HOSPITALITY MANAGEMENT STRATEGIES



Contents

Access this book's Companion Website at: http://www.prenhall.com/nykiel

22.0. 22.2	
Preface xv	
Acknowledgments xvii	
Discover the Supplements Accompanying This Book	xix
About the Author xxi	

list of Cases will

PART 1 Understanding Strategy, Forces, Selection, and Positioning 1

Chapter 1 Hospitality Management Strategies in Perspective	: 3
A Historical Perspective—The Growth of the Industry 5	
Brand Names Emerge 7	
Chapter Review 8	
Key Concepts/Terms 8	
Discussion Questions 9	
Endnotes 9	
Case 1: Harland Sanders—Kentucky Fried Chicken/KFC	10

Case 2: Juan Trippe-Pan American Airways 12

Chapter 2 External and Internal Driving Forces 15	
A Historical Perspective—The Evolution of Management Strategies	16
Corporate Hospitality Management Strategies 18	
Strategic Assessment 23	
The New Paradigm 26	
Chapter Review 26	
Key Concepts/Terms 27	
Discussion Questions 27	

Endnotes 27 Case 1: Hyatt Corporation-A Variation of the Singleness Strategy through Product Type/Identification and Market Segment Positioning 28 Case 2: Sonic Drive-In-External Forces Revive the Concept 30

Chapter 3 Strategy Selection and Positioning 36

Strategy Selection 37

Chapter Review 40

Key Concepts/Terms 40

Discussion Questions 41

Endnotes 41

Case 1: Carnival Corporation—Strategy Selection and Positioning 42

Case 2: Caesars Palace—Position Retention through Revitalization 49

PART 2 The Growth Strategies of Development, Financial Options, and Brand Strategy 51

Chapter 4 Business Development Strategies 53

Initial Business Development Strategies 54

Influential Factors 57

Strategic Development Options 58

The Big Picture 61

Chapter Review 66

Key Concepts/Terms 66

Discussion Questions 67

Endnotes 67

Case 1: McDonald's Corporation—Business Development through Franchising and Joint Ventures 68

Case 2: Carlson Companies, Inc.— Horizontal and Vertical Development Strategies 73

Chapter 5 Financial Strategies 81

Return on Invested Capital 83

Cash Generation 84

Real Estate Investment Trusts 85

A Changing Industry 86

Chapter Review 86

Key Concepts/Terms 87

Discussion Questions 87

Endnotes 87

Case 1: Starwood Hotels and Resorts-A Paired-Share REIT 88

Case 2: Foxwoods—Cash for Everyone in Connecticut 98

Chapter 6 Brand Strategy and Management 103

Implementing a Brand Strategy 104

Components of Brand Strategy 105

Strategies for a New Brand Launch 111

Chapter Review 113

Key Concepts/Terms 113

Discussion Questions 113

Endnotes 114

Case 1: Cendant-The Brand Collector 115

Case 2: Landry's Restaurants—Packaging the Brands 117

PART 3 The Offensive (Revenue Development) Strategies of Marketing, Sales, and Customer Retention 121

