

Marketing for
Hospitality and Tourism

旅游管理英文原版精品系列

旅游市场营销

(美) 菲利普·科特勒
约翰·T. 保文
詹姆斯·C. 迈肯斯 著

第五版 (Fifth Edition)

Philip Kotler

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谢彦君 译注

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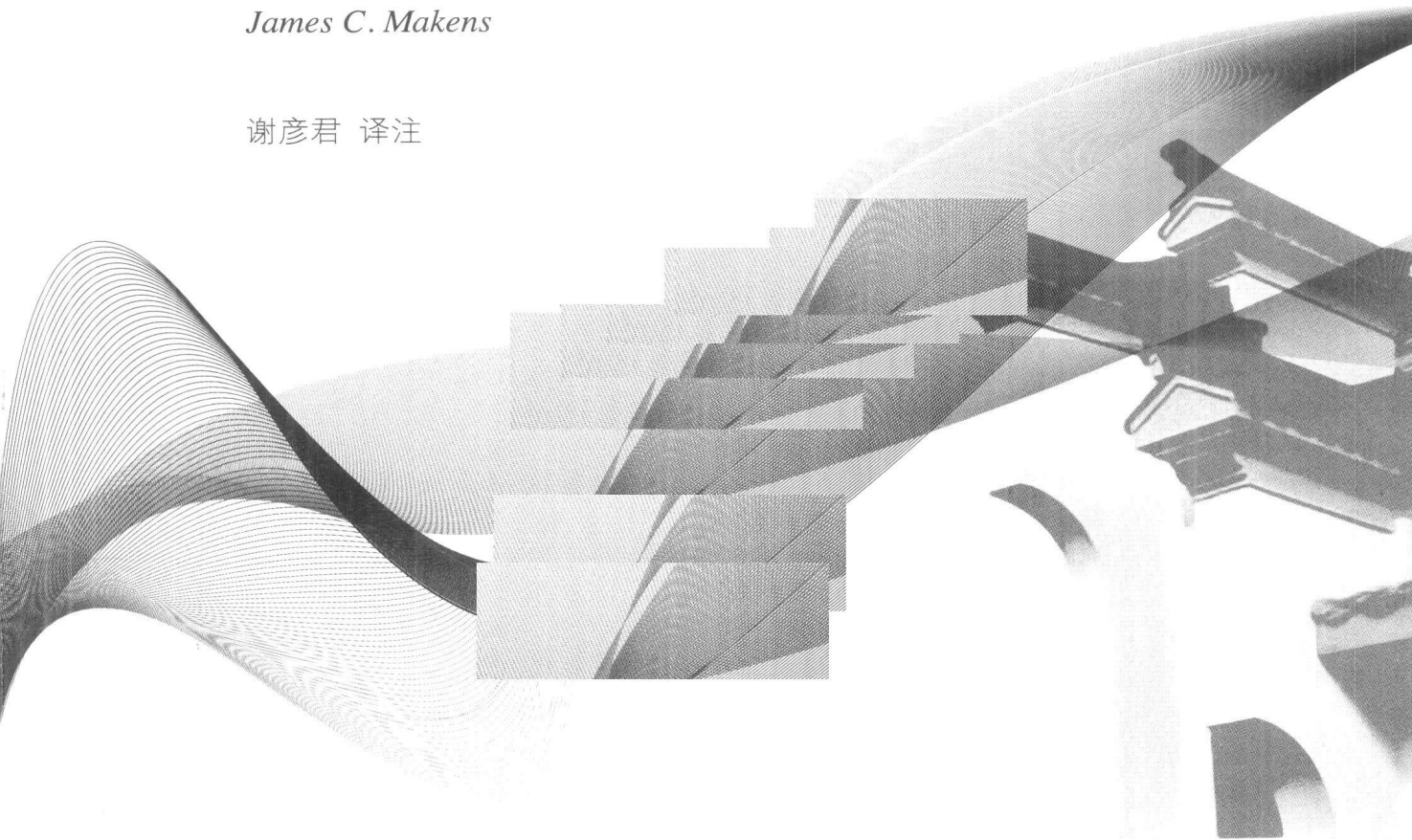
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丛书总序

