A TEXTBOOK OF HOTEL MANAGEMENT

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CONTENTS

CHAPTER 1
THE ART AND SCIENCE OF OPENING A HOTEL

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ABSTRACT:

Opening a hotel is a challenging project that combines the artistry of art and the accuracy of science. This essay examines the complex nature of this process, highlighting the interaction between creative vision and empirical research. It explores the crucial elements of hotel opening, such as ideation, design, marketing, and operations, and emphasizes the need of finding a balance between artistic creativity and rigorous scientific inquiry. This article explains how successful hotel openings incorporate these factors to provide memorable guest experiences and viable business models using case studies and industry insights.Don't pass up the chance to be involved in the launch of a hotel if you ever have the chance. Despite its difficult and demanding characteristics, opening a hotel is one of the most gratifying occupations in the hospitality business. Look around every hotel you enter, wherever. Every single feature that you can see, hear, or feel was created by a large number of individuals. Since 1989, in my capacity as an operations project manager (OPM), I have established more than 40 three-, four-, and five-star hotels throughout the globe. Each project has been different, the same, and professionally satisfying, whether it was in Guam, Malta, Berlin, or St. Louis. After the general manager and the head of marketing, the OPM is the third hiring

KEYWORDS:

Hotel, Online, Guest, Research, Rooms.

INTRODUCTION

An OPM's job is to bring the ideas of the architect, interior designer, owner, operator, and others together. The hotel visitor is pleased, the owner earns money, and the architect and interior designer can add the project to their resume of successful ventures when these concepts come together effectively. The following project components are within the OPM's control:Contributing to the construction of a model room. The creation of the pre-opening staff plan, the creation and management of the pre-opening budget, the budget for operational supplies and equipment (OS&E), the supervision of the purchase, warehousing, delivery, and installation of the OS&E, the creation of the interior graphics package, and the coordination of the installation of outside vendors are all included. The architectural plans are the first thing the OPM is responsible for.The main goal is to provide smooth traffic for visitors, employees, and commodities. The bell person bag storage area should be situated between the lifts and the Portecohere (entrance) and have 1 square foot for every guest room. Make sure there is a handy cashier's station next to the Portecohere if valet parking is provided. Set up a key rack to house the keys for every valet parking space[1], [2].

In a ballroom with 10,000 square feet, the catering division can offer events for 800 for supper.This calls for 800 seats, a dance floor, a dais for the head table, 80 6-foot circular tables, and staging for the band. The classroom set-up needs 1,400 linear feet of narrow tables and 700 chairs if it is marketed for a 700-person all-day conference. For a brief theatre conference, 1,000 seats, a platform, stage, and audio-visual equipment are needed.1,400 people may attend a cocktail event in the same area, which calls for cocktail tables, portable bars, buffet stations, etc. It all comes down to providing enough storage spaceat least 1,500 square feetfor equipment that isn't in use. To make sure that labor costs, which are limited,

are used effectively, moving products from the rear of the home to the front need's careful preparation. Do the cribs, high chairs, and rollaway beds have convenient access to an elevator?

To reduce access time, the housekeeper closets should be placed in the middle of the floors of the guest rooms. If the elevator is just 5 feet deep, a 6-foot, 2-cubic-yard waste cart will not fit. Ice makers must create enough ice (10 pounds per room per 24-hour period) for the number of guest rooms on that level or floors if they are available for guest self-service. The right utilities, such as power, plumbing, lighting, and HVAC, are needed in the ice machine room. Remember to adhere to ADA sign regulations!Create standard king and double/double guest rooms nearby so you can inspect each and every thing in them. Exactly where the TV, lighting, clock radio, mini-bar, coffee machine, hair dryer, Internet access, and telephones are positioned, are there enough electrical and telecom outlets to hide the cords? Are more outlets available for visitors to use (for a computer, an iron, etc.)? Is the closet rod positioned to provide room for the iron board and ironing board organizer? Is it easy for guests to reach the thermostat where it is?

Are the case goods, such as the dresser, nightstands, headboards, chairs, etc., intended for heavy-duty commercial use? Will they withstand severe use? Do they have any sharp edges that might catch the garments of visitors? Does the bed skirt protrude by half an inch from the floor? Do the bedside lights provide enough light for visitors to read in bed? Does the room meet or surpass all operator brand requirements?The sales and marketing team uses these model rooms as sales tools to sell group rooms up to three years in advance of opening. A position-by-position organizational chart serves as the foundation for the pre-opening personnel. Once the roles' names and employee counts are finalized, spreadsheets are made that include each position's names, start dates, pay rates, bonus amounts, transfer allowances, and the total number of full-time equivalents (FTEs). The pre-opening staff plan is a detailed document that specifies who is employed, when they start, how much they are paid, and whether or not relocation expenses and benefit costs are covered. The budget for the pre-opening personnel plan is created by combining each of these components. The budget must be changed if recruiting has already started and the opening date changes. The budget has to be adjusted when hiring someone who does not fit the plan, like bringing on a celebrity chef one month sooner than anticipated[3], [4].

The preopening budget is created and managed by the OPM.Typically, this budget is divided into three main categories: labor costs (40 percent), sales and marketing activities (40 percent), and other expenses (20 percent). The pre-opening staff plan is directly used to calculate the labor costs. Public relations, collateral, advertising, and client visits are all part of sales and marketing efforts.The budget is completed by all the ancillary expenses. These include renting office space before moving into the hotel, paying for utilities (electricity, water, Internet, and telephone), recruiting for human resources (advertising, headhunters, drug tests, etc.), purchasing training materials, paying dues to associations, and getting all necessary licenses and permissions (for business, alcohol, collecting sales taxes, etc.)[5], [6].

DISCUSSION

The pre-opening budget is impacted if the hotel opening date is postponed for any reason. Labor, office rent, utilities, and marketing expenses are additional expenses. Since the majority of the workforce has already been employed, considerable expenditures arise if the opening date is changed within three weeks of the original schedule. OS&E stands for operational supplies and equipment.Specifying, measuring, and budgeting for the operating supplies and equipment (OS&E) list is the OPM's primary and most difficult task.For a normal four-star facility, this budget works up to $8,000 to $10,000 per guest room. Normally, the list of commodities has more than 2,500 lines. For a full-service resort,

increase the amount; for an in-city business hotel, decrease it. Except for the furniture, fixtures, and equipment (FF&E), all objects that are not fastened down are included in the OS&E. Typically, the interior designerspecifies and orders the FF&E. Bedding (frames, box springs, mattresses, mattress pads, sheets, pillows, pillowcases, towels, etc.), clock radios, hangers, laundry bags, laundry tickets, irons, ironing boards, luggage racks, guest amenities (soap, shampoo, lotion, etc.), hair dryers, shower curtains, and shower curtain hooks are examples of typical items found in guest rooms.

To mention just a few of the numerous devices used in housekeeping, there are vacuums (both guest room and wide-area models), carpet shampooers, carpet extractors, housekeeper carts, laundry bins, trash trucks, valet delivery carts, and storage. A list of guest requests, including those for humidifiers, dehumidifiers, cribs, high chairs, rollaway beds, bed-boards, extra pillows, towels, amenities, refrigerators, laundry detergent, and other products, must also be kept by housekeeping.The list of front-of-the-house supplies for food and drink includes cutlery (knives, forks and spoons), hollowware (serving trays, serving utensils, chafing dishes, sugar bowls and sauce boats, punch bowls), glassware, table-cloths, napkins, skirting, salt and pepper shakers, china, plate covers, espresso machines, menu covers and so on. All of the aforementioned, as well as tables, chairs, staging, staging stairs, railings, dance floors, carts, carving boards, ice carving trays, flags, podiums, portable bars, ice bins, pianos, and tray jack stands, are included in banquet goods.

The longest purchase order, which is often over 100 pages long, is for a full-service kitchen and contains all the ingredients a chef needs to create the dishes that are served at the hotel. The day before the chef begins to burn in the kitchen, every tool, pot, pan, dish and glass rack, as well as ware-washing agents, mops and buckets and specialty goods (roller-docket, anyone? must be examined by the chef, bought and delivered.The OPM specifies the office desks, chairs, cork and dry-erase boards, conference tables, filing cabinets, safes, bullet-proof windows for the general cashier's office, fax machines, copiers, currency and coin trays, and a set of flags for the exterior flagpoles on the administrative side of the hotel. Staff uniforms represent one of the biggest and most intricate purchasing orders. My most recent 68-page Kona, Hawaii, project uniform purchase order.Over 100 pages were devoted to the invoicing[7], [8].

Numerous issues are raised prior to estimating consistent demands. Do we need separate summer and winter uniforms? Will the hotel or hotel staff be responsible for washing the uniforms? How many more servers are required for a dinner event with a large turnout in the ballrooms? Is it the intention to employ a significant portion of part-timers? Which outfits (restaurant, culinary, technical, etc.) need bespoke embroidery? How many extra uniforms should be kept in reserve?The selecting procedure starts when these questions are answered. Operations and the interior designer discuss the choices' visual and tactile qualities. Different qualifications are needed for each job (housekeeper, porter, etc.) or comparable position (front desk clerk/concierge). Housekeepers and bellhops need breathable, long-lasting outfits that can withstand a lot of bending and straining.The uniforms of the technical and culinary personnel must withstand several launderings and frequent staining. 90 to 120 days before the first uniformed employee is employed, the uniform order is placed. A common bell chart sizing curve is employed for the nation or area where the hotel is located in order to determine the sizes needed. Prior to the procedure of individual fitting, the uniforms are brought and sorted. Every line worker gets measured for uniforms on their second day of work. Then, an army of seamstress's alterations each pair of trousers, jackets and gowns for each employee. A few days before to opening day, the tailored uniforms are distributed.

The acquisition, storage, delivery, and installation of the OS&E. The 500 purchase orders should be submitted starting six months before the opening, according to the optimal procedure. Each order is monitored to make sure it arrives at the correct place on the

requested date. As the general contractor finishes the construction and hands over sections, the majority of the supplies are brought to a nearby warehouse and pulled for delivery to the site. Some products are delivered straight to the location in order to save handling. Bed sets (21 40-foot shipping containers for the Kona project), TVs (3 containers), banquet chairs (2 containers), banquet tables (3 containers), and guest room safes (1 container) are among the significant purchases.

The guest room and food and beverage linen orders are sent to an off-site laundry facility for first washing. Once the products have arrived, they are normally set up in the biggest ballroom for distribution and unpacking. A large number of people are needed for the unpacking procedure. Each clock radio, for instance, has to be opened up, the electrical twist tie taken off, a 9-volt battery put in, and the time set. The device is then set up on a nightstand in a guest room. This work took two individuals three eight-hour days to complete for the 525 room Kona project. The next five working days were spent installing the 7,000 shower curtain hooks, 525 shower curtains, and 525 shower liners. Then, 30,000 glasses were removed from their boxes and put on glass racks for cleaning.Every one of the 2,500-lineitem requires the completion of these sorts of jobs. When receipt and delivery start in-person, waste becomes a more prominent factor. During 3 tons of packaging material were produced each day during the course of the five-week Kona installation procedure! A top goal is developing good relations with the neighbor-hood waste-hauling company.

The interior graphics package is examined by the project manager for inaccuracies and omissions. Every sign required to guide visitors and workers in front and rear of the house areas is included in this package. In the most recent Kona project, 1,600 signs were used, and 98% of them were unique.According to the ADA, the writing must be accurate, the directional arrows must point in the right direction, and the majority of signs must have elevated Braille text. The OPM collaborates with the marketing division to create a distinctive brand for each special location on a property.These consist of the eateries, pubs, swimming pools, spas, and shops. These logos are used on the uniforms, collateral (such as cocktail napkins, menus and cheques presenters), and signs[9], [10].

Prior to launching, the facility must be accessible to several outside merchants. The soft drink vendor must install soda guns for the bars and vending machines for the guest floors. The coffee company must install and test equipment. The pay-per-view TV vendor must connect every television in the building and test the signal strength. The ware washing chemical vendor must install and calibrate the dishwashing machines. The project manager schedules and directs all of these vendors. Additionally, there are merchants that provide telephones, mailing machines, fitness center equipment, security systems, and first aid supplies.The general contractor's completion dates are used to determine when these suppliers may install their equipment. Vendors must be informed of changes to the construction schedule so they can arrive when the area they want access to is available. The OPM provides assistance to the human resources team during the last two months of preopening so they have all the resources they need to find and employ the workers. For each vacancy, the HR department typically conducts at least five interviews. For a normal four-star hotel with 300 rooms, this equates to more than 1,000 applications. The term "mass hire" refers to this procedure.

Six weeks before to opening, the mass hiring is often done over a two- or three-day period. HR needs office space, a reception area large enough to accommodate 200 people at once, restrooms, and break areas for the interviewers in order to interview this many job applicants. All of these elements are coordinated by the OPM so that the operations team may concentrate on hiring. After the acceptance of the offer letters, all line associates begin working roughly three weeks later. Group training, operational principles, a code of conduct, and other basic regulations are covered during the first few days on the job. Divisional

training is held on day three. During the second week of training, the workforce is divided into groups according to their departments or jobs.

As part of departmental training, staff members learn how to make beds, clean a room, prepare every dish on the menu, find the fastest way to each guest room, and greet visitors at the door. The last 72 hours before the opening ceremonies are a flurry of activity. Now is the moment for everyone to pitch in. The typical workday is sixteen hours. The rooms are cleaned. The closets for housekeeping are supplied. Food and beverage storage spaces are full. The general contractor takes care of the little things, including touch-up paint. In the public spaces, there is furniture and art. All facets of the business are practiced, including serving mock dinners and mock tails, checking guests in and out, and even routine tasks like sweeping the pool and valet parking.

The OPM can tell what sort of work has been done as soon as the general manager cuts the ceremonial ribbon.The next step is to locate the following project and repeat the process. The way individuals interact, get knowledge, and make purchases has been significantly altered by the internet. Particularly travel-related goods have shown to be ideal for online sales. According to NFO Plug Research (2000), the typical Internet user is a wealthy, frequent traveler who spends more money on amusement and leisure than the ordinary person. Additionally, from the standpoint of the customer, ordering travel-related goods online has often become quicker, simpler, and more convenient than contacting a travel agency or supplier directly. As a consequence, it is anticipated that online travel-related income would increase significantly. For instance, online travel sales will increase by more than three times in the next five years, from US$18 billion in 2002 to US$64 billion in 2007 (Jupiter Media Matrix, 2001), according to recent research by Jupiter Media Matrix.

A rise in booking volumes is also anticipated. Between 6 and 10 percent of all travel bookings were predicted to start online by the end of 2002 by the Travel Industry Association of America (TIAA) (TIAA, 1998). If Jupiter's forecast for 2007 comes true, travel will be the top-selling online product, with a volume that is almost twice as large as the top-selling item right now, PC hardware (Forrester Research).Price is one of the primary driving elements that leads people to book travel online, according to studies by Internet analysts Gomez and PhoCusWright as well as TIAA. As an example, the PhoCusWright research discovered that offering competitive price is the greatest approach to attract clients. When asked what would persuade travelers who haven't made online purchases to do so, 64% said that saving money would increase their interest. No other advantage, including time savings, additional points from loyalty clubs, more control, or having better information, came close to receiving the same level of reaction.

In research conducted in 2000, Yesawich, Pepperdine, and Brown discovered that approximately six out of ten leisure travelers now actively look for the "lowest possible price" for travel services. In a similar vein, a 2001 Forrester Research study found that 66% of all buyers had used an online discount in the previous 12 months to purchase travel on the internet, and a 2000 study by the Joint Hospitality Industry Congress discovered that consumers actually expected Internet prices to be lower than those offered in the "bricks and mortar" world. Such an impression has emerged for a number of reasons. First off, a lot of the most well-known online merchants (such, for instance, Amazon.com) first competed with brick-and-mortar stores primarily on the basis of pricing.

Second, informed customers are aware that web-based channels have cheaper distribution costs than conventional channels. Consumers now understand that suppliers are cutting costs through this channel and expect savings to be passed on to them, as well as being rewarded for making the booking themselves, according to Jack Geddes, managing director, sales and marketing Asia, at Radisson Hotels Worldwide. The low-cost airline industry, which provides

significant savings for internet reservations, is bolstering these expectations. Companies like EasyJet, RyanAir, and Buzz claim that they can save up to 30% by bypassing tele sales and travel agents, and they pass those savings down to consumers in the shape of cheaper ticketsdemonstrate how an 80–90% reduction in processing fees may be achieved by selling directly to the customer online, demonstrating that hotel firms can achieve similar or even larger levels of savings. Finally, a lot of hotels (and airlines) utilize the internet to market last-minute offerspackages with affordable pricing but short lead periods.

While these reductions may help get rid of unwanted stock, they have also led the public to associate online room sales with reduced costs. Due to a combination of these reasons, customers now see online booking as offering excellent value, which they interpret as reduced costs. However, industry practice usually seems to be the antithesis of theory when it comes to the websites owned by hotel companies. For instance, in a 1999 study, my coworker and I discovered that rates received via the website were often much higher than those obtained by visiting the central reservations office. However, that research had limitations since it only looked at direct sales made via hotel corporations' own branded websites. Electronic distribution is quickly developing for hotels, and there are now a ton of different consumer-focused online channels accessible. Most chains employ a variety of channels to reach consumers. There are several intriguing issues raised by the existence of various places of sale. The first of these is: Are the room availability and rates being provided across each of the channels consistent? Online comparison shopping is often quite rapid compared to physical comparison shopping, which requires a prospective consumer to call or visit numerous vendors. According to research, people who book travel online virtually usually browse many websites before making a decision.

Only 10% of prospective customers visit only one website to book a hotel stay, while another 43% visit two to three websites and 22% visit four or more, according to Jupiter Media Matrix (2001). Online shoppers are becoming more and more tolerant of inconsistent information as a result of their many price comparisons, and they may respond negatively to a company's inconsistent rates by making a reservation with a rival. There haven't been many previous studies on how hotels utilize the Internet. Van Hoof and Comb rink (1998, 46-54) aimed to gauge managers' attitudes towards the Internet whereas concentrated on grading the substance of hotel websites. The co-authored study I cited above (O'Connor and Horan, 1999) studied web reservations facilities in great depth. The topic of price across various distribution channels, however, does not seem to have been the focus of in-depth, systematic study up to this point. Therefore, the goal of this research was to evaluate the lodging prices made available to customers through various electronic distribution channels.

As hotels forecast occupancy rates, they open or shut pricing classes as necessary (in accordance with yield-management concepts). However, given that recent research has shown that large companies are most active on the web, perhaps because their size frequently gives them an advantage in terms of technical know-how and financial resources, I believe that these major international hotel chains' electronic-distribution activities are indicative of industry patterns.I made the decision to concentrate my analysis on the actions of the top 50 global hotel brands as a consequence. This approach prevents the conclusions from being generalizable since they are not typical of the sector as a whole, but it does allow for the construction of a precise benchmark of current trends. Based on a list of the top 50 hotel brands in Hotels magazine's July 2000 issue, the businesses were selected.Due to the fact that two of those businessesDisney and Club Medoperate resorts and sell most of their rooms as components of packages, their goods cannot be directly compared to those of the rest of the industry. Three other businesses were not mentioned on any of the other channels investigated nor did they provide online bookings on their own websites.As a consequence,

the findings from the 45 hotel brands for whom reliable data could be gathered are reflected in the results mentioned below.

The literature was used to identify five main categories of electronic business-to-consumer distribution channels, and the best examples from each category were chosen for the research. In addition to a chain's own website (such as www.marriott.com), these included channels that get their data and reservation engines from the GDS (such as Expedia and Travelocity), those that rely on the databases and reservation engines of the switch companies (such as Travel web), and pure web-based channels with an online inventory and reservations database (such as Worlds).While not all-inclusive, these are the bulk of websites for booking hotels. The auction-style websites, such Priceline.com, were left out of the research since they cannot be compared to conventional booking methods[11], [12].

I included voice channels in the analysis by examining the rates provided by the toll-free number to the central reservations service (CRS) as a further point of comparison. Data were gathered by continually presenting the option to book a typical double room for the given dates at a chosen location from each of the brands via each of the aforementioned distribution channels. The number of rates presented and the lowest rate offered in cases where the system had the desired product were both noted for study.I excluded prices that were not accessible to the general public (such as corporate, military, AARP, and AAA) and only looked at rates that could be used by a "normal" client in order to help maintain consistency. I looked at the websites and then called the CRS of the hotel chain to make the same reservation. In such scenario, I merely noted the first quoted fee.

CONCLUSION

The science and art of starting a hotel are entwined in a delicate ballet, with one component enhancing the other to produce a pleasing outcome. This article has shown that the success of a hotel opening depends on the capacity to strike a balance between artistic flair and analytical rigor.The creative aspects of the hotel opening process include developing a distinctive character, coming up with an eye-catching design, and selecting activities that emotionally connect with visitors. To create environments that convey captivating tales and arouse strong emotions, creative leadership and a thorough grasp of aesthetics are necessary. A hotel may differentiate itself from its rivals by incorporating artistry into its culinary and hospitality services.The scientific component, on the other hand, requires precise planning, data-driven choices, and operational effectiveness. Scientific approaches direct the feasibility studies and guarantee the hotel's business model is robust, from market research to financial modelling. Operational excellence ensures that the promises made to visitors during the creative creation phase are constantly fulfilled. This is supported by strict training and quality control.In conclusion, the art and science of establishing a hotel are not competing forces but rather complimentary fields that, when successfully combined, provide a profitable and long-lasting business. The secret to building a hotel that not only catches visitors' imaginations but also succeeds in a cutthroat market is striking this equilibrium. The finest hotels are those that skillfully combine the art of hospitality with the science of business to provide unforgettable experiences that entice repeat customers and guarantee the establishment's long-term success.

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CHAPTER 2
CUSTOMER RELATIONSHIP MANAGEMENT: CHANGE IN THE STRUCTURE OF U.S LODGING INDUSTRY

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ABSTRACT:
The structure of the hotel sector in the United States has seen substantial changes as a result of Customer Relationship Management (CRM). In September 2018, when I last updated my expertise, I was able to provide some insights on how CRM has impacted this shift. Please keep in mind that the sector could have developed even more since then, therefore it's crucial to base judgements on the most current advancements. Here are some important things to think about Improved Customer Experience CRM systems have made it possible for hotels to gather, examine, and use visitor data more efficiently. This data-driven strategy has made it possible to provide personalised services, create customized marketing efforts, and enhance visitor experiences. As a consequence, visitors now demand a greater standard of personalisation and attention from hotels. Increased Competition: The growth of sharing economy platforms like Airbnb and online travel agencies (OTAs) has increased competition in the accommodation sector. By better knowing client preferences, adjusting prices, and developing loyalty programmes to keep customers, CRM has proven crucial in assisting conventional hotels and lodging providers to remain competitive. Focus on Direct reservation CRM systems have pushed hotel companies to concentrate on direct reservations made via their websites and mobile applications. Hotels may lessen their dependency on third-party booking services and keep a bigger portion of income by providing incentives, discounts, and special offers to frequent visitors. Making Data-Driven choices: CRM solutions have given lodging facilities the ability to make data-driven choices about a range of business activities, including marketing, pricing, and inventory control. Profitability and operational effectiveness have increased as a result.

KEYWORDS:

Brand, Business, Customer,Information, Management.

INTRODUCTION

Customer Relationship Management (CRM), a management concept that allows a business to get to know its clients well, is now gaining significant acceptance in a variety of sectors. Businesses that use CRM make an effort to provide dependable and individualized client support throughout time and via many contact points. At first look, the hospitality industry appears well positioned to benefit from CRM efforts given its focus on customer service and variety of client touch points.However, we think that the hotel sector's existing organizational structure creates a "data-ownership dilemma," which looks to be preventing the implementation of a thorough CRM strategy.The three parties typically involved in running a hotelthe owner, the management company, and the brandhave partially conflicting interests. As a result, they frequently resist sharing customer information, a requirement for effective CRM[1], [2].

The data ownership conundrum is highlighted in this study, along with many future possibilities that might lead to its resolution. In the first part, the CRM idea is introduced, and its potential advantages and hazards are covered.In the second part, the three main stakeholders in the lodging industryowners, management firms, and brandsare analyzed in

terms of their complimentary roles in the industry's present structure. The reasons why effective CRM adoption by hotel organizations is hindered by the lodging industry's existing structure are discussed in the section that follows. The "data-ownership dilemma's" impact is examined.The potential possibilities for how the problem could be handled are presented in the article's last part.

Managing Customer Relationships

In the domains of corporate strategy, information technology, and marketing management, Customer Relationship Management (CRM) is one of the trendiest subjects right now. CRM, or customer relationship management, is a management concept that encourages rearranging a company's operations around the customer. Traditional marketing strategies differ from CRM in that the former priorities short-term transactions while the latter concentrate on maximizing revenue from each customer over the course of the relationship by getting to know them on a personal level. CRM is also a cross-functional concept by definition that demands thorough corporate integration. Consequently, a fundamentally different mentality is required for CRM implementation to succeed: Through initiatives spanning marketing, operations, information technology, accounting, and other organizational areas, the company no longer promotes to its consumers but instead cultivates a relationship with them.Why bother is among the most often asked questions concerning CRM. An organization's ideology and operational procedures may be difficult to change, and building and maintaining extensive consumer databases is costly with uncertain returns. Day, Dean, and Reynolds succinctly enumerate the advantages of CRM[3], [4].

First, by forging tighter ties with clients, the business may obtain a competitive edge and be able to defend it thanks to higher switching costs. Individual consumers usually gradually teach a business about their particular requirements, goals, and preferencesa time-consuming process that they are averse to repeat with a competition. Thus, developing a close understanding of your clients makes it more difficult for others to copy your approach.Second, a CRM that works well may boost customer satisfaction. When properly implemented, the customer-company interaction enables both the creation of new goods and services to satisfy changing demands or even foresee future wants, as well as the close customization of products and services to individual needs. Third, using CRM strategies helps cut down on total marketing spending[5], [6].

