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# Challenges for hospitality and tourism operators: a North American perspective

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Identifies five main themes from the articles published in the *Cornell Hotel and Restaurant Administration Quarterly* during a five-year review period from 1990-1995. The theme areas (hospitality training and education, human resources and organizations, restaurant and food service operations, hotel operations and development and travel and tourism management) serve to identify some of the main challenges that hospitality and tourism operators are currently facing.

## Introduction

The purpose of this review is to identify the key hospitality and tourism themes as reflected by articles published in the *Cornell Hotel and Restaurant Administration Quarterly* during the years 1990-1995, the years included in the Worldwide Hospitality and Tourism Trends database. *Cornell Quarterly* is a premier publication geared towards hospitality executives, managers and consultants in the lodging, resort and food service sector, as well as academics and students in business and hotel and restaurant management schools.

This review identifies five prominent themes, each with related sub-themes, which are intended to reflect the major issues and trends arising during the review period. These themes are presented in tabular format listing the author(s), sub-theme and the focus of the research, and are accompanied by a written discussion of the major issues. The five theme areas include:

- 1 hospitality training and education;
- 2 human resources and organizations;
- 3 restaurant and food service operations;
- 4 hotel operations and development; and
- 5 travel and tourism management.

## Hospitality training and education

The sub-themes in Table I focus on the following issues: employee training programmes and management development; hospitality education and job expectations; and technology in training and education.

### Employee training programmes and management development

Haywood[1] suggests that the most effective training programmes are ones that convey information and demand measurable performance improvements that match predetermined goals. His research indicates that firms committed to increasing effectiveness and competitiveness have an organizational environment that allows employees to function at their best. However, Conrade *et al.*[2] found in their research that many lodging companies in the USA do not offer planned,

quality employee-training activities and spend much less than non-hospitality businesses on such training programmes.

Shaw and Patterson[3] describe what Canadian hospitality managers look for in external management-development programmes, including those subject areas that require more education and training. Their research reveals that the highest-rated subject areas include service quality, motivation and training, and communication skills. The least-rated subjects include the areas of advertising, personal selling, and research methods. Marketing topics are rated higher overall by lodging managers than by food-service managers, while each rated accounting, finance, and ethics in the mid-range.

### Hospitality education and job expectations

Goodman and Sprague[4] report that, owing to the expanding role of services in the world economy, business schools have begun to address the needs of service operations. Concurrently, many hospitality education programmes have begun to deviate from a strict hospitality management orientation towards a more general business orientation. The authors suggest that, in order to serve the needs of both students and industry adequately, hospitality schools must redirect their orientation towards the needs of the hospitality industry. Clark and Arbel[6] emphasize the need to globalize the student bodies in hospitality schools in order to keep pace with the international nature of the hospitality industry. They recommend that hospitality schools intensify their efforts to accept more international students, require more international faculty members, and to develop programmes that serve the needs of the global community. In another study, Evans[5] reports that universities are beginning to develop more hospitality graduate programmes to address the need to develop top managers and educators. The author explains that ideal graduate programmes require students to have competencies based in industry, on functional management skills, and on research.

Durocher and Goodman[7] point out that training programme expectations which graduates have of industry are not indicative

of the actual experiences they receive. They describe discrepancies in length of programme, hours required, specializations to be learned, and after-training expectations such as pay-rises and relocation assistance. The authors suggest that better communication is needed between companies and schools, and that educators should encourage students to examine a wide range of opportunities before accepting a job offer.

### Technology in training and education

Durocher[8] describes the major drawbacks of the two most prevalent training methods used currently in the hospitality industry. He criticizes the “buddy system”, in which one employee trains another, saying that it often leads to the amassing of bad habits. Also, he points out the inefficiency of using managers

to handle training since they may be leaving their other essential duties unattended. Thus, the author suggests the use of interactive videodiscs to allow new employees to see, hear, and react to typical situations faced on the job. He explains that the interactive training programme can also be used to test the trainees’ knowledge, explain areas of ignorance, and strengthen deficient areas. Similarly, Harris and West[9] describe how a few hospitality-education schools are successfully using interactive technologies to train students in front-desk operations, marketing strategy, and other areas relating to the hospitality industry. The authors suggest that the most successful training programmes combine multimedia training with peer-group sessions, supervisor training, and take-home lessons from textbooks and workbooks.

