"Special Topics in Hospitality Management".

Introduction To The Meetings

Topic Objective:

At the end of this topic student would be able to understand:

- Introduction to the Meetings
- Event Management
- Learning regarding Expositions, Events and Conventions Industry Meeting
- Understanding about Exhibition, Event management, and Convention Organizers

Definition/Overview:

Meeting: In a meeting two or more people come together for the purpose of discussing a (usually) predetermined topic such as business or community event planning, often in a formal setting.

Key Points:

1. Event Management

Event Management is the process of planning a festival, ceremony, competition, party, or convention. Event planning includes budgeting, establishing dates and alternate dates, selecting and reserving the event site, acquiring permits, and coordinating transportation and parking.

Event planning also includes some or all of the following, depending on the event: developing a theme or motif for the event, arranging for speakers and alternate speakers, coordinating location support (such as electricity and other utilities), arranging decor, tables, chairs, tents, event support and security, catering, police, fire, portable toilets, parking, signage, emergency plans, health care professionals, and cleanup.

Event Planning is a relatively new career field. There is now training that helps one trying to break into the career field. There must be training for an event planner to handle all the pressure and work efficiently. This career deals with a lot of communication and organization aspects. There are many different names for an event planner such as a conference coordinator, a convention planner, a special event coordinator, and a meeting manager.

2. Types of Meetings

In execution of business tasks, meetings are an important vehicle for personal contact. They are so common and pervasive in organizations, however, that many take them for granted and forget that, unless properly planned and executed, meetings can be a waste of time and resources. Business meetings can be subdivided into following categories:

- Status Meetings, generally Leader-led, which are about reporting by one-way communication;
- Work Meetings, which produce a product or intangible result such as a decision
- Staff meeting - typically a meeting between a manager and those that report to the manager (possibly indirectly).
- Team meeting - a meeting among colleagues working on various aspects of a team project.
- Ad-hoc meeting - a meeting called together for a special purpose
- Management meeting - a meeting among managers
- Board meeting - a meeting of the Board of directors of an organization
- One-on-one meeting - a meeting between two individuals
- Off-site meeting - also called "offsite retreat" and known as an Awayday meeting
- Kick-off Meeting - is the first meeting with the project team and the client of the project to discuss the role of each team member

- Pre-Bid Meeting - is a meeting of various competitors and or contractors to visually inspect a jobsite for a future project. The meeting is normally hosted by the future customer or engineer who wrote the project specification to ensure all bidders are aware of the details and services expected of them. Attendance at the Pre-Bid Meeting may be mandatory. Failure to attend usually results in a rejected bid

3. Expositions

Expo (short for "exposition", and also known as World Fair and World's Fair) is the name given to various large public exhibitions held since the mid-19th century. They are the third largest event in the world in terms of economic and cultural impact, after the FIFA World Cup and the Olympic Games. They have been organized for more than one and a half centuries longer than both the (modern) Olympic Games and the World Cup. The first Expo was held in The Crystal Palace in Hyde Park, London, in 1851 under the title Great Exhibition of the Works of Industry of All Nations. The Great Exhibition as it is often called was an idea of Prince Albert, Queen Victorias husband, and was the first international exhibition of manufactured products. As such, it influenced the development of several aspects of society including art and design education, international trade and relations, and even tourism. Also, it was the precedent for the many international exhibitions, later called Worlds Fairs, which were subsequently held to the present day. The main attractions at World's Fairs are the national pavilions, created by participating countries.

4. Meeting & Convention Planner

A meeting and convention planner supervises and coordinates the strategic, operational and logistical activities necessary for the production of events. The planner can be employed or hired ad hoc by corporations, associations, governments, and other organizations.

5. Events and Conventions Industry Meeting

A convention, in the sense of a meeting, is a gathering of individuals who meet at a arid place and time in order to discuss or engage in some common interest. The most common conventions are based upon industry, profession, and fandom. Trade conventions typically focus on a particular industry or industry segment, and feature keynote speakers, vendor displays, and other

information and activities of interest to the event organizers and attendees. Professional conventions focus on issues of concern to the profession and advancements in the profession. Such conventions are generally organized by societies dedicated to promotion of the topic of interest. Fan conventions usually feature displays, shows, and sales based on pop culture, often with people dressed up as their favorite characters, and guest celebrities. Conventions also exist for various hobbies, such as gaming or model railroads.

Conventions are often planned and coordinated, often in exacting detail, by professional meeting and convention planners, either by staff of the convention's hosting company or by outside specialists. Most large cities will have a convention center dedicated to hosting such events. The term MICE - meetings Incentives Conventions and Exhibitions - is widely used in Asia as a description of the industry. The Convention ("C")is one of the most dynamic elements in the M.I.C.E. segment. The industry is generally regulated under the tourism sector.

In the technical sense, a convention is a meeting of delegates or representatives. Often organizations which are made up of smaller units, chapters, or lodges, such as labor unions, honorary societies, and fraternities and sororities, meet as a whole in convention by sending delegates of the units to deliberate on the organization's common issues. This also applies to a political convention, though in modern times the common issues are limited to selecting a party candidate or party chairman. In this technical sense, a congress, when it consists of representatives, is a convention. The British House of Commons is a convention, as are most other houses of a modern representative legislature.

Many sovereign states have provisions for conventions besides their permanent legislature. The Constitution of the United States of America has a provision for the calling of a constitutional convention, whereby delegates of the states are summoned to a special meeting to amend or draft the constitution. This process has never occurred, save for the original drafting of the constitution, although it almost happened in several cases. The US Constitution also has provisions for constitutional amendments to be approved by state conventions of the people. This occurred to ratify the original constitution and to adopt the twenty-first amendment, which ended prohibition.

5.1. Steps to Planning an Event

The first step to planning an event is determining its purpose, whether it is for a wedding, company, birthday, festival, graduation or something else. From this the event planner needs to choose entertainment, location, guest list, speakers, and content. The location for events is endless, but with event planning they would likely be held at hotels, convention centers, reception halls, or outdoors depending on the event. Once the location is set the coordinator/planner needs to prepare the event with staff, set up the entertainment, and keep contact with the client. After all this is set the event planner has all the smaller details to address like set up of the event such as food, drinks, music, guest list, budget, advertising and marketing, decorations, all this preparation is what is needed for an event to run smoothly. An event planner needs to be able to manage their time wisely for the event, and the length of preparation needed for each event so it is a success.

5.2. Working Conditions

Event planners work is considered either stressful or energizing. This line of work is also considered fast paced and demanding. Planners face deadlines and communicating with multiple people at one time. Planners spend most of their time in offices, but when meeting with clients the work is usually on-site at the location where the event is taking place. Some physical activity is required such as carrying boxes of materials and decorations or supplies needed for the event. Also, long working hours can be a part of the job. The day the event is taking place could start as early as 5:00 a.m. and then work until midnight. Working on weekends is sometimes required, which is when many events take place

Key Players In The Meetings, Expositions, Events And Convention Industry

Topic Objective:

At the end of this topic student would be able to:

- Describe a service culture.
- Learn about Destination Marketing Organizations (DMOs)

- Learn about Service Contractors
- Learn about Special Events Management

Definition/Overview:

Meeting and Convention Planner: A meeting and convention planner supervises and coordinates the strategic, operational and logistical activities necessary for the production of events. The planner can be employed or hired ad hoc by corporations, associations, governments, and other organizations

Key Points:

1. Key players in Meeting Arrangements

Event planning also includes some or all of the following, depending on the event: developing a theme or motif for the event, arranging for speakers and alternate speakers, coordinating location support (such as electricity and other utilities), arranging decor, tables, chairs, tents, event support and security, catering, police, fire, portable toilets, parking, signage, emergency plans, health care professionals, and cleanup.

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3. Service Culture

Management must make the measurement of service quality and feedback from the customer a basic part of everyone's work experience. This information must be available and understood by everyone, no matter what their level. The entire organization must become obsessed with what the customer wants.

A hospitality business concern has signs all over the shop saying, "Is it good enough? Ask the customer." This statement serves as a constant reminder to everyone that customers are the ultimate judge of whether the service is what it should be, and that all employees must be constantly surveying customers for what and how they want it. The firm regularly sends out questionnaires about the quality of their service and then posts these results for all to see.

A good example of this principle at work is in the field of health care. People are often drawn into this profession because they enjoy helping and caring for people. Smart health care organizations show how their desired customer service behaviors enable employees to help and care for the patients and their families.

In order for a culture of customer service excellence to grow and thrive, management must have a burning desire for it to be that way and the energy to ensure that this desire spreads throughout the organization and remains there permanently. You must become a totally customer-focused organization. Everyone, from the top down, must believe that they work for the customer.

4. Destination Marketing Organizations

Destination Marketing Organization is an entity or company which is promoting a tourist destination, in order to increase the amount of visitors to this destination. They promote the long-term development and marketing of a destination, focusing on convention sales, tourism marketing and service. DMO's are represented in the United States by Convention and Visitor Bureaus (CVB's) which are paid by bed taxes or just from their members. Almost every bigger city or county has its own CVB. Also every state has its own CVB.

Destination Marketing Organization International (DMAI) is a professional organization representing destination marketing organizations and convention & visitor bureaus worldwide. As the worlds largest and most reliable resource for official destination marketing organizations (DMOs), Destination Marketing Association International is dedicated to improving the effectiveness of over 1,500 professionals from 625+ destination marketing organizations in more than 25 countries.

5. Contractors

A general contractor is a group or individual that contracts with another organization or individual (the owner) for the construction, renovation or demolition of a building, road or other structure. A general contractor is defined as such if it is the signatory as the builder of the prime construction contract for the project.

A general contractor is responsible for the means and methods to be used in the construction execution of the project in accordance with the contract documents. Said contract documents usually include the contract agreement including budget, the general and special conditions and the plans and specification of the project that are prepared by a design professional such as an architect.

A general contractor usually is responsible for the supplying of all material, labor, equipment, (engineering vehicles and tools) and services necessary for the construction of the project. To do this it is common for the general contractor to subcontract part of the work to other persons and companies that specialize in these types of work. These are called subcontractors.

General contractors conducting work for government agencies are typically referred to as prime contractors. The responsibilities of a prime contractors working under a contract are essentially identical to those outlined above. In many cases, prime contractors will delegate portions of the contract work to subcontractors. In the United Kingdom and certain former British Commonwealth countries the term 'general contractor' was gradually superseded by 'main contractor' during the early twentieth century. This followed the practice of major professional, trade and consumer organisations issuing standard forms of contract for undertaking the variety of construction works spanning the whole spectrum of the industry. It was and is usual for the term main contractor to be used and defined in all these contract documents, and as a result the term general contractor became an anachronism.

Contractor as Service

Most contractors are required to be licensed in each state and may be required to take an oral and written exam. To check for contractor license requirements, you may contact the National Association of State Contractor Licensing Agencies (NASCLA) Association.

Contractors are defined in the law by each state and are usually considered those who contract, bid, negotiate a price or offers to construct, supervise, oversee, schedule, direct, alter, repair, install, improve, move, demolish, furnish labor, etc. In addition, there are various types: building (residential and commercial), electrical, plumbing, mechanical, highway, environmental remediation).

6. Special Event Management

Event Management is a multi-million dollar industry, growing rapidly, with mega shows and events hosted regularly. Surprisingly, there is no formalized research conducted to assess the growth of this industry. The industry includes fields such as the MICE (Meetings, Incentives,

Conventions and Events), exhibitions, conferences and seminars as well as live music and sporting events.

The logistics side of the industry is paid less than the sales/sponsorship side, though some may say that these are two different industries. Events can be classified into four broad categories based on their purpose and objective:

- Leisure events e.g. leisure sport, music, recreation.
- Cultural events e.g. ceremonial, religious, art, heritage, and folklore.
- Personal events e.g. weddings, birthdays, anniversaries.
- Organizational events e.g. commercial, political, charitable, sales, product launch.