According to estimates maintaining current customers is less costly than acquiring new ones. There have been estimates that range from five to seven times as muchLast but not least, building stronger relationships with clients is regarded to boost client loyalty, and devoted clients are thought to stay with a business longer, spend more money there, and do so more often (Dowling, 2002, 87-104). According to a frequently cited study by Reich held and Sesser businesses may increase profitability by 25 to 85% by reducing customer churn by only 5%. While the importance of loyalty is now under discussionlodging companies have been promoting loyalty for some time via frequent traveler programmes; CRM might be considered as the obvious next step.

According to the reasons put out above by CRM proponents, CRM increases profitability since sales grow, customer acquisition costs decrease, and the profitability of customers who are prepared to pay more for "better" service increases. A graphical example of how CRM is supposed to operate. Building connections with consumers and fostering customer loyalty are the top row of consequences. The bottom row is a collection of well-regarded data mining results. These two sets of results taken together have encouraged several businesses to invest in developing a database-driven CRM system. According to certain experts, not everyone should make substantial expenditures in CRM. For instance, it is quite simple to stay in contact with client preferences in a small or specialty firm.But as the firm's size and scope

grow, the quantity of information that must be maintained also grows significantly, necessitating a large investment in technology, process reengineering, and personnel for effective CRM. To maintain a comparable connection with its consumers, an airline or a huge multinational hotel chain needs handle far more data than a local inn. When utilized properly, information technology (IT) may assist to lessen the issue[7], [8].

DISCUSSION

The degree to which organizations may use computer power has seen significant changes since 1990. IT has been cited by several writers as one of the critical success criteria for CRM deployment because it enables the collection, consolidation, manipulation, and analysis of customer data on an unprecedented scale. IT enables more targeted consumer marketing and improved response while extending reach into new areas without incurring significant extra expenditures. The importance of IT in CRM initiatives has led some authors as well as many actual managers and suppliers, to link CRM with the technology that underpins the strategy.

Many people use the phrase in the very narrow meaning of database marketing, in which a variety of demographic, lifestyle, and buying habits are collected and monitored and then utilized as the foundation for advertising various items to certain client groups. Their responses to each marketing contact are then monitored and utilized to improve the strategy. CRM, however, encompasses more than simply technology. According to Gamble CRM is an enterprise-wide commitment to identify your identified, individual customers and establish a connection between your business and these consumers as long as that relationship is advantageous to both parties. The company will actively seek out the right customers (and, implicitly, won't target those who won't do business with them), will develop a long-term, mutually beneficial relationship with each customer by initiating and maintaining a two-way dialogue, will work to meet customers' needs and solve their problems, and will assist customers throughout the life cycle of their interactionsall of which are highlighted in this definition.

More than just computer systems and information technologies are needed for this CRM strategy. The client must take center stage in the business. CRM must be utilized to handle all facets of the customer relationship in a coordinated manner, with its philosophy encompassing not just marketing but the whole organization. All employees of the organization must comprehend and support these common principles.Even though little research on the effectiveness of CRM has been published to date, most observers concur that successful CRM depends on the capacity to efficiently capture extensive data about current and potential customers, profile them accurately, identify their unique needs and idiosyncratic expectations, and generate actionable customer knowledge that can be distributed for ad-hoc use at each point of contact. The goal is to have a thorough understanding of consumers so that you can consistently predict and respond to their demands with focused and efficient actions at every point of contact.CRM calls for the company to maintain track of the data generated by each encounter in order to "learn" continuously, get to know each visitor better, and enlarge its database of specific customer knowledge. CRM has been compared by Godin to "dating a customer" since it is a lengthy process that demands time, knowledge, and resources from both sides. As a consequence, the connection between the client and the provider is active, participative, and interactive. The capacity to consistently serve various clients differently is customization, which is the last component of CRM. As a relationship grows, it changes. We don't regard long-time friends the same as recent acquaintances, nor do we treat close friends the same as random strangers. Many organizational departments, including marketing, accounting, operations, and information technology, must be integrated and coordinated in order to provide such constant personalized engagement. Inability to comprehend CRM's breadth, substance, and significance is likely to cause issues rather than the advantages it promises[9], [10].

Participants in the lodging business deal with a market that is becoming more competitive. Additionally, the foundation of competitiveness is evolving. Businesses in the hospitality industry seem to have developed to such a sophisticated level.Large-scale CRM activities seem to be most justified at the brand level given the geographic dispersion of hotel locations and the importance of brands in marketing and distribution. CRM implementation at this level would improve uniformity and personalized service throughout the supply chain and at each point of contact with the client. To do this, however, uniform and thorough data must be gathered from every property under the brand, combined, analyzed, and translated, then quickly sent to every site to affect the future consumer contact.

There are now two obstacles preventing that from happening: the absence of IT system integration and standardization inside each franchise, as well as the possibility of up to three parties (the owner, management firm, and brand) having an interest in the administration of a given property at any one moment.The structural qualities of IT have made the industry's often reactive approach towards it worse, which has resulted in a strong connection between the two problems. Recent technological advancements, such as the rise of the application service provider (ASP) model, are reducing the technical hurdle. Instead, faraway users may access them over the Web.As a result, using the ASP model, IT resources are obtained as a service rather than being purchased. Beyond the scope of this article, a description of these technologies is not appropriate. Note, however, that even if technology difficulties are ignored, we think that the hotel industry's structure poses significant barriers to effective CRM. The rest of the essay concentrates on these difficulties[11], [12].

The lodging business plays a significant role in the tourist sector by providing travelers with lodging (as well as related auxiliary services) while they are away from home. There are many different types of lodging establishments, from little bed & breakfasts in outlying areas to enormous hotels with thousands of rooms in big cities. The geographical distribution is summarized which reveals that the bulk of hotel properties worldwide are centered in Europe (55%) and North America (22%). The display also shows that chain-affiliated properties are more prevalent in North America, where the average property size is greater than that of Europe (56 against 28 rooms). Hotel chains dominate the lodging industry despite only managing a small percentage of the room supply (about 30% of the total room supply) and often having a disproportionate impact on business operations and performance.

Chain facilities often produce trading profit per room seven times more than their independent counterparts, in addition to typically having higher occupancy and average daily rate. As a consequence, it is anticipated that the sector would continue to consolidate, with an increase in mergers and acquisitions leading to a limited number of dominant major corporations. Hotel operations, hotel branding, and hotel ownership must be distinguished from one another. Many hotel owners in the United States were unable to run their own establishments because to historical events with Real Estate Investment Trusts (REITs).They must instead hire a different management firm to handle day-to-day operations (The International Hotel Industry, 2001, 85), which separates hotel ownership from hotel operations.The growing use of marketing contracts and franchises, which provide a consumer brand and demand adherence to brand standards, further complicates the problem.

A property's operations may be influenced by up to three parties at once: the owner, who is in charge of the assets and is accountable for mortgage payments and capital; the brand, which brands the property and offers standards, distribution services, marketing, technology, and other services; and the management company, which provides management talent and manages the property on a daily basis, the brand portfolios of each management firm are highly diverse, with each business operating under a range of rivalling flags in various geographical regions. The facts corroborate our assertion that there are several stakeholders with, sometimes conflicting, interests in the management of the property in the U.S. hotel

business. For the remaining as was previously said, the success of CRM depends on its capacity to gather, examine, and distribute vast volumes of timely and relevant information for customer-service representatives to act on in order to enhance the experience at each point of customer interaction. Therefore, a CRM programed cannot be effective without support from a sufficient number of properties.

Without the ability to collect customer information from the majority, if not all, of the associated properties, organize and synthesize it in one place, and then disseminate it to each property as required, hotel chains cannot consistently provide a high degree of personalized service. However, we argue that despite technical limitations, the lodging industry finds it challenging to implement this ostensibly straightforward theoretical idea because there is a dispute over data ownership that exists amongst the key players in the sector. The primary difficulties that the brand, the management business, and the owner are dealing with are discussed in the sections that follow.

As the name would enable the development of a deep understanding of customer needs and preferences, potentially leading to a high level of personalization, and potentially improving service levels across the brand as a whole, the development of an effective CRM initiative is deemed an important competitive move for brands. As a consequence, visitors would have a compelling motivation to support affiliated establishments and stick with the brand, boosting the value proposition for owners and operators via gains in financial performance.

Standardized information systems must be created throughout the franchise network in order to get data from all branded establishments, which was a challenge in the past but is now less significant due to recent technological advancements. Additionally, the brand must be prepared to share the customer knowledge created by the chain-wide aggregation of customer data with those who can act on it at each point of consumer interaction. This data sharing creates the first conundrum. In certain circumstances, the brand may be reluctant to share consumer information with the business for fear that the owners or operators may use it to steal their most valuable clients and steer them towards rival brands in their own portfolios. Consider a management business that manages a hotel that flies one flag (Brand A) in certain markets and a rival flag (Brand B) in others. In areas where it doesn't operate Brand A hotels, this corporation could be inclined to direct high-value clients towards its Brand B hotels. Brand A is thus forced to make a choice between sharing the data it gathers across the company to benefit from large-scale CRM and run the risk of having some of its partner management companies operating individual properties poach its high-value customers, or protecting its customer knowledge from the interests of multi-flag owners and operators and forgoing the full benefits of CRM.

The Management Firm. There do not seem to be many compelling motivations for management businesses to create a CRM programed for themselves, these businesses often manage a diverse portfolio of assets for many owners, each flying a distinct flag. By definition, a cross-flag CRM programed is unlikely to foster brand loyalty and is thus of little interest to the majority of management firms.However, it is debatable if management organizations need to actively assist brand-level CRM activities in gathering operational guest data. Due to the fact that most businesses run a diverse portfolio of flags, if the management firm takes part in a brand-based CRM project, it will only benefit the properties that represent that specific brand.

Participation, on the other hand, will put one at a competitive disadvantage in places where it goes up against the brand. As a consequence, management businesses have little motivation to contribute consumer information about guests who stay at their facilities to brand-level CRM programmers. They would really be harming their own operations in areas where the company running the CRM project is a rival rather than a partner if they did this.

The management firm also recognizes the significance of customer data that enables it to develop customer-value models and more effectively target high-value prospects, especially with regard to group business, even though it may not be interested in comprehensive client data for branding reasons. As a result, management firms have an incentive to restrict data sharing and to oppose brand-level CRM activities.Owners have a different emphasis on profitability, even if they often have numerous flags in their portfolio of properties, much like operators do. Most people see owning a hotel as a real estate investment and are only tangentially interested in the topic of "Who owns the data?"They may outperform other properties when their properties carry the flag of a successful CRM project, but they may suffer when their properties fly the flag of a rival initiative. As a result, the owners seem to be faced with the same choice as the management company: whether to take part in brand-level CRM programmers or to object to the gathering and combining of consumer data. The owners may also have objectives other than only using the information for operational requirements. Customer information may be used by the other organizations (the brand and the management firm) for marketing reasons and research that isn't in the owner's best interests (such as determining whether it would be feasible to develop other homes in the same region).

CONCLUSION

We have called attention to the "data-ownership dilemma" in this study, which refers to the inherent conflict that different players in the hospitality sector experience when they use CRM.We contend that a fundamental, though sometimes ignored, obstacle to the success of CRM projects is the data-ownership conundrum. CRM tactics, as was previously said, seem to be most effective at the brand level, but their effectiveness is reliant on the active participation of both the operator and the owner of each property. Operators, in particular, and owners to a lesser degree, have little motivation to comply with this criterion, which is necessary for CRM to be successful at the brand level. Additionally, brands struggle to manage the generated consumer knowledge and stop it from spreading beyond the brand network. We think that due to this contradiction, CRM in the accommodation sector may never go beyond its present, comparatively low level of complexity. While database marketing strategies will still be used, our hypothesis is that few hotel chains will be able to effectively deploy extensive, chain-wide CRM projects. The full advantages of a CRM strategy are likely to be seen only if major change takes place in the structure or methods of operation of the industry.

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CHAPTER 3
EXPLORING THE HEALTH ISSUES AND SPA DEMAND

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ABSTRACT:
Spa visitors are increasingly seeking to develop sustained wellbeing that renews and unifies the body, mind, and spirit. To that purpose, comparisons between Eastern and Western lifestyles regarding the fields of medicine, philosophy, and spirituality are a staple of several spa and health experiences. In order to do this, the wellness Spas (placed in daytime, vacation, or resort settings) satisfies visitor requirements by developing an encounter, not merely a sequence of procedures. Each and every amenity, facility, therapy, and programs need to be incorporated easily into a custom-made visitor experience. These encounters need to be directed upon couples, families with young children, and adolescents. Early in the 1990s, spas were seen as a natural expansion of exercise centers and attention to focusing mostly on body-related therapies wellness. Market sophistication has increased. The customer was drawn to the body-mind link. Focus early in the twenty-first century in the 20th century, spas and marketers are overt connecting the dots between the body, mind, and spirit in order to adapt to the tastes of new markets.

KEYWORDS:

Destination,Medical industry, Resorts,Spas, Treatment.

INTRODUCTION

Among the factors one may find the following services at a contemporary spa: Alternative and complementary medicine in conventional lifestyles. Conventional Western and Eastern medicine Health and lifestyle choices. Promoting general health proactively and the standard of living Body. An increasing number of people are visiting action spas. Many folks seeking for a solution to relax and stay active in light of this pattern, a vigorous range of activitiescombining cardio-circuit training, tennis for free, racket-ball, and squash jogging, biking, and fixed weights treks, and water spotsremains a fundamental needed for spa/wellness. The wellness experience includes medical Affiliations are sometimes accessible to submit details and do a blood test hypertension, cardiovascular disease, and bone density so on. Almost any diet may benefit from exceptional cuisineany dietary preference or limitation. When evaluating which skin care procedures to mention, observe that salt exfoliates and illuminates. The average number of treatments is four popular than any other body by several times treatment. These products are staples in effective spa treatments. Visitors must have the option to improve their experience with extras like eye-firming hydrotherapy with added minerals and treatments soaks. Additionally, it's crucial to offer services throughout a range of time frames so visitors may choose services based on their needs timetable and budgetary plan[1], [2].

Body and Mind

Educational programmes are offered at various levels clinics and courses. These initiatives individually assist the visitor, increase the clientele of wellness centres, and promote return trips. Fitness and good health among the considerations include cardiovascular health, holistic parenting, which combines medical procedures from the East and West, indigenous

ageing, spiritual practises, and a growth in the population's share pursuing alternative therapy as opposed to increased patient visits per visit.

Spirit, Body, and Mind

Any wellness clinic must have comprehensive touch/alternative manual treatments, such as chiropractic care and deep tissue massage (rolfing, myofascial release, nueromuscular massage, acupressure/shiatsu, watsu, Trager massage, etc.). The fundamental massage that is provided at all spas and wellness/healing facilities is extended by this approach. Practitioners that provide manual therapy need to have further training in fields related to subtle energy work, such as chi gung, reiki, and chakra balancing. • Ayurvedic treatments are well-liked and serve as an extra connection between the East-meets-West concept promoted in many day spas, which has the ability to speed up market adoption. Most touch therapies may combine aspects of ayurvedic medicine.

Well-known research by David Eisenberg from 1993 found that one-third of all patients had recently spent $13.7 billion on visits to practitioners of alternative medicine. This sent a message to the medical community that the high out-of-pocket costs represented more than just lost income for conventional (allopathic) physicians; they also showed a widespread discontent with conventional care. The rise of proactive wellness programmes was facilitated by the fact that many individuals were putting their health and wellbeing into their own hands. Eisenberg revised his research in 1997. He calculated that there were 600 million visits to non-native medical professionals overall, costing more than $27.1 billion. The overall number of visits to conventional primary care doctors fell short of the number of visits to alternative care physicians in 1997. The ageing of the population, the health of the economy, and the rising popularity of alternative wellness treatments all contribute to the expansion of this trend. It seems to be growing as of this writing[3], [4].

From 33.8 percent in 1990 to 42.1 percent in 1997, more people used at least one of the 16 (alternative) treatments over the preceding year. Herbal medicine, messaging, megavitamins, self-help groups, traditional medicines, energy healing, and homoeopathy were the treatments with the fastest growth rates. Users are now more likely to see an alternative medicine practitioner (46.3%) than they were before. Alternative treatments were most often utilised between 1990 and 1997 for chronic conditions, including back issues, anxiety, depressive disorders, and headaches. In general, it can be said that spending on alternative medicine significantly rose between 1990 and 1997. This increase may be mostly attributable to a rise in the percentage of the population seeking out alternative treatments rather than an increase in the number of visits per patient.

S.P.A. Classification

The emergence of spas and the ensuing popularity have a long history and enormous potential for the hotel sector. Traditionally, spas in Europe have been places where visitors go to "take the waters" and go back to living a balanced, healthy life. However, the phrase is increasingly used to refer to a wide range of services and facilities in the hotel sector in the United States. The specialised destination resort spas at one end of the spa range are largely designed for those looking for a customised blend of health, exercise, and pampering. Modalities and treatments include massages, unusual therapies, personalised dietary programmes, lectures, and excursions that may include—but are not limited to—a wide range of activities from helicopter skiing to nonsurgical facelifts. Destination resorts with locations in the Massachusetts Berkshires and the Arizona desert, such Miraval's Life-in-Balance and Canyon Ranch, garner demand due to its amenities and reputation. The main goal of visiting a destination spa is to take use of the spa's amenities and scheduled activities. The location itself generates demand. The amenity spa is closely tied to a destination resort spa. Resorts and full-service hotels may get services from amenity spas. The breadth and complexity of

spa treatments distinguish a destination spa from an amenity spa as their main distinction. While often extremely large, amenity spas serve to support the resort environment, while destination spas serve as the resort area's focal point. The spa may function as both an amenity spa (to the hotel) and a day spa (to the surrounding population) when a full-service, high-end hotel is situated in an urban setting and includes a sizably substantial spa component. In a later section of this chapter, we examine the 35,000-square-foot Spa Mystique in the Westin Los Angeles Century City. In addition to serving the hotel's conference and leisure guests, this spa also sees a lot of local day spa use.

Middle-market hotel establishments increasingly feel compelled to include a spa as an amenity, but often they are unable to provide a full-service facility owing to financial and real estate constraints. As a consequence, the number of poorly planned and implemented spa extensions that provide the owner the chance to add "and spa" at the end of the company name has exploded in this industry. They often amount to little more than hiring a massage therapist on the side and converting the guest room nearest to the swimming pool into an exercise space. These spas often portray the spa business as a whole negatively and seldom manage to surprise and please their clients. Fortunately, the intricacy of the industry is making success for "and spas" more and more difficult[5], [6].

Some development tendencies are developing as the spa business becomes more established. The travel, hospitality, and leisure market's fastest-growing sector in 2005 was the spa business, which grew by 26 percent between 2002 and 2004. Spas are no longer seen as a specialised sector, but rather as a distinct industry. The following segments make up the spa industry, each with unique traits and business opportunities. Destination spas, resort hotels, day spas, medical spas, mineral springs, and club spas are just a few examples. A destination spa is one whose only goal is to provide guests services and amenities that support healthy lifestyle changes. Fitness, education, and lectures on healthy living, nutrition, and illness prevention are among the professionally handled services provided. Destination spas often provide programmes that assist postoperative circumstances, treat different addictions, and give strategies to deal with significant, chronic sickness because of their healthy emphasis. According to the International Spa Association's business Study (Thacker, 2004), the destination spa business only accounts for 1.6 percent of the overall spa market. However, the market's move towards wellness and health as a key component in spa menus is reflected in the expansion in the construction and usage of destination spas[7], [8].

On the premises of vacation resorts, resort spas provide treatments for the mind, body, and spirit to go along with other resort activities like golf, tennis, horseback riding, skiing, and water sports. The menu offers healthy spa food as an alternative to the standard selections. Visitors may participate in resort activities including dancing and live entertainment in the evenings. There are also children's programmes available. The resort spa accounts for 14% of spa sites in North America but for roughly 41% of overall industry revenue, 27% of all spa visits, and 26% of industry workers, according to the ISPA Spa Industry Study (Thacker, 2004). On the grounds of a top-notch resort, a luxury resort spa provides the ambiance of a quiet hideaway. These resorts are often located in stunning settings and boast top-notch golf courses and other top-notch recreational amenities. Gourmet food and first-rate spa services are not only anticipated, but also requested.

A therapeutic, beautifying, or pampering experience may be had in a day spa in a short amount of time. Visitors have the option of scheduling hour-long single sessions or daylong packages of treatments. Day spas may be found freestanding or housed in hotels, department shops, and health clubs throughout North America. According to the International Spa Association's 2004 Spa Industry Study, the day spa sector accounts for 72.2% of total industry sales. The high number of day spas and their development trend are indicators of how time-constrained spa visitors are. Owner-operated and chain-affiliated day spas are also

possible.The ISPA's 2004 survey's preliminary findings indicate that industry growth is continuing strong. Nationally, there were 12,000 spas as of the middle of 2004, of which 8,700 were day spas. These figures represent a 25% rise in the sector as a whole and a 20% growth in this market alone. There were 81.2 million visitors to day spas worldwide in 2003. However, just 13% of the general population has visited a spa in the previous three years, showing that there is still significant room for expansion in this sector.A key development in the breadth, depth, and inclusivity of many spas is the use of medical therapies in diverse spa environments. Medical spa services may vary from elective reconstructive surgery to noninvasive Eastern modalities that rely on the link between the body, mind, and spirit to produce positive, quantifiable changes in the customer or patient. In North America, 26% of medical spas have a doctor on staff, and slightly more than half (51%) have a collaboration with a medical professional. The remaining options include being situated in a medical office or having qualified personnel on staff. The two most common procedures are botox and microdermabrasion, followed by chemical peels and laser hair removal[9], [10].

In medical spas in North America, allopathic or Western medical methods often include Eastern-based therapies. Medical treatments are now available in day, vacation, and resort/amenity spas. This growth may be partially due to market demand and partially to health insurance programmes that pay for certain procedures. Medical spas are the spa segment that is expanding the quickest in terms of the number of sites, according to an ISPA 2004 study. Since 1999, medical spas have grown on average by around 45% year by location. 205 percent of growth occurred cumulatively from 1999 to 2004 and 109 percent from 2002 to 2004. 1,900,000 visits were reportedly produced by medical spas in 2003, or 1.39 percent of all spa visits. However, this visitation percentage represents around 2.1 percent of the entire industry sales, reflecting the profitable nature of this economic sector.

Numerous mineral springs spas are regarded as the first kind of spas, where people go to "take the waters." By definition, mineral springs spas are those that are situated near naturally occurring mineral springs. These spas account for 2.8 percent of all spa sites and 1.3 percent of all industry sales, making them one of the spa industry's less lucrative subsectors. The total expansion of mineral springs spas from 1999 to 2004 increased by 143%, which reflects their growing popularity. Only 15% increase was seen between 2002 and 2004, suggesting that the number of sites accessible had a direct bearing on this segment's development.

The main goal of club spas, which lack a hotel component, is to enable regular physical activities. By providing sports massage (deep tissue), chiropractic care, physiotherapy, and other re- lated treatments that address concerns of pain management, flexibility, and mobility, many club spas complete the main fitness component of the facility. Club spas account for around 3.7 percent of the industry's sales and 5.8 percent of the entire spa market in North America, according to location. The lowest rate of growth among all spa categories is seen in the club spa sector. The cumulative club spa growth rate from 2002 to 2004 was barely 3%.

Historically, management considered spa operations the same as other revenue-generating divisions like catering and restaurants. These divisions were just seen as a facility required to attract visitors to the hotel. The potential of the department to increase occupancy was judged sufficient justification for their existence as long as they broke even or didn't lose too much money. However, hotel spas changed from being support services to profit centers in the late 1990s, following the example of other operational departments. This significant tendency is still there today. PKF Consulting detected only one in 1999 thirty hotels in the US, thousands that comprehensive spa facilities, analyzed the financial performance of those hotels and their spa sections, and reported data to the PKF. Due to an inadequate sample size, dedicated destination spa resorts were excluded from the research.

Even while spa revenues for the sample properties were not very significant, they increased quickly. Just 3.3 percent of the sample's total sales in 1999 came from spa income. However, spa income increased 16.6% from 1998 to 1999. This contrasts with growth rates for revenue growth of 5.2% for rooms, 12.2% for food, 3.2% for communications, and a fall in revenue of 0.3% for the beverage division. The sample of hotels' spa divisions had an average departmental profit margin of 30.7% in 1999. However, from 1998 to 1999, spa department revenues did expand strongly by 51.3 percent. Spa trends complement and reflect those in the hospitality sector. The designers and managers of hotels provide a spa experience that primarily draws inspiration from residential design and technological advancements. Enhances the stay experience. Influences occupancy rates. Increases the daily average rate. Offers a unique marketing advantage

Spas in North America are gradually becoming more specialised, focusing on market niches that go far beyond the typical ladies-who-lunch clientele. A new generation of spa facilities, spa programmes, and, most crucially, spa devotees has emerged. It includes adventure spas, fitness spas, children's spas, family spas, and even pet spas. Spas now draw a much broader demographic, including men, women, couples, families, kids, and teens. Spas have been expanding their menus to include stress reduction and treatments that focus on getting results since the beginning of the twenty-first century. They not only respond to current market demands, but also help to build spa programmes that can be introduced into almost any leisure-oriented setting or level of accommodation by emphasising the social advantages of hanging out in a safe, soothing area. Destination spas, in particular Spirit, Body, and Mind

Comprehensive manual therapies, such as chiropractic care and deep tissue massage (rolfing, myofascial release, nueromuscular massage, acupressure/shiatsu, watsu, Trager massage, etc.), are a must for every health centre. This method goes beyond the standard massage that is offered at all spas and wellness/healing institutions. Manual therapists should have further training in disciplines linked to subtle energy work, such chi gung, reiki, and chakra balancing. Ayurvedic therapies are popular and provide a further link to the East-meets-West theme popularised in many day spas, which might hasten market acceptance. Ayurvedic elements may be included into the majority of touch treatments.

One-third of all patients had recently spent $13.7 billion on visits to practitioners of alternative medicine, according to a well-known study by David Eisenberg from 1993. This conveyed to the medical community that there was a general dissatisfaction with traditional treatment, as seen by the high out-of-pocket expenses, which meant more than simply lost money for conventional (allopathic) practitioners. Because so many people were taking control of their health and wellbeing, proactive wellness initiatives were able to flourish. In 1997, Eisenberg updated his study. At a total cost of more than $27.1 billion, he estimated that there were 600 million visits to non-native medical experts. In 1997, the total number of visits to traditional primary care physicians was lower than the total number of visits to alternative care physicians. The population's ageing, the economy's strength, and the growing acceptance of complementary and alternative medicine as a kind of wellness care all support the growth of this trend. As of this writing, it seems to be expanding.

