

# TOTAL QUALITY MANAGEMENT FOR HOSPITALITY AND TOURISM



Robert C. Ford • Michael C. Sturman  
Cherrill P. Heaton

This edition is licensed for sale only in  
the Philippines. Circulation of this edition  
outside of the Philippines is  
**UNAUTHORIZED AND  
STRICTLY  
PROHIBITED.**



---

# Contents

---

<i>Preface</i>	12
----------------	----

## SECTION 1

### The Hospitality Service Strategy

<b>Chapter 1</b>	<b>The Basics of Wow! The Guest Knows Best</b>	<b>28</b>
	Guestology: What Is It? 30	
	The Guest Experience 34	
	Guest Expectations 42	
	Quality, Value, and Cost Defined 45	
	<i>Lessons Learned</i> 48	
	<i>Review Questions</i> 48	
	<i>Activities</i> 49	
	<i>Ethics in Business</i> 50	
	<i>Case Study</i> 50	
	<i>Notes</i> 52	
<b>Chapter 2</b>	<b>Meeting Guest Expectations through Planning</b>	<b>54</b>
	Three Generic Strategies 55	
	The Hospitality Planning Cycle 61	
	Assessing the Environment 64	
	What the Future May Hold 66	
	Assessing the Organization Itself: The Internal Audit 79	

Developing the Service Strategy	86
Action Plans	88
The Uncertain Future	92
Involving Employees in Planning	92
<i>Lessons Learned</i>	93
<i>Review Questions</i>	94
<i>Activities</i>	94
<i>Ethics in Business</i>	95
<i>Case Studies</i>	95
<b>Appendix</b> Quantitative and Qualitative Tools to Plan for the Future	98
<i>Notes</i>	101

<b>Chapter 3</b>	<b>Setting the Scene for the Guest Experience</b>	<b>105</b>
	Creating the "Show"	106
	Why is the Environment Important?	116
	A Model: How the Service Environment Affects the Guest	119
	<i>Lessons Learned</i>	131
	<i>Review Questions</i>	131
	<i>Activities</i>	132
	<i>Ethics in Business</i>	132
	<i>Case Studies</i>	133
	<i>Notes</i>	134
<b>Chapter 4</b>	<b>Developing the Hospitality Culture: Everyone Serves!</b>	<b>136</b>
	The Importance of Leaders	137
	The Importance of Culture	140
	Beliefs, Values, and Norms	145
	Culture and the Environment	148
	Communicating the Culture	150
	Changing the Culture	161
	What We Know About Culture	162
	<i>Lessons Learned</i>	162
	<i>Review Questions</i>	163
	<i>Activities</i>	163
	<i>Ethics in Business</i>	163
	<i>Case Study</i>	164
	<i>Notes</i>	165

## SECTION 2

## The Hospitality Service Staff

<b>Chapter 5</b>	<b>Staffing for Service!</b>	<b>168</b>
	The Many Employees of the Hospitality Industry	169
	Loving to Serve	172
	The First Step: Study the Job	174
	The Second Step: Recruit a Pool of Qualified Candidates	180

	The Third Step: Select the Best Candidate	195
	The Fourth Step: Hire the Best Applicant	202
	The Fifth Step: Make the New Hire Feel Welcome	204
	The Sixth Step: Turnover—Selecting People Out of an Organization	205
	Employing the Best to Serve Your Guests	206
	<i>Lessons Learned</i>	206
	<i>Review Questions</i>	207
	<i>Activity</i>	208
	<i>Ethics in Business</i>	208
	<i>Case Studies</i>	208
	<i>Notes</i>	210
<b>Chapter 6</b>	<b>Training and Developing Employees to Serve</b>	<b>213</b>
	Employee Training	214
	Developing a Training Program	219
	Training Methods	222
	Challenges and Pitfalls of Training	232
	Employee Development	235
	<i>Lessons Learned</i>	239
	<i>Review Questions</i>	239
	<i>Activities</i>	240
	<i>Ethics in Business</i>	240
	<i>Case Studies</i>	241
	<i>Notes</i>	243
<b>Chapter 7</b>	<b>Serving with a Smile: Motivating Exceptional Service</b>	<b>245</b>
	Motivating Employees	246
	The Needs People Have	248
	The Rewards People Want	251
	Rewarding Employees for Performance	259
	Linking Performance and Rewards	260
	Clarifying Employees' Roles	261
	Setting Goals	264
	Providing the Right Direction	265
	Motivation, Employee Satisfaction, and Guest Satisfaction	272
	<i>Lessons Learned</i>	275
	<i>Review Questions</i>	275
	<i>Activities</i>	276
	<i>Ethics in Business</i>	276
	<i>Case Studies</i>	277
	<i>Notes</i>	279
<b>Chapter 8</b>	<b>Involving the Guest: The Co-Creation of Value</b>	<b>281</b>
	Guests Co-Create Value	281
	The Guest Can Help!	283
	Strategies for Involving the Guest	285
	Determining When Guest Participation Makes Sense	296

