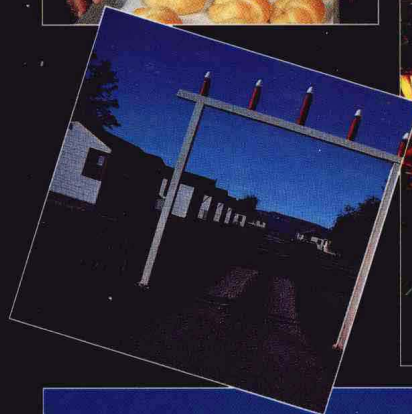
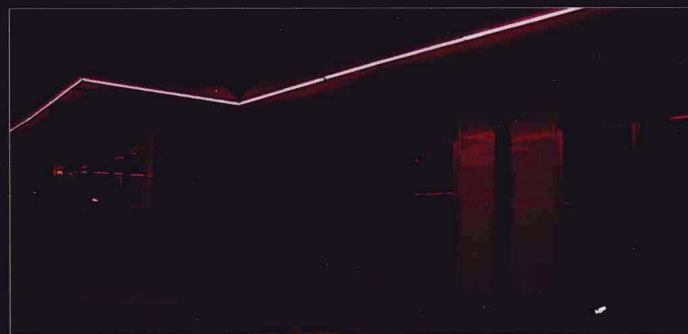
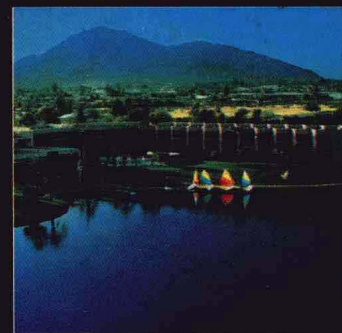


HOSPITALITY TODAY

An Introduction

Rocco M. Angelo
Andrew N. Vladimir



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Andrew N. Vladimir



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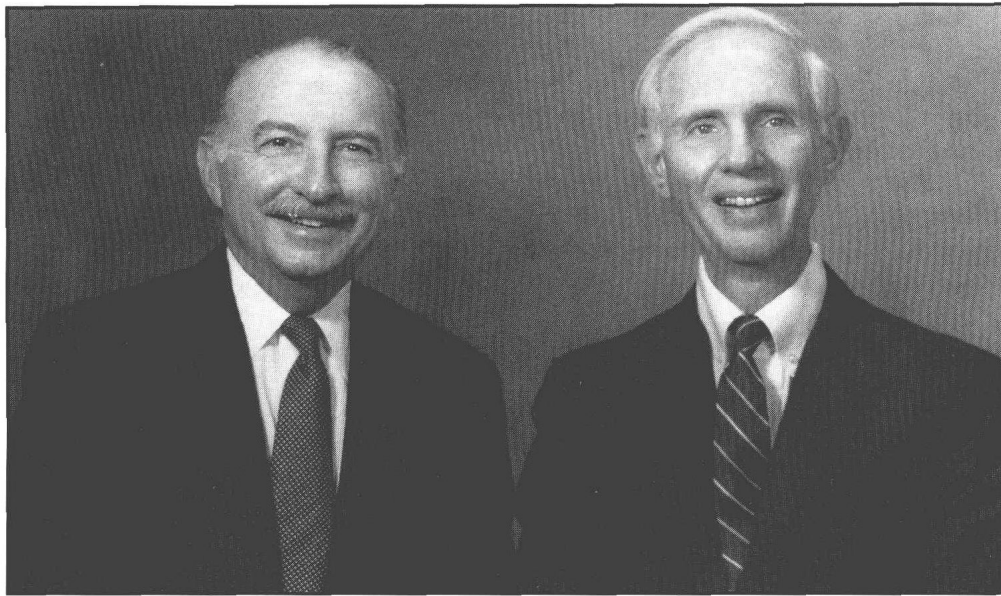
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Coleman Lee Finkel



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Mr. Vladimir has spent most of his career in the advertising business, with a special emphasis on hospitality, travel, and tourism. He has held senior management positions with some of America's best advertising and public relations agencies, including Young & Rubicam, Norman Craig & Kummel, Kenyon & Eckhardt, and Ruder and Finn. In addition, he has headed his own advertising and public relations agencies and has owned two travel agencies.