The percentage of persons who employed at least one of the 16 (alternative) therapies increased from 33.8 percent in 1990 to 42.1 percent in 1997. The therapies with the quickest growth rates were herbal medicine, messaging, megavitamins, self-help groups, traditional medicines, energy healing, and homoeopathy. Users are now 46.3% more likely than they were before to see a practitioner of alternative medicine. Between 1990 and 1997, chronic diseases including headaches, back problems, anxiety, and depressive disorders were the ones most often treated using alternative methods. In general, it can be claimed that between 1990 and 1997, expenditure on alternative medicine increased dramatically. Instead of an increase

in the number of visits per patient, this increase may mostly be attributed to a growth in the population's use of alternative therapies.

There is a lengthy history and tremendous potential for the hotel industry in the development of spas and the popularity that has followed. Spas have historically been destinations where people go to "take the waters" and return to living a balanced, healthy life. However, in the American hotel industry, the word is frequently employed to describe a broad variety of services and amenities. At one end of the spa spectrum, there are dedicated destination resort spas that are primarily created for those searching for a personalised combination of wellness, fitness, and pampering. Modalities and treatments include massages, unconventional therapies, individualised food plans, seminars, and trips that may involve a variety of activities, such as nonsurgical facelifts and helicopter skiing. Due to its facilities and reputation, destination resorts like Miraval's Life-in-Balance and Canyon Ranch, which have sites in the Arizona desert and the Massachusetts Berkshires, are in high demand. Utilising the facilities and programmed activities is the major objective of going to a destination spa. Location alone creates demand.

A destination resort spa has a tight relationship with the amenity spa. Amenity spas may provide services to resorts and full-service hotels. The fundamental contrast between a destination spa and an amenity spa is the variety and intricacy of spa treatments. Amenity spas, which are often quite big, complement the resort setting, while destination spas act as the resort area's main point. When a full-service, high-end hotel is located in an urban environment and has a sizably considerable spa component, the spa may serve as both an amenity spa (to the hotel) and a day spa (to the local community). We look at the 35,000 square foot Spa Mystique at the Westin Los Angeles Century City in a later portion of this chapter. This spa serves the hotel's conference and leisure guests in addition to receiving a number of local day spa visitors.

Middle-market hotel properties increasingly feel forced to provide a spa as an amenity, yet often they are unable to do so due to financial and space limitations. As a result, this business has seen a huge rise in the number of poorly thought out and executed spa expansions that provide the owner the opportunity to add "... and spa" at the end of the firm name. They often don't involve much more than adding a massage therapist to the staff and turning the guest room closest to the pool into a gym. These spas often represent the spa industry in a bad light and seldom succeed in surprising and delighting its patrons. Fortunately, the complexity of the sector is making it harder and harder for "and spas" to succeed.

As the spa industry gains greater traction, several trends in development are emerging. The spa industry increased by 26 percent between 2002 and 2004 and was the fastest-growing segment of the travel, hotel, and leisure market in 2005. Spas are now considered a separate industry rather than a niche market. The spa industry is divided into the following sectors, each of which has special characteristics and commercial potential: A few examples are club spas, resort hotels, day spas, medical spas, mineral springs, and destination spas. A destination spa is one whose only purpose is to provide visitors treatments and extras that encourage healthy lifestyle adjustments. Among the well managed services offered are fitness, education, and lectures on healthy living, nutrition, and sickness prevention. Due to its focus on wellness, destination spas often provide programmes to help postoperative conditions, cure various addictions, and provide ways for dealing with severe, chronic illness. The destination spa industry barely makes up 1.6% of the total spa market, according to the International Spa Association's business study (Thacker, 2004). However, the growth in the development and use of destination spas reflects the market's shift towards wellness and health as a crucial element in spa menus.

Along with other resort activities like golf, tennis, horseback riding, skiing, and water sports, resort spas provide therapies for the mind, body, and soul on the grounds of holiday resorts. Instead of the conventional options, the menu provides healthful spa meals. Visitors are welcome to take part in resort activities including nighttime live entertainment and dancing. Children's programming is also offered. According to the ISPA Spa Industry Study (Thacker, 2004), resort spas make up 14% of spa locations in North America but generate around 41% of total industry income, 27% of all spa visits, and 26% of industry employees.A luxury resort spa on the premises of a top-notch resort offers the atmosphere of a peaceful retreat. These resorts have top-notch golf courses and other top-notch recreational facilities and are often found in breathtaking surroundings. Not only are fine dining and top-notch spa treatments expected, but also desired.

In a day spa, you may quickly have a relaxing, rejuvenating, or therapeutic experience. The choice of hour-long single sessions or full-day treatment packages is available to visitors. Day spas may be found all across North America, whether they are standalone or integrated into hotels, department stores, and health clubs. The day spa business accounts for 72.2% of overall industry revenues, according to the International Spa Association's 2004 Spa business Study. A sign of how time-constrained spa patrons are is the large number of day spas and their growth tendency. Day spas that are independently owned and managed are also an option.

According to the early results of the ISPA's 2004 study, industry growth is still booming. As of the middle of 2004, there were 12,000 spas nationwide, of which 8,700 were day spas. These numbers reflect a 25% increase in the industry as a whole and a 20% increase in only one area. In 2003, there were 81.2-million-day spa visits globally. There is still a large amount of space for growth in this industry, since just 13% of the general population visited a spa in the preceding three years. Allopathic or Western medical practices often include Eastern-based remedies in medical spas in North America. Today, day spas, resort/amenity spas, and vacation spas all provide medical services. This expansion might be a result of both market demand and health insurance plans that cover certain operations. According to a 2004 ISPA survey, medical spas are the spa category that is growing the fastest in terms of the number of locations. Since 1999, the average annual growth rate for medical spas has been over 45%. Cumulative increase from 1999 to 2004 was 205 percent, and from 2002 to 2004 it was 109 percent. According to reports, medical spas generated 1,900,000 visitors in 2003, or 1.39 percent of total spa visits. However, this visitor rate only accounts for only 2.1% of the total industry revenues, which illustrates how lucrative this business is[11], [12].

CONCLUSION

Spas will likely continue to have a significant place in the inventory of hotel services, as shown by the debate and description of the service and amenity possibilities of various kinds of spas that has just taken place. Any spa service, no matter how basic, may improve a hotel visitor's stay. One day, even reasonably cost accommodation facilities may be able to arrange for baci spa treatments.The utilization of medical therapy in various spa contexts has become a significant advance in the range, depth, and inclusion of many spas. Services provided by medical spas might range from elective reconstructive surgery to noninvasive Eastern modalities that depend on the interplay between the body, mind, and spirit to benefit clients or patients in measurable ways. Over half (51%) of medical spas in North America collaborate with a medical practitioner, and 26% of them have doctors on staff. The two remaining choices are to be located in a medical office or to have competent staff members. Botox and microdermabrasion are the most often performed treatments, followed by chemical peels and laser hair removal.

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CHAPTER 4
EXPLORING THE CONCEPT OF ORGANIZATIONAL DESIGN

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ABSTRACT:
At the start of the 20th century, the traditional European hotel organization model predominated in American hotels. The chef and the maître d'hôtel, two key hotel administrative figures, served as the foundation for this organization. The chef served as the kitchen's head or monarch. In many respects, he served as the equivalent of a feudal lord, ruling over all aspects of the hotel's food production and selection. This structure acknowledged the crucial part that food and its preparation played in the period's hotels. The hotel's maître d'hôtel served as the master of all services. It was his duty to oversee how the hotel's personnel interacted with customers so that they were always attended to swiftly, courteously, and in accordance with hotel rules. Even the names chef and maître d'hôtel, which are respectively translated from French as "chief" and "master of the hotel," point to a significant European influence. Although the roles have altered and developed, the fact that these phrases are still in use today attests to an ongoing interaction. We discuss how individuals, organization, and professions have evolved in the hotel business at various points in this book. The organization structures of hotels have evolved for many of the same reasons listed in the Introduction as to why hotel management has changed. Specialization within the hotel organizational structure increased the efficacy with which the organization managed and provided its services as we gained more understanding about our customers and the markets they represent.

KEYWORDS:

Design, Food Control, Hotel, Organization, Staff Line.

INTRODUCTION

Since hotel organisation structures are not immune to the effects of the economy and business cycles, they are equally affected by the challenges faced by businesses as a whole during economic downturns. Hotel industry transformations have been referred to as downsizing and reengineering. In order to flatten the organisation, several hotels abolished whole management levels or consolidated managerial tasks in the early 1990s. The executive assistant manager was often removed from the standard functional chart, like the one, making division heads solely accountable to the general manager (GM). Some hotels eliminated distinct divisional managers in favour of all department managers reporting directly to the general manager[1], [2].

Organisations are still built on concepts like those articulated by Stoner and Wankel (1986), regardless of how the reorganisation may seem. They claimed that a company's requirement for both stability and change must be balanced throughout the organising process. They continue by making the following observations on "organising" as a multi-step process based on Dale's (1967) theory: Organising outlines every task necessary to achieve the organization's objectives.Organising breaks down the overall amount of work to be done into groups of tasks that can be completed by a single person or group of individuals. Organising is the process of logically and effectively combining the work of an organization's members. Organising creates a system to coordinate members' efforts so that it functions as a single, well-coordinated whole. Organising creates a system to track how well an organisation is

doing at achieving its objectives. A linear staff structure has developed in the contemporary hotel industry to follow this theoretical organising process, even in reengineered hotels. Notably, function rather than title distinguishes the departments, with the exception of senior managers. This is to demonstrate that job descriptions and related responsibilities differ from business to firm and, as said, may be merged or abolished to fit current circumstances. An industry-wide perspective may be gained by viewing an organisational chart by function as opposed to job title since the services a hotel provides stay the same even during difficult financial times.Also take note of the fact that the two main operational divisions in this chart are designated as the Rooms Division and the Food and Beverage Division. Individual functions, once again on a company-by-company basis, may find homes in other divisions, but fundamentally, hotel organisations are set up to provide their visitors with these two essential services: rooms and food and beverage. The arrangement of the other departments may vary depending on the hotel company. This organisational chart's departments should be seen as typical and representative of a general hotel organisational structure. The line and staff roles are specified as follows for illustrative purposes[3], [4].

Line Operations

Line functions are the responsibilities given to hotel staff in organisational units that place them in routine or sporadic contact with visitors. The Rooms Division and the Food and Beverage Division are the line operations of a hotel organisation. Naturally, certain departmental tasks within each line division interact with guests more or less than others. The fundamental similarity among queue workers is that they participate actively in the assembling and delivery of the hotel's services. For instance, most hotel security staff members seldom interact with guests; however, cleaning staff members may interact with guests more often, and housekeepers are unquestionably key players in the provision of the hotel's services. The bulk of the very visible face-to-face interactions with guests in the Rooms Division, however, are handled by the front desk employees. Similar to this, the personnel of the restaurant, bar, room service and banquet departments engage in a lot of direct visitor contact in the Food and Beverage Division. However, unlike the cleaning crew, the hotel chef's team, which is in charge of food production, only sometimes interacts with customers. They nonetheless unquestionably fit within the line definition due to their significance in the service production process[5], [6].

Staff Positions

While a significant portion of the labour is to impact the quality of a visitor's stay, staff duties are often those behind-the-scenes tasks that support queue operations and, in most cases, have little to no guest interaction. For these reasons, engineering is included as a staff function in this diagram. The effectiveness of the engineering department directly affects how well guests experience their stay while also supporting the operations of practically every other department in the hotel.For instance, the kitchen's food production equipment is crucial to all of the hotel's line activities and is maintained and repaired by the engineering department. The dining room's tables and chairs, the lobby's furnishings, and the baggage trolleys used by the bellhops may all be repaired by engineering personnel upon request. Thus, the engineering department may be seen as a genuine staff department that supports and services any and all of the other departments in the hotel at any one moment. The engineering division is positioned under the Rooms Division in some hotel organisational charts. This might be because engineering functions best in that area of the hotel's organisation, or it could just be a matter of custom.

Other departments that are often considered of as performing Rooms Division duties could also be in this predicament. Safety is a prime example. Because housekeeping by definition "keeps" the whole home, this role has been modified in various organisations from being

limited to rooms. Of course, organisations consist of more than simply boxes and graphs. Since the Roman Catholic Church originally created the pyramidal structure as a visual representation of organisational relationships that we are so used to today, the most current corporate organisation structures have not evolved much in shape. If you give it some thought, practically all businesses, the government, the military, and educational institutions all operate under the same concept.

Analysing a few of the readings provided here and those that are recommended at the conclusion for additional study will help you see what affects organizations—not so much in their graphical perspective but in the way they react to external and internal stimuli. Professor Eddystone C. Nebel III held the C.B. Smith Professor of Hotel Management position at Purdue University at the time of his untimely death. He had just returned from a sabbatical vacation where he had studied and observed 53 important subordinates as well as 10 excellent general managers. Nebel's study provided her with crucial knowledge about how hotel organisations operate. Nebel combines organizational theory with the lessons learned from the GMs in numerous chapters of his book Managing Hotels Effectively: Lessons from Outstanding General Managers (1991), which also discusses the increasingly significant role committees may play in a successful organization[7], [8].

In his article on how the leadership might influence a hotel's efficient organization, Mark Conklin offers another perspective on the specific dynamics of hotel organizations. He is qualified to remark because of his role as Marriott Hotels and Resorts' vice president of market management. He puts up a radical new viewpoint in this case, one that neither the Catholic Church nor the military would find acceptable. It does, however, seem to be a good fit for hospitality. The research and views offered here reflect contemporary thinking regarding the link between organizational structure, interdepartmental relationships, and the organization's personnel, even though there is no shortage of literature and discussion on hotel organizations. Readings that are suggested might provide you with further understanding[9], [10].

Organisations must provide structure for their employees' actions if they are to be directed towards productive goals. Aldag and Stearns (1987) enumerate five methods that managers offer organisations structure:

1. Specialized work

2. Departmentalization

3. Authorities' habits

4. Control intervals

5. Techniques for cooperation

These five factors often need to be taken into consideration whenever a management chooses to undertake an organisational change.Specialisation. If there are several ways to do a job, management must decide how to distribute the labour among the employees. One extreme is the situation with little or no specialisation, when a single employee is in charge of all the duties necessary to do a project. An example would be the chef of a tiny rural restaurant who serves 20 people the whole dinner by himself. Having complete control over a project is gratifying, and seeing the fruits of one's labours is inspiring. However, the issue is that it is harder and harder for individuals or small groups to expand their productivity without altering how they are organised as the demand for goods or services rises.Determining the level of specialisation that should be applied to work and occupations is one of management's responsibilities. Generally speaking, specialisation offers the prospect of increased employee productivity and management control over activities. On the other hand, breaking down

larger tasks into smaller subunits tends to make it more necessary to coordinate the efforts of several employees who are each engaged in unique, specialised tasks. Additionally, overspecialization may produce occupations that are so constrained that employees lose interest, motivation, and quality suffers.

Departmentalization

Managers must categorise specific roles as organisations become bigger in order to maintain effective coordination and management of activities. The majority of restaurants departmentalize, with distinct functional sections for food preparation and food service. This is a sensible and useful answer. Food preparation and serving need quite different sorts of labour; the two occupations have unique processes and functions. The most typical way to organise a firm is to divide it into functional divisions.

Authority

Every time a job or group is reorganised into separate departments, managers must decide how much decision-making power to give to certain employees, supervisors, or departments. When it comes to decision-making, organisations never completely centralise or decentralise; instead, they trend in one way or the other. When determining what pattern of authority is ideal for an organisation, a variety of things must be taken into consideration. The experience and personality of subordinates, the work environment (is it stable or changing quickly?), the business plan to be used, and the management style with which they are most comfortable are all factors that managers must take into account. Line executives are in charge of the business units that generate the company's revenues by offering goods or services to clients. The most profitable areas of a hotel are the rooms and food & beverage divisions. However, staff divisions are created because the concepts of job specialisation and departmentalization imply that such an organisational structure would be efficient. A hotel's engineering and personnel departments are two examples of staff units. However, when they are established, staff departments may occasionally pose organisational issues.

What degree of control ought functional staff executives to have over line executives? Line executives can be granted complete power as a last resort. On the other hand, line executives could be given control over staff executives in their respective fields of expertise. Here are two instances that are in between: (1) Line executives must speak with staff experts before making a choice; and (2) Line and staff executives must come to a conclusion together. Top executives like GMs must mediate disagreements amongst line workers when they arise, regardless of the circumstance[11], [12].

Area under Control

The number of subordinates who answer to a supervisor is referred to as the span of control. Some management researchers in the past recommended a "ideal" span of control of precisely seven subordinates. That naive viewpoint is no longer prevalent. The degree of task similarity between subordinates' jobs determines the appropriate span of control. The more comparable the duties, the broader the span of control may be.Training and professionalism are important factors because they affect a subordinate's ability to exert more control with less monitoring.

Task certainty

The range of control may be increased in proportion to how regular and predictable a job's duties are.

Interaction frequency

If relationships need regular communication, the range of control must be restricted.

Task integration

A supervisor's scope of control must be more constrained the more he or she must integrate and coordinate the responsibilities of subordinates.

Physical dispersion

A manager can effectively oversee fewer subordinates the more widely distributed they are.Some of these variables could operate in the other way. For instance, fast food restaurants are relatively similar to one another operationally, indicating a wide range of control. However, their physical dispersion has the opposite effect, reducing control range.

Activities coordination

When organisations do not adequately coordinate their work, problems occur. Coordination is often not a key challenge in basic organisations with just a few members. But when organisations get more complicated, issues arise. Work specialisation and departmentalization are organisational responses to a business's expansion, as was previously described. It is crucial to coordinate individual and group efforts towards shared objectives when responsibilities are split. The degree to which tasks and activities are connected determines the kind of coordination needed. Different types of interdependence between persons and organisations are produced by these links.

Activities that may be carried out with minimal contact between people or groups are referred to be pooled interdependence. Consider a hotel with three phone operators. Similar to how room-maids and cashiers at restaurants are able to do their tasks alone, without interacting with the others, each can typically complete theirs. Since these workers do not need to communicate with one another, the best way to coordinate their actions is to set down standardized norms and procedures for each to follow, as well as to provide intensive individual training and direct supervision. Making ensuring that each separately performed work is completed with the same degree of effectiveness and quality is the responsibility of coordination. When the outcome of one job is the input of another task, this is known as sequential interdependence. This is characteristic of assembly-line operations when goods are gradually put together. The procedure for checking guests in at a hotel is an example. A visitor billing record or folio serves as the output of the front desk and an input to the accounting division. For this operation to run successfully, a well-planned system between the rooms department and the accounting department is essential. Detailed planning, scheduling, and standardization ensure proper coordination. Finding the connections between tasks is another need for coordination.

When the output of Unit A is an input for Unit B and the output of Unit B is an input for Unit A, even more coordination is necessary. Work units are said to demonstrate reciprocal dependency if there is a high amount of interaction between them. The cooperation required to hold a significant convention is one example. The utilization of function rooms necessitates communication between convention services, engineering, food & beverage, and accounting. Front desk choices about rooming must be coordinated with accounting, sales, cleaning, and reservations. Mutual adjustments are necessary because the production and activity of one department affects several other departments. Only direct communication and group decision-making among the involved units will allow for close coordination. Standardized planning and procedures may be useful, but they can't possible address all of the issues brought on by such intense departmental contact. For millennia, knowledge has gathered on the best ways to set up organisations like governmental bureaucracy, the military, religions, significant commercial trade firms, and, since the industrial revolution, significant manufacturing concerns. This experience is condensed into a handful of recognised concepts.

Even if these rules are not always applicable, it is nonetheless crucial to know them and use them when necessary.

Command & Control

According to this theory, each employee inside a company needs a superior to whom they answer. The chain of command is shown on an organisational chart for a hotel. Any employee should be able to follow the chain of command up the organisation chart all the way to the general manager. The previously described concepts of the chain of command and the range of control are what lead to the usual pyramid form of an organisational chart. A strong idea is chain of command. It establishes a framework of subordinate-superior responsibility for everyone, giving an organisation structure. A committee called the executive operating.

The GM and other top hotel executives make up the EOC. There is no secret formula for determining who belongs to the EOC, although often it is the executives who report directly to the GM. Therefore, the most senior members of a hotel's management team the heads of the functional divisions who answer directly to the general manager and are in charge of the hotel's main budgetary units make up the EOC. The general manager, rooms manager, sales and marketing director, food and beverage director, and controller make the hotel's annual estimates for occupancy, revenue, and profit. These projections serve as the foundation for the hotel's entire yearly budget, and executive incentives are determined by meeting annual budget targets.

The specific responsibilities of an EOC differ from hotel to hotel. It is possible to be explicit about group obligations or to leave them vague. The EOC of a hotel may be lightly or firmly organised. How much power GMs want to give the EOC is a crucial topic that needs an answer. Depending on the situation, one EOC may be set up to make specific group decisions, another might serve as the GM's powerful but unofficial advisor, and a third might have no or little decision-making authority. EOCs in hotels serve a crucial communication function apart from decision-making. This happens as a result of the frequent meetings the EOC members have to discuss the hotel industry. Every time a meeting is conducted, communication occurs. According to Scott and Mitchell (1976), communication serves four purposes.

1. To supply data that aids executives in making decisions.

2. To encourage a commitment to organizational goals while motivating

3. To exercise control by settling questions about what an executive's job, responsibilities, and obligations are.

4. Giving people the chance to express their thoughts and emotions

It's crucial to remember that meetings might include all four of these communication roles. There are several variables that affect the EOC's meeting schedule, agenda, and level of decision-making authority. The likelihood that the EOC participates in collaborative decision-making increases with the GM's level of participation in management. Authoritarian GMs don't see much need to promote a robust EOC. EOC meetings are more likely to occur often in hotels where there is a higher demand for change. Frequent EOC meetings are more beneficial for hotels with department heads who are less experienced since they may be used as a learning and teaching tool for less experienced managers.

1. The EOC may be influential when a knowledgeable GM is in charge. Some applications for it include:
2. To promote cooperative problem-solving and decision-making in groups

3. To instill a sense of shared responsibility for the success of the hotel as a whole.

To foster top-down, bottom-up, and horizontal communication; to assign tasks, evaluate progress, and control activities; to foster interdepartmental cooperation; to teach, coach, and build a responsive senior executive team; to ensure senior management accepts priorities and decisions; and to ensure that senior management accepts decisions made by the senior executive team.Other hotel meetings and committees. The demand for activity coordination is addressed by well-managed hotels via a complex system of committees and meetings. These committees and meetings are an official component of a hotel's organisational structure, much as the organisation chart. The format of a hotel's committees and meetings is often dictated by the GM. The duties of each group are outlined (often in considerable detail), regular meeting times are proposed, and minutes are frequently recorded and sent to participants and higher-level executives, including the GM. A hotel's official organisational structure needs to have a well-thought-out committee and meeting structure. The objectives of committees and meetings in hotels change depending on how complicated the hotel is. They handle a variety of difficulties, such as routine business operations, intra and interdepartmental problems, hotel-wide problems, and financial, personnel, and marketing problems. Even if it isn't the meeting calendar for a real hotel, it may be. It will be beneficial to thoroughly read through this list. What it takes to run a hotel may be gleaned from the meetings it hosts.

CONCLUSION

Communication inside organisations is impacted by the line of command for both subordinates and superiors. Chain-of-command rules dictate that a general manager should communicate with the manager of the rooms department, who will then talk with the director of housekeeping, if the GM wishes to make a change in housekeeping. In a hotel, the chef reports to the food and beverage director, and the baker to the chef, according to the customary order of command. In accordance with this, the baker should speak with the chef rather than the food and beverage director. However, a rigid devotion to this idea might eliminate spontaneity within an organisation. Experienced hotel general managers sometimes violate this rule, but do so in a manner that is beneficial to the property. Hotel executives sometimes have to give commands straight to subordinates two or more levels below in the organisation due to the urgency of particular challenges in the industry. GMs may also decide to forego their direct reports in order to keep personal control over a particular project or component of the property. As long as everyone is aware of what is happening and the organisational atmosphere is otherwise positive and trustworthy, this poses no risk.

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CHAPTER 5
GENERAL MANAGERS ROLES AND RESPONSIBILITIES:
A VIEW AT THE TOP

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ABSTRACT:

The organization is often led by someone who has attained the post of general manager (GM) or a title of a similar kind. Most of us in the hospitality industry see this position as the pinnacle of one's career. The position sometimes acts as a stepping stone towards corporate positions or bigger, more prominent properties in hotel corporations. I made mention of how strange it is that so little has been written about hotel general managers in earlier iterations of this book. Their professional development and the abilities and talents they bring to their employment received little formal attention. Oddly, this is still the situation. A statistical profile of hotel general managers was provided in a 1981 paper by Arnold. Drawing a demographic picture of his sample (n=194), Arnold noted that despite regularly changing employment, general managers reported high levels of work satisfaction. Additionally, he offered a conceptual framework for analyzing how these GMs prioritized and assigned time to other traditional management tasks. The GMs ranked the managerial roles in descending order of importance, with the top four being leader, entrepreneur, monitor, and disseminator, and the bottom six being figurehead, liaison, spokesman, disturbance handler, resource allocator, and negotiator.

KEYWORDS:

General Managers, Hotel, Management, Operational, Work.

INTRODUCTION

Readers of Arnaldo's piece may be surprised by the parallels that Nebel and Ghei's contribution to this discussion draws. Reading Arnaldo's work with David Ley's (1980) allows us yet another insightful contrast. This study, which was based on a small sample of seven general managers (GMs) of locations that were similar within one hotel chain, tracked how much time each GM dedicated to doing the identical management tasks (Mintzberg, 1973). The distinction in this instance was that Ley requested a corporate office evaluation of each GM's efficacy. He compared the GMs' observed time allocations to leadership and entrepreneurial activities to their effectiveness assessments (very effective, effective, and less effective). Ley came to the conclusion that the most successful managers in this small sample spend more time engaging in entrepreneurial pursuits than leadership pursuits. Arnaldo's considerably bigger group of GMs, on the other hand, spent a lot more time on leadership than entrepreneurship. The reader should be left with some intriguing questions regarding the kinds of activities that would best train future general managers for their positions[1], [2].