**Table I**

Hospitality training and education

Authors	Focus	Sub-theme
Haywood[1]	Develops an eight-point model for effective training by analysing two successful training programmes. The aim is to determine what constitutes an effective training programme	Effective training programmes
Conrade <i>et al.</i> [2]	Compares the perceptions of corporate and property level lodging personnel on the value of training and its industry-wide implementation	Training in hotels
Shaw and Patterson[3]	Surveys Canadian hospitality managers to determine what they look for in external management-development programmes, including subject areas that need more education and training programmes	Management development programmes
Goodman and Sprague[4]	Examines current hospitality-education programmes to determine if they are serving the needs of the students and the industry. Identifies problem areas and gives possible solutions	Hospitality education
Evans[5]	Considers the role of graduate programmes in hospitality education and proposes what should constitute an ideal graduate programme, including student requirements and programme objectives	Graduate hospitality education
Clark and Arbel[6]	Examines the need to globalize the student bodies in hospitality education schools. Identifies ways to globalize student bodies and faculty as well	Globalizing hospitality education
Durocher and Goodman[7]	Considers reasons why the expectations that graduates have of the industry’s training programmes do not necessarily match the reality	Training programme expectations
Durocher[8]	Describes how interactive video discs can be used as a method to handle employee training. Explains why normal training methods have drawbacks	Using interactive video discs in training
Harris and West [9]	Describes the use of computer-based multimedia presentations in hospitality education training. Examines studies indicating increased efficiency and learner motivation using multimedia training	Using multimedia in hospitality education training

## Human resources and organizations

The sub-themes of Table II focus on the following human resource and organizational issues: employee empowerment and motivation; employee turnover; selection and termination; work environment and organizational climate; and legal issues of employment.

### Employee empowerment and motivation

Employee empowerment requires management to give up control, without giving up

accountability, and to trust subordinates with the authority to make decisions. Sternberg[10] argues that hotels can increase operational efficiency, employee productivity and guest satisfaction through empowerment. The author cites examples of how empowerment has worked to benefit hospitality operations.

A study conducted by Simon and Enz[11] among 278 workers at 12 hotels in the USA and Canada reports that the three most important job motivation factors for hotel employees are: good wages; job security; and

**Table II**

Human resources and organizations

Authors	Focus	Sub-theme
Sternberg[10]	Reports on how hotels can use employee empowerment to improve operational efficiency, increase employee productivity and guest satisfaction. Discusses examples of how empowerment has worked to benefit hospitality operations	Employee empowerment
Simons and Enz[11]	A survey of 278 workers at 12 hotels in the USA and Canada reveals hotel employee motivation factors. Identifies these motivation factors overall, by age, and by department	Employee motivation
Hogan[12]	Examines how five hotel organizations with different managerial styles handle employee turnover. Offers recommendations on how to reduce turnover	Employee turnover
Kennedy and Berger[13]	Argues that a contributing factor to employee turnover in hotels is the one-dimensional focus of their orientation programmes. Recommends ways to increase effectiveness of orientation programmes	Newcomer socialization
Murthy and Murrman[14]	Discusses how hospitality firms can use employee leasing as a strategy for dealing with turnover, absenteeism, training, and other associated costs of employment. Outlines the advantages and concerns of employee leasing	Employee leasing
Vallen[15]	Examines the relationship of organizational structure and burnout in the hospitality industry. Discusses techniques to use to increase job satisfaction	Organizational climate and job satisfaction
Tabacchi <i>et al.</i> [16]	Examines the high level of burnout among middle-level managers in food-service outlets. Reviews methods to reduce manager burnout	Managerial burnout
Hamilton <i>et al.</i> [17]	Discusses the new definition of sexual harassment that includes environmental factors. Reviews court rulings and current expectations of victims and management in sexual harassment claims	Hostile work environment
Sherry[18]	Examines employer liability for sexual harassment by managers. Discusses court rulings on responsibility in such cases	Sexual harassment
Woods and Kavanaugh[19]	Reports on the issues and implications of the Americans with Disabilities Act (ADA). Focuses on how the ADA affects workers, employers, and the public	Americans with Disabilities Act
Pellissier[20]	Discusses how management should structure disciplinary procedures to allow for a proper termination of an employee. Reviews the legal issues surrounding the termination process	Termination procedures

opportunities for advancement and development. However, while all respondents rated “good wages” as their most important job priority, the study found differences among hotel workers based on their age and department.