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Mr. Vladimir is the author of *The Complete Travel Marketing Handbook* and *Advertising Age's Professional Development Program in Advertising*. According to *Advertising Age* he is considered "a recognized expert on marketing management and the advertising agency business." He has a biography in the new edition of Marquis's *Who's Who in Advertising*.

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Preface

In our more than 80 combined years of teaching and practicing hospitality management, we have watched the industry grow and diversify at a lightning pace. This bodes well for students seeking to enter the industry. Today there are more kinds of jobs and places to work than ever before. Students with an interest in the field can find opportunities in a variety of hotels, restaurants, institutions, private clubs, cruise ships, airlines, consulting firms, travel agencies, and government tourist bureaus. This book's purpose is to present and describe these opportunities while at the same time preparing students for a hospitality management career.

The book has been divided into four parts. Parts I and II describe the dimensions and scope of the industry and depict many of the career opportunities. These sections tell why and where people travel, and describe various kinds of hotel and food service operations and how they are organized and managed. Readers will find current, practical information on hotel and food service product concepts, descriptions of the industry's major players, and advice on developing or planning new hotels and restaurants.

Part III focuses on management theory and practical management techniques. It describes such key areas of management responsibility and concern as human resources, marketing, sales, and advertising. Franchising and management contracts are expected to continue to play an important role in the growth of the industry and a chapter is devoted to each.

Part IV concentrates first on social responsibility and then takes a look at the future of hospitality. In today's climate, in which corporations are judged as much for what they stand for as what they offer to consumers, we feel it is important to give students a framework for making ethical business decisions. Moreover, with the advent of the European Economic Community and the globalization of society, the hospitality industry faces some dramatic changes in the next decade that future managers must understand in order to develop appropriate responses.

This book could not possibly be the work of only two authors. A great many people have contributed their ideas and time to conceiving and shaping it. We would first like to acknowledge the active support and encouragement of Anthony G. Marshall, Dean of the School of Hospitality

Management at Florida International University. His understanding gave us the time and resources needed to accomplish this project. Ute Vladimir's assistance in researching and consolidating our material has been invaluable. Many of our colleagues at FIU have helped as well by reviewing material and suggesting directions for us to pursue. We are especially grateful to professors Joseph Gregg and Theodore White.

Our friends in the industry have provided many ideas and examples, which we have used extensively. We would like to particularly thank (in no particular order) Tom Hewitt, President of The Continental Companies; Bob James, Chairman of Regal-AIRCOA; industry consultants M. L. Dayton and Lee Dayton; Bob Hamel, General Manager of the Sheraton Bal Harbour Hotel; Paul Breslin, FIU alumnus and Director of Human Resources of the Fontainebleau Hilton; and Jim Potter, Vice President of Inter-Continental Hotels. Finally, our editor, Jim Purvis of the Educational Institute, has shown great insight and patience in working with us. Many of his suggestions have been incorporated into this text.

Rocco M. Angelo
Andrew N. Vladimir
North Miami, Florida

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Part I

Introduction

Chapter Outline

A Brief History of Travel

The Nature of the Travel and Tourism Industry

Size

Travel Expenditures

The Domestic Travel and Tourism Industry

The Interrelationship of the Travel and Tourism Industry

Why People Travel

Travel Motivators

Changing Travel Patterns

The Social Impact of Travel

Chapter Summary

1

The Travel and Tourism Industry

The hospitality industry is only one of several industries that together make up the travel and tourism industry. In Chapter 1 we will take a close look at the travel and tourism industry. We will present a brief history of travel, then look at the scope and economic impact of travel and tourism. We will also see how businesses within the industry are interrelated. We'll conclude the chapter with a discussion of why people travel and travel and tourism's effect on society.