One Last Point: Firing the Guest	301
<i>Lessons Learned</i>	303
<i>Review Questions</i>	304
<i>Activity</i>	304
<i>Ethics in Business</i>	305
<i>Case Study</i>	305
<i>Notes</i>	306

## SECTION 3

## The Hospitality Service Delivery System

## Chapter 9 Communicating for Service

The Challenge of Managing Information	311	310
Information and the Service Product	314	
Information and the Service Setting	317	
Information and the Delivery System	320	
Decision Support Systems	326	
The Hospitality Organization as an Information System	334	
<i>Lessons Learned</i>	337	
<i>Review Questions</i>	337	
<i>Activities</i>	338	
<i>Ethics in Business</i>	338	
<i>Case Studies</i>	339	
<i>Notes</i>	340	

## Chapter 10 Planning the Service Delivery System

Planning and Designing the Service Delivery System	342	342
Developing the Service Delivery System	346	
Planning Techniques	352	
Targeting Specific Problem Areas in Service Delivery Systems	367	
<i>Lessons Learned</i>	373	
<i>Review Questions</i>	373	
<i>Activities</i>	374	
<i>Ethics in Business</i>	374	
<i>Case Studies</i>	375	
<i>Notes</i>	377	

## Chapter 11 Waiting for Service

When the Wait Begins	379	378
Capacity and Psychology: Keys to Managing Lines	380	
Queuing Theory: Managing the Reality of the Wait	384	
Managing the Perception of the Wait	394	
Service Value and the Wait	399	
<i>Lessons Learned</i>	401	
<i>Review Questions</i>	401	
<i>Activities</i>	402	

*Ethics in Business* 402*Case Studies* 403**Appendix** The Mathematics of Waiting Lines 405*Notes* 406**Chapter 12 Measuring and Managing Service Delivery** 408

Techniques and Methods for Assessing Service Quality 410

Measuring Service Quality After the Experience 422

Finding and Using the Technique that Fits 435

*Lessons Learned* 436*Review Questions* 437*Activities* 437*Ethics in Business* 438*Case Studies* 438*Notes* 440**Chapter 13 Fixing Service Failures** 442

No Perfect Service Systems 443

Service Failures: Types, Where, and Why 445

The Importance of Fixing Service Failures 448

Dealing with Service Failures 454

Recovering from Service Failure 457

*Lessons Learned* 467*Review Questions* 468*Activities* 469*Ethics in Business* 469*Case Studies* 470*Notes* 476**Chapter 14 Service Excellence: Leading the Way to Wow!** 479

What Does the Guest Want? 480

Strategy 480

Staffing 485

Systems 490

Hospitality and the Future 491

Leaders and the Future 494

It Begins—And Ends—With the Guest 498

*Lessons Learned* 499*Review Questions* 499*Activities* 500*Ethics in Business* 500*Case Studies* 501*Notes* 504**Glossary** 506**Index** 515