### **Employee turnover, selection and termination**

Hogan[12] examines how five organizations with different managerial styles handle employee turnover. Based on his results, the companies emphasized the following in varying degrees: ongoing training and education, employee empowerment, open communication with management, and appreciation for accomplishment. Kennedy and Berger[13] describe how a contributing factor to employee turnover in hotels is the one-dimensional informational focus of their orientation programme. They report that the orientation programmes at hotels are not paying much attention to the emotional needs of their employees, such as the anxiety of being newly engaged. The authors recommend that orientation programmes that deal with both the emotional and the informational needs of new employees will contribute to reduced turnover. Murthy and Murrman[14] argue that employee leasing offers hospitality firms a strategy for dealing with turnover, absenteeism, training, unemployment costs, and other associated costs. The authors report that leasing generally secures improved benefits and opportunity for advancement for employees.

Pellissier[20] discusses how to structure disciplinary procedures to meet the requirements of proper employee termination. The author reports that, in order to end an employment relationship legally, the employer must set specific requirements, show that the employee is aware of the requirements, establish progressive disciplinary steps, and give the employee written warnings that continued misbehaviour will lead to termination.

### **Work environment and organizational climate**

A study conducted by Vallen[15] found that there is a high correlation between employee burnout and organizational structure. Specifically, he reports that employees in highly participative organizations, in terms of supportive managerial relationships, group decision making, and team goals, experienced less burnout. On the other hand, his study found that organizations with autocratic decision making, employee mistrust, and tight control experienced far greater burnout. The author suggests that job

satisfaction can be enhanced when positive, supportive relationships are developed. Tabacchi *et al.*[16] report that the highest levels of burnout in the hotel sector are found among middle-level managers in food-service outlets, since they face the pressures of employees’ demands on one side and the supervisors’ on the other. They agree with the previous assessment that the difference between a functioning manager and a burned-out employee is the amount and type of support the person receives on the job.

### **Legal issues of employment**

Woods and Kavanaugh[19] report on the issues and implications of the Americans with Disabilities Act (ADA). The major provision of the act requires employers to make “reasonable” adjustments in the workplace to accommodate disabled workers. The authors give suggestions on how to prepare for the ADA, including how to implement training programmes to educate managers on dealing with disabled workers.

Hamilton *et al.*[17] report that recent legal proceedings have redefined sexual harassment via a “hostile work environment” ruling. The new rulings define sexual harassment as experienced by anyone who feels they are receiving unwanted attention. Sherry[18] reports that the US Supreme Court mandates that employers respond for the wrongful acts of managers when such acts occur within the scope of the managers’ employment.

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## **Restaurant and food-service operations**

The sub-themes in Table III provide an insight into the trends in restaurant and food-service operations during the review period. The sub-themes range from issues concerning marketing strategy and segmentation, restaurant development and technology, and customer service and satisfaction.

### **Market strategy and segmentation**

Panyko[21] reports on the two major marketing challenges faced by food-service operators in the 1990s. First, he examines the continuous need to focus on the large “baby boomer” group of middle-agers. Second, he refers to the challenge of marketing to the groups on the far ends of the population spectrum – young people and people 50 years old or over. However, regardless of age, the author indicates that the focus of marketing should be based on the premiss that consumers purchase food according to their desires for health, style, expression, and use of time.

**Table III**  
 Restaurant and food service operations

Authors	Focus	Sub-theme
Panyko[21]	Discusses the marketing challenges food-service marketers face in the 1990s. Includes specific discussion on market segmentation	Food service marketing
Muller and Woods[22]	Reviews the restaurant industry explaining the attributes of five separate restaurant segments from the point of view of management and customers	Market segmentation
Carmin and Norkus[23]	Explores the concept of psychological pricing and its effect on consumer purchasing behaviour	Pricing strategies
Goldman and Eyster [24]	Discusses hotel food and beverage leases from the restaurant operators' viewpoint. Reviews common lease provisions of which restaurant operators should be wary	Hotel F&B leases
Paul [25]	Examines the emergence of the chain restaurant industry. Discusses factors contributing to its growth	Trends in the chain restaurant industry
Shriber <i>et al.</i> [26]	Investigates correlation between changes in population and restaurant growth. Describes procedure for the application of the technique	Population changes and restaurant success
Muller and Inman[27]	Examines how the combination of demographic and geographic information can be applied to identifying ideal restaurant locations	Geodemographics of restaurant development
Dube <i>et al.</i> [28]	Studies seven service-quality attributes to determine their significance on customers' intent to return	Customer satisfaction and repeat business
Stevens <i>et al.</i> [29]	Proposes "DINESERV", 29-item questionnaire, as a tool to determine how customers view a restaurant's quality, and to determine customers' expectations	Measuring service quality
Kasanava[30]	Discusses the impact of computers in multiunit food-service operations. Reviews specific computer applications for specific multiunit restaurant formats	Computers and multiunit food-service operations
Kasanava[31]	Reports on PC-based registers and their impact on the transaction-processing marketplace. Discusses current and possible future uses of the technology	Point-of-sale technology