A Brief History of Travel

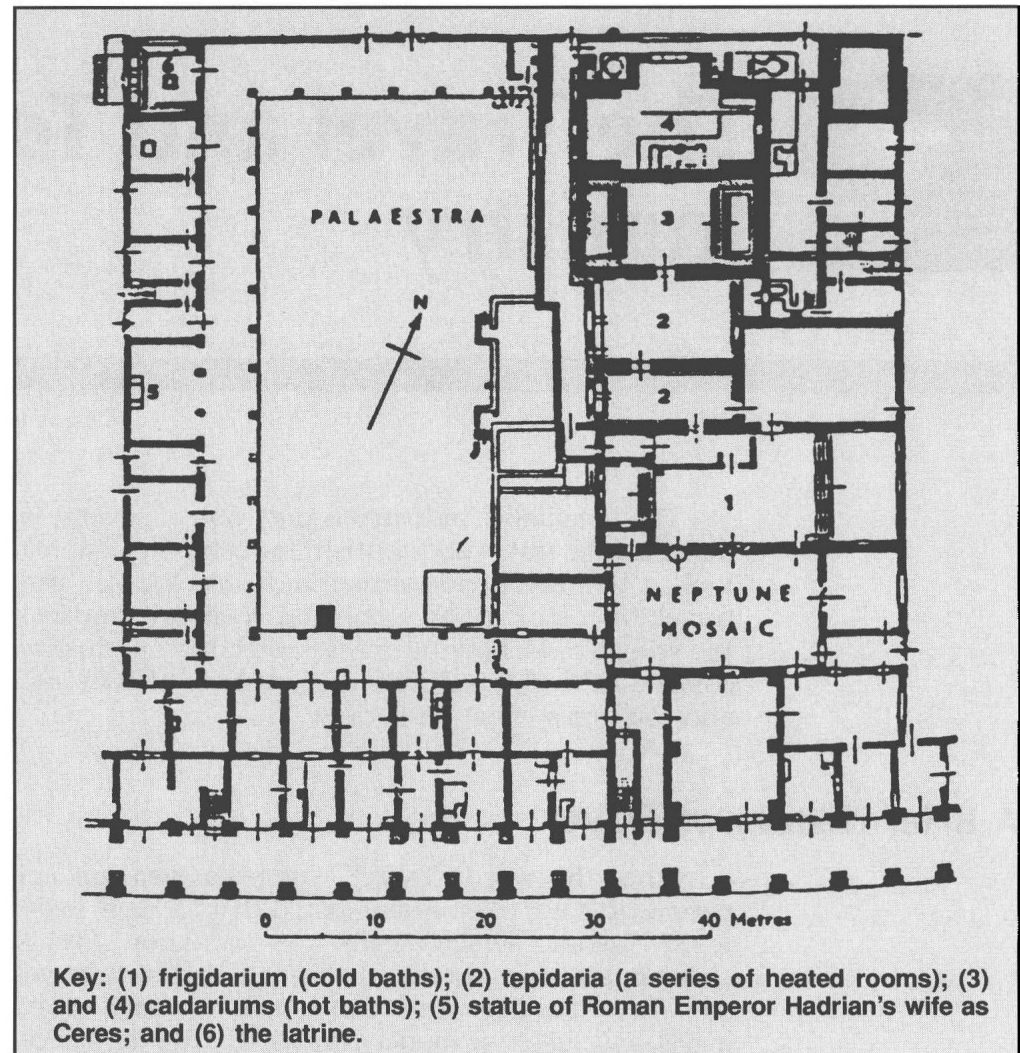
Since the word "travel" suggests pleasure and adventure to most people, it is not often remembered that "travel" is derived from the French word "travail," which means "toil and labor." Prehistoric travelers moved about in search of food and shelter. Their travels were by no means pleasant. Travel has been an arduous task for much of recorded history. In fact, it has only been in modern times that travel has become relatively comfortable.

Commerce was an important motivator of early travel. By 3000 B.C., caravan routes from Eastern Europe to North Africa and on to India and China were well established. Camels were the favored pack animals in those days—a healthy one could carry up to 600 pounds of cargo. By 1200 B.C. Phoenician merchant vessels were plying the Mediterranean, following sea routes stretching from Britain to Africa.

The Romans were the first to travel on land on a large scale. Their desire to expand the Roman Empire resulted in expeditions of discovery and conquest followed by massive road building. The first important Roman highway was the Via Appia, started in 312 B.C. By A.D. 200 the Romans could travel all the way from Hadrian's Wall in northern Britain to the Sahara Desert on highways that had wheel-changing stations and rest houses every 15 to 30 miles.

