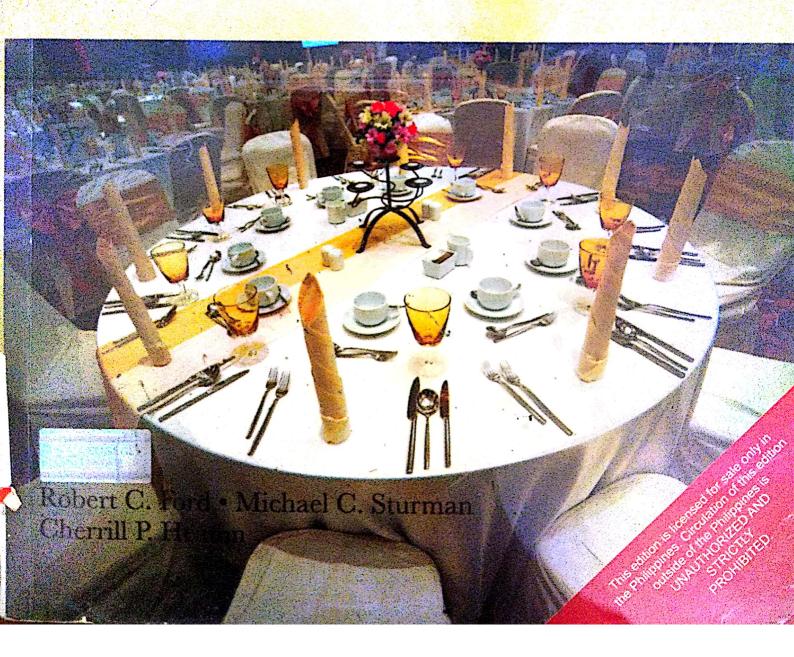




TOTAL QUALITY MANAGEMENT FOR HOSPITALITY AND TOURISM



fot 637 - 21/06/89 1/311 2012 1-5

Total Quality BOOK Management for Hospitality and Tourism

NOITAG

Robert C. Ford, Ph.D.

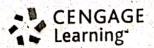
University of Central Florida

Michael C. Sturman, Ph.D.

Cornell University

Cherrill P. Heaton, Ph.D.

University of North Florida





Contents

Preface		12
	Section 1 The Hospitality Service Strategy	
Chapter 1	The Basics of Wow! The Guest Knows Best	28
	Guestology: What Is It? 30 The Guest Experience 34 Guest Expectations 42 Quality, Value, and Cost Defined 45 Lessons Learned 48 Review Questions 48 Activities 49 Ethics in Business 50 Case Study 50	
	Notes 52	
Chapter 2	Meeting Guest Expectations through Planning	54
	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 Lessons Learned 93 Review Questions 94 Activities 94 Ethics in Business 95 Case Studies 95	
	Appendix Quantitative and Qualitative Tools to Plan for the Future 98 Notes 101	
Chapter 3	Setting the Scene for the Guest Experience Creating the "Show" 106 Why is the Environment Important? 116 A Model: How the Service Environment Affects the Guest 119 Lessons Learned 131 Review Questions 131 Activities 132 Ethics in Business 132 Case Studies 133 Notes 134	105
Chapter 4	Developing the Hospitality Culture: Everyone Servesi 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 Lessons Learned 162 Review Questions 163 Activities 163 Ethics in Business 163 Case Study 164 Notes 165	136
	Section 2 The Hospitality Service Staff	
Chapter 5	Staffing for Service!	168
	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 Employing the Best to Serve Your Guests 206 Lessons Learned 206 Review Questions 207	205	
	Activity 208 Ethics in Business 208 Case Studies 208 Notes 210		
Chapter 6	Training and Developing Employees to Serve Employee Training 214 Developing a Training Program 219 Training Methods 222 Challenges and Pitfalls of Training 232 Employee Development 235 Lessons Learned 239 Review Questions 239 Activities 240 Ethics in Business 240 Case Studies 241 Notes 243		213
Chapter 7	Serving with a Smile: Motivating Exceptional Service 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 Lessons Learned 275 Review Questions 275 Activities 276 Ethics in Business 276 Case Studies 277 Notes 279		245
Chapter 8	Involving the Guest: The Co-Creation of Value Guests Co-Create Value, 281 The Guest Can Help! 283 Strategies for Involving the Guest 285 Determining When Guest Participation Makes Sense 296		281

One Last Point: Firing the Guest 301 Lessons Learned 303

Review Questions 304

Ethics in Business 305

Activity 304

	Notes 306	
	Section 3 The Hospitality Service Delivery System	
Chapter 9	Communicating for Service The Challenge of Managing Information 311 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 Lessons Learned 337 Review Questions 337 Activities 338 Ethics in Business 338 Case Studies 339 Notes 340	310
Chapter 10	Planning the Service Delivery System Planning and Designing the Service Delivery System 342 Developing the Service Delivery System 346 Planning Techniques 352 Targeting Specific Problem Areas in Service Delivery Systems 367 Lessons Learned 373 Review Questions 373 Activities 374 Ethics in Business 374 Case Studies 375 Notes 377	342
Chapter 11	Walting for Service When the Wait Begins 379 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 Lessons Learned 401 Review Questions 401 Activities 402	378

	Case Studies 403	
	Appendix The Mathematics of Waiting Lines 405 Notes 406	
Chapter 12	Measuring and Managing Service Delivery 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	403
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! What Does the Guest Want? 480 Strategy 480 Staffing 485 Systems 490	479
	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	er af 1,100 gall 1,100 gall garden er en 1,000 gall gall gall gall gall gall gall g	506
Index		515
	20~ 5일 19: 19: 19: 19: 19: 19: 19: 19: 19: 19:	



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 Marucheck, 344 Anxious wait, vs. relaxed wait, 396 Appearance, organizational culture norms, 38, 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, 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

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 sevicescape, 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

Express[ct, 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

FASTPASSIN, 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,

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, 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), 63Landon, 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, 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 sevicescape, 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

Qualitative forecasting tools, 100

Public advertising, 189, 195

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

Sofitel 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

522 | Index

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