Muller and Woods[22] examine the trend of the expansion of the typical three-segment restaurant typology of quick service, mid-scale, and upscale to include moderate upscale and business dining. The authors' examination of the different segments' attributes shows why quick-service restaurants are putting considerable pressure on midscale operations, and why even some upscale restaurants are susceptible to competition from chains. In a similar study, Paul[25] recounts the emergence of chain restaurants as the dominant force in the restaurant sector. The author reports that a large portion of the industry's growth has come from the advent of major quick-chain restaurants. He attributes this growth to such factors as the rise of two-income households and the chain restaurants' competitive advantages in market concentration and advertising.

Carmin and Norkus[23] explore the concept of psychological pricing, which normally

involves using a "0", "9", or "5" at the end of an item's price. The authors' study indicates that there is a definite change in consumer purchase behaviour when using odd cents pricing in a price-sensitive market. The authors also suggest that factors such as price differences between the highest and lowest priced menu items and perceived quality as conveyed by menu prices are important considerations.

**Restaurant development and technology**  
 Goldman and Eyster[24] identify a trend for a hotel's food and beverage (F&B) operations to be managed by an independent operator or restaurant company under a management contract or lease. The authors report that such arrangements reduce the economic and marketplace obstacles connected with new operations. The authors also review common lease provisions of which restaurant operators should be wary.

Kasanava[30] reports on how computers have changed the nature of multiunit food-service operations, both at the unit and corporate levels, and how food-service chains are adopting computer networks at an unprecedented rate. Kasanava[31], in another study, points out that as vendors begin to transfer applications to more flexible platforms, the transaction-processing marketplace in restaurants will be dominated by PC-based registers (PCRs).

A study by Shriber *et al.*[26] provides time-series data regarding how restaurants have fared in the USA. By comparing these data to changes in population by region, the author attempts to determine where opportunities exist and where markets are saturated. An interesting fact from the study reveals that changes in population do not necessarily lead to corresponding changes in restaurant sales. In a similar study, Muller and Inman[27] explain how a combination of demographic and geographic information can be applied to identifying locations for restaurant units.

#### Customer service and satisfaction

Customer satisfaction is perhaps the best indicator of repeat business, the foundation for most restaurants' success. Dube *et al.*[28] conducted a study of seven service-quality attributes and found that all seven are significant contributors to repeat business. The authors recommend that although it seems appropriate to improve on attributes characterized as significant weaknesses, it is up to management to perform a cost-benefit analysis to see if making changes will improve customer satisfaction and increase repeat business. Similarly, Stevens *et al.*[29] describe how "DINESERV", a service-quality questionnaire, can be used as a reliable source for determining how consumers view a restaurant's quality. The authors explain that "DINESERV" is used to measure consumers' expectations and allows the restaurant operator to get the customers' viewpoint on the restaurant's quality, and to identify problem areas that need resolving.

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#### Hotel operations and development

The sub-themes of Table IV fall under the headings of marketing strategy and segmentation, customer service and satisfaction, and technological innovations.

#### Marketing strategy and segmentation

Hotels use many different kinds of segmentation strategy. Mehta and Vera[32] describe a five-star hotel in Singapore that has divided its market into eight segments, including

individual, corporate, airline crews, and group tours. Comparing this segmentation strategy to other commonly used schemes, the authors found that the hotel's segmentation strategy method worked effectively to separate the segments on the basis of how they choose and evaluate hotels before and after their stay. Furthermore, the study indicates that such segmentation strategies based on income and nationality are weak, while purpose of travel is an effective basis for segmentation.

Hanks *et al.*[33] report on a new pricing strategy used by firms such as Marriott that help hotels maximize revenue by offering different room products to different market segments. The author states that the key to this approach is to segment the markets and keep them segmented. For example, Marriott has set up "fenced rates" discounts for its leisure travellers, that tie them to certain restrictions such as advanced purchase and no refund. The author suggests that this pricing strategy discourages high-rate segments from attempting to trade down because of the restrictions.

