



21世纪全国高等院校旅游管理类创新型应用人才培养规划教材

旅游英语教程

于立新

主编



五大结构版块各具特色

全方位提升专业英语水平

四项课堂实训拓展思维

多角度培养综合应用能力



北京大学出版社
PEKING UNIVERSITY PRESS



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内 容 简 介

本书在服务哲学思想的指导下,系统讲述了交通、餐饮、住宿、景区、旅行社和旅游产品、旅游营销等旅游业传统业务领域和特种旅游、休闲娱乐、户外运动、节庆会展、沟通、文化、可持续发展等旅游业新兴课题中所涉及的专业英语知识和英文表达方式。全书体系完备、体例新颖,具有明显的阶梯性,注重案例教学以提升学生的专业英语应用能力。

本书既可以作为普通高等院校旅游管理相关专业的专业英语教材,也可作为旅游从业人员的学习手册,供其提高专业英语水平及查阅之用。

图书在版编目(CIP)数据

旅游英语教程/于立新主编. —北京:北京大学出版社, 2013.2

(21世纪全国高等院校旅游管理类创新型应用人才培养规划教材)

ISBN 978-7-301-22042-9

I. ①旅… II. ①于… III. ①旅游—英语—高等学校—教材 IV. ①H31

中国版本图书馆 CIP 数据核字(2013)第 017175 号

书 名: 旅游英语教程

著作责任者: 于立新 主编

策划编辑: 刘 嵩

责任编辑: 刘 嵩

标准书号: ISBN 978-7-301-22042-9/C·0871

出版发行: 北京大学出版社

地 址: 北京市海淀区成府路 205 号 100871

网 址: <http://www.pup.cn> 新浪官方微博: @北京大学出版社

电子信箱: pup_6@163.com

电 话: 邮购部 62752015 发行部 62750672 编辑部 62750667 出版部 62754962

印 刷 者: 北京鑫海金澳胶印有限公司

经 销 者: 新华书店

787 毫米×1092 毫米 16 开本 19 印张 456 千字

2013 年 2 月第 1 版 2013 年 2 月第 1 次印刷

定 价: 38.00 元

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前 言

本书是在旅游产业蓬勃发展、旅游学的学科地位持续提高的背景下推出的一部反映旅游业前沿成果的专业英语教材，旨在培养学生运用专业英语从事旅游服务、旅游管理工作，并进行初步旅游研究的能力。本书从服务哲学入手，既涵盖了传统旅游业活动，又探讨了旅游业的新兴课题，并从沟通、文化、可持续发展等视角对此进行了梳理，是一部体系完备、注重应用、对提高学生的英语和专业水平均大有帮助的旅游专业英语教材。

本书共 16 个单元，每个单元分为 5 个部分：课文、对话、旅游业实用链接、专业英语词汇表和练习。课文由 A、B 两部分组成，围绕各单元的主题从不同角度加以阐述，可分别用作精读和泛读内容；各单元的对话部分是单元主题在旅游交际中的具体应用，全书的对话涉及的场景综合起来构成了一次完整的旅游活动；旅游业实用链接部分使学生可直接接触行业实践中在用的单据、表格等，对行业有感性的认识；专业英语词汇表一方面可模块式地扩大学生的专业词汇量，另一方面可作为学生的专业英语手册，以供查阅。

本书的结构安排也体现了较明显的阶梯性和层次性：对英语基础较差的学生，可要求其通过对话、旅游业实用链接、专业英语词汇表掌握必备的词汇和表达方式，能与客人进行必要的交流；对有一定英语基础的学生，可要求其进一步掌握课文 A，能流畅地与客人交流；对英语基础较好的学生，可要求其同时掌握课文 B，使其专业英语交流能力更上一层楼。

编者根据多年的教学经验设计了 4 个课堂案例和活动教学项目，对提高学生外语学习兴趣，培养团队合作和探索精神，提高口语水平、沟通技巧、思辨和研究能力，乃至了解客源国居民的思维方式，都有明显的作用。