---

# Index

---

- A. Parasuraman, 430  
Acceptance zone, compliance with directives, 268  
Accreditations, hospitality industry, 19, 348  
Achievement needs, 247, 248, 251  
Action plans, 88  
Activity time estimates, PERT/CPM, 363  
Activity-event analysis, PERT/CPM, 363  
Activity-event sequencing, PERT/CPM, 363  
Advancement opportunity, 181, 209, 239  
Advantica Restaurant Group, Inc., 162  
Air rage, 302, 307  
Airline departure delays, fishbone analysis  
    example, 358  
Airline industry, 50, 59, 444  
Airport check-in, multi-channel, single-phase  
    queue, 124  
Ambient conditions, environment, 120  
America's 50 Best Corporations for Minorities,"  
    Denny's Restaurants, 162  
American Customer Satisfaction Index (ACSI), 29  
American Hotel and Lodging Association  
    Educational Institute, 221  
American Management Association, applicants'  
    reading and math skills, 231  
Anat Rafaeli, 392  
Ann Maruchek, 344  
Anxious wait, vs. relaxed wait, 396  
Appearance, organizational culture norms, 38,  
    147  
Application form, 196  
Apprenticeship program, 224  
Arby's, 367  
Architecture, themed service setting, 109  
Arrival and service times, 384  
Arrival patterns, 384  
Artifacts, environment, 124  
Ashforth, B. E., 263, 280  
Assessment center, KSA measurement, 201, 506  
*At America's Service* (Albrecht), 216, 243  
At-home training, 231  
ATMS, language, 41  
Audio-animatronic creations, 126  
Audiovisual training, 229  
Authority-acceptance theory, 266  
Avenger, service failure, 506  
B. R. Lewis, 455  
Baby boomers, 66, 82  
Back-of-the-house employees, 169, 497  
Bad-mouthing, 303, 453

- Bannon, Joseph, J., 309  
 Basic guest expectations, 506  
 Beef and Reef Restaurant, 241  
 Behavioral change, training effectiveness, 234  
 Behavioral integrity, 272  
 Behavioral interviews, 197  
 Benchmark organizations, 14, 46, 88  
 Benjamin Schneider, 284  
 Bennis, Warren, 479  
 Berkshire Hathaway, 58  
 Berry's five training principles, 217  
 Best Companies to Work For list (2009), 185  
 Best performers, study of, 176  
 Betucci's Restaurants, 271  
 Bezos, Jeff, 310  
 Bill Kimpton, 156  
 Bingtravel, 319  
 Blog sites, 282  
 Blueprinting, 352  
 Body language, as complaint, 456  
 Brainstorming, 98, 474, 507  
 Brand image, 57, 81  
 Brand name, 42, 81  
 Branding, 55, 101, 215  
 Brinker International, mail/web surveys, 429  
 British Airways, complaints and customer loyalty, 57  
 Bruce Laval, 12, 30, 52  
 Buffet, self-service, 285  
 Burger King, poka-yoke use, 370  
*Business Week*, best service rating, 29  
  
 C. K. Prahalad, 61  
 Caesar's Palace, Las Vegas, 111  
 Call-back file, applicants, 195  
 Capacity, 39, 88, 128  
 Capacity-and-demand balance, 394  
 Capital suppliers, 76  
 Car rental agencies, self-service, 299  
 Career paths, 184, 235  
 CareerBuilder, 190, 282  
 Carl Sewell, 124  
 Cast member, Disney World, 137, 109  
 Centralized reservations, 323  
 Chester Barnard, 266  
 Choice Hotels, ResCoach CD training, 231  
 Chris Fraser, 61  
 Classroom training, 226  
 Club Med, 38  
 Coaching, 156, 176, 222  
  
 Co-creating, 301  
 Colleges, 191, 221  
 Colonial Williamsburg, 107  
 Comment cards, 133, 154, 219  
 Communication cues, 130  
 Communication, 20, 69, 130  
 Compact fluorescent lamps, 73  
 Competency-based approach, disadvantages, 177  
 Competency-oriented training, 220  
 Competition, 13, 55, 110  
*Complaint Is a Gift, A: Recovering Customer Loyalty When Things Go Wrong* (Barlow, Moller & Hsieh), 476  
 Complaints, 43, 92, 200  
 Computer-assisted instruction, 222  
 Condo-hotels, 74  
 Coney Island, people watching, 287  
 Conserve/EPA Energy Star Challenge, 73  
*Consumer Reports*, 29, 82  
 Content mastery, training effectiveness, 233  
 Continuous improvement, 15, 218, 423  
 Cook-your-own restaurants, 291  
 Co-production, 285, 301  
 Core competencies, 61, 80, 142  
 Cornell Hotel Society, 191  
 Cost, of quality, 46  
 Cracker Barrel, gift shop POS, 334  
 Craig Taylor, 496  
 Critical incidents, 39, 156, 346  
 Critical path, PERT/CPM, 361  
 Critical skills, Berry's training principles, 217  
 Cross-functional structure, functional organization design, 371  
 Cross-functional training, 226  
 Cross-selling, 312, 324  
 CruiseWest, 466  
 Culture, 15, 58, 113  
 Customer aggression, 302  
 Customer defections, lost revenue, 449  
 Customer lifetime value, 476  
 Customer request failures, 446  
 Customer surveys, 413, 434  
  