A study done by Toh and Rivers[34] suggests that frequent-guest programmes (FGP) have little effect on most travellers' hotel choice. For those who are aware of such programmes, reasons cited for lack of use include loss of flexibility in selecting hotels, too few trips to earn anything, and unattractive rewards. However, frequent guest programmes may be important to a select group of travellers. McCleary and Weaver[35] note that business travellers may be willing to pay more to earn FGP benefits. The authors recommend that, because of the possible size of the segment which may be influenced by FGP programmes, it is risky for hotel chains to drop their FGP programmes unless the entire industry does so.

#### Customer service and satisfaction

Lewis and Nightingale[36] argue that focusing on service is different from focusing on the customer. They suggest that service be defined relative to customers' needs, and the price of a room reflect the guests' expectations as to the desired level of service. In another study, Barsky and Labagh[37] describe how Western hotels can emulate the service standards of Asian hotels with some additional employee training and some changes in operating procedures.

#### Technological innovations

Emmer *et al.*[38] report on a trend involving travel agents booking hotel rooms electronically via global distribution systems (GDS). The authors state that the key for travel

**Table IV**  
 Hotel operations and development

Authors	Focus	Sub-theme
Mehta and Vera[32]	Describes the unique segmentation strategy of a five-star hotel in Singapore. Compares the strategy's effectiveness to other common segmentation schemes	Segmentation strategy
Hanks <i>et al.</i> [33]	Reviews a new approach to hotel discounting, which establishes discrete rate tiers for different segments. Describes Marriott's attempt at this discounting approach	Discounting in the hotel industry
Toh and Rivers[34]	Describes the use of frequent guest programmes (FGP) among travellers. Cites reasons for FGP's ineffectiveness and offers suggestions on how to improve the programme	Frequent guest programmes
McCleary and Weaver[35]	Reports on the effectiveness of frequent guest programmes and describes its usage patterns among various travel segments	Frequent guest programmes
Lewis and Nightingale[36]	Identifies differences between focusing on service and focusing on the customer. Suggests ways to develop a sound customer service strategy	Customer service
Barsky and Labagh[37]	Introduces a straightforward way to assess a hotel's current situation with respect to customer satisfaction and shows how to use this approach to improve planning and decision making	Customer satisfaction
Emmer <i>et al.</i> [38]	Reports on the trend of marketing hotels using global distribution systems(GDS). Cites potential benefits of GDS and provides guidelines for its use in the hotel and travel sectors	Marketing hotels using global distribution systems
Reid and Sandler[39]	Examines a study of 35 top lodging companies and their adoption of technological innovation. Reports on usage of these innovations, and their effect on the level of customer service	Technological innovations
Warren and Ostergren[40]	Outlines challenges faced by hotel marketers in the 1990s. Reviews the role of computer technology to handle marketing and advertising, and improve customer service	Role of technology in marketing

agents to rely on GDS listings is to make sure that the rates offered electronically are complete, accurate, and the lowest available. Reid and Sandler[39] describe other lodging trends involving technology including electronic door locks, computer modems, in-room VCRs, and in-room fax machines. The authors report that offering such innovations to save money or for the guests' benefit tends to improve the general level of service within the lodging industry as a whole. Another technological trend is noted by Warren and Ostergren[40] who report that with the advent of computer technology, hotel marketers can engage in micro-marketing, where you can use databases to capture vast information on customers and market directly to their needs.

#### Travel and tourism management

The sub-themes in Table V come under the headings of marketing strategy and

segmentation, disaster planning, and sustainable tourism.

#### Marketing strategy and segmentation

Using Singapore as an example of a destination, Mehta *et al.*[41] explore the complexities of attracting the incentive-travel market. The authors assessment is that selling travel packages to corporations who in turn use them to reward employees is more profitable, when properly done, than the meetings business. The authors recommend that providing a desirable destination, being creative, and offering unique programmes are the keys to attracting first-time incentive customers. Also, delivering flawless customer service, well-trained employees, and follow-up calls are said to be keys to ensuring repeat business. Similarly, Sorensen[42] reports that adventure travellers constitute a relatively small but growing market segment. Adventure travel normally comprises small groups who go to a