正如世界旅游组织早在上个世纪末曾经预测的那样,进入20世纪90年代后,在影响旅游业发展的市场因素呈现出很多新变化的同时,诸多外源因素也在出现重大变化。虽然这些外源因素的变化对旅游业发展的影响程度目前尚不易确定,但有一点可以肯定的是,这些外源因素的变化将会对旅游从业人员,特别是对旅游管理者提出新的要求,从而也会对旅游研究和旅游教育产生影响。国际上旅游实业界和旅游学术界不少人士都认为,旅游研究和旅游教育正面临新的发展阶段,其原因也在于此。

在这些影响旅游业未来发展的外源因素中,人们的共识程度最高并且表现最为现实的重大因素之一要算是经济发展的全球化。这意味着旅游企业的跨国经营将成为不断扩大的发展趋势。为了适应这一趋势,旅游企业管理人员需要增加对国际经营管理,特别是对有关国家文化特点的了解和认识,因为有效的管理永远是植根于文化之中的。借用著名的管理学家彼得·德鲁克的话来说,就是“无论是在德国、英国、美国、日本还是在巴西,企业管理者的任务都是完全一样的,而他们(在不同国家中)完成任务的做法则是不同的”。这在很大程度上意味着,今后旅游教育的目标不应仅限于培养“国内型”人才,而应向培养“国际型”人才拓展。就我国旅游业经营中所面临“国际竞争国内化、国内竞争国际化”的现实情况而言,若要使所培养出来的旅游人才能够适应经济全球化的发展,特别是能够胜任国际经营管理工作的需要,旅游教育部门便不能无视“同国际接轨”对旅游人才培养工作的重要性。

改革开放20多年来,我国旅游研究和旅游教育工作者本着服务于建设具有中国特色旅游业的宗旨,在旅游研究方面做出了很大的成绩,并且在理论体系上形成了自身的特点。但不能不看到,一方面我国的旅游研究很大程度上是在借鉴西方已有经验和成果的基础上发展起来的,另一方面当今世界上旅游理论研究的发展动向仍由西方学者主导。正如教育部“工商管理学科专业教育教学改革与发展战略研究”报告中所指出的那样,过去,由于种种因素的影响,我国学术界对国外最新理论研究的了解和认知存在明显的滞后性。随着经济全球化的发展,加之现代科技的进步,这种时间上的滞后性已有了显著改善的可能。利用这一机会,推进我国的旅游研究,改善我国旅游人才的培养质量,无疑应成为需要认真面对的重要任务。最近数年来,教育部一直在倡导实行双语教学,实可谓是与时俱进的有识之举。

学习和借鉴国外旅游业的管理经验以及了解和掌握国际上旅游研究的动态有多种不同的途径。就旅游教育而言,最基本并且最可行的途径之一便是引进国外先进的教科书和研究成果,包括出版有关的翻译作品和直接引进国外原著。一个时期以来,我国在出版国外有关旅游研究的翻译作品方面做了不少工作。但在成系列地直接引进国外原著方面似乎仍属空白。东北财经大学出版社旅游管理英文原版精品教材的出版,开创了这一领域的先河。同阅读翻译作品相比较,直接阅读国外原著应当说具有更多的好处。首先,它可以避免因译者方面的原因而可能出现的纰漏或差错;其次,它有助于训练专业外语文献的阅读能力;再次,在尽享原著思想真谛的同时,它有利于提高专业外语表达能力。另外,这套英文原版的引进出版也会以其大大低于国外原版的价格,给支付能力有限的国内读者带来难得的经济实惠。

作为中国首批旅游研究和旅游教育工作者中的一员,我本人从阅读和学习国外旅游学术原著中获益良多。因此,我很乐意为东北财经大学出版社引进的这套旅游管理英文原版精品教材作序,并向旅游院校的师生以及有兴趣了解国外旅游研究和旅游业发展情况的读者推荐这套丛书。我相信,通过对这些“洋梨”的品尝,大家定会有“消食开胃”的收获。

李天元

To the Student

Welcome to the fifth edition!