People in ancient times traveled for pleasure as well. Hundreds of years before the birth of Christ, Greeks and barbarians (defined by the Greeks as anyone who was not Greek) traveled to the Olympic Games. Health, too, provided an impetus for early travel. Doctors believed that waters in certain locations possessed healing qualities and would send

Exhibit 1.1 A Roman Spa



Source: Russell Meiggs, *Roman Ostia*, 2nd ed. (Oxford: Clarendon Press, 1973).

their patients there. By the time of the Romans it was not unusual to travel to spas as far away from Rome as Bath, England (Exhibit 1.1).

With the growth of organized religion, pilgrimages became common in many parts of the world. Muslims traveled to Mecca; Christians traveled to shrines all over Europe and beyond. Christian pilgrimages in the Middle Ages were immortalized in the fourteenth century by Geoffrey Chaucer in his book *The Canterbury Tales*. The book's narrator is a jovial innkeeper who hosts 29 pilgrims staying at the Tabard Inn in Southwark, England, and subsequently offers to accompany them on their journey to help make the trip an interesting one.

The first European traveler to popularize long-distance trips was Marco Polo. It was the desire for wealth that sent this Venetian in 1275 to trade at the "Hall of the Barbarians" in Kublai Khan's empire. Polo returned from the Far East 20 years later to write a book about his adventures, titled *The Description of the World*, which later became known

popularly as *Il milione*—*The Millions*—because of all the wealth he had allegedly acquired abroad. His adventures soon captured the imagination of courts all over Europe. Almost certainly, a reader of *Il milione* who eventually set out to find some of the sights Polo catalogued was Christopher Columbus.¹

By the thirteenth century trade and commerce had emerged as the prime reason for travel. Improved navigation skills and the development of the magnetic compass took much of the uncertainty out of long, arduous sea trips. Maps of the continents and two- and three-masted sailing ships helped open the oceans to further exploration in the fourteenth and fifteenth centuries.

During the Renaissance period (beginning in the fourteenth century in Italy and lasting in Europe into the seventeenth century), travel for cultural and artistic reasons became common. Soon it was popular for aristocrats, diplomats, scholars, and other young gentlemen and women to take an extended tour of the Continent, which came to be known as “The Grand Tour.” Paris, Rome, Florence, Venice, Munich, Vienna, and other cities of central Europe were fashionable tour stops, and resorts and spas were developed to accommodate the tourists.

Travel to the New World for adventure and profit in the seventeenth and eighteenth centuries opened sea lanes and hastened the development of the great trans-Atlantic ocean liners which were to bind Europe and the Americas together in the nineteenth century. The first steamship to cross the Atlantic was the *Sirius* in 1838. In 1840 Samuel Cunard inaugurated regular passenger service across the Atlantic when he formed the British and North American Royal Mail Steam Packet Company, later to take on its founder’s name and become the Cunard Line. Sea voyages became the most romantic and luxurious form of travel, but they were confined to the few who could afford them.

The most famous and tragic sea voyage of all was that of the *Titanic*. The 46,000-ton vessel offered a degree of luxury that was unheard of in the shipping world. One writer called the maiden voyage of the *Titanic* “the millionaires’ special.” The ship left port on April 12, 1912, and more than two thousand passengers and crew partied their way into the North Atlantic. Only 483 passengers survived the voyage. April 14, 1912—the night the *Titanic* struck an iceberg and sank—is the saddest day in the history of passenger shipping. A woman who survived the tragedy later wrote about that Sunday night in her diary:

We dined the last night in the Ritz Restaurant. It was the last word in luxury. The tables were gay with pink roses and white daisies, the women in their beautiful shimmering gowns of satin and silk, the men immaculate and well groomed, the stringed orchestra playing music from Puccini and Tchaikovsky. The food was superb—caviar, lobster, quail from Egypt, plover’s eggs, and hothouse grapes and fresh peaches. The night was cold and clear, the sea like glass. But in a few short hours every man in that room was dead except J. Bruce Ismay, Gordon Duff, and a Mr. Carter.²

Despite this disaster, trans-Atlantic passenger service continued, and the great ocean liners such as the *Queen Mary*, the *S.S. France*, and the *United States* became known throughout the world as the flagships of their nations. Ocean liners were the principal form of luxury travel until the