The Nebel and Ghei article is made all the more intriguing since, despite being a tiny sample, their GMs were well investigated, and the authors provide a structural framework from which to interpret the role of GM. If you will, it is a general manager theory for hotels that may be used to explain, forecast, or manage GM positions. Rutherford and Wigenstein (1985) examined the effect of mentorship as it might be quantified to influence the success and satisfaction of a contemporary hotel GM's career, which is a key part of career development

among GMs.Although the article's demographic, income, and operational data is outdated, the research's main findings might still be helpful to people who want to work at the top of a hotel organisation. The insights gathered from the managers analysed in this example also provide meat and tone to the work of the other writers included in this part since there is so little research on hotel general managers. Rutherford and Wigenstein conclude that the mentorship study provides strong evidence that seeking out and establishing mentoring connections may benefit a GM's career in a number of ways.

Pavesic and Brymer (1990) present a different perspective on the professional and personal aspects of the GM's role. They have recently examined the effects of stress and work satisfaction on management careers in a number of research. The writers interpret the behavioural aspects of the GM's career, work values, and personal obstacles in an evaluation of this technical study. These studies emphasise that although hotel occupations are tough, they don't have to be laborious.In the study that Woods, Schmidgall, Sciarini, and I have published, we looked for answers to questions on the significance of key operational parameters while also asking GMs for recommendations on the format of an education focused on the hospitality industry. Since the sample for the research was mostly comprised of upmarket and luxury hotels with more than 500 rooms, students reading this article will receive sound recommendations from successful GMs. Despite the fact that much of the financial statistics are outdated, many of the findings are still valid[3], [4].

Beth Chung-Herrera and her colleagues examine the particular competences and talents shown by successful hotel directors in an intriguing new paper. The model they create may be helpful to hotels, educational institutions, and people building successful careersSpeaking about success, the three professionals who provide their opinions on the position of GM have done so in various parts of the nation and for all kinds of organisations. Each of their job situations have altered since the last issue.Emilio Fabico, who once served as general manager of the Rosen Centre Hotel in Orlando, Florida, is now a member of the management team at the nearby Disney World Resort. His views as a member of a management team and as the general manager do not necessarily diverge. Mr. Fabico presents his perspectives on management in this intriguing profession via his writing, as if he were a visitor in your class.

Rob Balmer discussed his experiences as the general manager of a DoubleTree Club Hotel in Las Vegas in the third edition of this book. A member of the Hilton hotel group is DoubleTree. Since that time, he has overseen another DoubleTree in California. Most recently, he was elevated to General Manager of the Hilton Boston Airport and Convention Centre Hotel, a position with more complexity and accountability. His vantage point is instructive.Bob Peckenpaugh, who was also a contributor to the previous edition when we read. He was the Westin Innisbrook Resort's operations manager, located close to Tampa, Florida. He is now the general manager of the Rancho Bernardo Inn in the San Diego area. His observations on running a small but excellent resort are different from those from his prior experience, yet both contribute to his success[5], [6].

From a theoretical perspective, the work of Nebel and Ghei, together with the one by Chung-Herrera et al., may be seen as outlining the main principles governing the hotel general manager's position. Fabico, Peckenpaugh, and Balmer provide us insider knowledge, opinions, and convincing proof that the theory is true in practise. My intention with this version of the book is to provide the reader the chance to recognise that there should be a link between what is learned in the classroom and what really occurs in society.

DISCUSSION

Today's major hotels are dynamic, multifaceted, and fast-moving companies that participate in a broad range of operational tasks. Their operational and organisational complexity rises as they become bigger. A hotel may be run as a distinct, independent corporate entity, regardless

of whether it is an independent or franchised hotel. As a result, it is possible to regard each hotel as a separate profit centre. The general manager (GM) of the hotel is the executive with overall operational responsibility for this company, even if it takes more than one person to operate a hotel properly. The general manager is "the key implementer of the business strategy for the property and the behavioural role model for the entire management team" (Eder and Umbreit, 1989, 333). Thus, it may be claimed that the general manager (GM) is the key managerial figure in the hotel industry. The complexity of the GM's position reflects the needs and difficulties of operating hotels[7], [8].

This essay examines how the setting in which general managers of large hotels operate impacts the nature of their employment. It is based on one of the authors' studies (Nebel, 1991) on the management effectiveness of hotel general managers. One of the goals of the study was to provide a conceptual framework for the GM's position by better understanding the nature of the position. According to Dann (1990), "There is now a need to develop a conceptual framework for the better understanding of the actual nature of manage- rial work in the hospitality industry." Ten very successful general managers of some of America's most prestigious hotels consented to take part in the research. Each of the GMs under study had an average of 10 years of experience in the position and was a seasoned, well regarded hotel executive. Studying hotels with the widest variety of operational and managerial complexity was one research focus. As a result, the biggest participating hotel had approximately 2,000 rooms, while the smallest was a well-known luxury establishment with roughly 400 rooms. The author stayed at each hotel as a guest, watched each general manager for three days as he went about his typical job, and chronicled every action. The study process was quite similar to that used by Kotter (1982). It used a variety of methods, including participant observation of general managers at work, in-depth personal interviews with the GMs and 53 of their key division heads, background questionnaires, and analysis of organisational and operational data from each hotel. Each GM's personal interview lasted between four and six hours over the course of many days, while their respective di- vision heads were interviewed for roughly an hour each. In addition, informal interviews with at least 100 additional executives and workers from the ten hotels were done. Over 700 pages of field notes from the author's sabbatical leave-related field study, which included intensive qualitative data analysis, were produced.

A view of the hotel general manager's job has emerged from this analysis and a thorough review of the literature on managerial work in hotels (Guerrier, 1987; Guerrier and Lock- wood, 1991; Koepper, 1988; Ley, 1978; Shortt, 1989; Umbreit, 1986). The influence of relationship and employment pressures on executive behaviour was shown by Kotter (1982, 10-33). Managerial responsibilities were broken down into 10 distinct categories by Mintzberg (1973, 55–99). Job demands and interpersonal concerns are the two primary contextual factors that influence both the individual job tasks and the general management work duties for the GM. These give birth to particular job activities depending on whether they pertain to the short-run, intermediate-run, or long-run time frame. They also provide broad suggestions for the numerous management tasks that general managers are expected to carry out. The GM's job is truly defined by the interplay between these particular GM job tasks and the general management work roles. The immediate operational expectations on hotel general managers centre on delivering excellent guest service, reducing expenses, and boosting profits. Hotel general managers are directly responsible for their properties;thus, they face enormous pressure to provide short-term results, much as operational managers in charge of profit centres anyplace. As a result, they must invest a significant amount of time and energy into exercising effective operational control. The fact that many of their day-to-day business concerns have very short lead periods is an important functional property of hotels. at other words, the majority of service-related issues at hotels must be resolved right away or not at all. Major hotels are also operationally and organizationally complex

organisations that engage in a wide variety of continually occurring, concurrent operations. The GM's position is certainly the single most difficult and demanding component of managing this complex short lead-time firm. GMs must communicate regularly with subordinates and engage in strong verbal communication to be able to do so efficiently and pro-actively while maintaining the power to affect events. A hotel general manager might be considered to be carrying out the duties of an operational controller. The high workload of short-run operational needs cannot, however, occupy all of the GMs' time; they must also pay attention to intermediate- and long-term demands and concerns [9], [10].

Effective general managers must teach and develop their staff members in addition to being involved in day-to-day operational matters. They must also create strategies and programmes that systematically demonstrate their operational control over the hotel. GMs must continuously adjust and fine-tune the hotel's service strategy and organisational structure to stay on top of developments in the external environment. These initiatives, which take time to implement and make up the majority of intermediate-run needs that a hotel general manager must deal with, are a proactive reaction to the operational demands of the company. In order to achieve these intermediate-run requirements, a hotel's organisational structure, systems, and personnel must be able to react quickly and effectively to external stimuli while also assisting the establishment in fulfilling its rigorous daily operational responsibilities. Thus, in order to maintain a smoothly running company, the GM is effectively adjusting the hotel's service plan as well as refining and realigning its operational systems.

All of these initiatives need a high level of interpersonal connection with subordinates as well as strong, downward internal communication. The GM must also create lines of communication and cultivate connections beyond the confines of the hotel due to the intermediate-run employment responsibilities. These connections include the GM's corporate superiors and staff specialists, whose cooperation is necessary for the successful implementation of the planned specific plans and programmes for the hotel, as well as a broad network of contacts in the hospitality industry and the community who can help the GM better understand the hotel's external environment. The role of a hotel general manager might be described as that of an organisational developer in carrying out these duties.

The capital requirements and the organisational needs are two significant long-term demands of a GM's position stability of the hotel's organisation. Making choices on capital expenditures is necessary to ensure the hotel's long-term survival, thus they must be in line with the hotel's strategic service strategy. The requirement to foster an organisational level of stability and vitality that is in line with the hotel's meticulously planned and precisely stated strategic service strategy is another important long-term demand on GMs.

Communications uphill with corporate executives or owners and laterally with a variety of industry and community connections as sources for knowledge about the hotel's competitive operating environment are the major relationship concerns for long-term capital expenditure choices. Building organisational stability requires continual initiatives for the training and development of human resources as well as for sequential career advancement. Numerous human resource initiatives that support short-term objectives eventually contribute to the stability and health of an organisation over the long term.

A hotel can successfully manage daily operations and continuously provide high-quality service thanks to organisational stability. The hotel has the maturity and experience necessary to reevaluate its fundamental marketing and service initiatives in the event that market or environmental circumstances change thanks to organisational stability and vitality. Finally, stability enables the hotel to make any necessary transitions with the least possible disruption to ongoing business operations. The constant observation of the external world and intense downward communication inside the hotel are key relationship concerns related to

organisational stability. The GM's role might be characterised as that of a business maintainer in light of these duties. This section is structured on Mintzberg's 1973 research, which offered 10 general job descriptions for managers. These 10 job functions were divided by Mintzberg into three major groups: interpersonal, informational, and decisional. Figurehead, leader, and liaison were examples of interpersonal roles; monitor, disseminator, and spokesman were examples of informational roles; and disturbance handler, entrepreneur, resource allocator were examples of decision-making responsibilities as well as a negotiator.

The studies of hotel general managers by Arnaldo (1981) and Ley (1978), as well as restaurant managers by Ferguson and Berger (1984), show the effect of Mintzberg's work. The preceding section described how GMs' work duties were impacted by demands of their jobs and interpersonal problems. We came up with the three distinct GM job duties of operational controller, organisational developer, and business maintenance as a result of that conversation. To succeed in each of these three job tasks, general managers must take on a variety of management responsibilities. The numerous management work positions and the particular job tasks may be combined to provide a better picture of the GM's role. The interpersonal roles of leader and liaison, the informational roles of monitor and disseminator, and the decisional roles of disturbance handler, entrepreneur, and resource allocator were found to be of particular significance. The GMs studied were effective in all ten of Mintzberg's managerial work roles. As GMs executed their numerous job duties, these roles were often played. We will now go on to describe the management work duties that general managers often do while carrying out their three main job tasks.

The general manager's position as operational controller is characterised by a high level of involvement in the hotel's day-to-day operations. GMs must continuously monitor and provide specific information about daily operational concerns since a hotel's operations are both numerous and diversified. GMs contact with subordinates often during the course of the working day to remain on top of the myriad operational issues that arise. Additionally, GMs must be prepared to deal with disruptions that are not covered by standard operating procedures for a hotel or that employees believe to be beyond the purview of their training or expertise. GMs must have fast access to trustworthy internal information and be able to swiftly process and disseminate this knowledge downward in the organisation in order to perform this management task of disturbance handler efficiently.

While performing the duties of an operational controller, the GM's duty as a resource allocator mostly entails allocating his or her own time to the multiple short-term requirements of the position. GMs may, of course, commit a percentage of their hotel's financial and human resources to assist in resolving short-term operational issues, but how they use their own limited time is of utmost significance when discussing these issues. GMs play the role of the leader in every interaction with subordinates. Subordinates analyse and interpret every move a general manager makes, thus every encounter with them gives GMs a chance to show leadership (Hales and Nightingale, 1986). Outstanding GMs are aware that they are always in the spotlight during the workday because of this. By selecting the operational challenges to focus on, GMs also demonstrate leadership. By choosing which operational concerns to prioritise, GMs convey a clear message about what they believe to be essential to the lower levels of the organisation, where subordinates naturally search for cues about what GMs find vital.

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The management responsibilities of general managers (GMs) as organisational developers go beyond the hotel's local surroundings. GMs are responsible for monitoring information about the neighbourhood and the surrounding market, which necessitates that they act as a bridge between the hotel and the outside world. Additionally, the data GMs collect from the outside world has to be evaluated and communicated to subordinates inside the hotel. In order to perform the job function of an entrepreneur, the importance of which has been emphasised by Ley (1978), GMs must analyse both information gained from outside sources and information they have collected internally. As business owners, general managers are responsible for creating particular strategies and initiatives aimed at enhancing the hotel's operational effectiveness and service philosophy. Any new programme or strategy adds more time commitments for the GM and subordinates. The allocation of new plans and programmes often includes both human and financial resources. GMs take on the decision-making role of resource allocator when creating and executing these particular strategies and programmes for the hotel.Finally, GMs continue in their leadership roles by selecting certain plans and programmes to execute and by maintaining relationships with subordinates as an essential component of their work. As managers, GMs have the difficult task of ensuring that employees completely support the goals and initiatives put out for the hotel and are dedicated to working towards their successful execution. Due to this, GMs must carefully consider their duties as information monitors and disseminators [11], [12].

CONCLUSION

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CHAPTER 6
GROOMING FUTURE HOSPITALITY LEADERS:
A REVIEW STUDY

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ABSTRACT:

Companies that want to stay competitive must be able to recognise the competencies and abilities needed by tomorrow's industry leaders. Finding leadership qualities is a top concern for several businesses, like Marriott International and Choice. The ability to recognise appropriate abilities aids senior managers in career path mapping, succession planning, and the selection, development, and coaching of future leaders. We provide an industry-specific, future-based leadership competence model in this article. This model was developed with the intention of giving the hospitality industry a functional-competency framework that can be used by organisations to create their own models for leadership development, by employees to comprehend the competencies required for advancement, by hospitality schools to develop curricula, and by students to create career paths. Prior to describing our investigation, we first discuss the nature and use of competence models. We look at the crucial traits that we discovered to be crucial (and some that, surprise, are not as crucial). Finally, we analyse the potential applications for the industry-wide model we have created. A competence model is a descriptive tool that describes the knowledge, skills, abilities, and behaviour required to function successfully in an organisation. Competency modelling has existed since the 1970s, beginning with the initial models produced by David Mc- Clelland, and is intended to assist an organisation in achieving its strategic goals via the development of human resources competence. These designs were popular in the late 1980s and are still in use today.

KEYWORDS:

Competence, Leaders, Leadership, Managers,Model.

INTRODUCTION

Because personality qualities are often difficult to assess accurately competency models place a greater emphasis on behaviour than on personality traits. For a competency model to be effective as a human resources tool, it must not only define the competencies required for effective performance but also provide guidance on how to recognise when a given competency is being demonstrated. This means that desirable traits must be expressed in behavioural terms. Since behaviour is an observable manifestation of personality traits and character traits, most competence models describe traits and characteristics in behavioural terms. When competencies separate superior workers from subpar performance, they are regarded essential for inclusion in a model. Competency models may include an entire family of professions and are less precise than the job analyses that are generally conducted for single roles. For instance, Choice Hotels International created competence models for its top four positions (senior vice president, vice president, senior director, and director). In doing so, the business discovered that the skills required for a senior vice president to succeed were identical to those required for the other three roles [1], [2].

A uniform language for describing skills and performance is provided by competency models. The creation of a competence model may aid in offering direction for a variety of various HR practises and guarantee consistency in those practises. Competency models in particular may be used as a base to create standards for a wide range of HR systems. Eight

HR-related actions, for instance, are described below that may be improved or directed by the implementation of a strong competence model.

1. **Selection and recruitment**

Competency models may aid in determining what it takes to succeed at work by looking beyond skills to performance characteristics like collaboration. Armed with this knowledge, businesses may concentrate their recruiting efforts on locating the biggest number of potential candidates who possess the ideal combination of skills for the open position. The essential competenciesand, by extension, the whole set of required skills and abilitiescan be targeted by the content of suitable selection instruments, such as structured interviews and role plays. Competency models are helpful in enhancing selection tools, but they also provide applicants a clear, realistic image of what is expected of them.

2. **Instruction and advancement**

In order to create a long-term strategic plan for leadership training and development, it may be quite helpful to evaluate the gaps between the abilities of current employees and those highlighted by a competence model. It is simpler to guarantee that the design and delivery of training are in line with the organization's objectives when the skills required to perform well are identified. Individual leadership gaps may be assessed, and a training plan can be created to address weaknesses, when a competence model is utilised as the basis for training goals.

3**. Performance evaluations**.

A competence model that offers a common set of expectations around what is essential and what will be monitored and assessed helps improve performance management systems. Competency models provide a tactical instrument for coherent and meaningful assessment by assisting managers in focusing performance-appraisal talks on important behavioural factors.

4. **Guidance, mentoring, and coaching.**

Now, 360-degree feedback, in which a manager gets performance information from all relevant sources (including supervisor, subordinates, self, peers, and customers, if appropriate), often uses competency models as the foundation. The data acquired in this way may be used by coaches and advisers to help an employee create a development plan and enhance their critical thinking abilities. Coaches and mentors may reinforce desirable behaviour and link performance-management systems to relevant competences thanks to the clarity and precision of competency models.

5. **Reward programs**

Employee salary makes up a significant portion of a hospitality organization's operating costs. Reward systems must be fair and connected to desired behaviour in order to draw in, retain, and motivate people. For identifying the behaviour that will be rewarded, competency models may be quite helpful.

6. **Advancement of a career**

A competence model acts as a road map for workers who want to advance in their careers. Competency models inform employees of the conduct and capabilities required to grow and succeed, enabling them to make the necessary preparations.

7. **Planning for succession**

By outlining the requirements for the position and offering a way to gauge a specific candidate's preparedness, competency models may be used to find potential successors for crucial positions. It is difficult for a company to assess its "bench strength"that is, to

determine whether the organisation has individuals with such talents and, if so, who they arewithout a clear grasp of the competences required by future leaders[3], [4].

8. **Change administration**.

By developing models based on both the abilities required for present operations and those that may be required for future leaders, organisations may prepare for an unpredictable future. Competency models provide an organisation a number of benefits. An integrated framework for creating a company's human resources system may be built using a competence model, to start. Such a methodology, when used consistently, ought to result in enhanced and reliable performance standards. The model may be a crucial guide during times of instability and transition, which is more significant. Additionally, basing HR choices on adequately constructed competence models lessens the likelihood of legal challenges to those choices. (Note: Specific capabilities should be included in the job description to limit legal risk, especially if the competencies will be utilised for performance evaluations.) The ability of a corporation to communicate with its workers about the behaviours associated with success is improved by well-developed competence models, which increases the firm's capacity to meet its business goals (ACA's Competencies Research Team, 1996)[5], [6].

DISCUSSION

We set out to develop a leadership competency model for the hospitality sector with point number eight in mind. We see this endeavour as crucial given the lack of an industry-focused model that is applicable to several organisations. (Our search turned up no examples of hospital leadership that are currently in use.) An industry-wide model is crucial because it can enlighten both students and workers about what senior-level managers expect from future leaders. Additionally, an industry-wide model aids in providing top managers in hotel organisations with a thorough understanding of the crucial skills required across the board, which they can use to design and execute recruiting, selection, and development procedures thinking about the future. Our competitive model was centred on the management skills that business leaders believed will be necessary in 10 years. We sought a model that may serve as a pattern for developing future leaders and directing people's ambitions in the years to come. When developing competence models, it is typical to ask leaders to concentrate on the future, however the final model may not fully identify all essential abilities (as no one can predict the future). (Note: Forecasting methodologies are used by businesses like PDI, DDI, and Hay Management. We asked participants to predict crucial future behaviours using the linkage systems technique. The key drawback of asking existing leaders to forecast future trends is that they may not be able or not want to describe the future differently than they do the present. However, many thinking executives are able to see and make plans for a future that is not just a continuation of the present, emphasising behaviour that they view as becoming more important.

We built a provisional behavioral-competency model that captured the most crucial aspects of leaders' behaviour across a variety of industries using a number of different competency studies as a starting point. By refining the components of this preliminary model in response to comments from hotel managers, we were able to construct the competitive model using the customised generic model technique. We surveyed participants in Cornell University's senior executive education programmes from all around the world to get their feedback on the programme. In our pilot survey, participants could add more competitions that they thought were growing more and more significant, and they could also remove any that they thought were unsuitable.

We changed the competence model to incorporate behaviour particular to the hospitality industry in response to input from the pilot research. Through this process, we were able to create a final competence model with 8 overarching variables, 28 dimensions, and 99 distinct

behavioural competencies. The dimensions and determinants came from comments from hotel managers as well as research on competence models. The eight guiding principles are: leadership, self-management, critical thinking, implementation, industry knowledge, interpersonal skills, and strategic positioning. These variables each had up to six dimensions that each recorded a different feature of the factor. For instance, leadership consists of the following six dimensions: generating motivation, fortitude, developing others, embracing change, lead- ership adaptability, and a focus on collaboration.[7], [8].

We compiled a list of the 99 hospitality abilities and faxed it to 735 senior-level industry executives from different hotel firms. Respondents were asked to assess the significance of each of the 99 abilities or talents for a senior-level manager in ten years using a five-point Likert-type scale ranging from 1 (not at all significant) to 5 (very essential). A total of 137 business executives replied online or by return fax, translating to an 18.6% response rate. The participants held positions in multinational firms and hotel networks, ranging from director to CEO or chair. Executive-level personnel sometimes have low response rates, although our sample's response rate was average for this cohort.

The overarching component that received the greatest ratings from our respondents was competence in self-management, followed by understanding of strategic positioning, execution ability, and critical thinking. The self-management element received a 4.32 out of 5 average significance rating. This element is made up of four behavioural dimensions: self-development, time management, flexibility and adaptation, and ethics and integrity. The behavioural component of behaving ethically or with integrity was determined to be the most significant to the responding senior leaders when we examined the behavioural aspects within each competence category. This behavioural component of self-management was ranked significantly higher than the other three, according to post-hoc Scheffe tests from an analysis of variance. Six particular behavioural competences, including "Treats people with respect," "Displays consistency between words and actions," and "Considers ethical implications prior to taking action," are included in the ethics-integrity component. The paramount importance of ethics is in line with prior competence frameworks developed by managers outside the hospitality sector. (See studies on market research from consulting companies like Personnel Decisions International (www.personaldecisions.com) and the Centre for Creative Leadership (www.ccl.org).) "Works constructively under stress and pressure," "Seeks feedback from others," and "Spends time on the most important issues, not just the most urgent" are some specialized talents that come under the self-management element. Self-management abilities include all behaviours that are relevant to the leader's personal characteristics and how they handle themselves.

The overriding aspect deemed to be second in significance for future leaders was competency in strategic positioning. The four dimensions listed below make up this factor: (1) Understanding client demands, (2) Commitment to Quality, (3) Managing Stakeholders, and (4) Community Concern. The following are examples of behaviours that come under these dimensions: "Influences and shapes owners' and stakeholders' decisions," "Pro- motes quality initiatives," and "Considers customer needs when making decisions." This characteristic perfectly encapsulates the service-oriented nature of the hotel sector. Future hotel industry leaders, according to the senior managers we polled, should be attentive in their dedication to both quality and the requirements of several diverse stakeholders, including owners, Wall Street, staff, and guests[9], [10].

Senior managers also considered implementation, critical thinking, and communication abilities to be "extremely important." Future leaders will need to have a strategic mindset and decision-making process that enables them to both plan and remodel their organisations. Additionally, managers who want to advance to senior leadership roles must possess the ability to persuade, listen, and support others. Although important, industry expertise,

leadership, and interpersonal skills received lower rankings from our respondents than the other characteristics. The comparatively low score for industry knowledge appears to indicate that the significance of sector-specific information for leaders is waning with time. One explanation for this is that, unlike the ability to adapt to a changing business environment, which is typically innate in a person's personality and skill set, industry experience may be gained by a skilled leader but is more difficult to teach. Additionally, interpersonal and leadership abilities received lower scores than other variables. The fact that developing people, accepting diversity and change, and having a flexible leadership style were considered some of the least important talents for the future struck us as especially noteworthy.

Community concern was a particularly underrated aspect of strategic positioning. This dimension was ranked much lower than the other three strategic-positioning dimensions, according to Scheffe post-hoc testing. We (erroneously) believed that this dimension could be significant to hospitality executives because of their substantial links with local community events and activities, even though it is not often included in competency-modeling studies. Three components made up this dimension: "Commits organisational resources for community events," "Considers the impact of decisions on community well-being," and "Builds partner- ships and alliances with community organizations." Contrary to what we expected, the survey's findings showed that those three questions were among the least well-rated of the 99 that were included. A concern for and interaction with the community in which the firm works do not seem to be a key ability required for future hospitality executives when compared to other activities. On the other side, ethics, customer focus, time management, speaking with impact, commitment to quality, and team orientation seem to be the qualities that will likely make up the key characteristics of future leaders.