 Daily count system, 325  
 Darden Restaurants, 14, 63, 81  
 Data mining, 91, 328, 341  
 David Bowen, 284  
 David Neeleman, 92  
 Decision support systems (DSS), 333  
 Delivery system, information, 320



- Delphi technique, 100
- Delta Airlines, information system, 334
- Demand pattern, 90, 226
- Demographics, changing, 66
- Denny's Restaurants, organizational culture change, 161
- Design day, 89, 383
- Differentiated product, 56
- Differentiation strategies, 299
- Digital thermostats, 73
- Disney Magic Kingdom, 30, 114
- Disney Smellitzer machine, 128
- Disney World, 12, 30, 84
- Disney's Animal Kingdom, 74, 100
- Disneyland Paris, 58, 150
- Disneyland Park, 61, 117, 152
- Distributive justice, 271, 461
- Diversity, 184
- Domino's Pizza, 331, 449
- Dorney Park, wow experience, 483
- Dorothy Lane Market, customer identification, 329
- Doug's Fried Chicken, 164
- Douglas McGregor, 144
- Downtown Hotel, 133
- Drive-thru, single-channel, multi-phase queue, 385
- Drug tests, job applicants, 202
- DVD training, 229, 506
- Dwayne Gremmler, 39
- Eastern States Air, 50
- Econometric models, forecasting, 99
- Economic forces, changing, 74
- Economic ordering quantity (EOQ) model, 316
- Ed Schein, 144
- El Bulli, Spain, 171
- Electronic customer comment card, 428
- Electronic data interchange (EDI), ordering, 316
- Embassy Suites, service guarantee, 419
- Emotional labor, 280, 508
- Emotional relationship, 508
- Emotional responses, to servicescape, 130
- Employee development, 236
- Employee referral programs, 193
- Employee satisfaction, 117
- Employee training, 214
- Employees, 44, 118, 141
- Empowerment, 256
- Energy Star appliances, 73
- Entertainment control system (ECS), 115
- Entertainment, 103, 138
- Environment assessment factors, 86
- Environmental Green Plan, energy use, 73
- Environment-user relationship, 120
- Epcot, Walt Disney World, 84, 123
- Equity theory, 508
- Ethics, 19, 177, 220
- Evangelists, satisfied customers as, 454
- Excellent service characteristics, 87
- Expectancy theory, 260
- Expectations, 42
- ExpressJet, 444
- External candidates, 183
- External training, 508
- Facebook, 189, 282
- Fairfield Inns, scorecard, 428
- Fairmont Hotels & Resorts, recognition program, 254
- Fairness, perceptions of, 461
- Fantasy themes, 107
- Farney Spa and Fish Camp, 277
- FASTPASS™, 390
- Feedback, guest needs, 234
- Ferran Adria, 171
- Financial incentives, 252
- Financial rewards, 252
- Fine Family Motels, 339
- First hour guest count, 325
- First-come, first-served, 382
- Fishbone analysis, service problem planning, 358
- Flint Hill Beef and Lamb, 242
- Focus groups, 433
- Folkways, 147
- Fondue Restaurant, 41
- Food Network, 118
- Forecast demand analysis, 367
- Formal group, 509
- Formalized learning, 218
- Frederick F. Reichheld, 449
- FreshPoint, Florida produce, 315
- Fun, at work, 255
- Functional congruence, environment, 120
- Gary Hamel, 61
- Gary Kyriazi, 287
- Gates, Bill, 310
- Gaylord Hotels, 14, 39, 63
- General mental ability (GMA), 200
- General purpose system simulator (GPSS), 367

- Generation X, 67
- Generation Y, 67
- George Tilyou, 287
- Giacotto, Pierre-Louis, 322
- Goal setting, 264
- Golden Arches, 57
- Google Earth, produce tracing, 321
- Google, Page-Rank relevance, 332
- Grand Gaudeaux Cruise Lines, 404
- Great Place to Work Institute, Southwest Airlines, 161
- Green Guidelines, 72
- Green Hotel Association, 72
- Gross, T. Scott, 169
- Groupon web site, 286
- Guest expectations, 146
- Guest experience, 35
- Guest feedback, service problems and training, 220
- Guest focus groups, 100, 281
- Guest mood, environment, 116
- Guest participation, 285
- Guest-centric view, 281
- Guest-created service failures, 447
- Guestologist, 78, 394, 447
- Guestology, 30, 490
- Guests, 13, 42, 90
  