本书的素材来自旅游实践活动中的各类实用材料，包括景区宣传册、国外旅游网站、原版专业文献等，以确保其内容的真实性 and 表达方式的原汁原味，同时照顾国内学生实际，在词汇、句型等方面适当降低难度。

本书体例新颖，结构合理，知识面广，注重知识的系统性，是旅游管理专业学生学习专业知识、提高专业英语能力不可多得的教科书。本书所附电子课件，除收录了各单元听力练习，更将编者在海外访学期间搜集的一些英文视频资料囊括在内，希望对拓展学生的国际视野有所裨益。

全书由于立新教授主编，由张笑翀、蔡宇担任副主编。编写分工具体如下：于立新编写第 1~4 单元，并设计了 4 个课堂活动项目，张笑翀编写第 5~8 单元和全书的练习题答案，蔡宇编写第 9~12 单元并承担了本书的编撰工作，姚宏编写第 13、14 单元，辛扶瑶编写第 15、16 单元。张卫萍、秦青、郭月等参与了资料整理工作。在编写本书的过程中，编者参考了许多学界前辈的研究成果，在此对他们一并致谢！

为保证读者能够及时获得本书最新教辅资料，本书课后习题听力材料、视频及电子教案等资料请登录 www.pup6.com 下载或联系编辑(liuhe_cn@163.com)索取。

由于时间仓促和编者水平所限，书中疏漏在所难免，恳请广大读者批评指正。

编 者

2012 年 10 月于西安

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UNIT 1 SERVICE

PART I TEXT

Text A What Are Services?

Put in the most simplest terms, services are deeds, processes and performances provided or co-produced by one entity or person for another entity or person. Our opening vignette illustrates what is meant by this definition. The services offered by IBM are not tangible things that can be touched, seen, and felt, but rather are intangible deeds and performances provided or co-produced for its customers. To be concrete, IBM offers repair and maintenance service for its equipment, consulting services for IT and e-commerce applications, training service, web design and hosting, and other services. These services may include a final, tangible report, a website, or in the case of training, tangible instructional materials. But for the most part, the entire service is represented to the client through problem analysis activities, meetings with the client, follow-up calls, and reporting a series of deeds, processes, and performances. Similarly, the core offering of hospitals, hotels, banks, and utilities are primarily deeds and actions performed for customers, or co-produced with them.

Although we will rely on the simple, broad definition of services, you should be aware that over time service and the service sector of the economy have been defined in subtly different ways. The variety of definition can often explain the confusion or disagreements people have when discussing services and when describing industries that comprise the service sector of the economy. Compatible with our simple, broad definition is one that defines services to include “all economic activities whose output is not a physical product or construction, is generally consumed at the time it is produced, and provides added value in forms (such as convenience, amusement, timeliness, comfort or health) that are essentially intangible concerns of its first purchaser ”.

Service Industries, Service as Products, Customer Service and Derived Service

As we begin our discussion of services marketing and management, it is important to draw distinctions between service industries and companies, services as products, customer service, and derived services. Sometimes when people think of service, they think only of customer service, but service can be divided into four distinct categories. The tool and strategies you will learn in this text can be applied to any of these categories.

Service industries and companies include those industries and companies typically classified within the service sector whose core product is a service. All of the following companies can be considered pure service companies: Marriott International ⁽¹⁾ (lodging), American Airlines⁽²⁾ (transportation), Charles Schwab ⁽³⁾(financial service), Mayo Clinic ⁽⁴⁾ (health care).

Services as products represent a wide range of intangible product offerings that customers value and pay for in the marketplace. Service products are sold by service companies and by non-service companies such as manufacturers and technology companies. For example, IBM and Hewlet-Packard⁽⁵⁾ offer information technology consulting services to the marketplace, competing with firms such as EDS⁽⁶⁾ and Accenture⁽⁷⁾ which are traditional pure service firms. Other industry examples included department stores, like Macy's that sell services such as gift wrapping and shipping, and pet stores like PetSmart that sell pet grooming and training services.

