neeleman, David, 69  
 Negative experience, impact, 199  
 NetJets, 35, 40  
 Neu, W., 10  
 Newman, Jerry, 209, 214  
 Next-Gens, 44  
 characteristics, 46–47  
 Niche recruitment, 172–174  
 Nickelodeon Suites Resort, 33  
 Nonverbal cues, servicescape response,  
 107  
 Norms, organizational culture, 127

## O

Occupied time, vs. unoccupied time, 385  
 Odyssey Restaurant, Epcot planning, 355  
 Off-peak use inducements, 373  
 Older Americans, 44  
 Olive Garden Restaurants, 8, 36, 62,  
 356–357, 485. *See also* Darden  
 Restaurants  
 On-boarding, 187  
 Online video training, 212, 214  
 On-the-job training, 206, 208–209  
 Operating environment, 42–43  
 Opryland Hotel, 95. *See also* Gaylord  
 Hotels  
 cross-training, 209–210  
 service quality process strategies, 403  
 Opryland Resort and Convention  
 Center, integrated information  
 system, 303  
 Order confirmation units, 359  
 Organizational assessment, 56  
 Organizational culture, 118  
 changing, 141–142  
 communication, 131–141  
 defined, 124  
 importance of, 121–126  
 internal, 125  
 and leadership, 118–121  
 learning, 129–130  
 perception of, 124–125  
 principles, 142  
 subcultures within, 130–131  
 teaching, 125–126, 136–139  
 Organizational design, 361  
 Organizational performance, training  
 effectiveness, 218  
 Outback Steakhouse, advancement  
 opportunities, 222  
 Overall environment, 42  
 Over-delivery, 18

**P**

Packaged goods and services, 8  
 Page-Rank relevance, Google, 320  
 Parasuraman, A., 423  
 Participant feedback, training  
   effectiveness, 217  
 Passenger Bill of Rights, 448  
 Passion for service, 163  
 Penland Heights Resort, case study, 497  
 Perceived service environment, 104  
 Performance  
   and job satisfaction, 256–257  
   measurement, MBO, manager's letter, 248  
   rewarding, 243, 244–245  
 Perls, Fritz, 265  
 Personality traits, job applicants, 182–183  
 Personnel, key characteristics, 161–163  
 PERT (Program Evaluation Review  
   Technique)/CPM (Critical Path  
   Method), 349–351  
   chart, 351, 353  
   steps, 351–352  
 Peters, Tom, 38  
 Phantom Ranch, Grand Canyon, 104  
 Physical evidence, service planning, 346  
 Physiological responses, to sevicescape,  
   105  
 Pine, B. Joseph, 9  
 Pizza-to-Go, case study, 464–465  
 Planet Earth Adventures, 18  
 Planet Hollywood, 480, 481  
 Planning, 32  
   cycle, 38–41  
   employees involvement, 68–69  
   future factors, 41–54  
   internal factors, 56–59  
   necessity for, 40–41  
   and surprises, 54  
   and uncertainty, 68  
 Point-of-sale (POS) systems, 311–312  
 Poka-yoke video displays, 359  
 Porter, Michael, 32  
 Positive reinforcement, 243  
*Positively Outrageous Service* (Gross), 151,  
   153, 161, 197  
 Posner, B., 255  
 Prahalad, C. K., 38, 60  
 “Pre-experience time,” 386  
 Premier Inn, UK, 21  
 Price comparison, web sites, 306  
 Price, vs. service, 488  
 Priceline, 306  
 Priceline's Sunshine Guarantee, 411  
 Procedural justice, 454  
 Process strategies, service quality, 403  
 Professional organizations, recruitment, 174  
 Program Evaluation Review Technique,  
   PERT/CPM, 350  
 Project diagram, PERT/CPM, 352  
 Property management systems, 313  
 “Proprietary knowledge,” 125

Psychological testing, job applicants,  
   182–184

Public advertising, 171–172

**Q**

Qualitative forecasting tools, 41, 74, 76  
 Quality, 20  
   cost of, 21  
   planning, 335  
 Quality control, 335  
 Quality improvement, 335  
 Quality teams, problem prevention, 357  
 Quantitative forecasting tools, 41, 74  
 Queues, 364. *See also* Wait lines  
   discipline, 375–376  
 Queuing theory, 375