- Hampton Inn, service guarantee, 170, 418
- Happy wait, vs. sad wait, 398
- Happy's Restaurant, 439
- Hard Rock Café, 36, 106, 147
- Harrah's Casino and Resorts, 450
- Hartsell Hotels, 277
- Herb Kelleher, 137
- Herman Cain, 27
- Heroes, organizational culture, 150
- Hillsbrook Lodge, 474
- Hilton Garden Inn, Montreal, 426
- Hilton Hotels, internal employee search, 183
- Hiring, 87, 144, 169
- Home Depot, customer instruction, 297
- Homewood Suites, training video, 230
- Horst Schulze, 342
- Hospitality industry 15, 33, 72
- Hospitality Inn, 375
- Hospitality organization, as information system, 334
- Hotel Kitchen, 220, 502
- HotelConnect, 61, 102
  
- Howard Schultz, 82
- Human relations, training, 221, 233
- Human resource planning, 174
- Humphrey, R. H., 280
- Hyatt hotels, information systems, 322
- Hyatt Leadership Network, 231
  
- Ice Hotel, Sweden, 56
- IgoUgo, web site, 283
- Improvement cycle, 436
- Individual moderators, 125
- Industry environment, 64
- Informal group, 248
- Information management, 311
- Information system, 35, 93, 175
- Informational justice, 271, 461
- Information-lean environment, 131, 509
- Information-rich environment, 320
- Inside the Mouse: Work and Play at Disney World* (Kuenz, Willis & Waldrep), 135
- Intangible services, 349
- Integrated information system, 334
- Integrity Dividend, The* (Simons), 272
- Integrity tests, job applicants, 200
- Interactional justice, 460
- Interactive case study training, 226
- Intercontinental Hotel Group, 286
- Interesting wait, vs. uninteresting wait, 398
- Internal actions, service planning, 91
- Internal assessment, 62, 79, 86
- Internal assets, 81
- Internal audit, 80
- Internal candidates, 180, 206
- Internal customers, 31, 193
- Internal training, 222
- International Restaurants, 339
- Internet, recruitment, 156
- Internship programs, 191
  
- J. D. Power, 29
- James H. Gilmore, 134
- Jan Carlzon, 38
- Jenny Lucas, 225
- Jerome Richardson, 161
- Jerry Newman, 205
- JetBlue, 22, 56, 92
- Job analysis, 175, 198, 284
- Job as designed, structured interview, 198
- Job fairs, recruitment, 191
- Job performance standards, service quality, 416

- Job satisfaction, and performance, 271
- John Caparella, 452
- Joseph Juran, 346
- Jubilee Hotels Corp, 278
- Juran Trilogy, 346
- Justice theory, 461
- Justice, in workplace, 270
  
- Kalevala*, Finnish national epic, 109
- Karl Albrecht, 216
- Ken Blanchard, 54
- Kenneth Wai, 181
- Kerry Miller, 271
- Key drivers, 24, 54, 86
- Kimpton Hotels & Restaurants, 156
- Klaus K hotel, Finland, 109
- Knowledge, skills and abilities (KSAs) assessment center measurement, 174
- Koenig, David, 135
- Kouzes, J., 280
  
- Labeling Education and Nutrition (LEAN) Act (2009), 63
- Landon, E., L., 451
- Language, 151
- Leadership, 160
- Len Berry, 44, 182
- Lena Mossberg, 109
- Level-to-level information flow, 325
- Levitt, Theodore, 33
- Lighting, 114
- Lindblad Expeditions, 38
- LinkedIn, 189, 282
- Listen-and-learn training, 220
- LivingSocial web site, 286
- Loews Hotels, 225
- Long Stay Suites, 208
- Loving to serve, 172
- Low-price provider, 55
  
- Magic Kingdom, Walt Disney World, 114
- Mail/web surveys, 429
- Main Street, U. S. A., Walt Disney World, 117
- Malcolm Baldrige Award, 348
- Management by Objectives (MBO), 264
- Management by walking around (MBWA), 346
- Manager, role of, 171
- Manager's letter, MBO, 264
- Managerial observation, service quality, 416
- Managerial training, 220
  