Customer service is also a critical aspect of what we mean by "service". Customer service is the service provided in support of a company's core products. Companies typically do not charge for customer service. Customer service can occur on-site (as when a retail employee helps a customer find a desired item or answers a question), or it can occur over the phone or via the internet (e.g. Dell computer provides real-time chat sessions to help customers diagnose hardware problem). Many companies operate customer service call centers, often staffed around the clock. Quality customer service is essential to building customer relationships. It should not, however, be confused with the services provided for sale by the company.

Derived service is yet another way to look at what service means. In an award-winning article in the Journal of Marketing, Steve Vargo and Bob Lusch argue for a new dominant logic for marketing that suggests that all products and physical goods are valued for the services they provide. Drawing on the work of respected economists, marketers, and philosophers, the two authors suggest that the value derived from physical goods is really the service provided by the good, not the good itself. For example, they suggest that a pharmaceutical provides medical services, a razor provided barbering services, and computers provide information and data manipulation services. Although this view is somewhat abstract, it suggests an even broader, more inclusive, view of the meaning of service.

Characteristics of Service Compared to Goods

There is a general agreement that differences between goods and services exist and that the distinctive characteristics discussed in this section result in challenges (as well as advantage) for managers of services. That is, services tend to be more heterogeneous, more intangible, more difficult to evaluate than goods, but the differences between goods and services are not black and white by any means.

Many of the strategies, tools, and frameworks in this text were developed to address these characteristics, which, until the 1980s, had been largely ignored by marketers. Recently it has been suggested that these distinctive characteristics should not be viewed as unique to services but that they are also relevant to goods, that "all products are services", and that "economic exchange is fundamentally about service provision". Although this view is rather abstract, it does suggest that all types of organizations may be able to gain valuable insights from services marketing frameworks, tools and strategies.



Intangibility and Its Resulting Marketing Implications

The most basic distinguishing characteristic of services is intangibility. Because services are performances or actions rather than objects, they cannot be seen, felt, tasted or touched in the same manner that you can sense tangible goods. For example, health care services are actions (such as surgery, diagnosis, examination, and treatment) performed by providers and directed toward patient, although the patient may be able to see and touch certain tangible components of the service (like the equipment or hospital room). In fact, many services such as health care are difficult for the consumer to grasp even mentally. Even after a diagnosis or surgery has been completed the patient may not fully comprehend the service performed, although tangible evidence of the service (e.g. incision, bandaging, pain) may be quite apparent.

Intangibility presents several marketing challenges. Services cannot be inventoried, and therefore fluctuations in demand are often difficult to manage. For example, there is tremendous demand for resort accommodations in Phoenix in February, but little demand in July. Yet resort owners have the same number of rooms to sell year-round. Services cannot be easily patented, and new service concepts can therefore easily be copied by competitors. Services cannot be readily displayed or easily communicated to customers, so quality may be difficult for consumers to assess. Decisions about what to include in advertising and other promotional materials are challenging, as is pricing. The actual costs of a “unit of service” are hard to determine, and the price-quality relationship is complex.

Heterogeneity and Its Resulting Marketing Implications

Because services are performances, frequently produced by humans, no two services will be precisely alike. The employees delivering the service frequently are the service in the customer’s eyes, and people may differ in their performance from day to day or even hour to hour. Heterogeneity also results because no two customers are precisely alike, each will have unique demands or experience the service in a unique way. Thus the heterogeneity connected with service is largely the result of human interactions (between and among employees and customers) and all of the vagaries that accompany it. For example, a tax accountant may provide a different service experience to two different customers on the same day depending on their individual needs and personalities and on whether the accountant is interviewing them when he or she is fresh in the morning or tired at the end of a long day of meetings.

Because services are heterogeneous across time, organizations, and people, ensuring consistent service quality is challenging. Quality actually depends on many factors that cannot be fully controlled by the service supplier, such as the ability of the consumer to articulate his or her needs, the ability and willingness of personnel to satisfy those needs, the presence (or absence) of other customers, and the level of demand for the service. Because of these complicated factors, the service manager cannot always know for sure that service is being delivered in a manner

consistent with what was originally planned and promoted. Sometimes services may be provided by a third party, further increasing the potential heterogeneity of offering.