Chapter 7 Marketing Strategies 123

Understanding the Environment 124

Research Methodologies 125

Positioning Strategies 139

Marketing Strategy Focal Points 140

The New Five Ps 143

Selecting Marketing Weaponry 149

Measuring Success 150

Strategic Issues 151

Chapter Review 151

Key Concepts / Terms 152

Discussion Questions 153

Endnotes 153

Case 1: Starbucks Coffee-The Rising Star 154

Case 2: Frequency Programs—Rewarding Loyalty 157

Case 3: Gaylord Opryland Resort & Convention Center—The Size Advantage 165

Chapter 8 Sales Strategies 168

Changing Strategy 170

Personal Sales 171

Clients' Needs 174

Sales Presentations 175

Selling Strategies and Applications 177

Interdepartmental Communications 179

Measuring Sales Performance 179

Rewarding Performance 181

New Technologies/New Approaches 182

Chapter Review 183

Key Concepts/Terms 185

Discussion Questions 185

Endnotes 186

Case 1: A Tale of Two Inns 187

Case 2: The Worthwhile Investment 189

Case 3: Marriott International and Hilton—The Industry's Trainers 191

Chapter 9 Customer Service and Quality Strategies 198

Speed and Connectivity 199

Customer Satisfaction 200

What Is Really Important? 200

a concine
Points of Encounter 201
Customer Satisfaction Strategies 208
Winning Characteristics 211
Customer Service and Quality Strategies 211
Directions and Trends 216
Chapter Review 216
Key Concepts/Terms 217
Discussion Questions 218
Endnotes 218
Case 1: Southwest Airlines—The Customer's Airline 219
Case 2: Hertz Corporation—Continuously Improving Product and Customer
Service Delivery 230
Case 3: Gleneagles Country Club—Customer Satisfaction through Creative
Marketing 233
g ···
PART 4 The Functional Strategies of Human Resources, Technology,
and Purchasing 237
-
Chapter 10 Human Resource Management Strategies 239
Types of Human Resource Management Strategies 240
Goals of Human Resource Management Strategies 243
Managing for Change 245
Chapter Review 246
Key Concepts/Terms 247
Discussion Questions 247
Endnote 247
Case 1: Chick-fil-A—The Exception to High Turnover 248
Case 2: The Ritz-Carlton—Great Training and Targeted Recruiting 250
Chapter 11 Technology Management and Applications 257
Driving Forces for New Technologies 258
Technological Advances and the Consumption Process 260
The Role of Technology 261
System Strategies and Trends 262
Current and Future Technology Applications 263
Chapter Review 265
Key Concepts/Terms 265
Discussion Questions 265
Endnotes 266

Case 1: The Peninsula Group and the Peninsula Hong Kong—Technologically

Case 2: Pleasant Holidays—The Interactive Website 270

Chapter 12 Purchasing Concepts 272 Changing Marketplace 274

Electronic Procurement 274

Advanced 267

Chapter Review 276
Key Concepts/Terms 277
Discussion Questions 277

Endnotes 277

Case 1: Avendra—The Electronic Procurement Co-op 278
Case 2: SYSCO—Volume and Customization Fuel Success 280

PART 5 The Defensive (Business Preservation) Strategies of Risk Management, Crisis Management, and Communications 289

Chapter 13 Risk Management 291

Focal Points of Risk Management 292

The Changing Role of Security 293

Risks and Terrorism 295

Chapter Review 298 Key Concepts/Terms 299

Discussion Questions 299

Case 1: McDonald's Corporation—Monitoring Suppliers Can Reduce Risk 300 Case 2: MGM Grand Hotel and Casino—Taking Risks and Taking Chances 306

Chapter 14 Crisis Management 309

Crisis Management Plan and Process 511
Five Key Communication Strategies in Crisis Management 314
Crisis Management Checklist 314
Chapter Review 315
Key Concepts/Terms 315
Discussion Questions 316
Endnotes 316

Case 1: Jack in the Box—Recovering from a Mega-Crisis 317

Case 2: Pan Am-A Catastrophic Crisis 320

Chapter 15 Communications and Public Relations 328

The Four As of Communications Strategy 330

Public Relations 331

Recognition Factors 336

Internal Public Relations 340

Publications and Trade Media 340

Chapter Review 341

Key Concepts/Terms 342

Discussion Questions 342

Endnotes 342

Case 1: Continental Airlines—The Power of the Survey and the Award 343

Case 2: American Express-Listening to Your Needs 344

Case 3: Days Inn 346

PART 6 The Implementation of Strategic Planning, Organizational and Operational Concepts, and Leadership 349

Chapter 16 The Strategic Planning Process 351

Phases of Strategic Planning 353 Organizing the Strategic Planning 354 Key Components of Strategic Planning 355 Managerial Responsibilities 364 Chapter Review 365 Key Concepts/Terms 366 Discussion Questions 366

Endnotes 366

Case 1: Continental Airlines—Leadership Goes Forward 368 Case 2: Holiday Inns, Inc.— Recognizing Change 377

Chapter 17 Organizational and Operational Concepts 384

Sponsoring Change 385
Dimensions of Change 387
Organizational Concepts 387
Centralization/Decentralization 388
Six Sigma 389
Outsourcing, Technology, and Other Trends 394
Chapter Review 395
Key Concepts/Terms 396
Discussion Questions 396
Endnotes 396

Case 1: Enterprise Rent-A-Car—Organizing around the Consumer 397

Case 2: Four Seasons Hotels and Resorts—Keeping It Simple and Successful 400

Chapter 18 Leadership Profiles 407

Leadership Requirements 408
Business Acumen 410
Leadership Traits 412
Chapter Review 413
Key Concepts/Terms 414
Discussion Questions 414
Endnotes 414
Leadership Profiles 415

Glossary 439

Bibliography 449

Index 453