Marketing for Hospitality and Tourism guides you down the intriguing, discovery-laden road to learning marketing. It is our goal to help you master the basic concepts and practices of modern hospitality marketing in an enjoyable and practical way. Achieving this goal involves a constant search for the best balance among the “three pillars” that support the book: theories and concepts, practices and applications, and pedagogy (the art and science of teaching).

The hospitality and travel industry are undergoing rapid changes. The applications you learn today may not apply five years from now. Thus, it is important that you have an understanding of the marketing concepts. This will allow you to analyze future situations and make the proper decisions. Practices and applications are provided to give you examples of how we currently apply the concepts to industry situations. Finally, we have included marketing highlights, opening cases, Internet links, written cases, video cases, color illustrations, and other features to make learning about marketing interesting and enjoyable.

Marketing is both an art and science. The art adds some ambiguity to marketing, which makes it difficult for some students. We recommend reading the chapter quickly and then going back and reading it more slowly the second time. This will give you a good understanding of the material in the chapter. The Companion Website, www.prenhall.com/kotler, will provide you with additional aids to help you learn the material in the chapter.

This book was written with you in mind. The development of each edition has involved students who tell us which illustrations to use, which examples they find interesting, and which ones we should replace when we are writing the newest edition. It is our goal to develop a book that is student friendly and clearly explains and illustrates the application of marketing concepts.

We hope you enjoy *Marketing for Hospitality and Tourism* and we wish you success.

Philip Kotler, John Bowen, and James Makens

■ ■ ■ An Indispensable Guide to Successful Marketing in the Hospitality Industry

This book has been written with you in mind—explaining the how and why of everyone's role in marketing. Because customer contact employees are part of our product in hospitality and tourism marketing, marketing is everyone's job. *Marketing for Hospitality and Tourism* gives you an innovative and practical introduction to marketing. Its style and extensive use of examples and illustrations make the book straightforward, easy to read.

■ ■ ■ Text Organization

PART I: Understanding the Hospitality and Tourism Marketing Process—Introduces you to the concept of hospitality marketing and its importance.

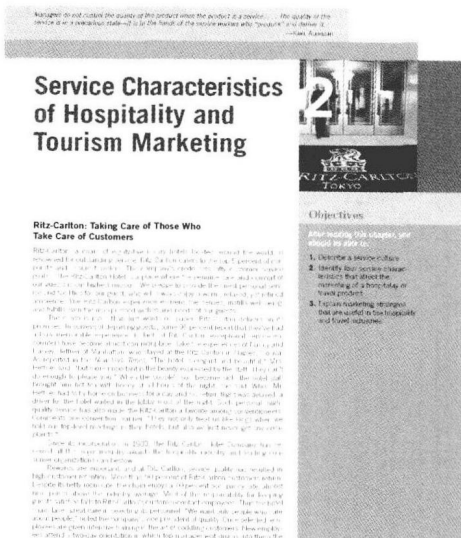
PART II: Developing Hospitality and Tourism Marketing Opportunities and Strategies—Helps you understand the role of consumer behavior and how it affects the marketing environment.

PART III: Developing the Hospitality and Tourism Marketing Mix—Identifies and explains strategies for promoting products and the various distribution channels.

PART IV: Managing Hospitality and Tourism Marketing—Highlights the latest trends in electronic marketing, destination marketing, and planning for the future.

■ ■ ■ Chapter 2 Service Characteristics of Hospitality and Tourism Marketing

Marketing was initially developed in connection with selling physical products, such as cars, steel, and equipment. In Chapter 2 we cover the essence of why hospitality and travel products, which are intangible, have marketing concepts that are different from goods producing firms. The principles found in Chapter 2 become the foundation for the rest of the book.



Special Features: Connecting to the Real World

Chapter Opening Cases

Each chapter opens with a mini case showing you how actual hospitality and travel companies have successfully applied marketing. The cases help you understand and remember the concepts presented in the chapter. For example, Chapter 1 illustrates how Chipotle created the “Chipotle Experience” to create a loyal following. Learn how Chipotle has used social networking and word-of-mouth to reduce its promotion cost to 1 percent of sales when the industry average is 4 percent.