Competency models, in our opinion, may be crucial in creating a successful human resources system. By assisting university faculties in developing curriculum that address the demands of the business in the future, they may also assist in educating future generations of leaders. In an attempt to better educate students for a particular sector, an increasing number of university programmes are putting a strong emphasis on competence development (see Journal of Management Education 25(2)). For instance, Cornell University's master of management in hospitality (MMH) programme evaluates incoming students against three basic abilities that are thought to be essential for graduation. These talents include leadership, collaboration, and group processes, as well as written and verbal communication. As they begin the MMH programme, students are assessed via an assessment centre, and they get feedback at the conclusion of the assessment centre as well as after each succeeding semester. The students must develop strategies to strengthen their abilities if they have any shortcomings in any of the three criteria. Special modules that faculty members give to advance important skill areas promote students' growth of competence in other ways. These programmes include both lecture and hands-on learning.Industry-specific competence models may also assist students in finding jobs and career paths that will provide them with plenty of opportunities to acquire necessary skills. The model described here offers a thorough framework to teach future managers what will be required of or expected of them to run future lodging companies. A successful competence model acts as a road map and a model for success.This concept might be helpful to employees in the hospitality industry as a broad self-development roadmap. A competence model may be utilised by an individual to construct and plan their own career choices in the absence of an institutional programme to assist in the development of a prospective manager.

Finally, individual hotel businesses may create their own unique models using this industry-wide paradigm. An organisation may utilise the model in a number of ways after it has been customised to meet its unique demands. For instance, Choice Hotels International currently

conducts analytical readiness evaluations to measure managers' capacity for leadership using its competence database. The foundation for the company's selection, promotion, and succession planning is the competences in Choice's model. Current top managers at Marriott may strengthen their leadership skills by using the Benchstrength Management System, a system-wide programme for leadership development. Marriott's top managers are in charge of identifying potential leaders and making sure that those people acquire the skills and competences required to move the firm ahead using the tools and measurements provided by this system.

To help senior managers complete key roles that are "stretch" assignments for high-potential managers, targeted growth plans are developed. A 3 Musketeers bar's swirling, chocolatey outside is similar to that of any other candy bar; it is the fluffy inside that sets it apart. Although we are unsure of what it is specifically, it is nice and sets it apart from the competition. The other thing is that. I mostly concentrate on it and continually want to become better at it. Leadership is that other thing. I definitely don't claim to know any of the answers since many people who are brighter than me have authored books on the topic. What I can share with you is what my career's ups and downs have taught me [11], [12].

Instead of maintainership, it is termed leadership. To lead is to be a leader. Instead of reacting, it is being proactive. It involves anticipating difficulties rather than trying to catch up to them. It involves really enjoying and being enthusiastic about your profession. It's about striving to be the best and having the desire to be. I make an effort to be aware of the difficulties that each of the operations is experiencing as I go throughout the resort and speak with our staff and visitors. What do they take pride in and deserve praise for? What obstacles are keeping them from advancing further? What may be coming our way that we don't yet know about?

What matters most to our visitors? What can we do for our visitors and staff to outperform the competition? How can we support the developmental needs of our staff? Peopleindividuals with unique origins, differing viewpoints, and diverse needsare woven throughout all of these questions and what should always be taken into consideration while formulating the answers. I need to be able to identify these variances as a leader and react to each one correctly. Just as crucial as leadership is effective listening. Without understanding the questions, how can one respond? This engagement and these inquiries never end in a 24/7 business like ours.

CONCLUSION

The Bench-strength Management System gives Marriott a standardised method for assessing its leadership potential and guarantees that the business concentrates on core competencies that are essential to future success.When I think about the work I perform as a manager in the hospitality sector, it is obvious that there are certain duties I must do and then there is everything else. There are always a tone of tasks that we're accountable for finishing and that are crucial to our company throughout our careers. These procedures are often required by operational requirements, fiduciary obligations, or legal requirements. Almost all of these duties are normally carried out in a rigid way that demands little to no innovation. It's unlikely that one's capacity for carrying out these tasks properly will determine their level of professional achievement. A 3 Musketeers bar's swirling, chocolate outside is similar to that of any other candy bar; it is the fluffy inside that sets it apart. Although we are unsure of what it is specifically, it is nice and sets it apart from the competition. The other thing is that. I mostly concentrate on it and continually want to become better at it. Leadership is that other thing. I definitely don't claim to know any of the answers since many people who are brighter than me have authored books on the topic. What I can share with you is what my career's ups and downs have taught.

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CHAPTER 7
EXPLORING THE HOTEL OPERATIONS AND ROOMS

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ABSTRACT:
The front desk of the hotel may be referred to as the brain, the nerve centre, the hub, or any moniker with a similar connotation to centrality by hospitality management students. According to H. E. Heldenbrand, who wrote the influential 1944 book Front Office Psychology, "To the guest, the manager is largely represented by the front office, and the unseen head will be judged favourably or otherwise by the treatment of guests there". The views, viewpoints, and studies discussed in this part have been selected to highlight the importance of the front desk in contemporary hotels. The issue of communication is one that appears often in several of the texts in this section. Informationits storage, retrieval, diffusion, and evaluationcan represent a competitive advantage and, to some degree, power in a society and a world that are becoming more and more communications-oriented. The Internet, mobile phones, e-mail, faxes sent over the phone or computer, overnight delivery of mails and parcels, and personal data assistants (PDAs) are all products of technology. These factors all work together to create the expectation of crystal-clear, virtually immediate communication and, by extension, quick and effective communication-based services. This has led to an increase in opportunities to service the hotel's customers while also making the front office of the hotel more complicated. As a result, the function of the front office and the front office manager has drastically altered from what Heldenbrand outlined.

KEYWORDS:

Communication, Desk, Front Office, Hotel Management, Manager.

INTRODUCTION

A nationwide sample of front office managers (FOMs) was researched by Rutherford in 1985, and he came to the conclusion that communication had become a crucial concern. FOMs have contributed to the department manager's anticipated job by acting as a mediator and facilitator of communication across the different hotel departments, the front desk, and hotel customers. The model that resulted from this research sends the strong message that communication is, without a doubt, at the heart of the FOM's role. This study's main finding was that while assessing applicants for the post of FOM, hotel companies should give communication skills a lot of weight.

It is simple to see why the front office and its personnel work under so much stress when communication is combined with the aforementioned complexity and guests' expectations of rapid access of information and data. One benefit of being the hub or nerve centre of a contemporary hotel is that front desk workers may be acutely aware of what is occurring at almost every level of the hotel's organisational structure. The front desk acts as a focal point for customer complaints, which is one of the drawbacks. Given the regularity and sometimes the severity of client complaints and expectations, handling complaints may be one of the hardest skills for front desk workers to acquire.

To cope with these complexities and obstacles, successful FOMs should have shown competence in both oral and writing communication. As a result, the FOM serves as a manager, a liaison between the front desk employees, hotel departments, and customers, as

well as a communicator in yet another capacity: that of a teacher and trainer.The article that James Bardi provided continues the contextual issue of communication. In his discussion of the FOM role, Bardi offers insights into the complexity of the position with regard to not just communication but also intrahotel relationships, parts of a FOM job analysis, and the newly popular idea of employee empowerment. Take a few kilometres in FOM Garry Dickover's shoes to discover how everything comes together. Dickover served as the FOM for Marriott's River Centre and Riverwalk Hotels in San Antonio, Texas, at the time this article was published. Dickover welcomes you to see the interior of the FOM's work and how he puts the theory of front office management into practise as the general manager of the Courtyard Convention Centre in Las Vegas at the moment[1], [2].

The article "American Concierges Set Service Standards," written by Glenn Withiam in 1993, was incorporated in the second and third editions of Hotel Management and Operations. In 1983, Withiam published *"Keepers of the Keys: Concierges in American Hotels."* The term "keys" alludes to the custom in which hotel guests in European establishments leave their room keys with the concierge before departing the premises. Therefore, the concierge "kept the keys" for the visitor. Keys are now used as a metaphor for the procedures of granting guests' access to hotel and community services as the profession has developed. Les Clefs d'Or, a professional association for concierges, employs crossed keys as an identification symbol. The concierges who are certified members are referred to as keyed.

Dr. Mario Arnaldo of Hawaii Pacific University recognises Withiam's work as the legacy and foundation of his present study, which led to this chapter, for this fourth edition essay on concierges. Here, Arnaldo provides a summary of his research on the American hotel concierge and customer service workers in the years after 9/11. When used strictly, the term "concierge" refers to a hotel employee who works at a desk specifically allocated for that purpose on a hotel property. Arnaldo contacted hundreds of modern concierges and guest service staff members, who kindly shared examples of their concierge experiences, in order to accurately analyse the contributions of these hotel experts. The author answers the following queries in an approachable, casual manner: What's up with concierges these days? Who works at the office? What organisational divisions do they operate in? How do they communicate with the other hotel departments? What do they desire for most?

The article by Bill Quain and Steve LeBruto is consistent in its emphasis on active communication. There must be effective communication routes across all organisational components that influence the guest's buying decision if hotels are to actively seek out the finest business. It is crucial to identify the most alluring types of business and what possible bookings may be reasonably rejected, whether this occurs at the front desk, via the reservations system, or through a travel agency. True, turning down business is a key element of effective yield management, but not always. According to them, "Yield management is often conceived of in the perspective of excluding unsuitable clients during times of high demand. However, turning undesirable booking requests into favourable ones is where the true art of yield management lies. Their post instructs the reader on how to make these management choices in an engaging and enjoyable method[3], [4].

The marketing chapter of this book also addresses yield and revenue management with other, often diametrically opposed viewpoints from Chappelle. The author's contributions are recommended to readers who are interested in learning more about these ideas.The articles and essays included below for your consideration merely scratch the surface of possible problems that might arise in a contemporary hotel front office. Based on factors including market segmentation, organisational structure, corporate philosophy, and individual leadership, the roles, obligations, and responsibilities of front desk staff vary from hotel business to hotel company. There is a substantial body of management literature that does not focus on the front office but yet speaks to the different problems and difficulties that FOMs

encounter. The articles that were included for this part are as detailed as they can be to front office management's operational facets. Once the reader has a solid functional understanding of front office duties, additional important management concepts from different settings may be applied. Textbooks that cover the practical and technical aspects of front office operations are among the recommended reads. This article attempts to provide a broad overview of prevalent management difficulties typical of those that FOMs are now dealing with.

Students studying hotel administration are fascinated by the dynamic ambience of a 10-room hotel lobby. People from many backgrounds and regions of the globe come together to exchange ideas, celebrate important events with loved ones, attend conferences to debate topics, and do business. A clamour that sometimes looks overwhelming is caused by inquiries regarding arrivals, meeting times, tariffs, food and beverage services, instructions, transportation services, or the presence of management employees and visitors. Is there a supervisor here? The position will be difficult for the preprofessional who has the general manager of a hotel as his or her career goal and who expects the needed front office manager (FOM) term to be completed quickly. You have a huge chance to learn about who is in control if you start out in hotel management as a front desk clerk, porter, or cashier[5], [6].

Rutherford covered the key aspects of the FOM's role in 1985 research, including communication, facilitation, organisational interface, and technical details. Communication with guests and staff was one of the job functions mentioned in the research findings. Other job functions mentioned included selling up, facilitating medical emergencies, walking guests due to overbooking, designing computer systems for the front office, and organisational interface with the director of marketing, controller, food and beverage manager, and catering manager. These work duties and interactions call for the ability to prioritise and address a variety of issues, to respond swiftly based on strong corporate management principles, to empower staff members, and to hone excellent communication skills.

The front office manager must take an active role in gathering information of interest to guests and in developing procedures for the front office to use in disbursing this information." Various departments also need this information in order to offer and plan hospitality. This is a difficult task for the FOM to do, particularly in light of the vast array of information that visitors may want and the departments from which they may request it.Therefore, the FOM must accept the responsibility of developing into an active communicator and facilitator. In order to determine which departments should work together to meet these demands, the hotel executive must analyse and find the bits of information that visitors would likely need. Reviewing the components of a job analysis for this position might help you learn more about the FOM's responsibilities. A job analysis of a typical day in the life of a FOM is provided [7], [8].

Analyses the night audit report. Examines the day's incoming bookings. Informs staff members about reservations, room allocations, and room inventories throughout all shifts. Shares information with several departments, including security, marketing and sales, banquets, food and beverage, and plant engineering. Addresses additional problems as well as inconsistencies in guest billing. Creates a budget with the controller and general manager. Creates a sheet for predicting. Holds corporate gatherings to encourage hotel bookings. Helps with check-in and check-out procedures, reservation confirmations, and reservation system updates. Interviews prospective employees for the front desk. Interacts with the night auditor. Takes care of the office's equipment[9], [10].

Although this list only represents a small portion of the many tasks carried out by a FOM on any given day, it gives prospective hospital professionals an idea of the variety of management operations. A key component of a hotel's financial performance is the provision of hospitality to the visitor, thus the FOM must maintain control over all operations that have

an impact on this.What make up this part of the hotel operation if providing hospitality to the visitor is one of the FOM's main responsibilities? What role does the front office, and subsequently, the FOM, play? Reviewing the hotel guest service cycle (modified from Albrecht and Zemke, 1985) may provide the solution to this query. The FOM may go towards understanding how the front office fits into the effective de- livery of the hotel's hospitality services by analysing the numerous guest-departmental interactions. In the cycle, the following probable departmental contacts:

Marketing

Creating and distributing consumer surveys while taking into account guest satisfaction, advertising strategies, and incentive incentives.

Reservations

Creating and maintaining a reservation system with regard to toll-free numbers, fax, a national reservation system, and telephone access as well as how staff members handle reservations, cancellations, the availability of accommodations, complimentary services and goods, and general information.

Registration

Creating and maintaining a registration system with regard to managing a guest transportation shuttle system, ensuring a first-contact greeting, assisting with luggage, organising a smooth check-in process, maintaining a room status system, processing credit cards and operating a guest information system that centralises all communication between the guest and the hotel about housekeeping, food and beverage, maintenance and other issues.During their stay, guests should be happy with the hotel's restaurants, bars, room service, gift shops, cleaning services, security, wake-up calls, phone system, and guest folio availability. This is done by coordinating guest communications with all hotel departments.

Check-out

Creating and implementing an effective check-out system that includes flexible check-out timings, baggage help, maintaining the in-room video check-out option, keeping track of guest queue wait times and giving accurate folio printouts.The extensive range of responsibilities the FOM faces in overseeing the provision of hospitality services is shown by this list of elements in a guest service cycle. To make front office hospitality relevant to contemporary service delivery realities, however, one element of "electrifying magic" is still needed: staff empowerment.

According to Sternberg (1992), empowerment refers to giving workers the freedom to make choices on a daily basis within predetermined boundaries. For instance, when they seek to have a charge changed on their account folio, many hotel customers feel as though they are in the thick of a bureaucracy. Too often, when a visitor asks about a bill adjustment, the answer is, "Step aside and I'll call my supervisor." The cashier is merely carrying out the tasks that were taught to them. The visitor, however, is unconcerned with the instruction since he is aware of how unintuitive the system is. Sternberg emphasises that the cashier should be aware of what to do if rules are set and conveyed. The manager now has the opportunity to give the employee that first exhilarating boost of empowerment.

Debated charges up to a certain financial amount may be credited or changed without the supervisor's consent. The amount of credit given to each cashier may be determined by implementing the appropriate control system.Allin and Halpine (1988) present the following example of empowering front desk workers while describing quality assurance training at the

Waldorf-Astoria: The FOM may find additional chances for staff empowerment by carefully examining how the visitor is progressing through the guest service cycle.

When considered in the context of visitors' encounters with service contacts, the possible chances to serve or misserve the guest may be recognised. If, in a given year, a hotel chain serves 12 million visitors, and each of them interacts with hotel employees (e.g., front desk agents, housekeepers, etc.) 12 times on average, there are 144 million opportunities for the chain to make a positive or negative impression on office workers and others (Bardi, 1990, 233). The FOM is in a unique position to assist his or her team in enhancing the visitor experience since they are the gatekeeper of many, if not the majority, of these possible encounters. Another effective management strategy used by the FOM is empowerment. The FOM must be an expert in communication, operational details, andmore and moreempowerment[11], [12].

Due to the role's attractiveness and challenge, a new employee in the hospitality industry might experiment with different applications of interpersonal skills that can benefit the hotel financially. A lifetime-long battle, that's what it is.On a Saturday morning, it is 6:00. The alarm clock is beeping loudly in its typical pattern, "beep, beep, beep, beep." Through the glass, the sun is looking in. It's time to begin another day managing the front desk. There will be 750 departures and 800 arrivals today, so it will be a busy day. The hotel is also 50 rooms overbooked. It's going to be enjoyable. It's 7:00 A.M. This Saturday morning's commute to work is straightforward. It provides me an opportunity to reflect on something specific that is planned for today. The group that is coming today has a pre-convention meeting at 9:00 A.M. There is the typical pre-shift meeting in the morning. I have to discuss hospitality standards with the front desk employees today as well. You would believe that obtaining would be simple.

Guests are greeted with a smile, their name is used, a value statement about the hotel or location is added, and they are thanked for their business. I don't ask for much, yet it may be difficult to teach individuals to perform those four things.Pre-shift meetings are a vital way to start the day, but getting everyone together may be difficult. There are many reasons why an associate may be unable to attend a pre-shift meeting, yet attendance is crucial to my department's performance. It is a moment for me to gather everyone, update them on the day's events, and discuss the standards we have established and how they might be applied to customers. Today, I have meetings with the Safety Committee at 1:00 and the telephone department every week at 4:00. Oh, it's going to be a busy day, I tell myself.

I can see that the check-outs have already begun as I go to work. It's wonderful to observe the bellhops attending to our visitors. I go throughout the property checking for garbage and making sure the bell carts are tidy and the valet parking personnel is working quickly to recover guest automobiles. I verify the cleanliness of the hotel's entrance by looking at the windows. The front drive must be in excellent condition since it is both the first and final thing a visitor sees. Everything seems to be in order right now. It is best for me to do a quick inspection before the general manager arrives and notices any issues. As the FOM, I am aware of the GM's commute to work, therefore I make sure the neighbourhood is tidy. (This and other things like how to fix printers and copy machines weren't taught to me in college; certain things you have to learn by doing.) Things seem favourable this morning.

It's 7:50 A.M. I go to the rear of the front desk. My desk supervisors are working hard to prepare the necessary materials for the pre-shift meeting. I always make it a point to say hello and tell them a nice morning as I pass them as I go around the neighbourhood. I am aware of how crucial it is to greet each and every associate with a positive good morning. It provides the backdrop for the day. And yes, it truly does improve people's moods. An excellent department head acknowledges their coworkers. The first thing you should say should be a

nice sentence. The majority of the complaints are directed towards the front office staff. They don't need my constant nagging.I spend the next couple of hours going through the material from the day before and catching up on email, memoranda, and other communications. I often get a few phone calls at this time from irate visitors. There are several potential causes for this. Some customers choose to inform the management of their experiences before leaving. It's important to pay attention to what consumers have to say. It is an excellent technique to identify any issues you may have with the hotel's customer service procedures. The majority of complaints are the result of a procedure failure. Sometimes the slightest things may enrage people. They have a right to feel angry at times. One instance from previous encounters had a room that was so chilly that when a visitor raised the toilet seat, a thin coating of ice covered the water. The FOM's duties include a major portion of ensuring client happiness. You must possess hospitality. The tone is established by your staff throughout a visitor's entire stay. It must be excellent.

CONCLUSION

Pre-shift meetings went down without a hitch. We are prepared for the day by the desk managers, after which I review the hospitality standards. As we near completion, I see some tension on the faces of the workers. They are aware that the day would be challenging since 50 rooms were oversold. I must be careful not to show any signs of tension on my face to the squad. The group is aware of how crucial it is to sell out the hotel. They are aware that if a room is vacant for a whole night, it will never be available for sale again. They are also aware that you must oversell the hotel. The revenue department has calculated all of the slip percentages for the large group checking in, so I can comfort them at this point. A slip percentage is the anticipated deviation from the percentages the group's meeting planner promised for arrival and room pickup. I need to establish a positive working connection with the revenue division. To prevent the hotel from being "sold up the river," or overcommitted by the sales team, the FOM must participate actively in the forecast meetings. Building relationships is a crucial task for the FOM. It is here that trust between your department and the others is built. It's not me vs them; instead, we're working to maximize income, occupancy, and loyalty. Now is the moment to reassure the team that everything will be alright if we do our duties in accordance with our training. After a little cheer, they go for their workstation. Let's have some coffee now. I go through the schedule for the sold-out night with the desk supervisors. At this point, I also examine the availability at alternative hotels, the rate of no-shows and stayover requests, and any duplicate bookings. It seems like they are in charge of it. During busy times, I double-check the staffing and urge the managers to arrange for lunch for everyone. (As obvious as this may seem, sometimes we forget.) I look at the time: 30 minutes till the pre-con. Better have a look at the group CV, which is our group profile and comprises

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CHAPTER 8
YIELD MANAGEMENT: CHOOSING THE MOST PROFITABLE RESERVATIONS

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ABSTRACT:

The phrase "yield management" is not that exciting. But the outcomes of a successful yield management programme are undoubtedly intriguing! If done well, it may increase a business's ability to generate revenue. Selling more and selling more lucrative goods are the keys. Finding the ideal customer is the first step in a yield management programme. The best client is the one that has the highest spending power and can purchase the most lucrative goods from your establishment. The goods and services you provide are the most suitable for their requirements. The people that get the most from your services are the ideal clients for the property. Because you are meeting their requirements, they are willing to spend more, purchase more often, and show more loyalty. The greatest customers are unknown to many businesses. The data gathering system for a property, however, holds the solution. Most of the information any property needs to identify the perfect clientele is found in the records of strategically aligned business partners, guest histories, food and beverage checks, cash register receipts, and so on. The property must be seen as a group of profit centres in order to appropriately implement a yield management project. The creation and exchange of value takes place in a profit centre.

KEYWORDS:

Business, Demand,Hotel, Management, Yield.

INTRODUCTION

Giving the visitor insider information about the business is one of the yield management strategies. Give the person all the information they need in order to fully appreciate the experience. By providing visitors with knowledge on how to take advantage of all of the profit centres, management must be prepared to turn them into experts as part of the yield management strategy. Identifying all potential sources of income is a crucial step in assessing the potential of each profit centre. This entails looking at both the sources of income and the consumers of those incomes. Each business has a broad range of income sources. They may include anything from selling rooms to providing valet service, flowers, specialty cocktails, cigars and imaginative takeaway options[1], [2].

The number of channels the visitor has to spend money in the company's profit centres will significantly alter as a result of strategic collaborations with vehicle rental agencies, joint advertising, coupons, and packaging of all kinds. By offering takeaway, catering events off-site, changing the menu mix, and creating server incentive programmes, restaurants may boost profits. Restaurants may create product/price combinations that provide incentives to consumers to alter their demand patterns, especially during high demand hours. Why would you accept any request at any time? Instead, choose the most lucrative bookings and utilise rewards to shift the remaining bookings to off-peak or shoulder hours[3], [4].The only accurate metric for business success is profit. All of the following organisations benefits from higher profits:

1. Visitors

Among the main gainers from higher revenues and profits are guests. If profits are increasing, you must be providing greater service to the customer. Visitors are happier, more devoted, and ready to spread the word about their wonderful experience.

2. Employees

Employees must be engaged in both profit-making and profit-taking in order to achieve long-term success. By raising the value of the property, let them make as much money as they can.

3. Management

For management, structured incentive systems are required. These mechanisms support the property's earnings while reflecting their demand for income and success.

4. Investors and shareholders

Increased revenue leads to increased ROI, reliable growth, share prices, and other things. Money attracts money, and investors will enjoy their investments' potential for long-term development.Managers must overcome six significant challenges in order to establish a yield management system. These obstacles include:

1. A lack of creativity

Does your business operate in the same manner it has always done? Standardisation of operational processes and recipes is necessary, but it may sometimes bleed over into other areas. Most organizations' training sessions do not place much emphasis on the creative aspect of customer happiness.

2. Lack of attention

It might be challenging to maintain constant concentration. Things start to go wrong as soon as you stop paying attention.

3. Monitoring the incorrect signals

We often examine the simple metrics, such as inventory and food cost. Instead,then focusing on numbers, we should seek for possibilities.

4. Conflict between sales and service

When both the sale and the service must be delivered in order for profits to be realised, conflict may result. Employees at the front and back of the house must collaborate in order to serve and satisfy customers.The incorrect clients are individuals who won't buy as much of your goods and services, thus you should avoid focusing on them. Look for clients who can afford to provide you a respectable profit. To draw in and keep the correct consumers, use the marketing mix factors of product pricing, promotions, and distribution.

6. Rewarding inappropriate behavior

Many sales management procedures are created to promote occupancy and daily rates. Restaurants may be more willing to promote more expensive goods if they enable customers to tip the waitstaff. In either scenario, the sale could not represent the property's best interests. Yield management aims to boost profits rather than merely total sales.While understanding anticipated visitor behaviour and knowing which business is most profitable for a hotel are both necessary for yield management, powerful computers are not always necessary. Hotels may harvest the low-hanging fruit, or relatively cheap money, using three basic revenue management ideas. Using length-of-stay controls to move demand from sold-out times to

slack ones, simplifying the yield management system to make it manageable, checking the rate controls to make sure they permit acceptance of the business that provides the best revenue return, and simplifying the yield management system are the three approaches. Group business is an exception in relation to the aforementioned three principles. The adjustment that may be required, if any, is to consider which business is ideal for the property at a particular time. The property should experience an increase in income over the next several months by putting the ideas presented here into practice [5], [6].

Although the hotel industry has long used the ideas of yield management, it may seem like a relatively new practise. Before implementing its present complex system, Marriott Corporation applied yield management ideas in one early instance. The Twin Bridges in Washington, D.C., the family's first hotel, used to sell rooms via a drive-up window when young J. W. "Bill" Marriott worked there. According to Bill's account of the incident, the hotel had a set single rate and added fees for each subsequent guest. Bill remembers leaning out the drive-up window on certain evenings when there wasn't much available to survey the automobiles backed up. Bill would reject away cars with only one passenger if some of the cars were already full in order to sell his remaining rooms to fuller cars. That method serves as an illustration of yield management's fundamental idea.Since that humble beginning, yield management methods have evolved into something complexso complex that some managers we've seen appear to believe they can't increase income unless they have access to the most cutting-edge equipment. Even worse, it's possible that the hotel management unnecessarily complicated system of discounts and bundles. If the management continues to insist on handling each rate or package separately, it will seem that the resort has too many programmes to keep track of and administer, which it most likely does. Because of this, the first recommendation for a simple approach to yield management is to bundle comparable programmes together into a few clusters of rates, and then focus on regulating these clusters or rate categories[7], [8].