Special Event management is the application of the management practice of project management to the creation and development of festivals and events. Event Management involves studying the intricacies of the brand, identifying the target audience, devising the event concept, planning the logistics and coordinating the technical aspects before actually executing the modalities of the proposed event.

The recent growth of festivals and events as an industry around the world means that the management can no longer be ad hoc. Events and festivals, such as the Asian Games, have a large impact on their communities and, in some cases, the whole country.

The industry now includes events of all sizes from the Olympics down to a breakfast meeting for ten business people. Every industry, charity, society and group will hold events of some type/size in order to market themselves, build business relationships, raise money or celebrate.

Event And Exhibition Management

Topic Objective:

At the end of this topic student would be able to:

- Meetings

- Special Events and Off-Premise Catering
- Know Your Client
- The Special Event Job Market
- Key Players in the Industry
- Meeting Planners
- Convention and Visitors Bureaus
- Event Management
- Specialized Services
- Trends in Conventions, Meetings, and Expositions

Definition/Overview:

Meetings: Meetings can be conferences, workshops, seminars, or other events designed to bring people together in order to exchange information. There are various forms that meetings can take, including clinic, forum, seminar, symposium, or workshop.

Key Points:

1. **Meetings**

Meetings are held for the purposes of education, decision making, research, change, sales, team building, new product introduction, problem solving, strategy, or reorganization. Meetings are a revenue source for associations. The average lead time for organizing a meeting is three to six months. Goals for meetings include:

- Increase awareness of the organization.
- Raise money.
- Provide information.

About half of all meeting planners are involved in incentive travel for corporate executives to reward them for reaching specific targets. Conventions are annual gatherings of a group of individuals who meet for a common interest. Exhibitions frequently include live demonstrations and seminars in addition to exhibit booths. Convention centers compete to host the largest exhibitions, which can add several million dollars in revenue to the local economy. Exhibitions are either consumer shows or trade shows. The advent of technology has affected tourism. The demand for information has driven the increase in meetings, conventions, and exhibitions. The nature of delivering meetings has been impacted by technology. Meeting planners use technology to produce meetings more efficiently.

Meetings are mostly organized by corporations, associations, social, military, educational, religious, and fraternal groups (SMERFs). The purpose of meetings is to affect behavior. A successful meeting requires careful planning and organization as well as attention to the wishes of the client. The three main types of meeting setups are theater style, classroom style, and boardroom style. Expositions are events designed to bring together purveyors of products, equipment, and services in an environment in which they can demonstrate their products and services to attendees at a convention or trade show. The intent of the exhibitors is to generate sales. Conventions are meetings combined with expositions. They are generally larger meetings with some form of trade show included. The majority of conventions are held in large hotels over a three- to five-day period, rather than in a convention center.

Meetings, incentive travel, conventions, and exhibitions (MICE) represent a growing segment of the tourism industry. The MICE tourist spends about twice the amount of money that other tourists spend. Meeting planners are under pressure to show a strong return on investment (ROI). The primary sources of revenue are attendee registration fees, exhibit space rentals, sponsorship fees, and conference program advertising fees. Considerations when determining the site include facility location and service level, accessibility, hotel room availability, conference room availability, price, city, restaurant service and quality, personal safety, local attractions and geographic locations, and hospitality.

2. **Special Events and Off-Premise Catering**

Special events are the business of conceiving, designing, developing and producing ideas. Special events include sporting events, festivals, corporate events, conventions, and social events. A special event incorporates the services of many vendors and suppliers. The off-premise catering consultant conceives, develops, and expedites a vision. Catering is central to the success of a special event.

3. **Know Your Client**

Information needed includes:

- Group demographics
- Conference/convention purpose
- Event date
- Dietary preferences
- Meal and menu program
- Past events held by the group
- Expected attendance
- Event budget

4. **The Special Event Job Market**

Being a special event consultant requires many skills. A typical experience includes learning the food and beverage aspect, gaining knowledge from a culinary arts program, gaining banquet experience, being a guest service agent at a hotel. Then you can become a banquet manager, next obtain a sales position. Then you can become a convention service manager within a hotel or move into off-premise catering.

5. **Key Players in the Industry**

The need to hold face-to-face meetings and attend conventions has grown into a multibillion dollar industry. Major players in the convention industry are convention and visitors bureaus (CVBs), meeting planners and their clients, the conventions centers, specialized services, and exhibitions.

6. **Meeting Planners**

Meeting planners may be independent contractors who contract out their services to both associations and corporations as the need arises, or they may be full-time employees of corporations or associations. The professional meeting planner not only makes hotel and meeting bookings but also plans the meeting down to the last detail. The meeting planner must remember to ensure that the services contracted for have been delivered. The meeting planners role varies from meeting to meeting. Typical responsibilities include meeting with the client before the event occurs, meeting onsite during the event, and conducting a post-meeting debriefing. During the site inspection, the meeting planner is shown all aspects of the hotel and any special facilities that may interest the planner or the client.

7. **Convention and Visitors Bureaus**

Convention and visitors bureaus (CVBs) are major players in the meetings, convention, and expositions markets. Among the industry sectors represented by CVBs are transportation, hotels and motels, restaurants, attractions, and suppliers. The primary responsibilities of a CVB are to encourage groups to hold meetings, conventions, and trade shows in the area; to assist groups with meeting preparation and support; to encourage tourists to visit the historical, cultural, and recreational opportunities the city or area has to offer; and to promote the image of the community it represents.

The outcome of the CVBs activities should be increased tourist revenues for the area. Bureaus generate leads from a variety of sources. They will often make cold calls on potential prospects such as major associations, corporations, and incentive houses. The sales manager will invite the

meeting, convention, or exposition organizer to make a familiarization (FAM) trip to a site inspection.

7.1 Convention Centers

Convention centers are huge facilities where meetings and expositions are held. Usually convention centers are corporations owned by county, city, or state governments and operated by a board of appointed representatives from various groups having a vested interested in the successful operation of the center. Convention centers have a variety of exposition and meeting rooms to accommodate both large and small events. The centers generate revenue from the rental of space. Additional revenue is generated by the sale of food and beverages. Many centers use subcontractors to handle staffing, construction, lighting, audiovisual, electrical, and communications.

8. Event Management

Larger convention center events are planned years in advance. It is important that the CVB and the convention center marketing and sales teams work closely together. Once the booking becomes definite, the senior event manager assigns an event manager to work with the client during the sequence of pre-event, event, and post-event. The booking manger is critical to the success of the event by booking the correct space and working with the organizers to help them save money by allocating only the space really needed and allowing the client to set up on time.

The contract must be carefully prepared because it is a legal document. After the contract has been signed and returned by the client, the event manager will make follow-up calls until about six months before the event, when arrangements will be finalized. The event manager is the key contact between the center and the client. Two weeks prior to the event an event document is distributed to department heads. This document contains detailed information needed to ensure that things run smoothly. Approximately 10 days before the event a Week at a Glance meeting is held (WAG meeting). This is a very important meeting as it often provides an opportunity to

troubleshoot in advance. At about the same time as the WAG meeting, a pre-convention or pre-expo meeting is held with various support contractors such as shuttle bus mangers, registration operators, etc.

9. **Specialized Services**

A number of companies offer specialized services such as transportation, entertainment, audiovisual, escorts, and tour guides.

10. **Trends in Conventions, Meetings, and Expositions**

Trends include globalization, cloning of shows, competition, and technology, growth of shows, more attendees at regional conventions, and a boom in the number of convention centers.

- In Section 2 of this course you will cover these topics:
  - Foodservices: Food And Beverage Operations
  - Entertainment Gaming Operations
  - The Meetings Business

- You may take as much time as you want to complete the topic coverd in section 2.
There is no time limit to finish any Section, However you must finish All Sections before semester end date.

- If you want to continue remaining courses later, you may save the course and leave.
You can continue later as per your convenience and this course will be avalible in your area to save and continue later.

Foodservices: Food And Beverage Operations

Topic Objective:

At the end of this topic student would be able to understand:

- What is foodservice

- Managerial Skills in Food & Beverage Service Operations

- Routine Operations Performed by the Beverage Directors

- Restaurants

- Hotel Bars

- Banquets

- Role of Catering Service Manager

- Classifications of Restaurants

- Trends in Restaurant Development

- Food Trends and Practices

Definition/Overview:

The foodservice industry: The foodservice industry encompasses those places, institutions, and companies responsible for any meal prepared outside the home. This industry includes restaurants, school and hospital cafeterias, catering operations, and many other formats. The companies that supply foodservice operators are called foodservice distributors. Foodservice distributors sell goods like small wares (kitchen utensils) and bulk foods.

Key Points:

1. What is foodservice

Foodervice covers subjects regarding the production and selling of foodstuffs by the restaurant or catering industries, including equipment and procedures. It does not refer to subjects such as commercial food manufacturing companies such as Nabisco or Coca-Cola.

Some companies manufacture products in both consumer and foodservice versions. The consumer version usually comes in individual-sized packages with elaborate label design for

retail sale. The foodservice version is packaged in a much larger industrial size and often lacks the colorful label designs of the consumer version. Foodservice sales to restaurants and institutions are estimated to be approximately $400 Billion, about equal with consumer sales of foods through grocery outlets. The foodservice industry is one of the largest employers in the United States. Major foodservice providers include Compass Group, 3663 First for Foodservice, Aramark, and the Crown Group.

2. **Managerial Skills in Food & Beverage Service Operations**

Among the skills needed by food and beverage managers are: leadership, identifying trends, finding and keeping outstanding employees, training, motivation, budgeting, cost control, finding profit from all outlets and having a detailed working knowledge of the front-of-the-house operations. These challenges set against a background of stagnant or declining occupancy and the consequent drop in room sales. Therefore, greater emphasis has been placed on making food and beverage sales profitable. Traditionally, only about 20% of the hotels operating profit comes from the food and beverage divisions. In contrast, an acceptable profit margin from a hotels food and beverage division is generally considered to be 25 to30%.

3. **Routine Operations Performed by the Beverage Directors**

Food and beverage directors usually start their day at 8:00 a.m., and the workweek is usually Monday through Saturday, unless special events/functions are scheduled. The F&B director stays in close contact with the sales department. Also, it is important for the director to attend staff meetings, executive committee meetings, and profit and loss statement meetings. The executive chef who reports to the F&B manager manages the hotel kitchen. The executive chef is responsible for efficient kitchen operations, exceeding guest expectations for quality and quantity of food, temperature, presentation, and portion size. The chef must maintain company standards and achieve desired financial results.

In many smaller and even in some larger streamlined hotel properties, the executive chef may also serve as the food and beverage director. Cooperation of kitchen staff is important to maintain operational controls. Software that costs out standard recipes, establishes perpetual inventories, and calculates potential food cost per outlet can assist in this process. Chefs not only

examine the food cost of particular items, but also examine the contribution margin of food items. The contribution margin is the difference between the cost and the sale price of an item. Labor costs are also important and must be carefully monitored. Financial performance of the F&B department is often measured by performance ratios. Food cost percentagefood cost dollars divided by salesaverages about 30% for hotels. Labor cost percentagelabor dollars divided by sales dollarsvaries significantly by operation. One significant influence is the amount of food made from scratch. The executive chef has one or more sous (under) chefs reporting to him or her. The sous chef is responsible for the day-to-day operations of the kitchen. Depending on the size of 69 the operations, there may be several chefs tour ant who rotate through the various stations in the kitchen to relieve the station chefs, who in turn report to the sous chef, all of whom have definite position responsibilities. In a nutshell, this process or concept is known as the brigade system. The brigade system was developed by the great Escoffier, and in a kitchen includes sous, banquet, fish, roast, vegetable, soup, sauce, and pantry chefs.