Simultaneous Production and Consumption and Its Resulting Marketing Implications

Whereas most goods are produced first, then sold and consumed, most service are sold first and then produced and consumed simultaneously. For example, an automobile can be manufactured in Detroit, shipped to San Francisco, sold two months later, and consumed over a period of years. But restaurant services cannot be provided until they have been sold, and the dining experience is essentially produced and consumed at the same time. Frequently this situation also means that customers are present while the service is being produced and thus view and may even take part in the production process as co-producers or co-creators of the service. Simultaneity also means that customers will frequently interact with each other during the service production process and thus may affect each others' experiences. For example, strangers seated next to each other in airplane may well affect the nature of the service experience for each other. The fact passengers understand this is clearly apparent in the way business travelers will often go to great lengths to be sure they are not seated next to families with small children. Another outcome of simultaneous production and consumption is that service producers find themselves playing a role as part of product itself and as an essential ingredient in the service experience for the consumer.

Because services often are produced and consumed at the same time, mass production is difficult. The quality of service and customers satisfaction will be highly dependent on what happens in "real time", including actions of employees and the interactions between employees and customers. Clearly the real-time nature of services also results in advantages in terms opportunities to customize offerings for individual consumers. Simultaneous production and consumption also means that it is not usually possible to gain significant economies of scale through centralization. Often, operations need to be relatively decentralized so that the service can be delivered directly to the consumer in convenient locations, although the growth of technology-delivered service is changing this requirement for many services. Also because of simultaneous production and consumption, the customer is involved in and observes the productions process and thus may affect (positively or negatively) the outcome of the service transaction.

Perishability and Its Resulting Marketing Implications

Perishability refers to the fact that services cannot be saved, stored, resold or returned. A seat on an airplane or in a restaurant, an hour of lawyer's time, or telephone line capacity not used or purchased cannot be reclaimed and used or resold at a later time. Perishability is in contrast to goods that can be stored in inventory or resold another day, or even returned if the



consumer is unhappy. Would it not be nice if a bad haircut could be returned or resold to another consumer? Perishability makes this action an unlikely possibility for most services.

A primary issue that marketers face in relation to service perishability is the inability to inventory. Demand forecasting and creative planning for capacity utilization are therefore important and challenging decision areas. The fact that services cannot typically be returned or resold implies a need for strong recovery strategies when things do go wrong. For example, although a bad haircut cannot be returned, the hairdresser can and should have strategies for recovering the customer's goodwill if and when a problem occurs.

Tangibility Spectrum

The broad definition of service implies that intangibility is a key determinant of whether an offering is a service. Although this is true, it is also true that very few products are purely intangible or totally tangible. Instead, service tends to be more intangible than manufactured products, and manufactured products tend to be more tangible than service. For example, the fast-food industry, while classified as a service, also has many tangible components such as the food, the packaging, and so on. Automobiles, while classified within the manufacturing sector, also supply many intangibles, such as transportation and navigation services.

Trends in the Service Sector

Although you often hear and read that many modern economies are dominated by services, the United States and other countries did not become service economies overnight. As early as 1929, 55 percent of the working population was employed in the service sector in the United States, and approximately 54 percent of the gross national product was generated by services in 1948.

Words and Expressions

amusement	[ə'mju:zmənt]	<i>n.</i> 消遣, 娱乐
articulate	[ɑ:'tikjulət]	<i>v.</i> 明确有力地表达
barber	['bɑ:bə]	<i>v.</i> 为……理发, 修整
bandage	['bændidʒ]	<i>v.</i> 用绷带包扎
comprehend	[kɒmpri'hend]	<i>v.</i> 理解, 包含
comprise	[kəm'praiz]	<i>v.</i> 包含, 由……组成
compatible	[kəm'pætəbl]	<i>a.</i> 兼容的, 能共处的
distinguish	[dis'tiŋɡwiʃ]	<i>v.</i> 区分, 辨别
diagnosis	[daɪəg'nəʊsis]	<i>n.</i> 诊断
deed	[di:d]	<i>n.</i> 行动;
fluctuation	[flʌktju'eɪʃən]	<i>n.</i> 起伏, 波动
follow-up	['fɒləʊʌp]	<i>a.</i> 后续的; 增补的
framework	['freimwə:k]	<i>n.</i> 框架, 结构