**R**

Radio frequency information devices  
   (RFIDs), 299–300, 308  
 Rafaeli, Anat, 381  
 Random events failures, 441  
 Real estate values, 51  
 Recognition needs, 234  
 Recognition programs, 236, 237  
 Recognitions, hospitality industry, 337  
 Recruitment  
   candidate pool, 163–178  
   internal candidates, 163–166  
   internal search strategies, 166, 169  
   planning, 157–163  
   screening applicants, 179–185  
   selection, 156–157, 178–185  
   sources, 170–171  
   strategies, 171–178  
 Recycling program, 50  
 Red Lobster Restaurants, 53. *See also*  
   Darden Restaurants  
   telephone surveys, 422  
 Red Roof Inn, 33  
 Reference/background checks, job  
   applicants, 185  
 Regal Five-Star Hotel, case study, 192  
 Regression analysis, 43, 74  
 Reichheld, Frederick F., 443  
 Reinventing the industry, 37–38  
 Reliability, service quality, 198  
 Reputation  
   and organizational culture, 119–120  
   and recruitment, 176–177  
 Resource suppliers, 53  
 Retaliation, 447–448  
 Retraining, 215  
 Revenue management, 66  
 Rewards, 235–239  
 Richardson, Jerome, 141–142  
 Rituals, organizational culture, 134–136  
 Ritz-Carlton Hotel Company, 14  
   customer lifetime value, 444  
   design problem solving, 332–333, 360  
   kids' camps, 449

Leadership Center, 206  
 mission statement, 61  
 Mystique database, 308  
 organizational culture, 118  
 retaining well-trained employees, 219  
 service recovery, 452  
 Rocky Mountaineer, 18  
 Role clarification, 246  
 Role conflicts, 246  
 Role receivers, 245  
 Role senders, 245  
 Role theory, 245  
 Rusty Pelican, 404  
   comment card, 419  
   service standards, 405

**S**

Salary information, and equity, 254  
 Sasser, W. Earl, Jr., 443  
 Scandinavian Airline Service (SAS),  
   13, 440  
   employee training, 201  
 Scenario building, 41, 74, 77  
 Schein, Ed, 124, 126, 128–129, 136, 139  
 Schneider, Benjamin, 268  
 Schultz, Howard, 149  
 Schulze, Horst, 118, 332, 340, 360, 401  
 SeaWorld, Orlando, 103  
 Second Life, virtual tour, 301, 310  
 Secondary schools, recruitment, 170  
 Self-efficacy, 244  
 Self-service kiosks, 269, 274, 275, 309  
 Self-study, 215  
 Seniors, 44  
 Server responsibilities, 482  
 Server sensitivity, 451  
 Server-customer interaction, future, 489  
 Service(s)  
   and setting, 96  
   consumption, 15  
   definition, 7  
   diagramming, 341, 342  
   encounters, 12–13  
   excellence strategy, 63–64  
   intangibility, 14–15  
   interactivity, 15–17  
   nature of, 14–17  
   over-delivery, 18  
   package, 8  
   standards, 336–338, 407  
   vs. price, 488  
 Service culture training, 199  
 Service cycle, hot dog stand example,  
   342, 343  
 Service delivery system, 10, 64  
   assessment, 336, 339, 403–415, 427–429  
   development, 335  
   guest experience, 5, 11–12  
   information, 307–313  
   measurement after service experience,  
   415–427