4. **Restaurants**

A hotel may have several restaurants or none at all. A major hotel chain generally has two restaurants: a signature or upscale restaurant and a casual coffee shop restaurant. Guests expect more and more from these operations. Restaurant managers are responsible for quality guest service, hiring, training, and developing employees, setting and maintaining quality standards, marketing, banquets, coffee service, in-room dining, mini-bars and the cocktail lounge, and presenting annual, monthly, and weekly forecasts and budgets to the food and beverage directors.

Forecasting the number of guests at hotel restaurants is difficult because hotel guests are unpredictable. They may prefer to eat outside of the hotel, rather than dining in one of the property's restaurants. Careful records should be kept to determine the projected number of guests who might eat at the restaurants on a given day. Other factors to consider would be functions scheduled for a convention group and any special needs/desires they might have. The number of guests staying in the hotel who dine in the hotels restaurant is referred to as the capture rate. In order to increase profitability, many hotel restaurants create incentives for guests to dine in their restaurants, such as meal discounts for people staying in the hotel and promoting the restaurant and menu at check-in, as well as having cooking demonstrations. Still other

properties make restaurants responsible for their own profit and loss statements. In any event, it is difficult for hotel restaurants to generate a profit.

5. **Hotel Bars**

Hotel bars allow guests to relax and socialize for business or pleasure. Bars can also generate important profits for the hotel operation and for the hotel. Bars are run by bar managers. The cycle of beverages is complex. It involves the following steps: ordering, receiving, storing, issuing, bar stocking, serving, and guest billing. Beverages are not perishable; they may be held over if not sold. Bar efficiency is measured by the pour/cost percentage.

The pour cost is determined by dividing the cost of the depleted inventory by the sales over a period of time. A pour cost of 16 to 24% is considered appropriate for most operations. If sophisticated control systems are employed, pour costs are likely to be closer to 16%.Automated control systems are expensive. They can, however, provide greater accuracy and protect companies from losses due to over pouring, pilferage, and other problems. Operators must ensure responsible alcohol service. If the guest becomes intoxicated and is involved in an accident, the server of the beverage, the bar person, and the manager may be held liable. Typical bar types in hotels are lobby bars, restaurant bars (used as a holding area), the service bar (backstage bar), the catering and banquet bar (for functions), pool bars, mini-bars (in the guests room), nightclubs, sports bars, and casino bars.

6. **Banquets**

Banquets and functions bring people together to celebrate and honor various events. Events may center on anniversaries, weddings, political events, conventions, state72dinners, etc. Groups that commonly arrange functions are social, military, education, religious, and fraternal organizations (SMERF organizations).The term banquet refers to a group of people who eat together at one time and in one place. Catering includes a variety of occasions when people may eat at various times. Catering may be subdivided into on-premises and off-premises. The director of catering reports to the F&B director and is responsible for selling and serving, catering, banquets, meetings, and exhibitions. These events must exceed guest expectations for quality and produce are as on able profit. A close relationship must be maintained with the executive chef to ensure

that the menus are suitable for the client and practical for service. The director of catering must be able to sell functions, lead a team of employees, set and maintain department sales and cost budgets, set service standards, be creative, and be knowledgeable of the likes and dislikes of various ethnic groups. Over the years, the director of catering builds a list of clients and a wealth of experience with various events. The main sales function of the department is conducted by the director of catering (DOC) and the catering sales managers (CSMs). They obtain business leads from convention and visitors bureaus, corporate office sales departments, hotels directors of sales, general managers, competitive hotels, rollovers (groups rebooking at the same properties), and cold calls.

Typical flow for function booking includes inquiry, check for space available in bible, confirm availability, contract and proposal completed, and modifications made; client confirms event arrangements by signing the contract. The catering event order (CEO), or banquet event order (BEO), is prepared and completed for each function to inform the client and the hotel personnel. It communicates essential information about the function: what needs to happen and when. The CEO or BEO is based on correspondence with the client and notes taken during meetings. It specifies the room layout and decor, time of arrival, VIPs, special attention required, bar times, cash or credit bar, time of meal service, menu, and service details. A final number is usually required anywhere from 7 days to 72 hours before the function. This ensures that the hotel will have prepped sufficiently and that the client will not end up paying for a large number of no-shows. Some hotels have a policy of preparing percentage (usually 3 to 5%) over the guaranteed number of guests. The director of catering holds weekly meetings with key individuals who will be responsible for upcoming events.

7. **Role of Catering Service Manager**

The catering service manager (CSM) is responsible for delivering service that exceeds the expectations of guests and the client. The CSM is responsible for directing the service of all functions, supervising catering house persons who set up the room, cooperating with the banquet chef, checking that the client is satisfied, making out client bills immediately after the function, calculating and distributing gratuities and service charges, and coordinating special requirements. The catering coordinator is responsible for managing the office and controlling the function

diary. The function diary is often referred to as the bible. Today, many hotels use a brand name computer program such as Delphi. A 1992 survey by the AH & MA revealed that 56% of all properties offer room service and 75% of airport hotel properties offer room service. Economy and many mid-priced hotel properties offer vending machines or food deliveries from local pizza or Chinese restaurants. This allows them to provide a desired service to the guest without additional expense to the operation.

8. Classifications of Restaurants

There is not a single definition of restaurant classification. However, most experts agree there are two main categories: independent and chain restaurants. Other categories include quick service, ethnic, dinner house, occasion, casual, etc. Some restaurants may fall into more than one category. Americans are spending an increasing amount of food dollars away from home. The most popular meal to eat away from home is lunch. Individual restaurants are typically one or more owners who are usually involved in the day-to-day operation of the business.

8.1. Fine Dining Restaurant

A fine dining restaurant is one where a good selection of menu items is offered, that is, at least 15 or more different entrees cooked to order and nearly all the food being made on the premises from scratch or fresh ingredients. Most fine dining restaurants are independently owned and operated by an entrepreneur or partnership. There are no national fine dining, luxury restaurant chains due to high labor cost and the small percentage of the population that can actually afford the high prices. It is increasingly difficult to make a profit in this segment of the business because of competition from other restaurants. The level of service in fine dining restaurants is generally high. A host or hostess will seat, a captain and food servers will describe specials, and a separate sommelier may take the wine order. Tableside cooking may be performed. There is no national fine dining chain restaurant chain because of the factors unique to this type of operation: Operations are labor-intensive, there are a limited number of the population that can afford the high prices, it is difficult to maintain high standards, and there is limited market appeal.

8.2. Theme Restaurants

These restaurants usually offer a limited menu, but create a complete experience for the guest. Some offer all-American food, such as meatloaf served by wait staff in character. Others specialize in creating a lively atmosphere and offering a diverse menu (e.g.,TGI Fridays, Bennigans, Outback Steakhouses).

8.3. Celebrity Restaurants

Celebrities who may or may not have F&B backgrounds own these operations. The operations are designed to be entertaining, drawing heavily on the notoriety of their owners (e.g., Wolfgang Puck, and Naomi Campbell, Claudia Schiffer and Elle Macpherson of the Fashion Caf).

8.4. Casual Dining and Dinner House Restaurants

Causal dining is relaxed and may cross several classifications. There are a variety of restaurant chains that call themselves dinner house restaurants; some could even fit into the theme category. Many dinner houses have a casual, eclectic decor that may promote a theme. Many fine dining chains are moving toward high-end casual, which is a segment that retains the informality of casual dining, but with prices and food quality resembling that of fine dining. However, whatever is called high-end casual dining is usually uncreative.

8.5. Quick Service (QSR)/Fast Food Restaurants

Quick service offer limited menus. It is this sector that really drives the industry. Quick service restaurants include hamburger, pizza, chicken etc.

9. **Trends in Restaurant Development**

Demographics, branding, alternative outlets, globalization, continued diversification within the various dining segments, multiple locations, more points of service, more hyper theme restaurants, and chain versus independent establishments are recent trends.

10. **Food Trends and Practices**

Back-to-basic cooking has been redefined to mean taking classical cooking methods and infusing modern technology and science to create healthy and flavorful dishes. Some examples include: thickening soups and sauces by processing and using the foods natural starches; redefining the basic mother sauces to omit the bchamel and egg-based sauces and add or replace with coulis and salsas or chutneys; pursing more cultural culinary infusion to develop bold and aggressive flavors; experimenting with sweet and hot flavors; taking advantage of the shrinking globe and disappearing of national borders to bring new ideas and flavors to restaurants; and re-evaluating recipes and substituting ingredients for better flavor (flavored liquid instead of water, substituting herbs and

spices for salt, and returning to one-pot cooking to capture flavors).

Entertainment Gaming Operations

Topic Objective:

At the end of this topic student would be able to:

- Handle, Win, Gaming & Gambling
- Historical Review of Gaming Entertainment
- Native American Gaming
- Size and Scope of Gaming Entertainment
- Key Players in the Industry
- Exciting Gaming Entertainment Projects
- Positions in Gaming Entertainment
- Hotel Operations
- Food and Beverage Operations
- Casino Operations
- Retail Operations
- Entertainment Operations
- Trends in the Gaming Entertainment Industry

Definition/Overview:

Gaming: The gaming industry includes a range of activities including casinos, card rooms, charitable games, lotteries, and wagering.

Key Points:

1. **Handle, Win, Gaming & Gambling**

The term handle refers to the amount wagered. Win or gross gambling revenue is the total revenue minus the amount paid out as winnings. More than 70 billion dollars are wagered per year, whereas only about 48 billion dollars per year is actually won by customers. There is a difference between gambling and gaming. Gambling refers to the playing of games of risk for the action or thrill. Gaming, however, includes not only the thrill aspects, but also includes other facets, such as hotel operations, entertainment offerings, retail shopping, and recreation activities.

Gaming entertainment operations have the casino gaming floor as the main focus. High quality food and beverage is a critical element. Other key components include hotel operations, entertainment offerings, retail shopping, recreational activities, convention services, and health spas. The gaming entertainment industry differs from the casino industry in the diversity and broadening of the revenue sources. Nongaming revenues can account for as much as 30% of the propertys total revenue. Gaming is popular as an entertainment option: 26% of U.S. households gamble in casinos; more than 90% of U.S. adults say casino entertainment is acceptable for themselves or others. Casino players tend to have high levels of income and education. Operators appreciate the need to know the customers preferences and to tailor their properties to meet those preferences.

2. **Historical Review of Gaming Entertainment**

Las Vegasthe name alone summons images of millions of neon lights, elaborate shows, outrageous performers, and bustling casinos, where millions are won and lost every night. The gaming entertainment business has its roots in Las Vegas. From the early 1940s until 1976, Las Vegas had a monopoly on the casino business, not the gaming entertainment business. Casinos had no hotel rooms, entertainment, or other amenities. The hotels that existed were just a place to sleep when a guest was not on the casino floor. Casino gambling, seen as a desperate remedy for Atlantic Citys severe economic situation at the time, was approved by a voter referendum in a statewide ballot in November 1976.

The development of centralized gaming control by powerful regulatory agencies, such as the Gaming Control Board and the Nevada Gaming Commission, was an important development during those early days. In the mid-1970s, a Federal Commission on the Review of the National Policy toward Gambling issued a report stating it was each states government jurisdiction to determine the issue of gambling. Gambling is a general term used for different types of games involving the risk of money or valuables on the outcomes of a game, contest, or other event.

3. **Native American Gaming**

In California v. Cabazon Band of Mission Indians et al. (1987), the Supreme Court decided 63 that once a state has legalized any form of gambling, the Native Americans in that state have the right to offer and self-regulate the same games, without government restrictions.

Congress, which some observers say was alarmed by the prospect of tribal gaming going out of control, responded to these court decisions by passing the Indian Gaming Regulatory Act of 1988 (IGRA). The IGRA provides a framework by which games are conducted to protect both the tribes and the general public. The three objectives of the IGRA was to provide a statutory basis for operation, provide a statutory basis for regulation, and establish an independent

regulatory authority, the National Indian Gaming Commission. There are now 281 Native American gaming facilities in 32 states.