**Table V**

Travel and tourism management

Authors	Focus	Sub-theme
Mehta <i>et al.</i> [41]	Explores the complexities of attracting the incentive travel market, using Singapore as an example of a destination. Describes techniques used in promoting incentive travel	Incentive travel marketing
Sorensen[42]	Reports on the special-interest travel market of adventure travellers. Examines opportunities for hotels to market to this segment	Special-interest travel market
Manning and Dougherty[45]	Describes need for the public and private sectors to collaborate to ensure that tourism does not exceed capacity. Reviews the role of an ecosystem approach to travel planning	Sustaining tourism
Iwanowski and Rushmore[46]	Explains why lodging operators should incorporate environmental programmes into each level of their operation. Reviews existing systems and operations	Environmental programmes
Durocher[43]	Examines tourism recovery after a natural disaster. Reviews critical lessons learned from the Hurricane Iniki disaster in Hawaii	Recovery marketing
Drabek [44]	Reports on disaster planning and response by tourism business executives. Examines the roles of the host community and their decision-making processes in dealing with disasters	Disaster planning
Khan <i>et al.</i> [47]	Explores the relationship between tourist spending and its effect on a nation's economy. Examines the multiplier effect on Singapore's tourism industry	Economic impact of tourism

specific destination for a specific reason. The author assesses that the agents who package adventure travel do not normally deal with major hotel chains. Sorensen claims that this is a unique opportunity for hotels since adventure travellers are generally affluent and travel often.

#### Disaster planning

Durocher[43] states that tourism recovery after a natural disaster depends on the extent of damages, the efficiency with which facilities are brought back online, and the effectiveness of marketing to advertise the destination's status. Unfortunately, hospitality executives begin planning for disaster after it has occurred, as found by a study by Drabek[44]. The authors point out that it makes good business sense to be environmentally conscious, in that it is ultimately profitable and it promotes the firm as being a good neighbour and corporate citizen.

#### Sustainable tourism

Manning and Dougherty[45] report that to prevent environmental or cultural damage that curtails tourism, operators and planners need to co-operate with governmental authorities and managers in other industries to plan strategies to ensure that tourism to a locale does not exceed the capacity of that

destination. The authors describe an environmental impact assessment (EIA) as a method for determining that capacity. They recommend that an EIA should take into account the relationship between demand from travellers and the sensitive environmental characteristics of the site. In a similar study, Iwanowski and Rushmore[46] explain why lodging companies should incorporate environmental programmes into each level of their operation. The authors present specific tactics and ideas that illustrate how to implement programmes concerning solid-waste management, water conservation, and energy management.

#### Conclusion

The basis for this review was to identify the prominent themes emerging in the hospitality and tourism industries during the period 1990-1995, as reflected by articles in the *Cornell Hotel and Restaurant Administration Quarterly*. From the themes identified, it is possible to identify distinct problem areas and challenging areas of opportunities for the hospitality industry, and in conclusion, these are summarized below:

- In order for hospitality students to correctly gauge their job expectations, better

**Table VI**

Trends in the hospitality and tourism industries: a North American perspective. Themes, subthemes and observations based on a review of 335 entries (1990-1995) in the *Cornell Hotel and Restaurant Administration Quarterly*