Marketing is so basic that it cannot be considered a separate function. It is the whole business seen from the point of view of the final result, that is, from the customer's point of view. Business success is not determined by the producer but by the customer.

Peter Drucker

Introduction: Marketing for Hospitality and Tourism



Objectives

- After reading this chapter, you should be able to:
1. Understand the relationships between the world's hospitality and travel industry.
 2. Define marketing and outline the steps in the marketing process.
 3. Explain the relationships between customer value and satisfaction.
 4. Understand why the marketing concept calls for a customer orientation.
 5. Understand the concept of the lifetime value of a customer and its value to relate it to customer loyalty and retention.

Chipotle Mexican Grill

Chipotle opened in 1993 with the goal of serving fresh, gourmet-quality food at reasonable prices. Over eight hundred restaurants and several million burritos later, the goal remains the same.

Chipotle is the dream and creation of Steve Ells. A graduate of the Culinary Institute of America, Steve learned the intricacies and skills of classical French cooking. After graduation, Steve had no intention of opening a business, but instead moved to San Francisco where he worked for the renowned Star Restaurant under the direction of Jeremiah Tower.

The many techniques of San Francisco opened Steve's eyes to opportunity. "I used to watch the lines of customers moving through the kitchens on Mission Street. I ate there frequently. The food was simple and reasonably priced, and I believed that with my knowledge of food I could make a superior product and capture the success of those small restaurants in a big way."

"My dad thought I was crazy when he received no call asking for money and management advice to open a burrito restaurant in Denver. Colorado just seemed to help, and that allowed me to open the first Chipotle restaurant in 1993 near the University of Denver. Opening night we sold four hundred dollars worth of burritos and sales kept growing. We were really successful from the beginning," said Steve.

Food with Integrity

"This is the philosophy that led to our success and continues to guide Chipotle. Food must complement and enhance its environment and not clash or harm the environment in which it exists."

Fresh Ingredients

True to the tradition of French cooking, Steve insists on fresh products: not canned, frozen, or freeze-dried.

Organic, Naturally Raised Foods

With an emphasis on great-tasting food, quality, and simplicity, Steve entered the natural food niche in restaurant operations. The aim was to remove each ingredient used in Chipotle and explore the possibility of incorporating as many organic or naturally raised foods as possible.

Boxed Marketing Highlights

The boxed segments introduce you to real people and real industry examples, connecting the chapter material to real life.

Marketing Highlight

Pinehurst Resort & Country Club "Do What's Right"

10-1 Pinehurst Resort & Country Club is known as the foremost golf resort and spa in the United States and shares international prominence with Saint Andrews of Scotland. Scott Bruton, general manager of Pinehurst, attributes much of this success to its loyal and motivated employees. "About half of our 1,200 employees were born near Pinehurst and many of the others moved here because of golf and Pinehurst. The parents and grandparents of many also worked here at Pinehurst so obviously there is tremendous employee loyalty and a love of golf."

Don Padgett became president of Pinehurst in 2002 and espoused a simple philosophy of "Do What's Right." With 1,200 employees, many top executives would have chosen to introduce themselves in a huge meeting with a formal speech. Don chose twenty-nine small meetings where he chatted with employees informally. Both Don and Scott believe it is important not to "hard sell" employees. They believe that employees are the face of Pinehurst to its customers. "Anybody can run a resort when things go well," said Scott, but "the moment of truth occurs when employees are confronted with unhappy guests or an emergency such as a sick guest."

Employees at Pinehurst are not allowed to hide behind corporate policy or the fact they are not in top management. Employees are taught to fix a problem personally when it occurs. Employees must use ethical and moral behavior. They are guided by the knowledge that they will not be disciplined if they honestly tried to fix a customer problem but failed. Management may review the situation and coach the employee in better ways to handle customer problems, but they will not discipline the employee.

Pinehurst believes in rapid recognition of positive acts by employees. Instead of waiting for scheduled meetings, all managers carry "CHATSKYS," which are instant rewards such as gift certificates at Wal-Mart or Chick-fil-A or the local car wash. If a manager observes or is informed of a positive guest action, he or she thanks the employee and gives that person a Chatksy.