4. **Size and Scope of Gaming Entertainment**

Recently, a merging frenzy has occurred in the gaming industry. There are four large casino operators: Caesars Entertainment, MGM Grand Inc., Harrahs Entertainment, Inc., and Mandalay Resort Group. These four hold all the cards in the gaming industry, so to speak!

The gaming entertainment industry pays billions of dollars per year in taxes. Gambling pays taxes to state governments. Casino gaming companies pay an average of 12% of total revenues in taxes. Since the early 1970s, the ownership of casinos has shifted predominately to publicly held companies whose shares are traded on the major stock exchanges.

5. **Key Players in the Industry**

Today, there are four giants in the gaming entertainment business: Caesars Entertainment, MGM, Harrahs, and Mandalay, all well-respected and well-run businesses. The text discusses the more notable achievements of the corporations with regard to gaming entertainment.

6. **Exciting Gaming Entertainment Projects**

The Mirage distinguishes itself by its large erupting volcano and tropical rainforests. The pool is a paradise of waterfalls and connecting lagoons. Station Casino Kansas City creates an elegant Victorian theme, including cobblestone streets, antiques, and hand painted sky.

New York New York Casino, located in Las Vegas, is an incredible replica of the real city of New York, including skyscrapers, Little Italy, the Statue of Liberty, the Brooklyn Bridge, and much more. The Luxor Las Vegas was constructed as a 30-story pyramid and houses the worlds largest atrium. It also features a beam of light so intense it can be seen from Los Angeles,

California. The dockside Grand Casino Tunica is located in Tunica County, Mississippi. The casino offers guests a variety of atmospheres, including the San Francisco Gold Rush, the New Orleans Mardi Gras, the great American West, or a Mississippi riverboat town.

The Monte Carlo Pub & Brewery is one of the largest brew pubs in the United States. The pub offers an extensive variety of beer, including six different styles of Monte Carlo labeled beer. Treasure Islands theme is shown through its wooden bridge entrance, pirate battles, and gunfire. The resort also features a very unusual circus act that does not actually involve animals. The Forum Shops at Caesars Palace draw an estimated 50,000 people a day. One main feature is the fountain and light show incorporated with animatronic statues of the Roman gods. Freemont Street Experience is brought to life with a four-block-long pedestrian mall light and sound show. A giant video-quality animation screen provides a canopy over the entire area. Foxwoods Resort Casino is located in Connecticut and is one of the largest gaming operations in the world. It is owned and managed by the Mashantucket Pequot Tribal Nation.

7. **Positions in Gaming Entertainment**

The possibilities for careers in the gaming entertainment industry are endless. The five initial career tracks are hotel operations, food and beverage operations, casino operations, retail, and entertainment operations

8. **Hotel Operations**

The rooms and guest services departments offer the most opportunity for students of hospitality management. Reservations, housekeeping, valet parking, and guest services can all be very large departments with many employees.

9. **Food and Beverage Operations**

The gaming industry holds some of the best foodservice operations. As with hotels, the gaming industry is very large and contains many food and beverage outlets.

10. **Casino Operations**

Casino operations jobs fall into five functional areas, including gaming operations staff, casino service staff, marketing staff, human resources, and finance and administration staff. Game dealers must be skilled in a variety of games, including blackjack, craps, roulette, poker, and baccarat.

11. **Retail Operations**

Retail operations often support the overall theme of the property and are usually a major source of revenue. However, retail is often overlooked as a career path in the gaming industry.

12. **Entertainment Operations**

Due to constant competition, gaming entertainment companies are creating bigger and better production shows to turn their properties into destination attractions. Because of this, careers in stage and theater production, lighting and box office management, and talent management and booking are more available

13. **Trends in the Gaming Entertainment Industry**

Some trends in the industry include less dependence on the casinos revenue alone and more on the other departments, a convergence of entertainment industry and lodging, and an increase in competitiveness.

 The Meetings Business

Topic Objective:

At the end of this topic student would be able to understand:

- Meetings

- Special Events and Off-Premise Catering

- Know Your Client

- The Special Event Job Market

- Key Players in the Industry

- Meeting Planners

- Convention and Visitors Bureaus

- Event Management

- Specialized Services

- Trends in Conventions, Meetings, and Expositions

Definition/Overview:

Meetings: Meetings can be conferences, workshops, seminars, or other events designed to bring people together in order to exchange information. There are various forms that meetings can take, including clinic, forum, seminar, symposium, or workshop.

Key Points:

1. **Meetings**

Meetings are held for the purposes of education, decision making, research, change, sales, team building, new product introduction, problem solving, strategy, or reorganization. Meetings are a revenue source for associations. The average lead time for organizing a meeting is three to six months. Goals for meetings include:

- Increase awareness of the organization.

- Raise money.

- Provide information.

About half of all meeting planners are involved in incentive travel for corporate executives to reward them for reaching specific targets. Conventions are annual gatherings of a group of individuals who meet for a common interest. Exhibitions frequently include live demonstrations and seminars in addition to exhibit booths. Convention centers compete to host the largest exhibitions, which can add several million dollars in revenue to the local economy. Exhibitions are either consumer shows or trade shows. The advent of technology has affected tourism. The demand for information has driven the increase in meetings, conventions, and exhibitions. The nature of delivering meetings has been impacted by technology. Meeting planners use technology to produce meetings more efficiently.

Meetings are mostly organized by corporations, associations, social, military, educational, religious, and fraternal groups (SMERFs). The purpose of meetings is to affect behavior. A successful meeting requires careful planning and organization as well as attention to the wishes of the client. The three main types of meeting setups are theater style, classroom style, and boardroom style. Expositions are events designed to bring together purveyors of products, equipment, and services in an environment in which they can demonstrate their products and services to attendees at a convention or trade show. The intent of the exhibitors is to generate sales. Conventions are meetings combined with expositions. They are generally larger meetings with some form of trade show included. The majority of conventions are held in large hotels over a three- to five-day period, rather than in a convention center.

Meetings, incentive travel, conventions, and exhibitions (MICE) represent a growing segment of the tourism industry. The MICE tourist spends about twice the amount of money that other tourists spend. Meeting planners are under pressure to show a strong return on investment (ROI).

The primary sources of revenue are attendee registration fees, exhibit space rentals, sponsorship fees, and conference program advertising fees. Considerations when determining the site include facility location and service level, accessibility, hotel room availability, conference room

availability, price, city, restaurant service and quality, personal safety, local attractions and geographic locations, and hospitality.

2. Special Events and Off-Premise Catering

Special events is the business of conceiving, designing, developing and producing ideas. Special events include sporting events, festivals, corporate events, conventions, and social events. A special event incorporates the services of many vendors and suppliers. The off-premise catering consultant conceives, develops, and expedites a vision. Catering is central to the success of a special event.

3. Know Your Client

Information needed includes:

- Group demographics
- Conference/convention purpose
- Event date
- Dietary preferences
- Meal and menu program
- Past events held by the group
- Expected attendance
- Event budget

4. The Special Event Job Market

Being a special event consultant requires many skills. A typical experience includes learning the food and beverage aspect, gaining knowledge from a culinary arts program, gaining banquet experience, being a guest service agent at a hotel. Then you can become a banquet manager, next obtain a sales position. Then you can become a convention service manager within a hotel or move into off-premise catering.

5. **Key Players in the Industry**

The need to hold face-to-face meetings and attend conventions has grown into a multibillion dollar industry. Major players in the convention industry are convention and visitors bureaus (CVBs), meeting planners and their clients, the conventions centers, specialized services, and exhibitions.

6. **Meeting Planners**

Meeting planners may be independent contractors who contract out their services to both associations and corporations as the need arises, or they may be full-time employees of corporations or associations. The professional meeting planner not only makes hotel and meeting bookings but also plans the meeting down to the last detail. The meeting planner must remember to ensure that the services contracted for have been delivered. The meeting planners role varies from meeting to meeting. Typical responsibilities include meeting with the client before the event occurs, meeting onsite during the event, and conducting a post-meeting debriefing. During the site inspection, the meeting planner is shown all aspects of the hotel and any special facilities that may interest the planner or the client.

7. **Convention and Visitors Bureaus**

Convention and visitors bureaus (CVBs) are major players in the meetings, convention, and expositions markets. Among the industry sectors represented by CVBs are transportation, hotels and motels, restaurants, attractions, and suppliers. The primary responsibilities of a CVB are to encourage groups to hold meetings, conventions, and trade shows in the area; to assist groups with meeting preparation and support; to encourage tourists to visit the historical, cultural, and recreational opportunities the city or area has to offer; and to promote the image of the community it represents.

The outcome of the CVBs activities should be increased tourist revenues for the area. Bureaus generate leads from a variety of sources. They will often make cold calls on potential prospects

such as major associations, corporations, and incentive houses. The sales manager will invite the meeting, convention, or exposition organizer to make a familiarization (FAM) trip to a site inspection.

7.1. Convention Centers

Convention centers are huge facilities where meetings and expositions are held. Usually convention centers are corporations owned by county, city, or state governments and operated by a board of appointed representatives from various groups having a vested interested in the successful operation of the center. Convention centers have a variety of exposition and meeting rooms to accommodate both large and small events. The centers generate revenue from the rental of space. Additional revenue is generated by the sale of food and beverages. Many centers use subcontractors to handle staffing, construction, lighting, audiovisual, electrical, and communications.

8. Event Management

Larger convention center events are planned years in advance. It is important that the CVB and the convention center marketing and sales teams work closely together. Once the booking becomes definite, the senior event manager assigns an event manager to work with the client during the sequence of pre-event, event, and post-event. The booking manger is critical to the success of the event by booking the correct space and working with the organizers to help them save money by allocating only the space really needed and allowing the client to set up on time.

The contract must be carefully prepared because it is a legal document. After the contract has been signed and returned by the client, the event manager will make follow-up calls until about six months before the event, when arrangements will be finalized. The event manager is the key contact between the center and the client. Two weeks prior to the event an event document is distributed to department heads. This document contains detailed information needed to ensure that things run smoothly. Approximately 10 days before the event a Week at a Glance meeting is

held (WAG meeting). This is a very important meeting as it often provides an opportunity to troubleshoot in advance. At about the same time as the WAG meeting, a pre-convention or pre-expo meeting is held with various support contractors such as shuttle bus mangers, registration operators, etc.

9. **Specialized Services**

A number of companies offer specialized services such as transportation, entertainment, audiovisual, escorts, and tour guides.

10. **Trends in Conventions, Meetings, and Expositions**

Trends include globalization, cloning of shows, competition, and technology, growth of shows, more attendees at regional conventions, and a boom in the number of convention centers.

- In Section 3 of this course you will cover these topics:
  - Managed Services
  - Beverage Operation
  - Planning Meec Gatherings

- You may take as much time as you want to complete the topic coverd in section 3.
  There is no time limit to finish any Section, However you must finish All Sections before semester end date.

- If you want to continue remaining courses later, you may save the course and leave.
  You can continue later as per your convenience and this course will be avalible in your area to save and continue later

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 Managed Services

Topic Objective:

At the end of this topic student would be able to:

- Difference between Managed services and Commercial Operations
- Managed Services in In-Flight and Airport Food Service
- Managed Services in Military
- Managed Services in Elementary and Secondary Schools
- Managed Services in Nutrition Education Programs
- Managed Services in Colleges and Universities
- Managed Services in Student Unions
- Responsibilities in Managed Services
- Managed Services Career Paths
- Health Care Facilities
- Business and Industry
- Managed Services Other Than Food
- Advantages and Disadvantages of Managed Services
- Trends in Managed Services

Definition/Overview:

Managed Services: Managed services include foodservice operations in the following segments: airlines, military, elementary and secondary schools, colleges and universities, health care facilities, business and industry, leisure and recreation conference centers, airports, and travel plazas.