hosting	['həʊstɪŋ]	<i>n.</i> 待客, 接待
heterogeneity	[,hɛtərə'dʒə'niəti]	<i>n.</i> [生物]异质性; [化学]不均匀性, 多相性
illustrate	['ɪləstreɪt]	<i>v.</i> 阐明, 举例说明
intangible	[ɪn'tændʒəbl]	<i>a.</i> 无形的
incision	[ɪn'sɪʒən]	<i>n.</i> 切口
insight	['ɪnsaɪt]	<i>n.</i> 洞察力, 洞悉
inventory	['ɪnvəntəri]	<i>n.</i> 存货, 存货清单; 详细目录
lodging	['lɒdʒɪŋ]	<i>n.</i> 寄宿, 寄宿处
manufacturer	[,mænju'fæktʃərə]	<i>n.</i> 制造商
manipulation	[mənɪpju'leɪʃən]	<i>n.</i> 操作, 处理
navigation	[,nævi'geɪʃən]	<i>n.</i> 航行, 航海
on-site	['ɒn'saɪt]	<i>a.</i> 现场的
pharmaceutical	[,fɑ:mə'sju:tɪkəl]	<i>a.</i> 制药(学)的
patented	['peɪtəntɪd]	<i>a.</i> 专利的
resort	['rɪzɔ:t]	<i>n.</i> 度假胜地
subtly	['sʌtli]	<i>a.</i> 精细地
surgery	['sɜ:dʒəri]	<i>n.</i> 外科, 外科手术
tangible	['tændʒəbl]	<i>a.</i> 有形的
vagary	['veɪgəri]	<i>n.</i> 奇想
vignette	[vi'njet]	<i>n.</i> 装饰图案, 小插图
year-round		整年的, 一年到头的
customers service		客户服务, 售后服务
derived services		派生服务
maintenance service		维护服务
to be concrete		具体地讲

Notes

- (1) **Marriott International:** 万豪国际集团, 全球首屈一指的酒店管理公司, 业务遍及美国及其他 67 个国家和地区, 管理超过 2 800 家酒店, 提供约 490 500 间客房。
- (2) **American Airlines:** 美国航空公司。
- (3) **Charles Schwab:** 嘉信理财公司是总部设在旧金山的一家金融服务公司, 成立于 1971 年, 如今已成为美国个人金融服务市场的领导者。
- (4) **Mayo Clinic:** 马约诊所, 世界著名的医疗机构, 位于美国明尼苏达州罗彻斯特。
- (5) **Hewlet-Packard:** 惠普公司。
- (6) **EDS: Electronic Data Systems Corporation,** 电子数据系统公司, 是美国一家全球信息技术服务公司。
- (7) **Accenture:** 埃森哲公司, 全球最大的管理咨询公司和技术服务供应商。



Text B Guest Service

The American economy has evolved into a service economy, and the service industry accounted for two-thirds or more of the U.S. economy in the year 2000. Leading this boom is the hospitality industry. The service-driven America of the future will be much different from the industrialized society of the past. During the industrial era, the product was tangible. Quality control depended on following procedures and then testing and double-checking the commodity for accuracy. But the product of the future, guest service is not so easily controlled. Although company policy is still important, service depends largely on people.

In the hospitality industry, service is a commodity. It is a basis for competition, with those companies providing the best service coming out on top. During their rigorous orientation program, Disney trainers ask new employees, “What do we make here at Disney?” Some might think the answer would be a better theme park, money or entertainment, but the answer the trainer is looking for is “We make people happy”. This is Disney’s product, and it is making it better than anyone else. This is the basis of its decades of success. But unfortunately, many other members of the hospitality industry pay only lip service to the importance of customers. They say, “The guest is number one”, but continue to ignore the methods their employees are using to serve guests and even develop policies that dampen the guest’s satisfaction.