Employee news is changed every five to seven days and may be seen on e-mail in any of the four hundred computers on the property. This prevents unfounded rumors and provides rapid employee peer recognition.

Pinehurst offers a unique employee assistance plan (EAP). This is administered by a board of employees, not management. Loans are made to employees who may have missed a mortgage payment, need to purchase an airplane ticket to attend a funeral, or have other unexpected financial needs. These are loans—not gifts.

Each year Pinehurst donates the use of its most famous course "No. 2" for one day to support the EAP. Players pay \$200 per person to play the course. In 2007 this earned \$20,000 for the EAP.

The employee cafeteria is another employee benefit with a small charge of only \$2 per meal. Employees compare this price to a fast-food meal and know they receive a bargain. Members of management also eat in the cafeteria as well as the chef. This has an added benefit of encouraging management to mingle with employees.

Scott said that employee satisfaction depends on all managers. "Managers can't lead their staff if they can't motivate them. Managers can have great technical skills and a great education, but if they can't relate to their employees, they won't last long at Pinehurst."

Pinehurst believes strongly in the lifetime value of a customer. Guest records show that many guests first came to Pinehurst as kids with their parents or grandparents. Children are important guests at Pinehurst as witnessed by the summer golf schools for kids and the "Kids U.S. Open."

All of the employees know that Pinehurst respects kids as important guests. That sense of caring for the youngest guests is part of the culture of Pinehurst. Employees appreciate this because many are parents and grandparents and understand that an employee who cares for kids also cares for them.

Marginal Internet Links

Throughout the book you'll see the "e" indicating information about the organizations mentioned immediately before the "e" link appears. The links are organized by chapter and accessible through the book's Companion Website, www.prenhall.com/kotler. In addition to the chapter links, the Website also contains a comprehensive set of Internet links.



10.4 Homestead,
National
Restaurant
Association,
Opryland Hotel

Full-Color Visuals

Color format with lively photographs, drawings, and tables will maintain your interest and provide visual aids to learning.



Figure 16-1
Online domains.

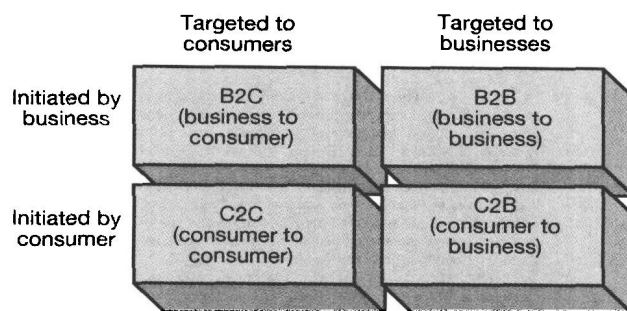


TABLE 16-2
Relationship Marketing
Compared with Traditional
Marketing

Relationship Marketing	Traditional Marketing
Orientation to customer retention	Orientation to single sales
Continual customer contact	Episodic customer contact
Focus on customer value	Focus on product features
Long-term horizon	Short-term horizon
High customer service emphasis	Little emphasis on customer service
High commitment to meeting customer expectations	Limited commitment to meeting customer expectations
Quality concerns all staff members	Quality concerns only production staff

■■■ Important Memory Tools

Chapter Objectives

At the start of each chapter, the list will help you focus and organize your thoughts as you are reading. The learning objectives summarize what you need to know after studying the chapter and doing the exercises.

Objectives

After reading this chapter, you should be able to:

1. Explain the model of buyer behavior.
2. Outline the major characteristics affecting consumer behavior, and list some of the specific cultural, social, personal, and psychological factors that influence consumers.

■■■ KEY TERMS

Banners. Banner-shaped ads found at the top, bottom, left, right, or center of a Web page.

Business to business (B2B) online marketing. Using B2B trading networks, auction sites, spot exchanges, online product catalogs, barter sites, and other online resources to reach new customers, serve current customers more effectively, and obtain buying effectiveness and better prices.

Business to consumer (B2C) online marketing. The online selling of goods and services to final consumers.