Key Points:

1. **Difference between Managed services and Commercial Operations**

Managed services are different from commercial operations in several ways:

- Managed service operators must meet the needs of the guest and the client.
- Often, they have captive audiences.

- Many managed service operations are housed in host organizations that do not have foodservice as their primary business.
- Managed service operations prepare food in large quantities to be served during specific hours. This is called batch cooking.
- The volume of business is more consistent and easier to forecast.

Organizations may choose managed services because of these reasons: financial, quality of program, recruitment of staff, expertise in management, resources available, labor relations, and outsourcing of administrative functions.

2. **Managed Services in In-Flight and Airport Food Service**

Food has become a major competitive factor among airlines. Airlines may provide meals from their own in-flight business or have the food provided by a contractor.

In-flight foodservice is a complex process. All airlines have a limited menu. The food must be able to withstand transportation conditions and extended holding times (hot or cold). The meal must also be appealing and able to fit in the limited passenger eating space. Gate Gourmet International is the largest in-flight caterer in terms of sales.

Sky Chef and Cater Air are other companies in the field.

In-flight foodservice management operators plan the menus, develop the product specifications, and arrange the purchasing contracts. Many airlines place a high priority on controlling meal costs. Some limit the cost for an in-flight meal to $6; some limit the menu choices, while others offer snacks rather than meals on many flights. International flights tend to have better food and beverage service. As airlines have decreased their in-flight foodservice, many chain restaurants have opened at airports.

3. **Managed Services in Military**

Military foodservice is a large and important component of managed foodservice. Even with military downsizing, military foodservice sales are estimated at over $6 million. Services and concepts are being redesigned to better serve the needs of personnel. Efforts are being made to

address problems with service delays, inferior products, and inventory controls. In many cases, officers clubs have been contracted out to management companies. The clubs have moved emphasis from fine dining to a more casual atmosphere. Menu management strategies have also been implemented.

Another trend is the testing of prepared foods that can be reheated and served without much labor. MREs (meals ready to eat) are standard fair for troops in the field. Today, a mobile kitchen can be run by only two people. One problem of privatization of military foodservice operations may arise in the need to provide foodservice in combat situations. In such cases, the military must be able to provide its own foodservice.

4. **Managed Services in Elementary and Secondary Schools**

In 1946, the United States Government enacted the National School Lunch Act in response to concerns about malnourishment in military recruits. The program also allowed for the use of surplus food products. Today, millions of children are fed breakfast, lunch, or both each day, in approximately 98,000 schools. A major challenge for the program is to balance nutrition with foods the students like. Many are concerned about the food that young students are eating. Studies shows that the food served in many cafeterias exceeds recommended dietary guidelines for fat content.

Some schools have onsite kitchens, where the food is prepared, and dining rooms, where the food is served. Large food districts may prepare foods in a central commissary and then distribute them to schools in the area. Alternatively, some schools purchase ready to- serve meals that are assembled at the meal site. The government National School Lunch Program is a huge market for fast food chains.

Although entering this market does mean a decrease in contribution margin on items offered, future benefits, such as building brand loyalty, can be extremely valuable. There has been much debate over the suitability of allowing chain foodservice operations in the school lunch programs. Professional chefs are working with the Department of Agriculture's Food and

Consumer Service to develop healthful recipes and menus with increased appeal and without increased costs.

5. Managed Services in Nutrition Education Programs

Nutrition education is now required in the nations school lunch program. The food pyramid was developed as a part of this effort.

6. Managed Services in Colleges and Universities

College and university foodservice operations are complex and diverse. Residence halls, cafeterias, student unions, faculty clubs, convenience stores, administrative catering, and outside catering are the major components of this segment of noncommercial foodservice. On-campus dining can be a challenge because the clientele lives on campus and eats all of its meals at the campus facilities. Students, faculty, and staff often become bored with the surroundings and the menu offerings. Budgeting, in such operations, is simplified because the on-campus students have already paid for their meals and, therefore, numbers are easier to forecast.

Operations tend to offer students a variety of meal plans, rather than the old board plan, where students paid one fee for all mealswhether they ate them or not. Many schools have adopted a prepaid credit plan, where students pay a dollar amount up front, and as they eat meals over the course of the term or school year, the dollar amount of each meal is subtracted from the students account. Driving forces of change on campuses are the growth of branded concepts, privatization, campus cards, and computer use.

7. Managed Services in Student Unions

The student union offers a variety of food and services to cater to the needs of a diverse student body. It is often the place to be, a place where students gather to socialize, as well as to eat and drink. Many campuses have opted to allow restaurant chains to open on campus. The restaurant pays fees, either to the contract food company directly or to the college. Offering take-out service is another trend developing in college foodservice.

From a college perspective, the advantages of contract foodservices are:

- Experience in size and types of operations.
- Use contracted department as a model for the rest of the institution.
- Variety of services.
- Resource and support available.
- Hold contractor to a higher level of performance.

The disadvantages are:

- Some segments perceived as institutionalized.
- Potential for lost customers.

8. **Responsibilities in Managed Services**

Foodservice managers responsibilities in a small or midsize operation are more extensive than those of managers of larger operations. In addition to foodservice, key areas of responsibility include employee relations, human resource management, financial/budgeting, safety administration, safety budgeting, food production service, sanitation/food-borne illness prevention, purchasing, recruiting, and staff training and development.

9. **Managed Services Career Paths**

A typical career path in managed services includes the following:

- Assistant foodservice director
- Foodservice director
- General manager
- District manager

10. **Health Care Facilities**

Health care foodservice operations are very complex because they must meet the needs of clientele with special needs. Service is provided by tray, in the cafeteria, dining room, coffee shop, catering, and vending. The needs and desires of both the patients and the health care

workers must be provided for. Meals must be consumed in a short period of time (30 minutes usually) and must have a varied menu. The main focus of a hospital foodservice operation is the tray line. In the tray line, meals are assembled through a color-coding system to meet requirements specified by the dietitian. These trays must be carefully checked to be sure each patient gets his or her correct meal.

Health care foodservice is very labor intensive. Labor accounts for 55 to 66% of operating dollars. Hospital foodservice has evolved to the point where the need for new revenue sources has changed the traditional patient and non patient meal-service ratios at many institutions. Often, the cafeteria is the greatest revenue generated for the health care foodservice operation. Cash sales to patients, their families, and staff have become important contributors to the bottom line in many operations. Some operations have branched out into retail bakeries and catering.

Innovations in preparation, such as sous vide and cook-chill, have allowed for labor savings. Additional savings can be realized through the quantity purchasing, menu management, and the use of operating systems to reduce food and labor costs. Contract specialists such as Sodexho, Compass, and ARAMARK will increase their margins. Restaurant chains have also entered this segment of the industry. These chains benefit from long-term leases at very attractive rates compared with a restaurant site. Some hospitals offer pizza service to rooms and comfort foods.

11. **Business and Industry**

Important terms to understand in regard to this segment are: contractors (companies that operate foodservice for the client on a contractual basis), self-operators (companies that operate their own foodservice operations), and liaison personnel (people responsible for translating corporate philosophy to the contractor and overseeing the contractor). Contractors have about 80% of the B&I market. The remainder is self-operated. A new trend is for one operator to serve several tenants in a building through a central facility. B&I operators have begun to offer more diverse menu options. By offering more healthful meal options, operators are meeting the evolving needs

of their clients. The resources largely determine the type of service offered by B&I operators: money, time, space, and expertise.

Typical manners of service include: 1) full-service cafeterias with straight, scatter, or mobile systems: and 2) limited-service cafeterias offering fast food service, cart, and mobile service, fewer dining rooms and executive dining rooms.

12. **Managed Services Other Than Food**

Many companies have expanded their service beyond food to include other areas of facilities management including:

- Housekeeping/custodial/environment services
- Maintenance and engineering
- Grounds and materials management
- Office and mail service
- Concierge services
- Patient transportation services for hospitals

13. **Leisure and Recreation**

Leisure and recreation is probably the most fun area of the foodservice industry to work in: stadiums, arenas, theme parks, national parks, state parks, zoos, aquariums, and other venues where food and beverage are provided for large numbers of people are leisure and recreation operations

14. **Stadium Points of Service**

Points of service include vendors, concession stands, and restaurants. A major point of service is the food and beverage offered in the premium seating areas known as super boxes, suites, and skyboxes. It is possible for all of these points of service to go on all at once and serving upwards

60,000 to 70,000 fans. To feed all these people many foodservice companies have contracts with the stadiums and arenas.

15. **Other Facilities in Managed Services**

The same food companies that serve the stadiums and arenas contract most U.S national parks. These parks have hotels, restaurants, snack bars, gift shops, and myriad other service outlets. Another venue that requires foodservice is tournaments.

16. **Advantages and Disadvantages of Managed Services**

Advantages of careers in this area include the unique opportunity to see professional and amateur sporting events as much as you please, to be in rural, scenic areas and enjoy the great outdoors, to provide a diverse set of services for the guests or fans, and to have a set work schedule. With recent growth in this segment, many new career openings are now being offered. Disadvantages include large amounts of people to serve in short periods of time; a work schedule of weekends, holidays, nights; impersonal service, less creativity with food; seasonal employees; and an on/off season work schedule.

17. **Trends in Managed Services**

College and university foodservice managers face increasing challenges. There is an ever-present problem of trying to balance rising costs with decreased revenues. Some of the challenges have come directly from changes like ending blanket board charges in favor of pay as you go systems. Food and utilities costs have continued to rise. Employing students has helped to reduce labor costs. The use of food-to-go, campus cards, 24-hour service, business in health care and nursing homes, and carts at vantage points has increased.

Beverage Operation

Topic Objective:

At the end of this topic student would be able to:

- Various Types of Wines

- The History of Wine

- Major Wine-Growing Regions of Europe and North America

- Beer

- Spirits

- Whiskies

- White Spirits

- Other Spirits

- Cocktails

- Nonalcoholic Beverages

- Nonalcoholic Beer

- Coffee

- Tea

- Carbonated Soft Drinks

- Juices

- Bottled Water

- Bar and Beverage Management

- Personnel Procedures

- Restaurant and Hotel Bars

- Nightclubs

- Microbreweries

- Sports Bars

- Coffee Shops

- Liquor Liability and the Law

- Trends in the Beverage Industry

Definition/Overview:

Beverages: A drink, or beverage, is a liquid specifically prepared for human consumption. In addition to basic needs, beverages form part of the culture of human society. Beverages can be subcategorized into two major classes i.e. alcoholic and non alcoholic. An alcoholic beverage is a drink containing ethanol, commonly known as alcohol, although in chemistry the definition of an alcohol includes many other compounds. Alcoholic beverages, such as wine, beer, and liquor have been part of human culture and development for 8,000 years. While non-alcoholic beverages are drinks that would normally contain alcohol, such as beer and wine but are made with less than .5 percent alcohol by volume. The category includes drinks that have undergone an alcohol removal process such as non-alcoholic beers and de-alcoholized wines.

Key Points:

1. **Wines**

Wine is the fermented juice of ripe grapes or fruit such as blackberries, cherries, etc. Wine may be classified by color (red, white, or rose) or by type (light beverage wines, sparkling wines, fortified wines, and aromatic wines).

1.1. Light Beverage Wines

These wines are also referred to as still table wines. In the United States, premium wines are named after the grape variety (chardonnay and cabernet sauvignon). In Europe, they are primarily named after the region of origin (Pouilly Fuisse, Chablis).

1.2. Sparkling Wines

These are wines that contain carbon dioxide and include Champagne, sparkling rose, and sparkling white. The carbon dioxide may be naturally produced or mechanically infused. Only sparkling wine from the Champagne region of France can properly (by law) be referred to as Champagne. The wine owes its unique sparkling quality to a second fermentation in the bottle itself called methode champenoise.