- Mandatory training, 220
- Margaritaville, 105
- Market niche, 58, 75, 109
- Market segmentation, 329
- Marketers, guests as, 286
- Marriott International, 22, 176, 193
- Marriott, J. Willard (Bill), 156
- Marriott, J. Willard, Jr., 165
- Mary Jo Bitner, 214
- Matrix structure, functional organization design, 373
- Maxie's Supper Club, Ithaca, NY, 425
- McDonald's, 32, 55, 81
- McMasters, McDonald's senior recruiting, 190
- Medieval Times restaurant, 107
- Mentoring, 223
- MGM Mirage, 75, 103
- Michael Graves, 110
- Michael Porter, 55
- Millennium Generation, 68, 101
- Millionaire Hotels, 503
- Mission statement, 510
- Moments of truth, 52
- Monitoring, service experience, 349
- Monotony, reducing, 255
- Mores, 148
- Motivation, 247
- Multi-channel, multi-phase queue, 510
- Multi-channel, single-phase queue, 510
- Murphy's Law, 378
- Mystery shoppers, 434
  
- National Demographics, 326
- National Institute of Standards and Technology, standards, 348
- National Restaurant Association, environmental program, 73
- Needs, 219
- NetJets, 58, 101
- Next-Gens, 70
- Nickelodeon Suites Resort, 57
- Niki Leondakis, 156
- Norman Brinker, 27, 44
  
- Occupied time, vs. unoccupied time, 395
- Odyssey Restaurant, Epcot planning, 366
- Older Americans, 67
- Olive Garden Restaurants, 85
- On-boarding, 204
- Online video training, 229

- On-the-job training, 223
- Operating environment, 65
- Opryland Hotel, 185, 226, 410
- Opryland Resort and Convention Center, integrated information system, 316
- Order confirmation units, 370
- Organizational assessment, 14
- Organizational culture, 166
- Organizational design, 30
- Organizational performance, training effectiveness, 234
- Outback Steakhouse, advancement opportunities, 239
- P. McCann, 455
- P. T. Barnum, 123
- Page-Rank relevance, Google, 332
- Participant feedback, training effectiveness, 233
- Passenger Bill of Rights, 453
- Passion for service, 180
- Penland Heights Resort, 501
- Perceived service environment, 127
- Performance and job satisfaction, 415
- Personnel, key characteristics, 178
- PERT (Program Evaluation Review Technique)/CPM (Critical Path Method), 346
- Peter Drucker, 264
- Phantom Ranch, Grand Canyon, 126
- Physical evidence, service planning, 353
- Physiological responses, to servicescape, 128
- Pine, B. Joseph, 33
- Pizza-to-Go, 470
- Planet Earth Adventures, 43
- Planet Hollywood, 484
- Planning, 54
- Point-of-sale (POS) systems, 324
- Poka-yoke video displays, 370
- Positively Outrageous Service* (Gross), 169
- Posner, B., 271
- Premier Inn, UK, 47
- Priceline, 91, 319
- Procedural justice, 459
- Program Evaluation Review Technique, PERT/CPM, 361
- Project diagram, PERT/CPM, 363
- Property management systems, 326
- Psychological testing, job applicants, 174, 201
- Public advertising, 189, 195
- Qualitative forecasting tools, 100
- Quality control, 158, 286, 344
- Quality improvement, 346, 368
- Quality teams, problem prevention, 368
- Quality, 45
- Quantitative forecasting tools, 100
- Queues, 346, 367, 385
- Queuing theory, 384, 510
- R. L. Day, 451
- Radio frequency information devices (RFIDs), 321
- Random events failures, 446
- Real estate values, 74
- Recognition needs, 247
- Recognition programs, 141, 174, 251
- Recognitions, hospitality industry, 348
- Recruitment, 156, 174, 207
- Recycling program, 73
- Red Lobster Restaurants, 59, 74
- Red Roof Inn, 56, 492
- Regal Five-Star Hotel, 209
- Regression analysis, 99
- Reinventing the industry, 60
- Reliability, service quality, 214, 422
- Reputation and organizational culture, 138
- Resource suppliers, 66
- Retaliation, 453, 477
- Retraining, 232
- Revenue management, 89, 184
- Rewards, 145, 181, 247
- Richard Metter, 344
- Rickie Hall, 316
- Rituals, organizational culture, 150
- Ritz-Carlton Hotel Company, 22, 84
- Rocky Mountaineer, 43
- Role conflicts, 262
- Role senders, 261
- Role theory, 261
- Ron Magruder, 489
- Rusty Pelican, 410, 427
- Sam Walton, 86
- Sasser, W. Earl, Jr., 52
- Scandinavian Airline Service (SAS), 38, 216
- Scenario building, 98
- SeaWorld, Orlando, 125
- Second Life, virtual tour, 313
- Self-efficacy, 260
- Self-service kiosks, 322
- Self-study, 231
- Seniors, 19