Key Terms

Key marketing and hospitality terms, highlighted and defined in each chapter, provide you with a convenient source for learning and reviewing the professional vocabulary needed for effective communication on the job. These terms are found at the end of each chapter, and a glossary of all the terms can be found at the end of the book.

Chapter Review

At the end of each chapter, a summary of chapter content in outline form helps you review and retain key information. The format for the chapter review was the suggestion of a student.

■■■ CHAPTER REVIEW

- I. **Direct Marketing** consists of direct connections with carefully targeted individual consumers to both obtain an immediate response and cultivate lasting customer relationships. Direct marketers communicate directly with customers, often on a one-to-one interactive basis.
 - A. **Growth and benefits of direct marketing.** Direct marketing continues to become more Web oriented. The Internet now accounts for about 18 percent of direct marketing-driven sales.
 - B. **Benefits to customers.** Direct marketing is convenient, easy, private, and open twenty-four hours. Companies can access customers and find out how to design products that will better fit their customer's needs. Direct marketing is interactive, allowing customers to customize their orders.
 - C. **Benefits to sellers.** Direct marketing can build relationships through personalized communication. Direct marketing is low cost, efficient, and quick. Direct marketing is private and can be measured. Finally, direct marketing gives sellers access to buyers they could not reach through other channels.

■■■ Applying Your Knowledge

Experiential Exercises

These exercises are designed to provide experiences that will illustrate the concepts presented in the chapter and provide experiences that you can draw on in the future.

Internet Exercises

The Internet has become both an important marketing tool and a source of marketing information. The Internet exercises introduce you to information sources on the Internet and show how others are using the Internet.

■■■ Applying Your Critical Thinking Skills

Case Studies

The case studies at the end of the book represent real situations that can be used to analyze actual business situations and come up with solutions to your organization's problem. Sometimes your instructor will use these cases as the basis of class discussions.

■■■ Case 25 Boulder Creek

One of the most difficult marketing tasks in any industry is to reposition a declining product, attract new market segments, and achieve market success. Yet that is exactly what Andrea Lewis did with a former Econo Lodge in a nonhighway location in Boulder, Colorado.

"This was the hardest thing I had ever done," said Andrea. "My husband, Burt and I, purchased the property in 1999 but Burt was busy with real estate in Chicago and left most of the responsibility to me."

Andrea knew nothing about hotels but found that her training and experience supervising twenty-six salespeople in nineteen states as manager of corporate sales

Discussion Questions

These end-of-chapter questions will challenge you to address real-world situations and consider appropriate methods of action.

■■■ Additional Resources

Companion Website, www.prenhall.com/kotler

The student website contains test questions, PowerPoint slides, and links to websites. The practice test will give you an idea of how well you know the material in the chapter. The PowerPoint slides serve as a summary of the chapter. The online links provide you with the world of hospitality marketing on the Internet.

PowerPoint slides have been prepared for each chapter. They offer you another way of summarizing and reinforcing mastery of chapter content.

Preface

We would like to thank the students and instructors who have used this text in the past. Their support has enabled us to publish the fifth edition of *Marketing for Hospitality and Tourism*, now available in eight languages.

The book is written with the hospitality and travel student in mind. The solicited and unsolicited comments we received from students and instructors have been incorporated into the fifth edition. Students have told us *Marketing for Hospitality and Tourism* is readable and interesting. One student wrote, "I enjoyed reading this book—it didn't seem like I was reading a textbook." In this newest edition we strive to maintain the same tone. We had a team of students read each of the chapters to make sure the concepts presented made sense to them. Additionally, students were involved in the final choice of illustrations for the text to make certain the illustrations were both useful and interesting. For instructors, we made the text flow more smoothly from a teaching perspective. For example, we eliminated Chapter 11 from the fourth edition and incorporated this material in appropriate chapters throughout the text.

The authors have extensive experience working with hospitality and travel businesses around the globe. Our understanding of the hospitality and travel business ensures that the end result is a book that clearly explains marketing concepts and shows how they apply to real-life situations.

The book has an international focus, which is especially important in this era of increasing globalization. Business markets have become internationalized—domestic companies are expanding overseas as foreign companies seek to enter U.S. markets—therefore, it is crucial that today's students be exposed to business and cultural examples from other parts of the world. Rather than have one chapter devoted to international marketing, we have incorporated examples throughout the text.