1.3. Fortified Wines

Sherries, ports, Madeira, and marsalas are fortified wines. This means that they have had brandy or wine alcohol added. This increases the alcohol content to about 20%. They are usually sweeter than regular wines.

1.4. Aromatic Wines

Vermouths and aperitifs are aromatic wines. They have been flavored with herbs, roots, flowers, and/or barks. The wines may be sweet or dry and are reputed to serve as digestive stimulants when sipped before a meal.

2. **The History of Wine**

Wine has been produced for centuries. The first records of wine-making date back about 7,000 years. Because the wines were often young and very acidic, they were often flavored with spices and honey. The ancient Egyptians and the Babylonians were the first ones to record the fermentation process. The quality of the wine depends upon the quality of the grape variety, the type of soil, the climate, the skill of the wine-maker, the vineyard, and the method of wine-making.

2.1. The Making of Wine

Wine is made in six steps: crushing, fermenting, racking, maturing, filtering, and bottling. Grapes are harvested in autumn, after they have been scientifically tested for maturity, acidity, and sugar concentration.

First the grapes are destemmed and crushed. This forms the must. Then the must is fermented. The fermentation is caused by yeast that naturally occurs on the outside of the grape. The yeast converts the grape sugar to ethyl alcohol. The sweetness or dryness of the wine is controlled at the end of fermentation by adding alcohol, removing the yeast by filtration, or by adding sulfur dioxide.

Red, blush, and rose wines obtain their color by the addition of grape skins. After fermentation, the wine is put into racking containers to settle before being transferred into oak barrels or stainless steel containers to mature. After maturing the wine is filtered to stabilize it and to remove particles from the wine. This process is called fining. Next the wine is clarified by adding egg whites or bentonite and bottled. Fine vintage wines are best drunk at their peak, which may be a few years or decades.

2.2. Matching Wine with Food

Traditions have been developed to govern the combination of food and wine. In general, the following traditions apply: White wine is served with white meat, whereas red wines are best with red meats. The heavier the meal, the more robust the wine should be. Champagne can be served throughout the meal. Regional wines are best with food of the region. Sweet wines should be served with foods that are not too sweet. Port and red wines go well with cheese. Food and wine are described by texture and flavor. However, the most important factors to consider are the richness and lightness of the meal and the wine.

3. **Major Wine-Growing Regions of Europe and North America**

Germany, Italy, Spain, Portugal, and France are the main European wine-producing countries. France is the most notable of the European countries. not only for wine, but also for cognac and Champagne. Wines are named for the village in which the wine is produced and are an important part of the French culture and heritage**.** In the United States, California is the major wine-producing region.

There are three principal regions in which wine-makers produce wine in California: north and central coastal region, great central valley region, and southern California region. The Napa and Sonoma Valleys are the two major centers. New York, Oregon, and Washington are other major wine-producing states, as well as are some Canadian provinces. Australia, New Zealand, Chile, Argentina, and South Africa are other parts of the world that produce wines. Some studies indicate that there may be a relationship between moderate wine consumption and good health.

4. **Beer**

Beer is a brewed and fermented beverage made from malted barley and other starchy cereals. Beer is brewed from water, malt, yeast, and hops. The first ingredient is water. Water accounts for up to 85 to 89% of the finished beer. Next malt (coarsely ground barley) is added. The grain is germinated to produce an enzyme that converts the grain to sugar. Yeast is used to ferment the grain. The grain is then ground and screened to remove dirt in a process called mashing. Next the mixture is placed into a hopper and heated while being mixed. This mixture, now called wort, is filtered and then placed in a brewing kettle. In the brewing kettle, hops are added and the mixture is brewed for several hours. It is then cooled and then fermented again using pure culture yeast. The brew is then aged for a few days and then placed flavored with hops.

The term beer embraces all brewed malt beverages with an alcohol content of 3 to 16%. It includes lagers (light-bodied), ales (more bitter and heavier body), stouts (dark ale with strong

malt flavor), and pilsners (made in the style of beer brewed in Pilsen, Czech Republic). Pilsner is not really a beer.

5. **Spirits**

A spirit or liquor is made from liquid that has been fermented and distilled and has a high level of alcohol. The level of alcohol is gauged by the proof. The proof is equal to twice the amount of alcohol in the beverage. Spirits are usually consumed before or after the meal rather than with the meal. They are served straight, neat, or mixed with water, soda water, juice, or cocktail mixes. Fermentation of spirits takes place by the action of yeast on sugar-containing substances such as grain and fruit.

6. **Whiskies**

Whisky is a generic name for the spirit that was originally brewed in Scotland and Ireland. It is made from a fermented mash of grain to which malt (barley) is added. Spirits are naturally white or pale in color. Whiskys color comes from the charred oak barrel in which it is stored. It is stored for a maximum of 12 to 15 years. Many whiskies are aged only 3 to 5 years. To achieve a quality and distinctive taste, whiskies are blended according to the secret recipe of the distillery.

7. **White Spirits**

Gin, vodka, rum, and tequila are the most common types of white sprits. Gin is made from juniper berries. It was widely produced in the United States during Prohibition and forms the base of many cocktails. Rum can be light or dark in color. It is distilled from the fermented juice of sugarcane (light rum) or molasses (dark rum). It comes primarily from the Caribbean Islands of Barbados, Puerto Rico, and Jamaica. Tequila is distilled from the agave tequilana (a cactus). Mexican regulations require that tequila be made in the area around the town of Tequila. Tequila may be white, silver, or gold in color. Vodka can be made from many sources including barley, corn, wheat, rye, or potatoes. It lacks color, odor, and flavor and is usually mixed with juices or other mixes.

8. **Other Spirits**

Brandy is distilled from wine, is sweet and fruity, and served mostly as an after-dinner drink. Cognac is considered to be the best brandy in the world. It is made only in the Cognac region in France. Blending brandies of various ages makes Cognac.

9. **Cocktails**

Cocktails were first developed in England in the Victorian Era. They became popular during the 1920s. Cocktails are intended to stimulate the appetite or provide the perfect ending to a meal. Cocktails are divided into two categories according to volume: short drinks (up to 3.5 ounces) and tall drinks (up to 8.5 ounces). Several factors account for a good cocktail; these include the balance of ingredients, quality of ingredients, and the skill of the bartender.

10. **Nonalcoholic Beverages**

Nonalcoholic beverages have increased in popularity. Lifestyles have become more healthful, and organizations like MADD (Mothers Against Drunk Driving) have raised awareness.

11. **Nonalcoholic Beer**

Guinness, Anheuser-Busch, and Miller, along with many other brewers, have developed beer products that have the same appearance as regular beer, but have lower calorie content and 95% to 99% alcohol removed.

12. **Coffee**

Coffee is increasing in popularity. Sales of specialty coffees exceed $4 billion. Coffee originally came from Ethiopia and what is now the Yemen Republic. Coffee made its way to Europe through Turkey. Eventually coffee became the social beverage of Europes middle and upper classes. The Dutch introduced coffee to the United States. Brazil produces more than 30% of the

worlds coffee. Coffee may be roasted from light to dark according to preference. Light roasts are usually used in canned or institution roasts. Most people prefer medium roasts, generally considered to be all-purpose. Specialty stores prefer full, high, or Vienna roast. Dark roasts have a rich flavor. Espresso is the darkest of all roasts. Decaffeinated coffee has had the caffeine removed by either water or solvents.

13. Tea

Steeping the leaves of the tea plant in boiling water makes tea. It is consumed hot or cold and is second to coffee in terms of commercial importance. Tea leaves have more than twice the caffeine of coffee beans. Popular types of tea are Oolong, Darjeeling, Dooars, Orange Pekoe, Sumatra, and Java.

14. Carbonated Soft Drinks

Coca-Cola and Pepsi are the dominant brands in the soft drink market. In the early 1970s, diet colas were introduced and soon took command of 10% of the market. Companies are expanding internationally to increase sales as the domestic market has virtually been saturated. As much as 66% of Coca-Colas profits came from international sales.

15. Juices

Popular cocktails of nonalcoholic (virgin cocktails) have been popular for years. Juice bars are a relatively new development. They specialize in quick, healthful drinks. Some offer smart drinks that are supposed to boost energy and concentration.

16. Bottled Water

Bottled water was popular in Europe when water was not safe to drink. It has gained popularity in the United States and other developing countries.

17. Bar and Beverage Management

Bar and beverage management requires the same sequence of steps as foodservice management.

17.1. Bar Setup

The physical setup of a bar is critical to its overall success. The area must be designed to be pleasing to the customer as well as efficient and smooth in operation.

17.2. Control

A program of inventory control accomplishes the following: safeguarding the companys assets, providing reliable accounting records, promoting operational efficiency, and adhering to company policies. Training is an important element in implementing inventory control. Theft may occur in many waysgiving away drinks, over pouring, discharging for drinks, selling a call liquor at a well price, and stealing of bar beverages by employees. A good control process will have systems to detect these problems.

18. Personnel Procedures

A key component of internal control is having procedures in place for screening and hiring bar personnel. Bar managers must implement several other procedures to control inventory and reduce the likelihood of employee theft. Spotters are one method often used by managers. Spotters are hired to act like normal bar customers but are actually observing the bartender. Another method is a bank switch in the middle of a shift.

19. Restaurant and Hotel Bars

The bar in restaurants is often used as a holding area to manage the flow of guests into the dining room. This prevents the kitchen from getting backed up with too many orders at one time and can generate substantial profits. Beverages generally account for 25 to 30% of total sales of the

restaurant. Bars carry a range of each spirit. The well package is the least expensive pouring brand used at the bar. The call package is the group of spirits that the bar offers to guests who ask for a particular brand name. These spirits are more expensive.

20. Nightclubs

There are several types of nightclubs. Some offer one type of music while others offer several different types of music. Clubs charge an entrance fee and a higher fee for drinks than do restaurants. The nightclub business tends to fluctuate with trends. What is in this year may be out next year.

21. Microbreweries

Microbreweries brew their own beer onsite to meet the taste of local customers. These craft breweries produce up to 15,000 barrels of beer a year. One reason for success is the wide variety of styles and flavors of beer they produce. Microbreweries can produce a wide variety of ales, lagers, and other beers, the quality of which depends largely on the quality of the raw materials and the skill of the brewer.

22. Sports Bars

Sports bars have always been popular and have become more so in recent years. Satellite television coverage of top sports events has helped to draw large numbers of guests.

23. Coffee Shops

Coffeehouses were originally based on the Italian bars, which were deeply rooted in the Italian espresso tradition. This concept was recreated in the United States. The original concept, however, was modified to include a wider variety of beverages and styles of coffee to meet customer taste. Cyber cafes, a new coffeehouse trend, offer the use of computers, with Internet capabilities, for about $6 an hour.

24. **Liquor Liability and the Law**

Owners, managers, bartenders, and servers may be liable under the law if they serve alcohol to minors and/or to people who are intoxicated. Dram shop laws govern the sale of alcoholic beverages. These laws were enacted in the 1850s and specify that owners and operators of drinking establishments are liable for injuries caused by intoxicated customers. Underage drinking has become a major issue for operators of bars. To combat underage drinking, tools like booklets showing the authentic design of each states driver's licenses and training programs have been developed.

Other prevention programs include designated drivers. Some operations provide free nonalcoholic beverages to guests who refrain from alcoholic beverages in order to be sure that their friends get home safely. Many operations have benefited from lower insurance premiums and legal fees. The National Highway Traffic Safety Administration has instituted many campaigns to reduce the number of alcohol-related accidents and fatalities. Underage drinking poses a high risk and is more likely to kill adolescents than all illegal drugs combined. Motor vehicle crashes are the leading cause of death for teens. Alcohol also increases the likelihood for emotional illness and unsafe sex practices. Bars are cracking down on underage drinking.