In the aforementioned hypothetical system, each level or bucket might include multiple hotel prices. With such a setup, a manager does not have to second-guess whether to limit the number of rooms supplied at a cost of $150 in order to get a rate of $155. Although it should go without saying that those $5 bills would accumulate, the intricacy is not worth it, particularly because one may work so hard to make up the $5 difference that they fail to take advantage of the chance to, say, make $50 more by selling at rack rate.The hotel should alter the categories if a certain set of offers isn't functioning. For instance, a management should reorganise the rate buckets if a hotel's business was totally concentrated in Levels 1 and 2, with almost any activity in Level 3. The three rate buckets may be 10 to 15 percent, 20 to 40 percent, and higher than 40 percent reductions from rack ratesor any other structure that creates a significant separation between pricing categories[9], [10].When creating categories to control pricing at a hotel, keep the following guidelines in mind:

1. Divide programmes into groups based on groups of discounts that indicate comparable values. Risk and reward management is necessary for yield management. Rate categories are made to make it possible to decline a booking request in favour of one with a greater value that is anticipated to arrive later. However, since the latter is not a sure certainty, it doesn't seem to make much sense to risk $150 in guaranteed income in the hopes of securing a $155 booking.

2. Consider both the expense of opening rooms and the offsetting ancillary expenditure that happens when a room is sold when considering whether to accept a certain customer's business. To use an extreme example, the high-stakes gambler may be the most valued customer for a casino-hotel and pay the lowest room fee.

3. If there is no automatic yield management system, keep the total number of transient rate groups to about six. The main justification for this cap is that yield management necessitates demand forecasting for each rate group. In addition to taking a lot of time (with diminishing benefits as the number of categories rises), forecasting for many categories also becomes less accurate as more are added.

4. To enable monitoring of traffic in each rate category, there should be a reasonable amount of activity in each rate category. Redistributing the rate hierarchy could be an option if it turns out that one of the categories is seldom utilised.

5. A different hierarchy of buckets should be used for group business so that the operator can monitor the pickup of room blocks. As you trend data by the rate categories that are gathered, blending group activity with individual booking activity obscures the historical information.

Utilising demand projections to decide how much to charge for rooms on a certain day is the goal of yield management. The inability to choose which bookings to accept or reject when a hotel sells out results from the requirement that all requests for the sold-out date (including those for multiple-night stays including the sold-out date) be refused. The goal of yield management for a property should be to fill the hotel as near to the arrival date as feasible since the earlier discounted (or short-stay) business fills the hotel, the more likely it is that high-value reservations will be turned away. The ongoing process of assessing the remaining demand for high-rate stays (and multi-night stays) against the remaining inventory is necessary for this forecasting regime. Rate category limits aid in ensuring that there is enough inventory to meet the anticipated high-rate demand.

With a minimum amount of unsold rooms, the goal is to keep rooms available for high-rate demand. In this case, the hotel's management project that they can sell 380 or more rooms at rack rate even though they would want to sell all 500 rooms at rack rate. Their inventory strategy is designed to keep rooms available for this anticipated high rate of demand. Although the management would prefer to sell all 120 rooms in the following rate category down (Bucket 1), their demand projection indicates they won't be able to do so. However, based on current patterns, they won't be selling any rooms in the deep-discount category even though they have a total of 500 rooms to offer since there is enough demand at higher prices[11], [12].

There are two fundamental indicators that may be used to gauge how well a property is managing its inventory: (1) On dates when the property sells out, it should be noted how far in advance that sellout takes place; (2) if the property is not selling out, it must be established whether the property ever turned away business due to discount controls or because it had committed too many rooms to groupsthat is, if a group does not pick up its room block, did the hotel, as a result, refuse reservations from transient guests?

Given the possible reward from a sellout, property managers usually pay less attention to full occupancy dates than one would anticipate. One factor is that some establishments take too long to apply discounts, which restricts the availability of rooms to predicted high-rate customers. Hotels do end their promotions, but not usually quickly enough. Setting thresholds at which discounts are closed at a specified level (90 percent occupancy, for example) is a typical practise. While this strategy is well-intentioned, it only succeeds in keeping the final 10% of the hotel's inventory for high-value customers. In contrast, a proactive strategy may shut down discounts earlier and bring in even more high-paying customers (and income).

Hotels often ignore sold-out days because the individuals in charge of maintaining the hotel's inventory are typically also in charge of high-profile duties, such as predicting daily occupancy. Therefore, a revenue manager may spend more time deciding whether a certain day will run an occupancy of 65 percent or 75 percent than figuring out how to maximise

excess demand on a date with a forecast occupancy of 100 percent. A date's occupancy forecasting procedure is crucial, but so is figuring out how to maximise income from a sold-out day.Rarely is clear evidence that properties operate as well as they might be discovered, despite all the work spent on month-end analyses of occupancy levels, average rates, and market comparisons. Furthermore, the more often those two queries (i.e., did we fill out too soon? The more workers that are needed to get the required income outcomes (and did we turn away business on days when we weren't full?). You often receive what you examine, not what you anticipate, as is the case in many situations.Putting length-of-stay limitations in place expands on the rate management choice. Having one room remaining to sell and determining whether to sell it to one visitor for $100 today or to wait and sell it to another guest for $150 is the core of rate category control. On the other hand, determining whether to sell the last available room for $150 for one night or to wait with the possibility of renting it to another visitor for four nights is the core of length-of-stay limits. In terms of depending on the category choice, the hotel may earn an extra $50, and depending on the duration of the stay, it may make an extra $450.

Although controlling stay durations might be challenging, doing so may be the most fruitful of all yield management tasks. The most advanced inventory management manages demands at the most minute levels of specificity by programme or rate category, by number of days spent there, or by length of stay. An automated system is definitely necessary for this degree of control. However, if the application of controls is kept reasonably basic, it is possible to obtain meaningful revenue increases related to duration of stay without the use of complex automated systems. Length-of-stay management requires an awareness of demand by different lengths of stay, just as creating rate control categories necessitates a knowledge of demand by rate category. Before rejecting (or accepting) the request for a one-night stay, the manager must first determine the degree of demand for four-night stays in order to make the decision in the aforementioned scenario. Average length of stay, which indicates the typical length of a guest's hotel stay across a range of dates, is the most often used length-of-stay statistic in the hospitality sector. To regulate stay patterns, more precise information is required than just the average duration of stay. The total number of arrivals for one night, two nights, three nights, four nights, five nights, and so forth on a certain date is what the revenue manager wants to know. Imagine if a manager was deciding whether to impose minimum-stay requirements on a busy night in order to demonstrate the differences between the two numbers.

The management may be aware that guests stay an average of 3.6 nights, or he or she may be aware of particular length-of-stay data, such as the percentage of arrivals on a certain day that are for stays of one night, two nights, and so on. Naturally, the hotel management is curious as to how much of the demand would be impacted by rejecting all one-, two-, and three-night reservations with the expectation that the hotel may fill up with guests spending four or more nights. An example of a chart containing this kind of data. Although they vary in complexity, the majority of central reservation and property management systems created in recent years include stay pattern restrictions. The ideal solution gives property managers the ability to establish limits for certain periods of stay for each arrival date. With such a system, the hotel is able to restrict bookings for stays of one, four, five, or eight nights, for example, but not for stays of two, three, six, seven, or nine nights (or longer). Most modern systems at least permit rate category-based minimum-stay limits. When considering yield management, unwanted business is often turned away during times of high demand. However, mastering the ability of transforming unfavourable booking requests into desirable ones is the true art of yield management. Teaching all employees, the skill of saying yes is therefore a crucial component of yield management.

When negotiating group business, which often entails choices regarding pricing, dates, and space, the skill of saying yes is very crucial. Rates are the cost the group will incur; dates are the days the group will be staying; and space is the number of rooms the group will occupy. The meeting planners and the hotel's sales representative must adjust these elements until they have what they deem to be a worthwhile package in order to turn an unsatisfactory proposal into a desired contract. Too often, hotel staff either flatly rejects a group's request or concentrates on lowering the group's suggested room fee to make the proposal more palatable to the hotel. Sometimes the best course of action is to grant the group the requested pricing while changing the prospective business' dates to a period when the hotel anticipates having unoccupied rooms. The option to request that the group alter the number of rooms it plans to restrict is much less obvious. By committing to either fewer rooms (reducing displacement) or more rooms (increasing total income), you open the door to selling to a second interested party. Applying revenue management principles to group company entails more than just turning an unfavourable proposition into an acceptable one. Possessing the capacity to write a simple proposal is maybe even more crucial. A superb piece of business that is approved into a contract.

CONCLUSION

Within a hotel's regular accepted parameters, the opportunity to resell the space to another party for a higher profit margin is one factor that often makes a proposed piece of business unappealing. Because of this, asking for a higher price is the most typical reaction to a bad proposal. As in the example below, turning a subpar proposal into an excellent piece of business may be possible. Consider if one party requests 200 rooms at a hotel with 350 rooms for $80 each. This would represent a $16,000 piece of unexpected business. According to the prediction, 290 rooms would have been reserved at an average cost of $100, bringing in a total of $29,000 on that particular day without the group. The group's business will replace some of the anticipated transitory arrivals, bringing the hotel's occupancy to 100% and generating $31,000 in income. The hotel has more than enough motivation to accommodate this group thanks to the additional $2,000 in earnings from the 60 additional rooms. (Assume that the variable expenses for the additional rooms are compensated by per-room auxiliary expenditure.) Any effective sales manager would be pleased with the $16,000 in extra revenue they helped the hotel generate. Even if someone points out that the company only really increased the hotel's earnings by $2,000, there is still excellent cause to be pleased with this agreement. However, another approach to view at this group is as $16,000 in unexpected room income, from which the hotel is only able to extract an additional $2,000 in profit since the group has displace higher-rate customers. The hotel may maximise its profit by adjusting the other factors and, in this example, scheduling this group's arrival on a day when few other guests will be present.

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CHAPTER 9
EFFECTIVE OPERATIONAL STRATEGIES: HOUSEKEEPING, ENGINEERING AND SECURITY

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ABSTRACT:

Back then, I was conversing with a sizable gathering of housekeeping directors from the majority of the big metropolitan hotels in a sizable northeastern metropolis. I posed the following inquiry: How many of you first regarded housekeeping as a management position that you could find appealing as part of your career plan? Unsurprisingly, there was no response. This highlights a significant problem that contemporary hotel management systems face. The majority of the hotel's department managers, their employees, and, to a considerable degree, the hotel's visitors and clients, do not universally understand or appreciate one of the hotel's most significant, labor-intensive, and significant cost centres. There are some positive indicators that this scenario is changing. Several hotel chains have experience menting with moving housekeeping from the rooms division to the staff, with the director of housekeeping directly answering to the general manager. Others are merging maintenance, engineering, and other aspects of property management with housework. In addition to regular cleaning, housekeeping directors at one company's resorts also oversee all non-golf recreational activities under the title Director of Services.

KEYWORDS:

Department, Engineering,Hotel, Housekeeping, Management.

INTRODUCTION

However, historically, knowledge on housekeeping administration for hotels has been structured on models presented in textbooks that date back to LaBelle and Barton's 1951 study of hospital housekeeping. The tiny hotel was the subject of Brigham's (1955) examination of the organization of housekeeping duties and responsibilities. Three studies—Tucker and Schneider (1982), Schneider and Tucker (1989), and Martin and Jones (1992)—offered a thorough inventory of the theoretical concepts, roles, connections, and methods critical to the contemporary housekeeper in a variety of practical contexts.In general, these works offer data in a conventional style that states that the housekeeper is in charge of four key areas of responsibility:

1. Personnel, equipment, and supply management

2. Maintenance of furniture, textiles, and building finishes

3. Cost management

4. Maintaining records

Mintzberg (1975) came to the conclusion that there were significant gaps between the public or scholarly conception of managers' tasks and their actual work after examining the discrepancies between the folklore and reality of the manager's job.Rutherford and Schill (1984) conducted the previous research of this kind on housekeepers. Has what been published about housekeeping and what housekeeping directors themselves feel significant relate to one another?A survey was sent out to a nationwide sample of housekeeping

executives asking them to rank the significance of 100 theoretical concepts found in the housekeeping literature on a scale of 1 to 5. Eight groups of replies from the housekeepers were created using statistical techniques (factor analysis). The traditional duties of keeping track of prices, supplies, and furnishings remained crucial, but the management of people-related concerns took precedence were of utmost significance. The following points were specifically highlighted:

Strategic planning, departmental management, hotel organizational relations, leadership, communication, and training. The authors came to the conclusion that innovative arrangements of conventional knowledge, constructs, and strategies, like those examined in their model, may offer future managers windows of operational, educational, or marketing opportunity that strengthen competitive position or speed up the transfer of knowledge. The most effective and efficient means of disseminating this information are particularly crucial because, as Mintzberg (1975) notes, "The manager is challenged to find systematic ways to share his privileged knowledge."

The operational features of housekeeping and other labor-intensive hotel departments have received very little, if any, analytical empirical study since 1985. There won't be any advancement in the theory of housekeeping unless there is. However, there is no shortage of creative practical experimentation on the side of housekeeping managers.Like the housekeepers mentioned at the beginning of this section, Kurt England never anticipated that cleaning would be a significant stop on his professional path when he began his career in hotel management. However, he believes that the many duties associated with maintaining a home for a significant asset like a Four Seasons property helped to prepare him for his position as resort manager at the Four Seasons Resort Costa Rica in Peninsula Papagayo. He had previously served as Regent Beverly Wilshire's director of rooms. It is significant to notice that cleaning is still one of his major obligations in this depiction of a day in his life.

The University of Nevada, Las Vegas' Professor Tom Jones explains the structure and personnel of the housekeeping departments. He gives a summary and organizational viewpoint on the division, giving close attention to the roles played by the many employees in the contemporary housekeeping division. In his work, Professor Jones draws on his extensive expertise in executive housekeeping management and employs a real-world, tell-it-like-it-is narrative to organise his account of the organisation.Most people are shocked to hear that cleaning is a significant career stop for hotel managers, as John Lagazo notes in the introduction to his explanation of what it's like to be an elite housekeeper. Even though cleaning is now one of his direct reports at the opulent Madison Hotel in Washington, D.C., Lagazo still interacts with it every day. John originally wrote this essay for the third edition, but it still applies so well that I decided to include it here since he perfectly captures the core of the challenge of overseeing this intricate organisational component. Most of the time, the lead maid type no longer has control over the administration of the housekeeping function. The head of this department must be well-versed in all management abilities, a smart and innovative leader, since the cost of operating the department has grown along with the size of its workers[1], [2].

Engineering

In a manner, guest services include cleaning, engineering, and security. The majority of hotels provide guests serviceswhich may include a garage, a uniformed service, and specialised recreational and leisure activities. Under the best of circumstances, housekeeping, security for the hotel and its visitors, and the upkeep of the hotel's engineering systems take place behind the scenes and are neither seen by nor felt by guests except in an abstract sense. Nevertheless, these are essential services for a secure, pleasant, and ultimately successful visitor stay at your hotel. The chief engineer and his or her department have historically been

metaphorically relegated to roughly the same position in the hotel's organisation as they are physically occupyingtypically the basement or another out-of-sight locationas stated in the first of the two articles included here on the engineering function. These two articles examine the various indications that the engineering function's relevance cannot be undervalued or handled with less respect than other managerial functions.

It is crucial for the reader to understand that the first of these articles provides an introduction of the department, examines some of the problems that hotel engineering faces, and lists typical work duties. This article's main argument is that, in contrast to the past, the chief engineer is now in charge of the important structural elements of the setup as well as the visitors' physical comfort. This makes a case for treating the chief engineer the same as any other head of a hotel department. The article by DeFranco and Sheridan on how chief engineers (CEs) handle financial information serves as an example of this. According to their study, sustaining an efficient operation in the engineering department depends on the usage of computer technology and financial data. Even five years ago, this wasn't generally the case. This study supports the claim that the role of CE in contemporary hotel organisations requires a leader who is more of a manager/leader than a technician, similar to that of the executive housekeeper. The CE still has to oversee a varied range of abilities and capabilities within the engineering workforce. In a way, this begs the issue of what kind of boss someone like this is. On this subject, structured study is still lacking.

The amount of staff that the CE is in charge of varies greatly, mostly depending on the size of the hotel. The engineering personnel to room ratio was established at 3.9 in a 1986 study (Fisher), although a lot has changed since then. Market niche, the sophistication of the building's design and technology, and corporate culture are other aspects that might affect the diversity of human-related management for the engineering manager.

Therefore, the CE's work assumes management-related features that strongly imply a need for honed people-related abilities if a 1,000-room hotel has 40 or more employees on the engineering staff, each of whom is considered well trained, qualified, and talented.Wasmuth and Davis discovered that in the majority of the hotels they looked at, the engineering departments had relatively low staff turnover. They also discovered that the quality of super-vision was a crucial component in ensuring that these engineering departments had low turnover rates. The ability that "allowed and encouraged (the engineers) to work autonomously" (1983, 68) was a crucial component of the most effective supervising style[3], [4].

Giving the engineering personnel the freedom to operate independently honours both the importance of their tasks and management's consideration of employees' needs. Additionally, it implies that despite certain management or supervision techniques. Others may not be acceptable in engineering departments. The term "managerial style" describes how managers manage, control, inspire, and in general steer their employees. Employee independence may or may not be cultivated and permitted via management style. Turnover is one of many human-related difficulties that managers face, and the degree to which an environment is generated by the manager has a substantial impact on these challenges.

DISCUSSION

The management styles of 49 hotel CEs with one hotel firm were the subject of an unpublished, private research. at order to identify the dominant management style among the self-described successful chief engineers at a large global hotel business, they were asked to complete a brief demographic questionnaire and a standardised managerial-style inventory.With a secondary or backup style that is one or a mix of the other five, this inventory tool assigns the principal management style to one of six groups:

Management Techniques

Coercive:

The "do-it-the-way-I-tell-you" boss carefully supervises employees and stimulates them via threats and punishment.

Authoritative:

The "firm but fair" manager sets clear expectations for employees and inspires them through persuasion and feedback on how well they are doing their duties.

Affiliative:

The "people first, task second" manager places a strong emphasis on solid interpersonal relationships among subordinates and motivators by making an effort to keep employees content with perks, security, and social activities.

Democratic:

The "participative" manager promotes employee involvement in decision-making and inspires via teamwork rewards.

Pacesetting:

A "do it myself" boss sets high standards and encourages independent work by doing many duties themselves and expecting subordinates to follow suit.

Coaching:

The "developmental" manager coaches and supports employees as they improve their performance and inspires them by offering chances for professional growth. Both the main and backup approaches are reflected in a management style profile. Primary refers to the management style that is used the most often, with which one is most at ease, and which one typically adopts when under pressure. Backup describes a different management approach used when the original style is ineffective. Some people have many backup styles, while others have multiple main styles.In contrast to their image as cynical old farts, the comparisons revealed that each group of CEs had a primary affiliative style. It was a little surprising that this group of engineers' backup style was democratic since their main style was affiliative. The democratic backup style and the predominate affiliative style together would unquestionably create an organisational climate where workers would feel supported in their individuality and autonomy. The results of using this instrument on this sample of CEs appear to confirm the idea that departments run by successful CEs prefer management approaches that prioritise putting people first. At least for now, it seems that the affiliative approach is the most effective in a setting where the CE is in charge of the people and duties. However, as this was a tiny study of only one organisation, it can only be suggested. However, the study's findings do provide us a more comprehensive understanding of the management aspects of the contemporary hotel engineering function[5], [6].

The Security

The inventory of issues posed by the predatory components of contemporary society have a negative impact on the days when hotels could simply provide comfort, excellent food, beverage, and accommodation services, and a home-away-from-home environment. In addition, hotel security divisions are in charge of preventing theft of the establishment's property.Hotels often keep their security operations, responsibilities, and people under wraps. Publications of the Educational Institute of the American Hotel and Motel Association (http://www.ei-ahla.org/) provide an excellent overview of security on an individual basis.

The director of security often reports directly to senior management, and the contemporary hotel security department is typically organised as a staff function. As little, if any, study has been done on the issue, we don't have a lot of information or insight regarding the manager of the hotel security role. According to anecdotal evidence gleaned from the editor's experience, the majority of managers who have lately been engaged to do this position have a background in security from the military or a law enforcement profession with civil authorities[7], [8].

The quantity of the team the head of security typically has depends on the kind and magnitude of threats to a certain hotel, the size of thehotel, its setting, and its operational philosophy. A director of security oversees the department's operations in response to two major categories of threats: external and internal.Typically, external dangers are those that put the hotel and its visitors at risk as a result of outsiders' activities. Internal security is a functional area that primarily focuses on lowering the risk of asset loss; in most situations, this relates to the control of highly desirable and popular consumer items like wine, pricey delicacies, furniture, and, of course, the hotel's cash.In order to combat the aforementioned dangers, the security manager is responsible for the following:

Providing physical security around the hotel; Modifying rules and procedures to reflect the location and style of the building. Increasing the hotel's capacity to prevent attacks by using electronics, contemporary communications equipment, proximity alarms, motion detectors, and closed-circuit TV.In order to prevent recruiting what has come to be known as the high-risk employee, security directors engage in specific levels of administrative or operational activities that deal with policies, training, education, and human resources. This is principally caused by the rising danger of careless hiring that hotels and other enterprises must deal with. Another essential component of the work of the hotel security director is having policies and processes in place to cope with the handling of crises. These situations may arise in a variety of ways, and in recent years, they have been associated with things like fires, storms, floods, earthquakes, blackouts, robberies, bomb threats or actual bombings, crises involving the body or teeth, and various types of terrorism. The well managed hotel is required by contemporary life to have emergency plans in place and training programmes to assist its staff in dealing with these possible risks.

The security director's coordination with civil authorities is another duty. Hotels are increasingly being held liable for what they either knew or should have known about possible hazards, as the article provided below highlights. Building strong ties with the local police is the greatest way to stay on top of this.Finally, helping to design policies is the main duty of a modern hotel security director. To address the possible risk inventory, hotels must have rules that direct the execution of processes, training, and inspection. To ensure that they are aware of all parts of the risk environment, hotels must also collect data. The hotel's security department must also help formalise a framework that connects all important areas of the organisation to the idea of overall security for the business, its personnel, and its clients. The main kinds of risk that hotel managers are exposed to are outlined and discussed by Melissa Dallas in the legal study she gave to this issue. She also gives recent instances of how the legislation influences hotel management in the contemporary period in her study. This extensive and thorough work has a conversational and interesting writing style that is uncommon in legal treatises.

The parking lot is one of the riskiest settings that (literally) surrounds many hospitality enterprises, and the writers of the essay by Abbott and Fried that we have published below analyse this area in some detail. Parking lots are becoming more and more sources of danger since they might be isolated, dimly lit, or unattended. Operators are cautioned to be mindful of this possible liability since courts are increasingly recognising that landlords are responsible for illegal behaviour by third parties. The paper by Beattie and Gau gives notice that there is yet another domain of risk that now impacts our capacity to run hotels properly,

as if that weren't enough to make one pause. For hospitality operations, workplace violence, including homicide, is becoming a bigger issue. In order to direct future research and the development of policies, the authors describe a structural theory and examine illustrative cases. The emphasis of a typical day at Four Seasons Hotels and Resorts is on people, both workers and visitors. I stroll through the departments that are under my control first thing in the morning, including the front desk, concierge, communications, valet parking, door attendants, bell desk, health spa, housekeeping, laundry, and valet. It is crucial to have open communication with the staff members whose work we rely on to provide each of our visitors an exceptional level of service. The way they do their duties is greatly affected by their awareness of who they are and the challenges they face every day[9], [10].

We evaluate how we will proceed in an operational meeting every morning. The second essential element of hospitality is taking good care of our visitors. The general manager, hotel manager, every member of the planning committee (including the director of human resources), cleaning, conferences services, sales managers, and catering managers are just a few of the managers present at this meeting. The whole day is planned out, including the VIPs, repeat visitors, pet owners, those with particular dietary needs, and people who want a firmer mattress. To make sure the prerequisites are fulfilled beforehand, we talk about them. All catering operations and any other large movement of people are also included in the debate.In an attempt to provide a high-quality experience, we also address any issue or negative encounter that one of our visitors may have had. Our focus is on how we can improve the guest's experience and ensure that it doesn't happen to any of our other guests, not who was at responsibility for the problem. It may not be our responsibility if the city chooses to start jack hammering at 8:30 on a Saturday, but it is undoubtedly our visitors who have been inconvenienced. We'll follow up with the visitor to let them know what we've learned, offer them a different room if necessary, and find out how happy they were overall with their stay.

To keep the lines of communication open, we hold additional meetings. The planning committee, group resume, and room division are all discussed during our weekly meetings. We have a department head meeting every other week.As previously said, we believe that caring for our staff is just as vital as caring for our visitors. We do this, in part, by being ready to assist them when business levels unexpectedly increase. Although we try to staff at the proper levels, sometimes everything happens at once. We make these calls and send an all-page response to the region that needs help. The management response is outstanding; we get the aid we need for valet parking, bell desk, front desk, and room service from our general manager forward such as service. This is a great illustration of how collaboration at our hotel affects the staff's morale[11], [12].

CONCLUSION

A vital communication strategy is moving about the hotel and interacting with workers. Employees gain confidence in reporting issues related to their employment. It is comparable to extending the open-door policy to employees near their place of employment. This style has been used to raise issues such as disagreements with colleagues, inquiries regarding pay checks, ideas to enhance work procedures, and requests for help in following up on maintenance issues. Another key aspect of daily operations is the hiring of new employees. Our interviewing procedure includes a screening by HR, interviews with the department head, division head, and hotel manager or general manager before receiving final clearance in a meeting. We make every effort to be as accommodating as we can when it comes to scheduling interviews with these prospects. If the proper applicant knocks on the door, we make every effort to clear our calendar so we can proceed with the interview. Flexibility is necessary to meet the demands of both our staff and visitors. In our firm, there is no typical day, which is one of the reasons I like my work. Every day brings a new challenge.