This text has truly evolved as a team project. Without the support of our students and faculty at other universities and colleges, this book would not have developed into the leading book in its category. We thank you for your support and acknowledge below some of the people who have been involved in the development of the book.

■ ■ ■ We Welcome Your Comments and Questions

We would like to hear your comments on this edition and your suggestions for future editions. Please address comments to John Bowen, Conrad N. Hilton College of Hotel Management, University of Houston, jbowen@uh.edu.

■ ■ ■ Acknowledgments

We would like to thank the students and the instructors who have used earlier editions of this book and provided feedback that added value to the users of this edition. Ken Jarvis of Anne Arundel Community College developed the instructor's materials for the fifth edition. KeWanna Thomas, a student at the University of Houston, helped with the research and development of the fifth edition. The following people provided reviews of the fourth edition, which helped shape this edition: Robert J. Kwortnik, Ph.D., Cornell University; Ken McCleary, Virginia Tech; and Hailin Qu, Oklahoma State University.

We owe special thanks to a number of people who helped make the first edition possible: Michael Gallo, for his research efforts; Anna Graf Williams and Allen Reich of the University of Houston who served as early reviewers; Ming (Michael) Liang for suggesting the chapter review format; and Christa Myers for her help as project manager of the first edition. Thanks also to Carrie Tyler at UNLV for her research work and for serving as project manager for the second edition. Walter Huertas, Shiang-Lih Chen McCain, Michelle North, and Tracee Nowlak made up the student team for the third edition, and Jason Finehout assisted in the fourth edition.

Thank you to those who reviewed the first edition of the text: Jennifer A. Aldrich, *Johnson & Wales University*; James A. Bardi, *Penn State Berks Campus*; Jonathan Barsky, *McLaren School of Business, University of San Francisco*; David C. Bojanic, *University of Massachusetts*; Tim H. Dodd, *Texas Tech University*; Rich Howey, *Northern Arizona University*; C. Gus Katsigris, *El Centro College*; Ed Knudson, *Linn-Benton Community College*; Allen Z. Reich, *University of Houston*; Howard F. Reichbart, *Northern Virginia Community College*; and Anna Graf Williams, *Johnson & Wales University*.

The following reviewers were helpful in guiding us through the revisions in the second edition: Bonnie Canziani, *San Jose State University*; Andy Feinstein, *Penn State University*; Marvel L. Maunder, Ph.D., *Southwest Missouri State University*; H. G. Parsa, Ph.D., *SUNY College, Buffalo*; Edward B. Pomianoski, CFBE, *County College of Morris*; Emily C. Richardson, CHA, *Widener University*; Ralph Tellone, *Middlesex County College*; and Gregory R. Wood, Ph.D., *Canisius College*.

The following reviewers were helpful in guiding us through the revisions in the third edition: Kimberly M. Anderson, *University of Alabama*; Mark Bonn, *Florida State University*; Harsha E. Chacko, *University of New Orleans*; Tim Dodd, *Texas Tech University*; Geralyn Farley, *Purdue University Calumet*; Richard M. Howey, *Northern Arizona University*; Ken McCleary, *Virginia Polytechnic Institute and State University*; Joan Remington, *Florida International University*; John Salazar, *Southern Illinois University*; Jane Boyland, *Johnson & Wales University*; Juline Mills, *Purdue University*; and Muzzo Uysal, *Virginia Polytechnic Institute and State University*, reviewed the third edition and gave suggestions for the fourth edition.

We appreciate the support and enthusiasm of the companies that provided advertisements and illustrations for the book. These organizations put forth a great deal of effort in finding and providing the materials we requested; working with them was one of the most rewarding parts of producing the book. We would also like to thank Bill Lawrensen, Dan Trudden, Lara Dimmick, and Kris Roach. Finally, we would like to thank our families for their support and encouragement.