25. **Trends in the Beverage Industry**

Some trends include the comeback of cocktails, designer bottled water, microbreweries, more wine consumption, an increase in coffeehouses and coffee intake, and increased awareness and action to avoid irresponsible alcoholic beverage consumption.

Planning Meec Gatherings

Topic Objective:

At the end of this topic student would be able to understand:

- Planning MEEC Gatherings
- Meetings, Expositions, Events and Conventions Management
- MEEC Scheduling
- Issues of MEEC

Definition/Overview:

MEEC is the short form of Meetings, Expositions, Events and Conventions and MEEC involves management of all of them.

Key Points:

1. Meetings, Expositions, Events and Conventions Management

MEEC management is the process of planning a festival, ceremony, competition, party, or convention. Event planning includes budgeting, establishing dates and alternate dates, selecting and reserving the event site, acquiring permits, and coordinating transportation and parking.

Event planning also includes some or all of the following, depending on the event: developing a theme or motif for the event, arranging for speakers and alternate speakers, coordinating location support (such as electricity and other utilities), arranging decor, tables, chairs, tents, event support and security, catering, police, fire, portable toilets, parking, signage, emergency plans, health care professionals, and cleanup.

Event Planning is a relatively new career field. There is now training that helps one trying to break into the career field. There must be training for an event planner to handle all the pressure and work efficiently. This career deals with a lot of communication and organization aspects. There are many different names for an event planner such as a conference coordinator, a convention planner, a special event coordinator, and a meeting manager.

2. MEEC Scheduling

MEEC scheduling is the activity of finding a suitable time for an event such as meeting, conference, trip, etc. It is an important part of event planning that is usually carried out at its beginning stage. In general, event scheduling must take into account what impact particular dates of the event could have on the success of the event. When organizing a scientific conference, for example, organizers might take into account the knowledge in which periods classes are held at universities, since it is expected that many potential participants are university professors. They should also try to check that no other similar conferences are held at the same time, because overlapping would make a problem for those participants who are interesting in attending all conferences.

When it is well known who is expected to attend the event (e.g. in the case of a project meeting), organizers usually try to synchronize the time of the event with planned schedules of all participants. This is a difficult task when there are many participants or when the participants are located at distant places. In such cases, the organizers should first define a set of suggested dates and address a query about suitable dates to potential participants. After response is obtained from all participants, the event time suitable for most of participants is selected. This procedure can be alleviated by internet tools.

3. Issues of MEEC

The potential for significant and enduring disruptions makes it extremely important to have appropriate contingency and emergency operations plans in place and tested. Managing an event

will require a robust communications and decision-making system that will be able to quickly identify and respond to problems.

An information management system will need to provide a way to manage and document emergency management activities and contingency plan implementation.

The Event Planning Process

The best protection against large-scale events is to have good plans in place and to be ready to use them. The event planning process includes a number of phases as described below. Successful event planning will require strong leadership and a commitment to preparedness. Everyone involved should be aware that this work will help your organization survive the event and minimize losses.

- In Section 4 of this course you will cover these topics:
  - Recreation, Theme Parks, And Clubs
  - Planning And Scanning Environment

- You may take as much time as you want to complete the topic coverd in section 4.
  There is no time limit to finish any Section, However you must finish All Sections before semester end date.

- If you want to continue remaining courses later, you may save the course and leave.
  You can continue later as per your convenience and this course will be avalible in your area to save and continue later.

Recreation, Theme Parks, And Clubs

Topic Objective:

At the end of this topic student would be able to:

- Reasons of Recreational Activities
- Government-Sponsored Recreation

- National Parks in the United States

- Public Recreation and Park Agencies

- Commercial Recreation

- Theme Parks

- Clubs

- Noncommercial Recreation: Voluntary Organizations

- Campus, Armed Forces, and Employee Recreation

- Recreation for Special Populations

- Trends in Recreation and Leisure

Definition/Overview:

Recreation: Recreation activities include all kinds of sports, both team and individual. They are an integral part of the nations total social, economic, natural resource, and urban environment.

Key Points:

1. **Reasons of Recreational Activities**

Life has become more complex, and as a result people have become more stressed. Recreation can provide balance and a harmony in life that will lead to wellness and wholeness. Recreation includes any activity that a person chooses to participate in during his or her free time for enjoyment or relaxation. History shows a direct link between leisure and the advancement of civilization. Passive recreational activities include reading, fishing, playing and listening to music, gardening, playing computer games, and watching television and movies.

2. **Government-Sponsored Recreation**

Various levels of government maintain parks and recreation and leisure services. The general welfare clause of the Constitution has become a legal basis for federal action affecting leisure

pursuits. The government raises revenues from income taxes, sales taxes, and special-use taxes to support the operation of the parks. Transient occupancy taxes (TOT) also provide support.

Funding is distributed to various recreation and leisure organizations at the federal, state, city, and town levels. These organizations may range from cultural pursuits to outdoor recreation. Perceptions and attitudes influence whether or not individuals participate in recreation. Demographics also impact these decisions. Recreation professionals face a number of political and legal challenges. Comprehensive planning, land classification systems, land-use planning, funding, and differences in purpose are among the factors to be considered.

3. **National Parks in the United States**

The National Parks Service was founded in 1916 by Congress to conserve park resources and to provide for their use by the public. The Parks Service also manages many other heritage/historical attractions. There are 367 national parks in the United States. These parks have more than 272 million visitors per year. The Parks Service also works toward understanding and preserving the environment.

4. **Public Recreation and Park Agencies**

During the early part of the 19th century the parks movement expanded rapidly as a responsibility of government and voluntary organizations. The New England Association of Park Superintendents was established to bring together park superintendents and promote their professional concerns. More and more, city governments are providing recreation facilities, programs, and services. Government recreation facilities include golf courses, swimming pools, bathing beaches, picnic areas, winter sport facilities, game fields, and playgrounds.

5. **Commercial Recreation**

Recreation management came of age in the 1920s and 1930s when recreation and social programs were offered as a community service. College degrees began to be offered in recreation management. Both public and private sector recreation management has grown rapidly since 1950. Commercial recreation has been defined as recreation that the consumer pays for and the supplier expects a profit from.

6. **Theme Parks**

Theme parks create an atmosphere of different places and times and usually concentrate on a dominant theme. Architecture, landscaping, shows, and merchandise are all focused on the theme. An example of theme parks is Sea World. Disney resorts include Walt Disney World (including the Magic Kingdom, Epcot, and DisneyMGM Studios) and Disney Land.

7. **Clubs**

Private clubs are places where members gather for social, recreational, professional, or fraternal reasons. Club management is similar in many ways to hotel management. Managers are responsible for forecasting, planning, budgeting, human resource development, food and beverage facility management, and maintenance. However, club members are emotionally attached to the organization and often are, or behave like, the owners of the club. Club members pay a fee for membership and annual dues. The Club Managers Association of America (CMAA) is the professional organization that many club managers belong to. There are approximately 6,000 private country clubs in the United States. The CMAA publishes professional guidelines that managers have set for themselves.

7.1. Club Management Structure

The internal management structure of a club is governed by a constitution and bylaws. The members elect the officers and directors of the club. The officers establish policies by which the club will operate. Committees also play an important part in the clubs

activities. The role of the club manager has changed due to increasing expectations and now involves a leadership role in the vision and tradition of the club.

7.2. Country Clubs

Country clubs offers recreational facilities; the focus generally is on golf, but tennis and swimming are frequently included. Country clubs usually have one or more lounges and restaurants, and most have banquet facilities. Country clubs have two types of memberships: full and social. Full members are able to use all of the facilities at all times. Social members are only able to attend social facilities.

7.3. City Clubs

City clubs are business oriented. They exist to cater to the wants and needs of members. City clubs fall into the following categories: professional, social, athletic, dining, university, military, yachting, fraternal, and proprietary. An example of a City Club is The National Press Club.

Professional clubs are for people in the same profession. Social clubs concentrate on serving the social needs of members who are from similar socioeconomic backgrounds. Athletic clubs provide an outlet for working out, dining, and meeting. Some have sleeping quarters.

Dining clubs are usually located in large office buildings. University clubs are reserved for alumni. Military clubs cater to both noncommissioned officers (NCOs) and enlisted officers. Fraternal clubs include many special organizations such as the Veterans of Foreign Wars, Elks, and the Shriners. Yacht clubs are based on a sailing theme and have slips to house boats. Proprietary clubs are operated on a for-profit basis. They may be

operated by corporations or individuals. People wanting to become members purchase a membership not a share in the club.

8. Noncommercial Recreation: Voluntary Organizations

Voluntary organizations are nongovernmental, nonprofit agencies, serving the public-atlarge or selected elements with multiservice programs that often include a substantial element of recreational opportunities. Examples include Boys Scouts, Girl Scouts, YMCA, and YWCA.

A multipurpose club has more exclusive recreation programs than a health club. Some clubs offer automatic bank tellers, laundry and dry cleaning services, and other services. Revenues come from membership fees, food and beverage sales, facility rentals, etc. Human resources account for 66% of expenses at most clubs.

9. Campus, Armed Forces, and Employee Recreation

Colleges and universities provide a major setting for organized leisure and recreational programs with services involving millions of participants each year. Recreational activities help in maintaining student morale and are often used as a means of gaining alumni support.

The Department of Defense has an official policy regarding the obligation of maintaining well-rounded morale, welfare, and recreational programs for the physical, social, and mental well-being of its personnel. These services are provided under the auspices of the Morale, Welfare, and Recreation Program (MWR). Recreation is seen as an important part of the employee benefit package for military personnel, along with the G.I. bill, medical service, commissaries, and exchanges. Businesses and industry have realized the importance of promoting employees efficiency. Experts have found that workers who spend time in constructive recreational activities have reduced absenteeism. Many leading corporations have recreation and wellness programs.

10. Recreation for Special Populations

Recreation for special population involves professionals and organizations that have a responsibility for serving groups such as the mentally ill, mentally retarded, or the physically disabled.

The Special Olympics is an international program of physical fitness, sports training, and athletic competition for children and adults with mental disabilities. The program accommodates competitors at all ability levels. The National Recreation and Parks Services, as well as state and local agencies, work closely with Special Olympics.

11. Trends in Recreation and Leisure

Trends include the following: an increase in all fitness activities, increase in personal leisure time devoted to computer activities, a surge in travel and tourism, special programs targeted to at-risk youths, additional products in the commercial sector, and opportunities for the elderly

Planning And Scanning Environment

Topic Objective:

At the end of this topic student would be able to:

- The Purpose of Planning
- Strategic Planning and Strategic Management
- Operational Planning: How Do Managers Plan?
- Operational Goal Setting
- Operational Objectives
- Policies, Procedures, and Rules
- Budgets
- Scheduling

- Project Management
- Trends in Planning

Definition/Overview:

Planning: Planning involves selecting the various goals that the organization wants to achieve and the actions (objectives) that will ensure the organization accomplishes the goals. Goals are established for each of the key operating areas: guest satisfaction, employee satisfaction, productivity, food and beverage preparation and service, marketing and sales, operating ratios, human resources, physical property, security, and finances.

Key Points:

1. **The Purpose of Planning**

Formal planning means that specific goals covering a period of up to several years are identified. Planning can also identify potential opportunities and threats. It facilitates other functions: organization, decision making, communication, motivation and control.

Planning gives direction to top management and all associates and focuses on determining the best strategies to achieve organizational goals. It provides a road map of where the organization is going. It coordinates the efforts of associates. Finally, it assists in risk reduction by anticipating change. There are two main categories of plans. Top executives do most of the strategic (long-term) planning and first-line managers do most of the operational (short-term) planning.

2. **Strategic Planning and Strategic Management**

Strategic planning is the long-range plans that steer an organization toward its goals in the accomplishment of its mission and vision. Strategic management is the process of identifying the business of the corporation today and in the future and then identifying the course of action it will pursue, given its opportunities, threats, strengths, and weaknesses. It specifies with whom and how it will compete.