- phases, 339–340  
 planning and designing, 333–334  
 planning, monitoring, assessing/  
 improving cycle, 340–341  
 planning techniques, 341–355  
 problem prevention strategies, 357  
 self-healing, 340  
 standards, 336–338
- Service environment.** *See also* Environment, Setting  
 ambient conditions, 98  
 creation, 84–93  
 guest experience, 5  
 guest responses, 97  
 importance, 93–94  
 and organizational culture, 139  
 people in, 103  
 space layout, 98–99
- Service experience**  
 assessment, 339  
 measurement, 415–427  
 monitoring, 338–339
- Service failure, 438**  
 addressing, 450–461  
 analysis steps, 456  
 cost of, 444  
 customer responses, 445–448  
 learning from, 459–460  
 outcomes, 443  
 recovery match, 458–459. *See also* Service recovery  
 severity continuum, 443  
 and training, 304  
 types, 440–442
- Service guarantees, 407, 410–411**  
 advantages, 411–412  
 characteristics, 413  
 disadvantages, 413
- Service industries, 8**
- Service innovation, 489–490**  
 “Service naturals,” 155
- Service product, 7–8, 64**  
 failure, 440–441, 442  
 guest experience, 5, 11
- Service quality, 4**  
 information, 309–310  
 judgment, 198
- Service recovery, 443, 445, 452–461**  
 analysis steps, 456  
 customer evaluations, 453–456  
 failure match, 458–459  
 strategies, 457–459  
 successful, 461  
 systems analysis, 456–457
- Service rules, guest understanding, 376**
- Service setting.** *See also* Environment, Setting  
 architecture, 87–91  
 guest experience, 5, 11  
 information, 305–307  
 sound, 91
- Service strategy, 39, 476–481**  
 development, 62–64  
 support, 64
- Service support, 154**
- Service value, 4**  
 and waiting, 390–391
- Service wait management, 370**  
 capacity, 371–375  
 perception, 385–390  
 queuing, 375–385  
 value, 390–391
- Servicescape**  
 environmental elements, 104  
 guest experience, 5  
 responses to, 105–108
- SERVQUAL (service quality), 423–425**
- Setting.** *See also* Environment  
 employee satisfaction, 95–96  
 functional value, 96–97  
 guest expectations, 94, 96  
 importance, 93–94  
 individual responses, 104–105
- Severity continuum, service failure, 442–443**
- Sewell, Carl, 102, 331, 436, 444**
- Shingo, Shigeo, 359**
- Signs, symbols and artifacts, environment, 102**
- Silver Slipper fine-dining restaurant, case study, 110–111**
- Simons, Tony, 255**
- Simulation(s)**  
 training, 207, 211–212  
 system delivery planning, 354, 355  
 waiting line, 383–385
- Singalong, while waiting, 280**
- Single-channel, multi-phase queue, 376–377**
- Single-channel, single-phase queue, 376**  
 calculations, 396–397
- Situational interviews, 181**
- Skills-oriented training, 205**
- SMART (Specific, Measureable, Attainable, Result-oriented, Time-bound) service criteria, 247, 336**
- Social expectations, changing, 48–51**
- Social needs, 233–234**
- Social networking sites, 267**
- Society for Accessible Travel & Hospitality, 35**
- Society for Human Resource Management, 176**
- Sofitel Chicago O’Hare, 309**
- Solo wait, vs. group wait, 388**
- Southwest Airlines, 18, 33**  
 abusive passenger management, 285  
 community reputation, 176  
 customer participation, 270  
 guest preference research, 476–477  
 mission statement, 7, 62  
 organizational culture, 118, 140–141
- Space**  
 and organizational culture, 139, 140  
 use of, 98–100
- Space Mountain, waiting, 371–372**
- Special competencies training, 216**
- Special niche, 35–36**
- Speed-parking technique, 359**
- Staffing.** *See also* Employees  
 choosing, 481–482  
 standards for, 484  
 training, 482–483
- Standby line, 374**
- Starbucks, 21**
- Starwood Hotels**  
 employee training, 199, 213  
 Make a Green Choice program, 273  
 Second Life virtual tour, 301, 310  
 summer intern program, 175
- Steeplechase Park, 271, 272**
- Stoner, Jesse, 31**
- Stories, organizational culture, 132–134**
- Strategic planning, 39, 50**  
 economic factors, 52  
 and uncertainty, 68
- Strategic premises, 39, 55–56**  
 change impacts, 54–55
- Strategy making, 32**
- Structured guest interviews, 407, 413–414**
- Structured interview, 180**
- Student recruiting, 174–175**
- Subcultures, within organizational culture, 130–131**
- Succession plans, 166**
- Super 10 Suites, case study, 431**
- Superlative service quality and value, 38**
- Supervisory skills, training, 216**
- Surface acting, service interaction, 162**
- Surprises, and planning, 54**
- Surveys, service quality, 421**
- Survival needs, 232**
- Symbols, environment, 102**
- T**  
**Talent profile development, 159–160**
- Tangible services, 14–15**
- Tangible-intangible cost, 21**
- Tangible-intangible product bundles, 7–8**
- Target market, characteristics, 9**
- Tax, Stephen S., 446**
- Taylor, Craig, 491**
- Team-based training, 210**
- Technology, changing, 47–48**
- Telephone surveys, 422**
- Temporary employment agencies, recruitment, 171**
- Text analysis, information overload reduction, 318**
- The Big Picture, Berry’s training principles, 202**

