

饭店管理原理 与案例分析

李莉
编著

The Theory of Hotel Management
and Case Studies



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THE THEORY OF HOTEL MANAGEMENT AND CASE STUDIES

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CHAPTER 1 THE DEVELOPMENT OF CHINESE AND INTERNATIONAL HOTELS

1.1. CHINESE TOURIST HOTELS

Since the reform and opening-up policies made China prosperous, more and more people from abroad have come to China for whatever reason—some of them for travel and some on business. Actually, where there are jobs and major economic activities occur, hotels will follow. There has been a concentration of hotel activities in new reconstructed central cities. A tourist hotel in China, therefore, is different both from a domestic hotel and one overseas. Like any other business, tourist hotel industry in China has been biased by shifts in emphasis towards international living patterns.

1.1.1. The Meaning of Chinese Tourist Hotels

Prior to 1978, the most typical hotels in China were state-owned and operated catering to (为……服务) the need for foreign affairs. Along with the reform and opening up, one of the influences, foreign investment and ownership of hotel firms, appears to be undergoing

somewhat of a change. New patterns of investment in hotel facilities have emerged in the last two decades, and more attention is now paid to achieving optimal (最理想的) return on investment. Because people outside the hotel industry are now participating in the financial structuring of the hotel industry, hotel operations are no longer dependent on governmental decisions. Managers now have to design tactics (战术 methods) and strategies to achieve financial goals. This has also altered the complexion (观点) of management and organization of the modern hotel.

Hence the real meaning of a tourist hotel in China now is a home away from home for all international traveling guests who need rest, food and drink, shopping and recreation. Besides that, a hotel is also a highly organized commercial unit.

1.1.2. The Contents of Hotel Products

Hotels produce a good many products, including rooms, food and beverage, souvenirs and so on. Those are tangible (visible) products the hotels sell. Besides, hotels offer a great variety of services to their guests. Such services are called intangible (invisible) labor service. As the intangible labor service in the hotels is the dominant product the hotels sell, the intangible furnishings are reduced to subdominant products.

Virtually (实际上), Hotels sell only one product—service. Though hotels do not serve the same clientele, they should try their best to provide their guests with best service and create “a home away from home” for their guests in the harmonious atmosphere.

1.1.3. Development And Problems of Hotels in China

The great competition puts pressure on hotel companies and force their operating managers to perform in a way that is contrary to (与……相反) their instincts (本能). Most of the issues influences, to a greater or lesser extent, the organizational structures and strategies of modern hotels. The phenomena (现象) of an economic, cultural, and social nature have come to the fore (在显著的地位), further complicating our view of hotel management. This furthers the argument that the hotel industry is a part of the greater economy and at the mercy of (受……所支配) elements often totally and completely out of its control. The cyclical (= cyclic 环式的) natures of economies have impacted significantly hotels' ability to respond to changing circumstances. That is to say, hotels in China will bring a changed or different set of values to the management and operation of hotels. This is neither necessarily good nor bad but needs to be recognized as an influence that may significantly impact the way in which future careers in the hotel industry are developed.

Cultural diversity (variety 差异) will play a role in the management and organizational structure of the modern hotel in China. As surely as living patterns, economic cycles, and market segmentation (separation 分割) have influenced the hotel industry, so will the change in ethnicity (种族地位) of the workforce. The cultural backgrounds that an increasingly diversified workforce will bring to hotel operation may be seen as a problem and/or change. To most operators, it will be an opportunity to demonstrate (display 证明) to an increasingly diverse clientele that hotel companies are

committed to hiring and training a workforce structure that mirrors society.

Finally, we will discuss the legal and regulatory environments which are increasingly important to all business managers, and hotel operators are no exception. Increasingly, operators have to be aware of and alert to realms (region) of risk that can engender lawsuits (诉讼) against them. Awareness of the risk environment and the regulatory realm are also factors that affect your ability to compete in the early part of the twenty-first century.

Over the course of this 25-year period, several organizations were established to provide independent hotels and resorts with reservations and sales services. As competition evolved and changed, some of these organizations have modified their structures and enhanced their services to meet the changing needs of independent hotels and competitive market dynamics (动态).

1.2. DEVELOPMENT OF INTERNATIONAL HOTELS

1.2.1. Independent And Chain Hotels

The hotels before 1960 were independently operated, full-service properties catering to the out-of-town business travelers, and particularly in food and beverage, to the local community.

Some early efforts at chain organization were made to refer business within a group, or chain, of hotels as well as provide guests with a consistent (始终如一的) level of service and facilities. The new