There are three main strategic management tasks: the development of a vision and a mission statement, translating the mission into strategic goals, and crafting a course of action to move the organization to where it wants to be. Strategic planning is a systematic process whereby top management charts the future course of the enterprise. Strategic management is the process of guiding and implementing the strategic plan in the context of changing situations.

2.1. Corporate-Level Strategies

Many organizations consist of a portfolio of several businesses or divisions. These need a corporate-level strategy. There are four growth strategies: market penetration, geographic expansion, product development, and horizontal integration. Strategic alliances and joint ventures are another way for companies to expand, as is diversification.

2.2. Strengths, Weaknesses, Opportunities and Threats (SWOT) Analysis

SWOT analysis is used to assess the companys internal and external strengths and weaknesses, seek out opportunities, and be aware of and avoid threats. It is conducted in comparison with a companys main competitors. Each operator decides what the key points are for inclusion in the SWOT analysis; the four Ps of marketing are a good starting point. Plans are implemented through action plans, operating plans, and standing plans.

2.3. Environmental Scanning and Forecasting

Environmental scanning is the screening of large amounts of information to anticipate and interpret changes in the environment. Forecasting is the prediction of future outcomes. Information gained through scanning is used to form scenarios. These establish premises for forecasts, which are prediction of future outcomes. The two main types of outcomes that managers seek to forecast are future revenues and new technology breakthroughs.

3. **Operational Planning: How Do Managers Plan?**

Operational plans are generally for periods of up to one year and dovetail with the strategic plan. There are seven steps in operational planning:

- Setting goals: Goals should be specific, measurable, and achievable.

- Analyzing and evaluating the environment: This involves analyzing political, economic, social, and other trends that may affect the operation.

- Determining alternatives: This involves developing courses of action, sometimes requesting the input from employees.

- Evaluating alternatives: This calls for making a list of advantages and disadvantages considering resources and effects on the organization.

- Selecting the best solution: This results from the analysis of various alternatives and sometimes combining two or more alternatives.

- Implementing the plan: This includes decisions on people, dates, resources, benefits, costs, reporting, and authority to be granted.

- Controlling and evaluating results: This involves monitoring progress toward goals.

4. **Operational Goal Setting**

Goal setting is the process of determining outcomes for each area and associate. No one can work effectively without specific goals and monthly evaluation reports to gauge whether the effort is moving toward goal accomplishment, or whether adjustments must be made to change course. Examples of goals and information for a sales department include:

- Group room nights (booked this month and year-to-date by market segment and salesperson, actual consumer room nights, actual average group room rates).

- Individual room nights (actual room nights booked, local corporate clients, occupancy compared to same time last year, rev par, and packages sold).

- Goals and information a hotel sales department should analyze each month include bookings, consumed room nights, occupancy, and rev par.

- Another example of goals is productivity goals that measure the amount of labor required to do a task.

The four-point model for writing goals is:

- To (action/verb)
- The (single measurement result)
- By (the target date/time span)
- At (cost in time and/or energy)

5. **Operational Objectives**

Objectives state how a goal will be met. It makes sense if the associates who are going to be responsible for achieving the goals are also the ones involved in setting them, in a process called management by objectives (MBO). MBO consists of six steps:

- Setting organizational goals.
- Setting departmental goals.
- Presenting goals and getting approval from upper management.
- Discussing departmental goals.
- Setting individual goals,
- Giving feedback.

The main purpose of an MBO program is to integrate the goals of the organization and the goals of the associates so that they are in focus. In some cases, it has been superseded by total quality management (TQM), which also emphasizes quality and getting employees involved in

developing solutions to improve operations. Benchmarking identifies the best way of doing something and which companies excel in that area (best practices companies). The best practice is noted and emulated or improved on by other companies. Successful companies sometimes swap information.

6. **Policies, Procedures, and Rules**

Policies, procedures, and rules are examples of standing plans. Policies set broad guidelines for associates to use when making decisions. Procedures specify what to do in given situations**.** A rule is a very specific action guide that must be followed**.** Six sigma is a methodology for eliminating defects and process improvement.

7. **Budgets**

A budget is a plan allocating money to specific activities. Expenses are budgeted according to anticipated sales. They are usually created once a year and revised as necessary.

8. **Scheduling**

Scheduling associates is a planning activity that involves taking the business forecast and allocating an appropriate number of staff to give the necessary level of service.

9. **Project Management**

Project management is the task of getting the project completed on time and within budget. Hospitality companies are using project management because the approach fits well with the need for flexibility and rapid response to market opportunities. There are five steps:

- Goals need to be defined.
- Activities and resources must be identified.
- Sequence of completion is determined using flowchart-type diagrams such as a
- Gantt chart or a PERT network.

- Activities are scheduled.

- Tasks and budgetary responsibilities are assigned.

10. **Trends in Planning**

Given todays hospitality business environment of rapid change, planning needs to be done quickly and adjusted when necessary. Technology, especially the Internet, can be used to overcome time and distance, allowing for more people to have input into the planning process

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- In Section 5 of this course you will cover these topics:
  - Producing Meec Gatherings
  - Managing Meec Gatherings

- You may take as much time as you want to complete the topic coverd in section 5. There is no time limit to finish any Section, However you must finish All Sections before semester end date.

- If you want to continue remaining courses later, you may save the course and leave. You can continue later as per your convenience and this course will be avalible in your area to save and continue later.

Producing Meec Gatherings

Topic Objective:

At the end of this topic student would be able to understand:

- Threat Identification,

- Risk Assessment and Planning Prioritization

- Review and Develop Plans

- Responding to the Event

Definition/Overview:

Event planning & Producing: Event planning requires broad-based participation and support. You should include risk management and information technology professionals in addition to emergency management and subject matter experts. People throughout the organization and community will need to understand the plans, so include as broad a cross-section as possible. Because these plans may involve the shutdown of some processes, the affected personnel must be involved in the planning process. Consider selecting individuals who are known for having a "big picture" or "systems" way of thinking as well as those with hands-on operational expertise.

Key Points:

1. Producing MEEC Gatherings

Event planning requires broad-based participation and support. You should include risk management and information technology professionals in addition to emergency management and subject matter experts. People throughout the organization and community will need to understand the plans, so include as broad a cross-section as possible. Because these plans may involve the shutdown of some processes, the affected personnel must be involved in the planning process. Consider selecting individuals who are known for having a "big picture" or "systems" way of thinking as well as those with hands-on operational expertise.

2. Threat Identification

During this phase you will need to identify and assess threats and prioritize your event planning efforts. You should inventory all of the risks in the operating environment and the community. Look at all of the areas in the business environment that may impact your operation. Next, you should assess the risk of failures as well as the impact form external disruption in such areas as power, telecommunications, and suppliers. Lacking good data on threat assessments, you will need to plan for the worse case scenarios.

To prioritize planning efforts you must first look at the likelihood of these threats as well as the expected duration of the possible failures. Top priority should be given to the most critical systems. To conduct this prioritization exercise you will need to develop a risk rating methodology.

3. Risk Assessment, and Planning Prioritization

Once you have prioritized areas needing contingency plans and developed disaster scenarios it is time to define the scope of the project. It is important that you define a controllable scope before beginning the next phase of your contingency planning effort. The output of your threat assessment and prioritization will be useful in defining the scope of your overall planning effort. You will now need to use this information to draw a box around your contingency efforts--what risks will you address and which will your ignore? These will be critical decisions and will require careful consideration.

4. Review and Develop Plans

This phase is where you will review existing plans and develop new plans defined in the project scope. You will also determine the events that will trigger a plan's implementation. Additionally, testing and training are included in this phase. Developing plans will involve an exercise to identify and evaluate various contingency alternatives based on scenarios developed in the preceding phase. As with the failure scenario effort, building the list of alternatives will require a careful analysis to determine whether the alternatives are likely to be available. In developing plans you should be sure to include individual preparedness and community-wide readiness as aspects of your plan. Work with civic and community groups in developing plans that will work at the neighborhood level.

5. Responding to the Event

Your efforts at developing good plans will be rewarded in the event of a disastrous event. However, your work is not done when the plans are done. Being prepared to respond to the event will require a strong system for threat monitoring, emergency notification, and command and control systems.

The contingency plan should be implemented when a trigger event occurs. Contingency plans may be put into effect anytime to prevent a service disruption. The objective of the plan execution step is to manage the operation of the contingency plan as smoothly and efficiently as possible. It is important to have a strong command and control system in place to ensure that the plan activation and monitoring is carried out in an organized and controlled fashion.

The training and testing that should have previously occurred will go a long way to ensure the successful implementation of your plan. Strong communication and management, however, will also be key. You must make sure that everyone in the organization knows that the contingency plan is being put into effect. Notification of key personnel and emergency response teams should be followed by communication to all staff and the public. You should let anyone affected by the plan know that the plan has been activated and the expected duration of the contingency mode.

Managing Meec Gatherings

Topic Objective:

At the end of this topic student would be able to understand:

- Responding to the Event
- Recovery and Operations Resumption
- Disengaging from Contingent Operations
- Restarting Primary Processes
- Technology Concerns

Definition/Overview:

Managing MEEC Gatherings: Strong oversight will be needed during event operations. Command centers should be open to ensure that oversight and rapid decision making can occur. Training and rehearsing the management team in emergency operations concepts and drilling this

team are good ideas as well. It is critically important to be able to manage information related to these events and the plans and resources being deployed in response. Here again, good information management technology is essential.

Key Points:

1. Responding to the Event

During the incident response phase, the real-time tracking of incidents and response resources is critical. It is conceivable that emergency managers and response organizations will be overwhelmed with calls for service. Resource may be in short supply while multiple requests for service pile up. Again, the potential for many simultaneous incidents requires a robust data management system. An operations log capability in needed to fulfill the requirement of documenting, tracking, and managing the response to an infinite number of concurrent incidents.

2. Recovery and Operations Resumption

Your contingency plan will need to include business resumption and recovery planning. It is important to have a plan for "standing down" for the contingency mode and for the resumption of normal operation after the contingency has ended. You may choose to organize separate business resumption teams to develop these specific plans. Specific plans should be developed documenting the recovery process.

3. Disengaging from Contingent Operations

As you did with the preparations for implementation of the plan, you will need to determine trigger events for ending the contingency mode of operations. What events will be required to determine that it is safe to "stand down" and to begin the recovery phase? You will want to conduct testing of the primary systems and process to ensure that they are operating appropriately. Test plans and scripts for these tests should be predetermined.

Strong oversight will be needed during event operations. Command centers should be open to ensure that oversight and rapid decision making can occur. Training and rehearsing the management team in emergency operations concepts and drilling this team are good ideas as well. It is critically important to be able to manage information related to these events and the plans and resources being deployed in response. Here again, good information management technology is essential.

Once the organization is confident that it is safe to disengage from the contingency mode, staff will need to have step-by-step instructions for stopping the contingency process and transitioning to the primary process. Depending on the situation, these instructions may need to cover data transfer and archival as well as various data management and table maintenance issues.

4. Restarting Primary Processes

Restarting primary processes leads your organization from its contingency operations to a stable, permanent solution. You will first need to make sure that systems are tested and operating smoothly. Data captured in the contingency mode will need to be entered into the system. Staff will need to transition out of the contingency mode and back into the normal operating processes.

5. Technology Concerns

Information management issues will be a key concern for event management. You will want to automate as much of the message tracking and be able to route and log your incident information. Detailed information on Command Center information management issues and solutions is now available on the command center page.

6. Putting it All Together

Your event management plans must be integrated with your overall enterprise continuity management and emergency management approach and must be tested through drills and exercises that test your plans, your people, and your tools. No one knows what events will occur but you can be certain that taking the necessary planning and preparedness steps ahead of time will limit damages and speed the recovery process. Having good plans in place, drilling on them

and using a robust information management system to implement and track their execution will prove to be invaluable