Authors	Focus	Sub-theme
<b>Theme 1: hospitality training and education</b>	Value of training in the lodging industry; effective training models; management development programmes in Canada; trends in hospitality education; training programme expectations; technology in education and training	In order for hospitality students and management trainees to gauge their job expectations correctly, better communication is needed among educators and industry professionals in the hospitality industry. Hospitality education needs to refocus on serving the needs of the hospitality industry, as well as the global community. The industry needs to provide more quality training programmes, which may involve taking advantage of interactive training methods to go along with supervised training.
<b>Theme 2: human resources and organizations</b>	Employee empowerment and motivation; employee turnover; employee leasing; organizational climate and job satisfaction; managerial burnout; sexual harassment; Americans with Disabilities Act	There is a need for hospitality organizations to increase employee motivation through involvement. Empowerment is cited as a key to increasing employee motivation, reducing turnover, and improving productivity. To handle employee turnover and burnout, management also needs to focus on providing a supportive organizational environment. Finally, management be cognizant on how to deal with legal matters pertaining to employment, including the employee disability and sexual harassment rulings
<b>Theme 3: restaurant and food service operations</b>	Food service marketing; market segmentation and pricing strategies; hotel F&B leases; trends in the chain restaurant industry; locational analysis; customer satisfaction and repeat business; measuring service quality; technological innovations in food service operations	The quick-service chain restaurant sector is becoming the dominant force in the restaurant business owing to their ability to satisfy a myriad of customer needs. Methods are continuously being used and developed by the industry to measure consumers' expectations in relation to satisfaction. The restaurant sector needs to use these methods, along with proper employee training, operating procedures, and technological innovations to enhance overall customer service and satisfaction
<b>Theme 4: hotel operations and development</b>	Segmentation and pricing strategies for hotels; frequent guest programmes; customer service and satisfaction; technological innovations in the hotel industry	Technological innovations are and will continue to be a critical part of the hotel sector. Technology not only helps increase operational efficiency, but contributes to an increased level of customer service. Also, evidence shows that frequent guest programmes are ineffective overall, and its use is predicted to diminish in the future. Finally, hotels must improve methods to increase customer service and satisfaction
<b>Theme 5: travel and tourism management</b>	Incentive travel marketing; special interest travel market; sustaining tourism; environmental programmes in hotels; recovery marketing and disaster planning; economic impact of tourism	Tourism development is an important vehicle in improving a country's economy and social status. Thus, to maintain sustainable tourism, developers need to co-operate with government authorities and local hospitality industries to establish environmental programmes and disaster planning methods

communication is needed among educators and industry professionals in the hospitality industry. Hospitality education must also refocus its energy on serving the needs of the hospitality industry, while considering the

global community as well. The industry needs to provide more quality training programmes, which may involve taking advantage of interactive training methods to go along with supervised training.

- There is a need for organizations to increase employee motivation through involvement. Empowerment is cited as a key to increasing employee motivation, reducing turnover, and improving productivity. To handle employee turnover and burnout, management also needs to focus on providing a supportive organizational environment. Finally, management must be cognizant on dealing with legal matters pertaining to employment, including the employee disability and sexual harassment rulings.
- Technological innovations are present and will continue to affect the hospitality and tourism industry. Technology not only increases operational efficiency, but contributes to an increased level of guest service. Hospitality firms must take advantage of the current and future advantages of technology.
- Customer service and satisfaction are and will continue to be key issues in the hospitality industry. Methods are being continuously used and developed by industry to measure consumers' expectations in relation to satisfaction. These methods can be used along with proper employee training and operating procedures to enhance total customer service and satisfaction.
- Marketing strategy and segmentation remains a vital part of the hospitality and tourism business. Marketing strategy seems to be evolving as consumer lifestyle and purpose of travel are becoming more important, in terms of segmentation, rather than the traditional segmentation based

age, income, or nationality. Hotels and restaurants are also experimenting with unique marketing and pricing strategies, such as psychological pricing and frequent guest programmes, to influence consumer purchasing behaviour.

- Tourism development is an important vehicle in improving a country's economy and social status. Thus, to maintain sustainable tourism, developers need to co-operate with government authorities and local hospitality industries to establish environmental programmes and disaster planning methods.

A summary of the main themes and sub-themes is presented in Table VI and Figure 1.

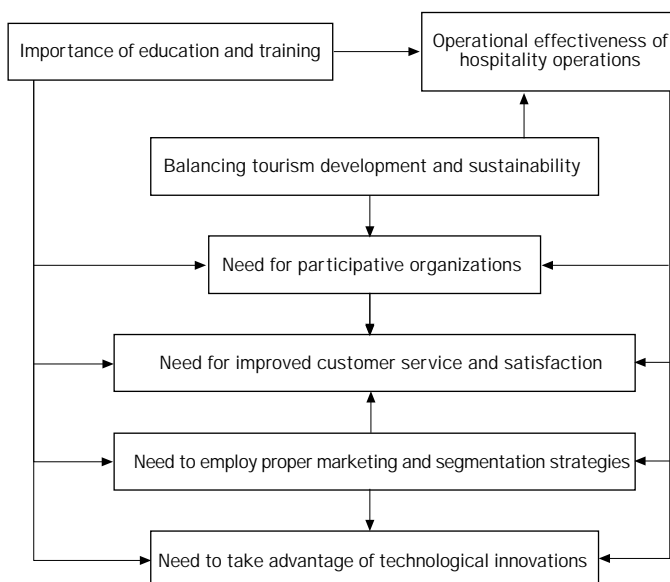
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**Figure 1**

Challenges faced by the hospitality and tourism industries



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