- Server responsibilities, 486
- Server sensitivity, 457
- Server-customer interaction, future, 493
- Service culture training, 215
- Service delivery system, 345
- Service environment, 512
- Service guarantees, 417
- Service industries, 33
- Service innovation, 512
- Service product, 48, 445
- Service quality, 410, 422, 512
- Service recovery, 467, 512
- Service rules, guest understanding, 352
- Service setting, 512
- Service strategy, 14
- Service support, 171
- Service value, 512
- Servicescape, 127
- SERVQUAL (service quality), 243, 346, 423
- Shigeo Shingo, 368
- Signs, symbols and artifacts, environment, 120
- Simulation(s), 227
- Single-channel, multi-phase queue, 387
- Situational interviews, 512
- Skills-oriented training, 220
- SMART (Specific, Measureable, Attainable, Result-oriented, Time-bound) service criteria, 264
- Social needs, 248
- Social networking sites, 330
- Society for Accessible Travel & Hospitality, 58
- Society for Human Resource Management, 191
- Softel Chicago O'Hare, 322
- Southwest Airlines, 14, 31, 58
- Space Mountain, waiting, 379
- Special niche, 58
- Speed-parking technique, 370
- Staffing, 168
- Standby line, 389
- Starbucks, 47, 75, 103
- Starwood Hotels, 14, 68, 215
- Steeplechase Park, 287
- Stephen S. Tax, 452
- Stephen W. Brown, 452
- Strategic planning, 512
- Strategic premises, 79
- Strategy making, 133
- Structured guest interviews, 422
- Structured interview, 197
- Student recruiting, 191
- Subcultures, within organizational culture, 162
- Succession plans, 183, 512
- Super 10 Suites, 438
- Surface acting, service interaction, 512
- Surprises, and planning, 76
- Survival needs, 248
- Symbols, environment, 153
- Talent profile development, 176
- Tangible-intangible cost, 463
- Team-based training, 226
- Technology, changing, 196
- Telephone surveys, 429
- The Big Picture, Berry's training principles, 217
- Theming, 107, 131, 512
- Theory X and Theory Y management styles, 144
- Thusly Manor, 403
- Time-series analysis, 99
- Tom Peters, 61
- Tony Simons, 272
- Training, 167, 213
- Transformational leadership, 513
- Travel and hotel information web sites
  - Travelocity, 95
- Trend analysis, 98
- TripAdvisor, 29, 43, 283
- Tuition refunds, 237
- Universal Service Map, service planning, 346
- Universal Studios, 99
- Unpaid consultants, guests as, 286
- Unstructured interview, 421
- Unusual Hotels of the World, website, 107
- Value, 45
- Values, organizational culture, 146
- Van Maanen, J., 165
- Video conferencing, 230
- Virgin Atlantic Airways, abusive passenger management, 302
- Virtual Magic Kingdom, 314
- Virtual queues, 391
- Virtual tours, 340
- Vision statement, 83
- W. Neu, 34
- Wait lines, 511
- Waiting line theory, 384
- Waldorf Astoria, 232
- Wal-Mart, 56, 86, 170

Walt Disney Company, 12, 30, 465  
Walt Disney World Disney, 12  
Walt Disney World Resort, 30, 84  
Walt, 12, 61, 93  
Walter Brindell, 322  
Warren Buffet, 58  
Web sites, 29, 43, 69  
Webinars, 230  
Wendy's, 42, 79, 390  
Westin Hotels, 124  
Wheatley-Lovoy, Cindy, 496

*Windenwaves*, 306  
Word of mouth and credibility, 454  
Work competencies, structured interview, 198  
Working backwards, service process, 301  
Wow experience, 466  
Wyndham Hotels, ByRequest guest profiles, 321  
Wynn Hotel and Resort, 232  
  
Yield management (YM), 91  
  
Zuji, web site, 319