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CHAPTER 10
HOUSEKEEPING ORGANIZATIONS: THEIR HISTORY PURPOSE, STRUCTURES AND PERSONNEL

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ABSTRACT:
According to the dictionary, hospitality is the amiable and kind welcoming and amusement of visitors or strangers, whether on a social or business level. This concept gives off the impression of a welcoming home with a host who has open arms and a setting where people are taken care of. Regardless of the reasons individuals choose to stay in a home away from home, it is assumed that they need care. They need meal service, a place to socialize and meet other people, a clean, comfortable place to relax or sleep, access to stores and shops, and a safe environment.Americans are often referred to be a mobile culture and a people that are always moving. Even as our nation grew, we needed lodging and food. Even though these new accommodations may have been in roadhouses, missions, or private residences, and the housekeeping might have comprised little more than a bed of straw, changed weekly, travelers in the early 1700s encountered hospitality akin to that in their native nations.Early records show that there was typically a choice available, and amenities in all areas of young America were in line with demand from the travelling public. Travelers made their decisions based on where they anticipated finding decent meals, nighttime protection, and clean facilities.

KEYWORDS:

Executive, Housekeeping, Manager, Rooms, Supervisor.

INTRODUCTION

They were informal meeting places where anybody could get the latest news, mingle, discover the local economy, and take a break. Today's in keeping has evolved into the hotel industry, but the fundamental principles are still the same: a tidy, comfortable room, access to dining and entertainment options, and a helpful staff that really means it when they say, "May we be of service?"Today's motel sector depends heavily on its housekeeping divisions. Housekeeping employees clean guest rooms, maintain common spaces and special areas, and often run laundries, leisure centers, and healthcare facilities. The staff of hosts and hostesses that greet visitors at the hotel includes the members of housekeeping. When anything goes wrong during the visitor's visit, they move promptly to initiate corrective action and demonstrate their concern and care[1], [2].

The importance of cleaning and other service sector personnel has been swiftly acknowledged by major hotel chains. Housekeeping job is neitherdegrading or menial in the eyes of competent hotel management. On the other hand, every member of a high-quality hotel's operational management team has, at some point or another, carried out housekeeping duties. As a consequence, they are aware of the value and worth of those who carry out such duties on a regular basis.Students in the service sector should keep in mind the declaration made with pride by The Greenbrier in White Sculpture Springs, West Virginia, one of America's most distinguished resorts. As one approaches the resort, they can see a sign that reads, "Ladies and Gentlemen Being Served by Ladies and Gentlemen."

Reception and housekeeping

The selling, occupancy, and maintenance of guest rooms are all directly and completely the responsibility of the rooms department of a lodging establishment. The resident manager is a common term for the department manager, albeit it implies that he or she lives on the property while in fact most do not. Other names for hotel manager (not to be confused with general manager) include room's manager, room's director, director of rooms operations, and simply hotel manager.Typically, the front office and the cleaning department combine their operations to form the rooms department. Reservations, front desk, bell staff, PBX, transportation, perhaps concierge and any other sort of guest greeting function are all under the management of the front office manager.The term "executive housekeeper" most often refers to the manager in charge of housekeeping duties. The person in charge of housekeeping may have any one of the following responsibilities, depending on the size of the hotel, other departments that fall under the purview of housekeeping (such as the in-house laundry or leisure department), and sometimes corporate policy. A variety of names that are all thought to be interchangeable with executive housekeeper. Some examples of these positions include: housekeeper, housekeeping manager, director of services, and director of internal services[3], [4].

Housekeeping operations director

This manager is referred to in this article as the executive housekeeper.There was a period when the front office manager oversaw the majority of executive housekeepers. In reality, they had little to no management experience and had worked their way up from the level of a maid. The executive housekeeper now has an equal standing with other department managers due to the size, expense, and complexity of housekeeping operations. The operation of the rooms departments is now seen as being equally shared by executive housekeepers and the resident manager.The hospitality sector, which includes the hotel industry, requires a lot of labor. In comparison to other departments, food and beverage (F&B) operations may entail the most overall staff. There are several managers to oversee the whole operation due to the multiplicity of F&B businesses (restaurants, lounges, banquet services, and kitchen). However, the executive housekeeper, who oversees the greatest personnel, operational cost center, and physical area of the property, is the only department head in charge of cleaning[5], [6].

The executive housekeeper of today must be an experienced manager with the ability to plan, organize, staff, lead, and oversee operations. Along with having a solid technical experience in buying, decorating, and renovating, he or she must also be competent in employee and human relations, have a superior grasp of cost controls, and possess these other qualities. Not to mention, the executive housekeeper has to be a skilled delegator. The executive housekeeper must complete each activity personally unless they have extensive experience, the desire to delegate responsibilities to others, impart the authority to act, and, lastly, hold people responsible for their activities. This author has yet to come across someone who could produce 3,000 beds in a single day.

DISCUSSION

As different as hotel kinds and sizes are, so too are housekeeping organization. The modest, 80-room mom-and-pop hotel is no longer popular, with the exception of bed-and-breakfast establishments. As a result, it is reasonable to talk about hotels with at least 200 rooms, which might be seen as a size that is representative of the widest range. The majority of hotels would have distinct roles, however in a small hotel, size may need one employee to do many roles. Obviously, the necessity for a big workforce with adequate people to fill each specific position increases with the size of the institution. Consider the following hotel, then a contemporary suburban business hotel with 350 rooms. Banquet area with 15,000 square feet

of meeting space; room service; two restaurants (one open 24 hours a day and the other a supper establishment);Main lounge with nightly entertainment. Banquet beverage service and service bar outlets for both restaurants and room service Outdoor pool and winter indoor pool with health club amenities, sauna and steam room. Game room (video games, pool and table tennis). In-house laundry for rooms department and banquet linen. Two company-owned gift shops.A property management system is completely computerized at the front desk[7], [8].

Hotel Organization It is necessary to visualize an organization for the whole hotel before looking at the housekeeping department's structure. The structure is similar to the hypothetical model hotel that was just discussed.Take note of the executive housekeeper's position within the company. Any organization may have more or fewer roles for executive housekeepers. Executive housekeepers may even occupy corporate executive roles, with some reporting directly to the general manager. The head of maintenance is subordinate to others. The executive housekeeper in this instance, however, is a middle manager and a complete department head, much like the front office manager and other important department heads on staff. The executive housekeeper, the housekeeping manager, and the laundry manager are all subordinate to two junior managers. The resident manager, who is a member of the property executive committee, is responsible for overseeing both the executive housekeeper and the front office manager. The premier committee is this one under the direction of the general manager, the property's governing body.

The Organization for Housekeeping

Take note of how the two major aides are being used. The executive housekeeper's primary helper, the housekeeping manager, is in charge of all guest rooms in the lodging. This highlights the delegating that has taken place since the housekeeping manager is now a junior manager with a functional role rather than merely an assistant to the executive housekeeper. There are several approaches to handle this area of the organization. It is possible to separately plan each individual room attendant or to arrange teams of attendants that work the same hours and take the same breaks. Because this method is more effective for daily scheduling, team staffing and scheduling are shown in this illustration. Another specialized task for which a junior manager is responsible is laundry. The technical knowledge needed in this instance is very particular. It comprises expertise in piecework production, the use of chemicals, and their impact on a costly inventory of linen. It also includes understanding of commercial laundry equipment and technology[9], [10].

The executive housekeeping and junior managers both reports directly to line supervisors. (Below the management level, we recognize an hourly structure for workers who are compensated at a set pay rate per hour rather than via a salary.) The department is completed by one or more hourly employees who report to each supervisor. The number of rooms a room attendant is expected to clean in a given eight-hour period determines the number of floor supervisors, team leaders, and employees. Depending on the market mix, the national average for the number of rooms a single room attendant can clean in an eight-hour period ranges from 13 to 20. Because these visitors are usually single and leave their rooms early each morning, hotels that are mostly inhabited by travelling or group business transitory customers are easier to keep clean. Additionally, they tend to keep their rooms somewhat organized. Room attendants may clean 18 to 20 rooms each day for this segment. It is more challenging to access rooms for cleaning when there are more double occupancy guests, which reduces personnel effectiveness. When this occurs, the number of rooms that may be cleaned in an eight-hour period is reduced.

The cleaning, laundry, and leisure departments are typically under the full leadership, operational control, and supervision of the executive housekeeper. The range of authority is often wide to provide the incumbent the discretion needed to perform the duties. It is now

acknowledged that this job is a career-enhancing move. The executive housekeeper uses techniques outlined in standard operating procedures, adheres to good management concepts, and effectively applies and enforces business regulations to run the departments under his or her supervision in the most effective way possible. He or she is largely accountable for the cleanliness of the public spaces and guest rooms that are within the housekeeping department's purview. He or she completes responsibilities by supervising all staff members allocated to the housekeeping, laundry, and leisure departments and providing them with the required training and incentive.

The Housekeeping Supervisor

The executive housekeeper's principal assistance in the model organization is the housekeeping manager, who also takes on major responsibility for cleaning and serving guest rooms. The housekeeping manager is in charge of efficiently and systematically managing the cleaning, service, and reporting of guest rooms under the supervision of the executive housekeeper. He or she oversees the work schedules of the staff who are directly responsible for cleaning the rooms. To keep expenditures in check, he or she must adjust schedule in response to occupancy.

The Laundry Supervisor

The hotel's internal commercial laundry is often run in the first instance by the laundry manager. Additionally, he or she serves as the executive housekeeper's second assistant. The laundry manager is in charge of the effective and organized administration and operation of the hotel laundry under the supervision of the executive housekeeper. He or she supplies clean linen to the residence and the banquet department in accordance with plans and budgets by effectively using designated workers. The guest room attendant, often known as the maid or section housekeeper, is an hourly employee.

The main person in charge of cleaning and tending to guest rooms is the room attendant. He or she is often given a part of rooms to attend to each day, making up a task of an number of rooms that must be cleaned. The room attendant typically carries out the same duties in each allocated room. The room attendant also performs three types of room inspectionsrooms occupied, rooms ready (empty and available for rent), and rooms on change (vacant but not yet serviced; also known as checkouts)at predetermined intervals to help assess the overall quality of the property. In order to maintain excellent standards, the room attendant also takes part in general cleaning of one or more rooms each day as they are served. The majority of room attendants operate in accordance with standard operating procedures (SOPs), which may include as many as 60 things that each guest room must have in order to be considered compliant. Although it may seem intimidating, the SOP system ensures coverage where it is required. Finally, at the conclusion of each workday, the room attendant refills his or her personal linen cart. If everything is set up correctly, the room attendant is one of numerous housekeeping staff members working under a floor supervisor[11], [12].

The Section Housekeeping Aide, formerly known as the Section Houseman. The section housekeeping assistant is responsible for the routine and daily cleaning of the public areas around the hotel's guest rooms, including the stairwells, service areas, floor linen rooms, vending areas and lift cabs and landings. If required, the aide assists the room attendants with general cleaning. Additionally, he or she regularly takes trash and filthy linen from room attendants' carts, and when necessary, carries supplies from storerooms to the floor linen rooms. The floor supervisor directs the section housekeeping assistant, who when organized, also functions as a part of a housekeeping team.

The "Inspectress" or Senior Housekeeper, often known as the "Floor Supervisor," A section housekeeping assistant, multiple room attendants, and a floor supervisor report to floor

supervisors who serve as team leaders. They are accountable for the caliber of work done in the various room's sections to which their room attendants are allocated and assigned to certain divisions of the rooms section of a property. They are also in charge of the housekeeping assistants from the public sectors who are allocated to their department. They oversee the individuals assigned to their teams in every way, conducting inspections, reporting, and making decisions. They also aid in managing the staff of those who have been allocated to them.

Although this term may be slang, the floor supervisor is occasionally referred to as an inspectress. [Editor: The phrase is no longer relevant since it was created to denote a female inspector. Now, regardless of gender, most operations just refer to this position as inspector.] Simply because they examine rooms, many floor supervisors are in- spec tresses. Other inspectresses just inspect rooms and report their findings to the manager; however, they are not responsible for addressing any inconsistencies that are found since no other staff members are delegated to them for work-related objectives. [This author believes that those who just do guest inspections rooms are an unnecessary use of labor since they lack staff or the capacity to make corrections.

The Senior Housekeeping Assistant (formerly Head Houseman)

A key supervisor in the housekeeping division is the senior housekeeping assistant. He or she is often responsible for managing any public spaces that are not immediately connected to guest rooms, including lobbies, significant public hallways, public restrooms, offices, and any other spaces that have been formally agreed upon as part of the overall housekeeping responsibility. The senior housekeeping assistant often oversees utility housekeeping assistants who may do jobs like shampooing carpets, washing windows, or project work, as well as basic training of section housekeeping assistants. The senior housekeeping assistant is often in charge of maintaining inventory records for cleaning supplies and visitor supplies. He or she typically works as the executive housekeeper's supervising assistant and assists with other duties as needed.

The Night Watchman

The presence of a night supervisor implies a second shift without regular management assignment. Of course, the extent and complexity of night operations may change this scenario. The night supervisor takes complete leadership of the department when the principal rooms and hotel cleaning evolution for each day are finished, with the exception of as sporadically visited by housekeeping management. The night supervisor is responsible for balancing the services provided by the housekeeping department while supervising a few night lobby or public area staff, one- or two-night room attendants, and a night section housekeeping assistant. He or she makes sure that any guest requests for equipment or services, such as cribs, bed-boards, and additional linen, are met and that all rooms are left clean and ready for rental. The night supervisor collaborates closely with the hotel night manager, is often on beeper, and conducts regular checks across the hotel until the department is locked up each evening at the appointed hour. The senior housekeeping assistant and the night supervisor are both key supervisors in the department. The core of housekeeping communication and activity is the main linen room, a hotel service area. A more accurate description would be housekeeping central. Under the executive housekeeper, the supervisor in charge of the primary linen room operations is the linen room supervisor. The maintenance and operation of the communication channel to the front desk, engineering, and each guest in need of cleaning assistance is his or her major duty. Additionally, the main status operator for housekeeping may also refer to the linen room supervisor. Another important duty of the linen room supervisor is to monitor each guest room's status during the day, make adjustments as needed, and report on it. He or she is the main point of contact for

guests. Additionally, he or she directs the work of one or more linen room attendants who handle the supply and distribution of things like bedspreads, blankets, and towels, curtains, bed pads, and kets. The night supervisor fills in for the linen room supervisor during the second shift.

The Laundry Manager

The laundry supervisor, as the title suggests, serves as the laundry manager's primary assistant and keeps an eye on the work of the laundry attendants. The laundry supervisor often serves as the chief washperson and is in control of all significant wash chemicals and equipment. Additionally, he or she manages the workload and productivity. In our hypothetical hotel, a swing team supervisor takes over the duties of the laundry supervisor and leads his or her swing team into the laundry when the laundry supervisor and team of laundry attendants are absent due to scheduling conflicts. Due to the existence of two swing teams, the whole department benefits from maximum flexibility and training since each team spends one day each week working in the laundry.

The Recreation Manager

In our hypothetical hotel, the executive housekeeper supervises the recreation supervisor, who is in charge of all the hotel's recreational spaces. All lifeguards at the swimming pool are employed by the recreation supervisor and are certified Red Cross or water safety instructors. (Swimming pools are correctly signed to indicate that there isn't a lifeguard on duty. Entering swimmers do so at their own risk. This stops the visitor from turning a blind eye to their own and their kids' safety. However, all lifeguards are perfectly capable of saving a life.) Under the supervision of the recreation supervisor, pool attendants also staff the health club, sauna, and gaming room, serving customers and upholding order and cleanliness.

Other Personnel

Other personnel may be found in the department, and their job titles may provide information about their duties and potential employers. These occupations are all nonsexist since they have titles that apply to both male and female personnel. These titles are listed below. Laundry attendant, Utility cleaning assistant, Linen room attendant, Lobby housekeeping assistant. A housekeeping trainer (a supplemental duty sometimes performed by a room attendant to guarantee consistency in training).

CONCLUSION

The National Executive Housekeepers Association (NEHA) has long acknowledged the overlap in duties between those doing cleaning tasks in nursing homes, hotels, and hospitals. As a result, the group also attracts members from hospitals and nursing homes in addition to hotels, retirement homes, and contract cleaning businesses. It is widely documented how management employees shift between locations. One member of the hospital staff previously said, "The main function of housekeeping in both areas is to clean rooms and public areas, and to dispose of trash and rubbish," when asked how difficult it is for a manager to shift into either department. There is just one significant difference between hospitals and hotels, however, and that is that in the former, we know precisely what we are getting into. That was accurate up until the AIDS pandemic. On December 2, 1991, the Occupational Safety and Health Administration (OSHA) issued new regulations requiring employers to provide information, training, and adherence to federal precautions intended to maintain a safe workplace with regard to blood-borne pathogens (microorganisms that can cause disease in humans), particularly the H1N1 virus, to all employees who might, due to their job classification, come into contact with human blood or other bodily fluids. Department managers specifically need to put in place control strategies to counter the danger and provide staff members access to study and comprehend OSHA compliance standards. Employees who

often come into touch with body fluids, such as blood, semen, spit and vomit, as well as wasted needles (sharps) thrown out by diabetics or drug users, such as housekeeping and laundry staff, need to be made aware of the risks. Additionally, workers need to get instruction and testing on how to manage these risks when they do arise, as well as the chance to receive free HBV vaccinations from the employer. All training sessions must be documented, as well as any exposures that take place.

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CHAPTER 11
THE HOTEL ENGINEERING FUNCTION: ORGANIZATION, PEOPLE AND ISSUES IN THE MODERN ERA

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ABSTRACT:
The engineering department, the head engineer, and their responsibilities have traditionally been delegated to the subordinate aware of both hotel management and undoubtedly of hotel customers. They were located at the bottom and essentially out of sight, similar to where they would be located in a building's construction. Only when something went wrong with one of the building's systems and visitors or management were inconvenienced did the functions of the engineering department come to public attention. As a consequence, the engineering department previously received "out of sight, out of mind" treatment, which reduced its relative significance. Additionally, the engineering department's staff consisted of semi-skilled employees and artisans, who were often directed by one of their number who had risen through the ranks to supervisory level via tenacity and persistence

KEYWORDS:

Chief Engineer, Department, Engineering,Hotel, Systems.

INTRODUCTION

The fact that this department is changing in many of the same ways that other departments of a contemporary hotel have had to alter is now abundantly obvious. There are various causes for these shifts, but four may be emphasised here. Of course, there are connections between a few of them.

Competition

Many of the mechanisms of competition initially show up as physical plant characteristics as more and more hotel organisations compete for the business of ever-more-carefully segmented markets. The latest in conventional fixtures and building systems, such as plumbing, kitchen appliances, lifts, heating, ventilating and air conditioning (HVAC), as well as other behind-the-scenes equipment, fall under the purview of the chief engineer. These can include building design, landscaping, lifts, and in-room amenities and facilities.

Sophistication

In today's hotels, many building systems are networked, controlled by computerised facilities, and monitored in conjunction with other departmental systems. This rising complexity has necessitated the need for more skilled and sophisticated management will occur in all areas, but engineering will likely see the most significant and sweeping changes.

Income from Investment

Many contemporary hotel structures are the product of the ideas and investments of a variety of parties, includingbut not alwaysthe hotel's management company. These investors anticipate a certain return on their investment and therefore anticipate the hotel operator to maintain the property in a manner that will both keep customers coming and keep the hotel full. Additionally, this necessitates additional employment requirements for engineers. It takes more than a standard repair-and-maintenance strategy to provide engineering assistance

for all parts of the hotel due to the growing competitiveness and sophisticated technology. The engineering staff must be seen as a key actor in the organization's financial health if the hotel is to continue favourably affecting the investors' return on their investment.

Energy.

The cost, usage, management, and conservation of energy have given the role of the chief engineer a new and unique dimension that did not exist in operations before to 1973 since energy was so inexpensive. Energy costs have changed significantly since the OPEC oil embargo of 1973, but none of them have resulted in lower pricing. Buildings weren't designed or constructed to save energy before then. Since that time, the majority of hotels and contemporary hotel chains have realised that energy is one construction expenditure where significant cost reductions may be achieved. Engineering may be used to provide hotel services without having any negative or negative consequences on the visitor if it is done carefully. For instance, we don't want to go to the extreme of pushing visitors to take quick showers while still charging them $180 a night for a hotel[1], [2].

The embargo's aftereffects include two distinct components. Hotels built before 1973 were not built with a focus on energy efficiency. The task of controlling energy is more complex for engineers at such hotels. On the other hand, hotels that were designed and constructed from 1973–1974 include steadily more advanced systems for energy management and conservation that have little impact on visitors.The first scenario illustrates the management challenge of accommodating the engineering manager, while the second illustrates the challenge of broadening one's expertise in a technology world that is undergoing fast change. It should be highlighted that energy is still, and probably always will be, a significant management concern for the engineer.

Mechanical or electrical systems cannot provide the sole solution in a business system as complicated as a hotel. Training employees to break bad energy-wasting practises requires a great deal of attention. One well-known instance is when kitchen staff switch on every gadget in the room at six in the morning, even though only 20% of them are likely to be utilised for breakfast preparation and the majority of the rest won't be required until close to noon. This is an example of the kind of wasteful behaviour that engineers are required to bring to the attention of other department heads but over which they have no direct authority. It is obvious that the engineer must now participate actively as a full member of the management team and be skilled in communicating with other department managers[3], [4].

Manager of Engineering Function, personnel

The person in charge of managing the building's systems and ensuring that they are maintained, repaired, and kept in good condition is variously referred to as the chief engineer, director of building operations, building super- intendent, or any combination of those titles. As was previously said, chief engineers in the past were often those who had risen through the ranks from either one of the trades or as an engineering employee specialising in one of the building systems. They can have spent their whole professional lives working in hotels or they might have transferred from engineering jobs in organisations as various as shipping lines, industrial firms, office buildings, academic institutions, and hospitals to a hotel corporation, chief engineers who responded to this poll describe themselves as a group. In this countrywide poll, more over 25% of respondents said they held a university degree. Engineering-related degrees made up three-quarters of the awards. This shows that the sophisticated nature of contemporary hotel construction operations may be requiring administration by persons with more extensive formal educations than were necessary in the past.The average engineer in this research was 44.5 years old and had worked in the hotel industry for around 11 years. This means that this "typical engineer" was just recently hired by the hotel business and likely had extensive on-the-job training or expertise in his area in

other companies. But once they started working in the hotel sector, it seems they quickly went into management and had a very steady career, as evi- based on the agreement of the median years spent in the current job and the median years spent at the current hotel[5], [6].

In response to these statistics, one chief engineer noted that, in his experience, more and more industry engineering managers in the bigger or more international hotel chains are being hired from among those who have at least some college experiences, if not actually hold a college or university degree in engineering. He said that his company recognises the reality of conducting business in today's competitive environment rather than necessarily favouring academic knowledge over real-world experience. The candidate's ability to comprehend and manage the complex building systems that the corporation expects installing and developing for new hotels into the future century is also suggested by the candidate's completion of college-level coursework. One of the answers to understanding the chief engineer's position's future may be found in that statement. The future's most successful engineers will probably be those whose skills and education provide them with the ability to think strategically, see trends, and contribute to helping the hotel and its owners meet and address the previously described evolutionary difficulties.

Additional Departmental Management Personnel

The chief engineer may have access to a team of administrators, including assistant managers, depending on the size of the hotel and the breadth and complexity of its engineering operations. These individuals assist in carrying out the administrative duties required to run a hotel department that is becoming ever more complex. Secretarial assistance is a related activity that may be paired with a clerical duty.

1. Among the engineering department's most crucial administrative duties are:
2. Aiding in the procurement choices of other department heads.
3. Keeping track of spare components and construction tools.
4. Arranging for preventive maintenance to be done on all building systems.
5. Managing contracted services such building projects, window cleaning, gardening, swimming pool upkeep, and pest control.

As the department expands in size and breadth, scheduling the necessary tools and staff to complete departmental activities becomes a crucial administrative duty. While scheduling may benefit greatly from technological advancements like microcomputers or the hotel's mainframe computer system, part of the engineering function must be the ability to respond to unscheduled events like overflowing toilets, stuck lifts, gas leaks, etc. In a building whose systems are as complicated and interconnected as those of a hotel. The establishment and maintenance of the foundation for management and administrative choices that have an impact on the long-term functioning of the engineering department and, extrapolating from that, the hotel itself, is the last administrative duty. This entails maintaining precise and current documents pertaining to the installation of capital equipment and the numerous building systems for which the engineer is responsible.

Any manager's work is made more difficult by these kinds of administrative issues, but engineers may find them to be especially frustrating. One of the main causes is that, even though the engineering department is in charge of maintaining and repairing sophisticated and intricate building systems, in most cases these systems or their components are frequently used by non-engineering staff members and visitors, who may also misuse them. The engineer, in particular when it comes to visitors, has little to no influence over how they handle the equipment and fittings in guest rooms for which the engineer is responsible. If comprehensive, accurate, and current records are available to provide the foundation for planning, buying, budgeting, and control, engineers who have the luxury of a well-developed

administrative staff find their work managing the building and its systems and the accompanying challenges considerably simpler[7], [8].

Technical Professionals

Each has a specific role in ensuring the visitor's comfort and helping the hotel offer its services to visitors. Each has related difficulties that provide difficulties for management and the engineering department workers. In order to provide a clean, regulated, and pleasant interior environment for the hotel's production, public, and guest room spaces, heating, ventilation, and air conditioning, or HVAC, are concerned. Depending on local regulations and the activities taking place in that specific area of the hotel, modern building HVAC systems provide for heating or cooling the air, adding or deleting moisture from the air to adjust for ideal relative humidity, filtering or cleaning the air, and moving the air from place to place within the hotel to provide for a number of complete air changes in a room per hour.Here are some of the challenging elements that the engineering department has difficulties since the hotel's various rooms have various air-conditioning needs. It is clear that the HVAC system is put under different demands in guest rooms vs kitchens. Compared to other public spaces like pubs, restaurants, and laundry facilities, lobbies have particular needs. Engineers refer to this task of satisfying various air requirements as "providing the system with balance," and it is a key responsibility of those in charge of the HVAC to provide the ideal climate in each part of the hotel[9], [10].