Philip Kotler
John Bowen
James Makens

About the Authors

Philip Kotler is S. C. Johnson & Son Distinguished Professor of International Marketing at the Kellogg School of Management, Northwestern University. He received his master's degree at the University of Chicago and his Ph.D. at MIT, both in economics. Dr. Kotler is author of *Marketing Management* (Prentice Hall), now in its thirteenth edition and the world's most widely used marketing textbook in graduate schools of business worldwide. He has authored dozens of other successful books and has written more than a hundred articles in leading journals. He is the only three-time winner of the coveted Alpha Kappa Psi award for the best annual article in the *Journal of Marketing*.

Professor Kotler was named the first recipient of two major awards: the Distinguished Marketing Educator of the Year Award given by the American Marketing Association and the Philip Kotler Award for Excellence in Health Care Marketing presented by the Academy for Health Care Services Marketing. His numerous other major honors include the Sales and Marketing Executives International Marketing Educator of the Year Award; The European Association of Marketing Consultants and Trainers Marketing Excellence Award; the Charles Coolidge Parlin Marketing Research Award; and the Paul D. Converse Award, given by the American Marketing Association to honor "outstanding contributions to science in marketing." In a recent *Financial Times* poll of a thousand senior executives across the world, Professor Kotler was ranked as the fourth "most influential business writer/guru" of the twenty-first century.

Dr. Kotler has served as chairman of the College on Marketing of the Institute of Management Sciences, a director of the American Marketing Association, and a trustee of the Marketing Science Institute. He has consulted with many major U.S. and international companies in the areas of marketing strategy and planning, marketing organization, and international marketing. He has traveled extensively throughout Europe, Asia, and South America, advising companies and governments about global marketing practices and opportunities.

John T. Bowen is dean of the Conrad N. Hilton College of Hotel and Restaurant Management at the University of Houston and the Barron Hilton Distinguished Chair. Professor Bowen has presented marketing courses and seminars in Asia, Australia, Central America, Europe, and South America. Dr. Bowen is a consultant to both large and small hospitality corporations. Before becoming an academic, Professor Bowen held positions in restaurant management at both the unit and corporate level. Professor Bowen is on the editorial boards of the *Cornell Hotel and Restaurant Administration Quarterly*, *Journal of Services Marketing*, and *International Journal of Contemporary Hospitality Marketing*. He is coauthor of *Restaurant Marketing for Owners and Managers*. Professor Bowen has received numerous awards for his teaching and research, including the UNLV Foundation Teaching Award, the Sam and Mary Boyd Distinguished Professor Award for Teaching, Founder's Award for Lifetime Support of Hospitality Graduate Education, and the Board of Regents Outstanding Faculty Member. He has been a three-time recipient of the annual award from the International Council on Hotel, Restaurant and Institutional Education (CHRIE) for superior published research in the hospitality industry, and he received the John Wiley Award for Lifetime Research Achievement from CHRIE. Professor Bowen was recently cited as one of the five most influential hospitality management faculty in an article published in the *Journal of Hospitality and Tourism Education*. Dr. Bowen's formal education includes a B.S. in hotel administration from Cornell University, a M.B.A. and M.S. from Corpus Christi State University, and a Ph.D. in marketing from Texas A&M University.

James C. Makens is actively involved with the travel industry. He has conducted executive training for the Sheraton Corporation, Regent International Hotels, and Travelodge of Australia. He has also conducted marketing seminars for tourism ministries or travel associations in Australia, New Zealand, Canada, Indonesia, Singapore, Malaysia, and many nations of Latin America. Dr. Makens serves as a consultant and has written marketing plans for travel industry companies and tourism promotion boards. Other books he has authored or coauthored include *The Travel Industry* and the *Hotel Sales and Marketing Planbook*. His professional articles have appeared in the *Cornell Hotel and Restaurant Administration Quarterly*, *Journal of Travel Research*, *Journal of Marketing*, *Journal of Marketing Research*, and *Journal of Applied Psychology*. Dr. Makens earned an M.S., M.B.A., and Ph.D. from Michigan State University. He holds a B.S. from Colorado State University. He served as associate dean in the School of Travel Industry Management of the University of Hawaii. He was also an associate dean of INCAE, an affiliate of the Harvard Business School in Central America. Dr. Makens recently retired from the faculty at The Babcock Graduate School of Management at Wake Forest University.

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