- “The show”  
 back-of-house part of, 276  
 Walt Disney description, 84–85
- Theme parks, design-day planning, 65, 66
- Theming, 85, 86–87  
 control and focus, 87  
 risks, 87
- Theory X and Theory Y management  
 styles, 125
- Three Ss, guest service  
 staffing, 481–485  
 strategy, 476–481  
 systems, 486–487
- Thusly Manor, case study, 394
- Tilyou, George, 271
- Time-series analysis, 43, 74, 75
- Toll-Free 800 numbers, quality of service  
 measurement, 416, 420
- Training, 482–483  
 challenges, 216–219  
 costs, 206  
 effectiveness measurement, 217  
 good value, 218  
 methods, 206–216  
 objectives, 203  
 on-the-job, 206, 208–209  
 pitfalls, 219–219  
 and problem prevention, 356–357  
 program development, 203–206
- Transformational leadership, 494
- Travel and hotel information web sites,  
 267, 305–307, 310
- Travelocity, 318
- Trend analysis, 43, 74, 75
- TripAdvisor, 4, 18, 266, 267, 305, 310, 426,  
 445
- Tuition refunds, 221
- Turnover, as selection, 187–189
- U**
- Uncertain wait, vs. certain wait, 386–387
- Uncomfortable wait, vs. comfortable wait,  
 388
- Unexplained wait, vs. explained wait, 387
- Unfair wait, vs. fair wait, 387–388
- Unions, recruitment, 170
- Universal Service Map, service planning,  
 345
- Universal Studios, Orlando Resorts, 75  
 parking lot, 102
- Unpaid consultants, guests as, 270
- Unstructured interview, 180
- Unusual Hotels of the World, website, 85
- User reviews, web sites, 305
- V**
- Value, 20  
 determining, 21
- Values, organizational culture, 127
- Van Maanen, J., 138
- Video conferencing, 214
- Virgin Atlantic Airways, abusive passen-  
 ger management, 285
- Virtual Magic Kingdom, 301
- Virtual queues, 379–381
- Virtual tours, 301
- Visibility, line of in service planning, 346
- Vision statement, 39, 59–60
- W**
- Wai, Kenneth, 164
- Wait  
 characteristics, 375–376  
 management, 487
- Wait lines. *See also* Queues  
 calculations, 396–397  
 simulation, 383  
 types, 376, 377–382
- Wait time, experience of length, 385–386
- Waiting line theory, 375
- Waldorf Astoria, 216
- Walk-in applicants, 171, 177
- Wal-Mart, 33, 62, 69
- Walt Disney Company, 5
- Walt Disney World Resort, 6  
 Animal Kingdom, 75  
 Casting Center, 90, 91, 186  
 customer surveys, 63  
 daily count system, 312  
 employee training, 200–201  
 employees as cast members, 132, 246  
 Enchanted Tiki Room, 100
- Epcot, 60, 101, 355  
 guest surveys, 477–478  
 organizational culture, 118  
 retraining program, 215–216  
 space layout, 99  
 support services, 154  
 Swan and Dolphin Resort, 88, 89, 94  
 time wait management, 371–372, 385  
 virtual queues, 379–381  
 vision, 60
- Walton, Sam, 62, 69, 297
- Web sites  
 price comparison, 306  
 user reviews, 305
- Webinars, 214
- Wendy’s, 17
- Westin Hotels, 101
- Wheatley-Lovoy, Cindy, 491
- Wilson, Woodrow T., 369
- Windenwaves*, case study, 289
- Word of mouth  
 and credibility, 448  
 positive value, 445  
 service failures, 444
- Work competencies, structured interview,  
 181
- Working backwards, service process, 15
- World Wide Web, and angry customer, 17
- Wow experience  
 elements of, 477  
 future of, 488  
 service failure recovery, 460–461  
 vs. bad-mouthing, 448
- Wyndham Hotels, ByRequest guest  
 profiles, 308
- Wynn Hotel and Resort, 178  
 scavenger hunt training, 215
- Y**
- Yelp, travel and hospitality reviews, 18,  
 267, 426
- Yield management (YM), 66–67
- Z**
- Ziglar, Zig, 229
- Zuji, web site, 306