A contemporary hotel's plumbing system must also carry out a variety of balancing actions. Of course, the management's first priority is providing excellent water service to the areas of the guest rooms. The best water will be devoid of odours, taste crisp and fresh, and will not have any visual flaws like dirt or rust. Additionally, visitors need plentiful access to water that is hot enough to wash, bathe, and shave in without running the risk of burning themselves. Nothing is more upsetting to a hotel visitor than to discover that the hotel has ran out of hot water in the midst of a morning shower or shave after spending more than $200 a night for a room. The engineering division is also responsible for providing producing hot and cold water to the kitchen sections, cleaning, laundry, and food service departments. An important component of the engineering duty is making sure that the hotel's different user groups get high-quality water service; yet, this role is, of course, only observed when anything goes wrong with the system.

An analogous argument may be made for the delivery of electricity. Like the plumbing systems, the hotel's electrical systems need to be designed and maintained to meet the needs of different user groups. Electricity cannot be substituted, much like plumbing. The hotel's engineering team is responsible for providing electrical service that caters to both the demands of the many departments and the needs of the visitors. Other building system activities that the engineering department may be in charge of repairing, maintaining, replacing, or managing include computer systems, refrigeration, and equipment used in food production.

The engineering department is the first line of defence in ensuring that these systems are running well, even if the maintenance of many of these systems may be outsourced out to other organizations like the supplier.The construction and maintenance of lift systems are normally the responsibility of the lift manufacturer in most contemporary hotels. Hotels often have long maintenance agreements for the lifts. However, the majority of engineering departments pay careful attention to how well the lift systems are running. The smallest issue with high-speed lift service in contemporary high-rise hotels should be rapidly and readily discovered and reported to the contractors. The engineering department is often in charge of attentively and meticulously overseeing these services and their contracts[11], [12].

The trades provide an illustration of the kind of specialized abilities needed by the majority of hotel engineering departments. An engineering department may hire one or more carpenters and cabinetmakers on a full-time basis to maintain, repair, and create fixtures and furniture for the hotel's guests and workers, depending on the size of the hotel and the complexity of its services. Similar to this, hotels may hire an upholsterer if the job is not farmed out, whose primary responsibility is to preserve the high-quality look of the sizable collection of furniture found in a typical hotel. Other continuous tasks that need continual care include painting, maintaining the hotel's grounds, and gardening. These services could be outsourced out to other organisations or vendors, but they are included here to provide an idea of the breadth of duties that fall within the purview of the engineering department.

Problems

In the Rutherford research from 1987, the surveyed engineers were asked to rank the relative importance of 58 statements about how a contemporary hotel engineering department should operate. The assertions were ranked according to the significance that was assigned to them using a statistical approach. The top ten duties of an engineer, as determined by this list, and serve as the foundation for the current top problems affecting hotel engineering management. Even though these statistics are 20 years old, they continue to be significant maintenance key issues. Little changed in the hierarchy, according to an informal telephone poll conducted among 15 CEs using the same items. Energy-related elements and "relations with top management" took precedence over "knowledge of equipment maintenance," although they were all grouped together at the top.

Departmental Administration

The chief engineer nowadays has a number of challenges that need managerial abilities rather than the more conventional technical ones. These include communicating with colleagues, ensuring a safe workplace, managing departmental people, and exercising leadership.

Power

All responding engineers ranked three energy-related things in the top ten, which shows that the majority of these experts have not yet satisfactorily handled the range of energy-related challenges. Additionally, it implies that energy will remain a problem for the foreseeable future.

Connections to Top Management

The value placed on is yet another significant aspect of an engineer's role ties to upper management. Only two of the other departments—housekeeping and purchasing—that the engineers were asked to evaluate their connections with made the top 50 percent of the 58 survey questions. The majority of the chief engineers who were approached for comments agreed with this ranking with high management. They said that in addition to reporting to top management, educating top management about the significance of the engineering function is a component of their work that is becoming more and more crucial.

Resources

It should be emphasised that in the overall rankings given to these operational statements, the technical components of the chief engineer's work are not disregarded. The fact that understanding how to maintain equipment came in at number one among the statements and that understanding different types of equipment made the top ten suggests that, despite the fact that the chief engineer's role may be changing to become more managerial in nature, the traditional technical aspects of the job still play a significant role in the day-to-day execution of an engineer's responsibility.

Information from Empirical Research

According to the data analysed from a survey of a diverse cross section of chief engineers and subsequent follow-up interviews with chosen engineers, the chief engineer's role is indeed shifting, as suggested at the beginning of this chapter.According to the data analysed from a survey of a diverse cross section of chief engineers and subsequent follow-up interviews with chosen engineers, the chief engineer's role is indeed shifting, as suggested at the beginning of this chapter. In comparison to the past, when most difficulties and problems were equipment and systems, the engineers record a much greater number of incidents involving issues and problems connected to people, departmental activity, and interaction.

The hotel sector is an important part of the international economy since it provides lodging and hospitality services to visitors and travellers all over the globe. In this business, providing a flawless and delightful guest experience is essential, and the hotel engineering department is one of the key factors in making that happen. Hotel engineering covers a broad range of duties, such as building upkeep, energy management, adherence to safety regulations, and technology integration. In this essay, we examine the structure, stakeholders, and current concerns related to hotel engineering in the modern day.

Hotel engineering function organization

Depending on the size, kind, and location of the hotel, the engineering role may be structured and organised differently. However, there are several features that are present in most hotels, such as:

Hierarchy within the engineering department: The chief engineer or director of engineering is in charge of budgeting and strategic planning as well as managing the whole engineering department. When the Chief Engineer is not present, the Assistant Chief Engineer may assume control of daily operations.

Supervisors:

Take charge of certain departments including maintenance, plumbing, electrical, and HVAC.

Technicians:

Qualified workers in charge of upkeep and repairs. Entry-level employees getting their feet wet in hotel engineering are called apprentices and trainees.

Cross-Functional Cooperation

To provide smooth guest experiences, hotel engineering works closely with other departments including cleaning, front desk, and food & beverage. To respond to visitor requests quickly, regular contact and cooperation with department leaders are required.

Outsourcing

Some hotels could hire specialised businesses to handle certain technical duties, including lift maintenance or pest control.

Hotel engineering personnel

The success of the hotel engineering department is largely down to the individuals that work there. They are essential for keeping the hotel's physical infrastructure in good condition because of their abilities, commitment, and capacity to change with emerging technology and customer demands. The following are important positions and duties.

CONCLUSION

Additionally, it looks that chief engineers will need to be increasingly skilled at intra- and interdepartmental organizational politics in the future. The chief engineer must compete with other department heads for limited resources related to manpower, technology, and operating space in order to offer the hotel and its visitors with high-quality services regarding the physical and environmental systems of the building. In conclusion, the engineering department represents an organizational function of the contemporary hotel that is undergoing evolutionary change. This includes the department's administration, employees, and technical specialists to a certain extent. The causes of this transformation are many. The ability of hotel management to acknowledge the value of the engineering department's contributions to the provision of guest services and maintaining a high return on investment for the property owners will be crucial for the future success of successful hotel organization.

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CHAPTER 12
THE LEGAL ENVIRONMENT OF LODGING OPERATIONS

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ABSTRACT:
Sixty percent of the respondents utilized computers to get financial data. The remaining individuals combined computerized and manual techniques. Working with a computer could assist engineering departments that don't already utilize one increase their overall productivity. This research has shown how important computer technology and the usage of financial data are to maintaining an effective operation in the engineering department. Consequently, the utility expenditures for restaurants climbed 6.9 percent between 1992 and 1993, while repairs and maintenance increased 5.8 percent over the same period, according to the National Restaurant Association's 1994 Restaurant Industry Operations report (Riehle, 1994). If not kept under control, these expenses will undoubtedly keep eating into the earnings. To assist control these expenses, it is up to the engineering department to make use of restaurant financial data. Like other corporate enterprises, hotels are governed by a large and dynamic body of legislation. The regulations regulating lodging facilities, however, are more numerous and complex than those affecting the majority of other kinds of enterprises since they are intricate systems. It is crucial that managers be aware of the myriad legal risks that hotels face since breaking the law may lead to penalties, legal action, and even incarceration. Although they are not required to be solicitors, managers should have sufficient legal understanding to teach staff how to reduce risks in their departments and be aware of tactics that reduce the property's exposure to possible lawsuit.

KEYWORDS: Food, Hotel, Law, Legal, Room.

INTRODUCTION

This chapter serves as a quick overview of the legal framework in which hotels must operate. We start by talking about the origins of our laws and how they are organized. You should now have a basic comprehension of the legal text. Next, we examine the legislation and laws that are unique to the departments found in conventional hotels. Take notice of the considerable number of thorough references and footnotes. These are offered as additional information for some debate topics and as a source for future reading[1], [2].

How the Law Works

The law's history and classification are briefly covered in the section that follows. This will be useful when we discuss the nuances of the legislation and how they relate to the hotel sector.

Administrative agencies

The discussion of each of them follows. Common law began in England, and although judgments rendered by American courts have significantly expanded this body of law, certain judgments from many hundreds of years ago still have an impact on current legal judgments. The main goal of common law is to provide judges' decisions on matters stability and predictability. Judges decide current cases using precedent from earlier judgments. As well as serving as persuasive authority for courts in other jurisdictions dealing with cases involving situations with a comparable set of circumstances, this judgment becomes binding for subordinate courts in that jurisdiction. Of course, constitutional law derives from the U.S.

Constitution, which safeguards people against excessive government power. The Supreme Court, which consists of nine justices, grants a writ of certiorari when it agrees to hear a case and then issues a ruling that later becomes a matter of national law. The law remains as it was determined by a lower court, however, if the Court declines to grant a writ.

Legislative entities at the municipal, state, and federal levels as well as other governing bodies create statutes. Statutes refers to national, state, and local laws, whereas ordinances refer to municipal laws. By passing legislation that codify or explicitly state a new law, legislatures have the option to alter or replace common law. The regulations enacted by organization like the Food and Drug Administration and the Occupational Safety and Health Administration make up administrative law. After receiving approval from Congress, the agencies are given authority to enact rules that have an impact on both persons and businesses[3], [4].

Law Classifications

The three main categories of laws are civil, criminal, and international, respectively. The majority of grievances against hotels are civil lawsuits when a person claims they were injured by another person or by a company (which is, incidentally, a legal persons). The aggrieved party—the plaintiffffiles a lawsuit in which they lay out the details of the incident and demand compensation. These penalties might be both compensatory and punitive. Compensation damages, such as monetary awards for lost earnings and future income, medical expenses, pain and suffering, and contract violations, are intended to return victims to their pre-accident states. On the other hand, punitive damages are granted to penalize the perpetrator. Punitive damages in civil lawsuits are quite rare since they are only granted in instances of violence, malice, or fraud.

The majority of legal lawsuits brought against hotels include negligence allegations. A successful plain-tiff must demonstrate four different things. They must first establish that the hotel owed them a favor. They must then show that the hotel failed to uphold that obligation. Third, they need to demonstrate that the breach was the root cause of the event and that the hotel should have been able to predict injuries. Finally, they must have suffered some kind of harm before they may seek compensation. According to the negligence principle, hotels must take reasonable precautions to protect visitors and employees from known risks of harm. Assume a front desk clerk issued duplicate keys without asking for identity to demonstrate this hypothesis. This employee gave someone a room key, who later used it to enter a guest room and hurt a visitor. The hotel would probably be located here negligent because it did not exercise adequate key control, violating its obligation to protect visitors. Without the employee's failure to ask for identification before issuing a duplicate key, the intrusion and subsequent harm would not have occurred, and the visitor was hurt as a consequence.

On the other hand, someone must be accused of committing a crime against society as a whole in order to be legally punished. Crimes require the defendant to have intended to commit them; if found guilty, the defendant faces a fine, a jail sentence, or both. The most frequent crimes that have an impact on hotel operations are theft, violence, and assault. Of course, theft might include both products and services as well as both. Battery is the actual harmful physical contact, while assault is the immediate danger of bodily damage. An example of an attack is when a bouncer in a nightclub runs up to a customer and raises his arms in a full-on threat. Battery occurs when a bouncer picks up a customer and unjustly throws him down the stairs and out the club entrance.

Despite the fact that the hotel sector is becoming worldwide, it is uncommon for international law to be truly enforced against a person or a hotel chain. Most international laws take the form of treaties, but there are also others that have developed through time as states have followed tradition. Conventions governing intellectual property, including trademarks and

copyrights, are the main international rules that apply to hotel businesses. The Paris Convention of 1883 grants its signatoriesi.e., nationals of the parties to the agreementthe ability to apply for trademark protection in any party nation.Let's say that a hotel chain called Paradise Lodges debuted in the United States. The owners might apply for trademark protection in other nations under the Paris Convention, safeguarding Paradise Lodges' brand identification internationally. Any original literary or creative work may be protected by copyright under the terms of the 1886 Berne Convention, which is still in effect today. Consider the following scenario: A hotel wished to stop rival hotel chains from adopting its distinctive jingle or tune, which is essential to its marketing initiatives. The hotel may protect its song and forbid others from using it in their promotional activities under the Berne Convention[5], [6].

We'll become more hotel-specific after you have a fundamental knowledge of how the legislation operates. A hotel firm can only avoid litigation by practising preventative legislation. For this reason, management must be aware of the common legal risks that each department faces and must adhere to the law as closely as possible. We must first go through another idea. The Latin phrase respondeat superior literally translates to "let the master answer." According to the respondeat superior doctrine, employers are accountable for the actions of their workers if the employees were working for the employer at the time of the incident and were at fault. The financial impact of better responsibility for a hotel is clear: the hotel pays!

Meals and Drinks

There is a risk of expensive legal disputes in every restaurant and pub. The most often alcohol service and food safety are contentious topics.

Food Security

The Food and Drug Administration (FDA) created many administrative statutes that regulate food safety. The FDA controls every aspect of food production, including packaging, labelling, and labelling.The Uniform Commercial Code (UCC), which outlines regulations regulating the sale of products, particularly mandates that all food and drinks must be merchantable, or suitable for human consumption. Anytime and wherever that food or drinks are sold, this guarantee is in effect.

The location where food is prepared has to be inspected often to make sure there are no risks present in order to avoid legal trouble. Employees should check for damaged light bulbs and food shields, for instance, since glass may easily sneak into the food. In the event that a server breaks a glass in an ice bin, the bin must be meticulously cleaned out and then emptied before being refilled with new ice. Food must also be handled carefully to guarantee its safety. Bacteria called E. coli, which is often found in undercooked hamburger, may be harmful or even fatal. Some eateries have decided to eradicate the germs by cooking all of their hamburgers to 160 degrees in response to this danger. Most often found in raw eggs, meat, and chicken, salmonella is a bacterium that may cause severe diarrhoea, fever, and stomach cramping. It can also be found in milk and vegetables. It is crucial to cook meats until all fluids flow clear and to teach staff how to properly wash their hands. However, eggs provide a more challenging problem. Before serving hollandaise sauce, Caesar salad dressing, mayonnaise, and poached, over-easy, or over-medium eggs, a restaurant would have to inform customers of the possibility of salmonella in order to be completely safe tiramisu. Although the usefulness of this practise is debatable, maybe a general disclaimer on the menu would be enough.

Additionally, food and drinks must be provided at safe temperatures. In a frequently discussed McDonald's case, Stella Liebeck, suffered severe burns when coffee spilled on her

lap. Her grandson stopped after giving Liebeck the coffee he had ordered through the drive-through window so she could top it up with milk and sugar. She had third-degree burns to more than 6% of her body when the full contents of the Styrofoam cup fell over her lap. Initially, it was thought that the coffee's temperature ranged from 180 to 190 degrees Fahrenheit. This was the typical serving temperature range for the company's coffee, according to a McDon- ald's quality assurance manager who testified in court. For contrast, the majority of home-brewed coffee typically achieves a temperature of 135 to 140 degrees. In addition to $2.7 million in punitive damages, the jury first gave Liebeck $200,000 in compensatory damages (which were later lowered to $160,000 since Liebeck was judged to be 20% at blame). Following this verdict, an inquiry showed that the coffee's actual serving temperature was 158 degrees Fahrenheit. As a result, the court lowered the punitive amount to $480,000, or three times the compensatory damages. After then, McDonald's and Liebeck reached an undisclosed deal to end the legal dispute. The key takeaway is that restaurants and hotels must provide food and drinks that are both safe and secure. Customers should, at the absolute least, be made aware of any known dangers so they may choose for themselves whether to consume the food or beverage. Under the UCC, food and drink just need to be safe; they don't even need to taste nice[7], [8].

Service of alcohol

Alcohol-serving establishments expose themselves to a new kind of legal risk. State laws known as "dram shop laws" allow harmed third parties to bring legal action against the business that provided them with alcohol in violation of the law. Consider the scenario where a barman at the XYZ Hotel overserved a customer. Then, the customer got in his vehicle and headed home. The intoxicated customer lost control of his vehicle on the way home, seriously injuring a bicycle. Dram shop regulations allow the injured biker to sue the XYZ Hotel for compensation. Some states with common-law theories of negligence that do not have dram shop prohibitions allow third-party lawsuits. A rising number of states now mandate that managers, servers, and bartenders get training in providing alcohol responsibly as a result of growing awareness of alcohol-related issues.11 Although training may not completely shield a business from lawsuits involving alcohol, it may reduce punitive damages.

Household Cleaning and Maintenance

Checking and fixing. The major legal risks associated with cleaning and maintenance entail negligence and a failure to check and fix. Guests and visitors alike may easily be hurt by broken furniture, loose carpeting, slick floor surfaces, potholes in parking lots, unmarked changes in elevation, snow- and ice-covered paths, and damaged electrical wires. The most frequent kind of litigation hotels deal with is one involving slip and fall accidents. A successful lawsuit may be based on the failure to routinely check rooms and public areas for hazards. The likelihood of recovery for a plaintiff increases if the hotel was aware of a risk but did nothing to mitigate it. Probably the most catastrophic maintenance-related incidents involve youngsters, who may suffer injuries or even pass away. According to the attractive nuisance theory, a property owner is responsible for any injuries caused by "a potentially harmful object so inviting or interesting to a child that it would lure the child onto the property to investigate."It acknowledges that kids can't completely understand danger because of their age. Hotels with many levels and those with swimming pools need to exercise extra caution. In order to avoid accidents, all balconies must have rails that are close together and windows that may be opened no more than a few inches by children. Swimming pools must be kept in good condition and need a room key to enter. The pool area should have prominent, legible signs stating that children must always be accompanied by an adult. Saunas and Jacuzzis should be completely off limits to children. Being vigilant is the greatest defence against lawsuits in these areas. It should be mandatory for housekeepers and

maintenance personnel to adhere to a regular preventative maintenance programme. Periodic safety audits of hotels may be performed by professionals who can be hired[9], [10].

Guest Property Lost and Stolen

An astounding variety of goods are gathered by hotel cleaning employees from abandoned guest rooms. If a hotel approaches visitors to let them know about items they left behind, privacy issues may emerge. Transferring the belongings to a safe location and holding them there until the visitor contacts the hotel is the preferable course of action in this situation. There are regulations governing the recovery of lost property in several states. In general, the property may be sold in line with state law if the owner cannot be located within a particular time frame.

Challenges

Safes for guest usage are a requirement for all hotels. Nowadays, a lot of hotels feature in-room safes that need to be set up by the visitor and are reset when they check out. The hotel is often not accountable if visitors decide not to utilize the safe and discover certain goods gone from their room. Every state has passed legislation restricting a hotel's responsibility for guests' property damages. These laws differ from state to state, but in every situation, a hotel must rigorously adhere to the rules in order to be protected. The availability of the safe and the maximum sum for which the hotel is responsible in the event of theft are two common criteria.

Reservations made by the front desk and overbooking. Every time a guest calls a hotel to make a reservation, a room rental agreement is created. What would happen if the hotel had a room availability problem or if a visitor remained an extra day? The hotel technically broke the agreement. If front desk staff are aware that overbooking is possible, they should explore the availability of nearby hotels to minimize responsibility.

The would-be visitor might get compensatory damages in the event of a civil lawsuit for breach of contract, including reimbursement for travel to another hotel, the increased cost of stay, if any, and other expenses related to the inconvenience. Some major hotel chains have fully stopped the practice of deliberate overbooking due to the possible legal risk as well as the harm to their image and goodwill. Others keep taking the chance to make sure their hotel is fully booked.

Control Key

Poor key control procedures are costly, sometimes hazardous, and often avoidable. Too often, hotel customers have been hurt or even murdered when a stranger used a key that was handed to him by a front desk employee to enter their room. Jury verdicts have been astounding, particularly where a visitor was murdered or raped as a result of staff incompetence and the hotel had received a warning for a similar incident.The following are examples of good key control procedures. Demanding identification before giving a new or extra key.

Putting in place a key card system. Replacing locks when a room key is lost (if the hotel does not use a key card system).Employers are prohibited from having more master keys than necessary. Putting in lifts that need a key to operate. The lack of room numbers anywhere on the key. When a visitor checks in, writing downnot announcingthe allotted room number. Refusing to verbally confirm a name and room number over the phone in front of a guest. Outright refusing to provide room details. The front desk employee should always call clients to confirm arrivals or questions. Putting the key drop boxes behind the counter, not on top of the counter, at the front desk. Routinely checking the condition and wear of room locks. Although a hotel cannot guarantee 100% of its guests' safety, it must take reasonable precautions to do so. Violent crimes against visitors have often been the result of employee

carelessness, but with the right training and reinforcement of appropriate key control practices, these tragedies and lawsuits may be significantly decreased, if not completely avoided.

Sales

Any salesperson's work will often include writing sales contracts. Contracts are created for a variety of uses, including catered events, wedding receptions, conventions, and meetings. All sales employees must obtain thorough training in contract drafting because if one side violates the agreement, the other may file a lawsuit for breach. The contract should have a written record of all agreements between the hotel and the customer. By doing this, the contract is now legally binding and there is no room for interpretation. The contract's terms must all be distinct and understandable. The contract would be construed in favor of the customer rather than the hotel in the event of a violation since it is vital to remember that contracts are always read against the drafter. The more complicated the event, the more specific the contract should be, is a solid general guideline for members of the sales crew to follow. Nothing is too minor to be written down!

Personnel Resources

Claims involving wrongful termination, discrimination, and the Federal Labor Standards Act are increasing in frequency. These claims, as well as many others, are resolved by the human resource department.

Mistaken Discharge

Wrongful termination lawsuits are extremely common, even in jurisdictions that adhere to the employment-at-will theory, which allows an employer to fire an employee at any time, with or without cause. When an employee is dismissed for illegitimate grounds, wrongful termination allegations are made. There are two forms of wrongful discharge cases: conventional and constructive. When an employee is dismissed in violation of the law, wrongful termination lawsuits are common. An example would be terminating an employee for submitting a workers' compensation claim, if the state possessed a legislation prohibiting such a dismissal. Another example is disciplining an employee for reporting unlawful business practices to a representative. When an employee is forced to resign by an employer's actions, such as persistent or severe harassment, this is known as a constructive dismissal. The plaintiff may be awarded both compensatory and punitive damages if the hotel corporation is determined to be at fault. The best course of action for hotels is to create a comprehensive policy document outlining the potential grounds for termination and the disciplinary processes. Employees should be fully informed of these regulations, and all managers and supervisors should adhere to them as strictly and methodically as they are able. Last but not least, management must record and document some more!

Discrimination

The practice of discrimination at work has not always been forbidden. In fact, a federal law addressing discrimination wasn't even passed until 1964. Since then, significant federal laws pertaining to pregnancy, ageing, and disability have been enacted. Recently, sexual harassment lawsuits have increased in frequency and are essentially based on gender discrimination. It was prohibited to discriminate against applicants or employees on the basis of race, religion, color, national origin, or gender under Title VII of the Civil Rights Act of 196417. The Equal Employment Opportunity Commission (EEOC) was established as the Act's enforcement arm, and it applies to firms with 20 or more employees. A hotel may only engage in discrimination under legal circumstances, such as business necessity or bona fide occupational qualification (BFOQ). Be aware that the courts apply these exclusions very severely, often finding in the plaintiffs' favor.

Because to the Pregnancy Discrimination Act of 197820, it is now unlawful to discriminate against pregnant people unless doing so is necessary for the company's operations or if not being pregnant is a requirement for the position. A hotel could, for instance, refuse to employ a woman who is seven months pregnant as a lifeguard since the pregnancy would impair her capacity to respond swiftly to save lives. A 40-year-old or older candidate or employee cannot be discriminated against under a 198621 amendment to the Age Discrimination Act of 1967. Although many hotels place a premium on being young and vibrant, it is simply unconstitutional to treat an employee who is at least 40 years old less favorably than a younger worker if the older employee is capable of doing the job in question better. Those who are otherwise eligible cannot be discriminated against because of a physical or mental handicap, according to the American with Disabilities Act (ADA) of 199022. Title I of the ADA prohibits employment discrimination and is applicable to candidates or workers who are otherwise eligible for the job. This implies that the candidate or employee must be capable of performing the crucial components of regardless of the impairment, the job. Discrimination is prohibited in commercial and public accommodations, including lodging facilities. All accommodations must comply with the ADA's reasonableness and non-undue burden requirements. What qualifies as an excessive burden is decided by the courts on a case-by-case basis.

The Civil Rights Act also granted litigants who claimed discrimination the opportunity to a jury trial and potential punitive penalties. Many firms have adopted tougher and more definite procedures for hiring, promotion, layoffs, and termination as a result of the potential for bigger rewards for plaintiffs. The vast majority of people are now aware of the many sexual harassment lawsuits that have been brought in courts. Due to the late and lengthy working hours, the privacy of hotel rooms, and the alcohol service, the hotel sector is more susceptible to allegations than most other industries. There are two categories of sexual harassment recognized by courts. Quid pro quo, the first, literally translates as "this for that." When one person threatens to take action against another unless the other person performs a sexual act, this is known as a quid pro quo26 claim. Allegations of a hostile work environment are far more frequent. Here, the behavior must influence a term, condition, or privilege of employment and must be sufficiently harsh or pervasive, unwanted, and not voluntarily. The repeated mailing of sexually provocative letters and notes, the sending of risqué emails, the persistent exhibition of nude photos (when combined with other obscene behaviors, and other workplace behaviors have all been proven to foster a hostile work environment [11], [12].

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