Thinking about quality in service requires a considerable amount of abstraction. Service is intangible, highly perishable, complex, immediate, and amorphous—and employee behavior, in all its nuances, is a major quality characteristic. In product manufacturing quality control strives to reduce defects to a minimum. In the final analysis a strong product quality—control program can ensure that defective products are removed from inventory for reworking or discard. ⁽¹⁾ In hospitality services there are no rejects, just unhappy customers. Because a “defect” is an event that happens to somebody, there is no way to call it back.

A hotel received numerous complaints about elevator service. Unfortunately, nothing could be done about elevator carrying capacity, but management did install mirrors in the elevator waiting area. This lets the guests check their appearance while they were waiting. Although elevator performance hadn’t changed, complaints fell, apparently because guests had something to pass the time. Some restaurants deliberately give estimates of a longer waiting time to guests than will actually be the case. These operators find guests finish the wait in a pleasant mood when the wait is shorter than they had expected. Once again, it is the guest’s perception, their feeling about the transaction, rather than the objective facts of the transaction that have changed.

For the guest, service commonly has an emotional (i.e., feeling) reaction. The second point is that the guest’s feelings as well as the transaction itself can be managed. This is not an argument for pulling the wool over people’s eyes. ⁽²⁾ The objective quality of the transaction is, of course, important, too, but we need to be aware of the nature of the guest’s experience as well as the objective facts of the service process. In what way we can take full account of our customer’s emotional responses in the service planning of the process.

Customer feelings are important. The potential impact of a dissatisfied customer is often not fully understood. The first impact is that the customer may not return, but that is hardly the end of it. A study done for Coca-Cola reported that for every customer who complains, there are 26 others who say, “Why bother to complain?” —but remain dissatisfied. Customers are twice as likely to tell somebody else about a bad experience as a good one⁽³⁾. In fact, people with a complaint, on average, talk to 9 or 10 other people about it. If we follow the logic of these numbers, for every complaint received in an operation, there are 26 others who are complaining to 9 or 10 of their friends: A complaint received, then, represents something like 250 unpleasant conversations about one’s organization. One expressed complaint needs to be treated very seriously because it may very well represent the tip of an iceberg.

Gallup polls⁽⁴⁾ indicate not only that service influences return business but also that it has a major impact on an operation’s word-of-mouth reputation. Diners, according to Gallup, will often tolerate mediocre food and a noisy, cramped restaurant as long as they feel they have been made welcome and that management cares about their dining experience. “But if the service slips and the experience is negative, 34 percent of the respondents said they would pass this information on to friends.” This, in a general way, supports the Coca-Cola study cited earlier and underscores the guest’s experience as a key part of service quality.

When we enter a hotel, restaurant, or other service establishment, we expect to deal with polite, knowledgeable, well-groomed employees, but unfortunately this is not always the case. How often have we contacted the customer “service” department of a business, expecting help, only to be met by an apathetic representative? A great deal can be learned about guest service.

That is why corporations such as Hilton Hotels, Disney, and McDonald’s are addressing this issue and have instituted companywide customer-service training programs for both management and employees. An enormous amount of time and energy is being spent on improving guest relations.

Guest services are probably the single most important group of activities that a community offers its guests, because these activities make the guest feel welcome and well served. Of paramount importance among all the services provided is hosting. Hosting is one of the functions of communication. It provides information for guests on where to go, how to get there, what to see and what to do to enjoy their visit. It includes hospitality, knowledge and caring on the part of all members of the community regardless of their direct involvement in tourism activities. Hosting is an attitude that pervades the community, making the tourist-visitor feel comfortable as a guest of the community.

Good hosting brings visitors back to the community and promotes a general increase in visitation because satisfied guests return. Such guests speak positively of their experiences and urge friends and neighbors to visit your community to receive similar satisfactions.

Not all tourism activities run smoothly. Tourists sometimes present problems. Tourists do get sick, some will have heart attacks and heat strokes. Others may cause or be involved in accidents,