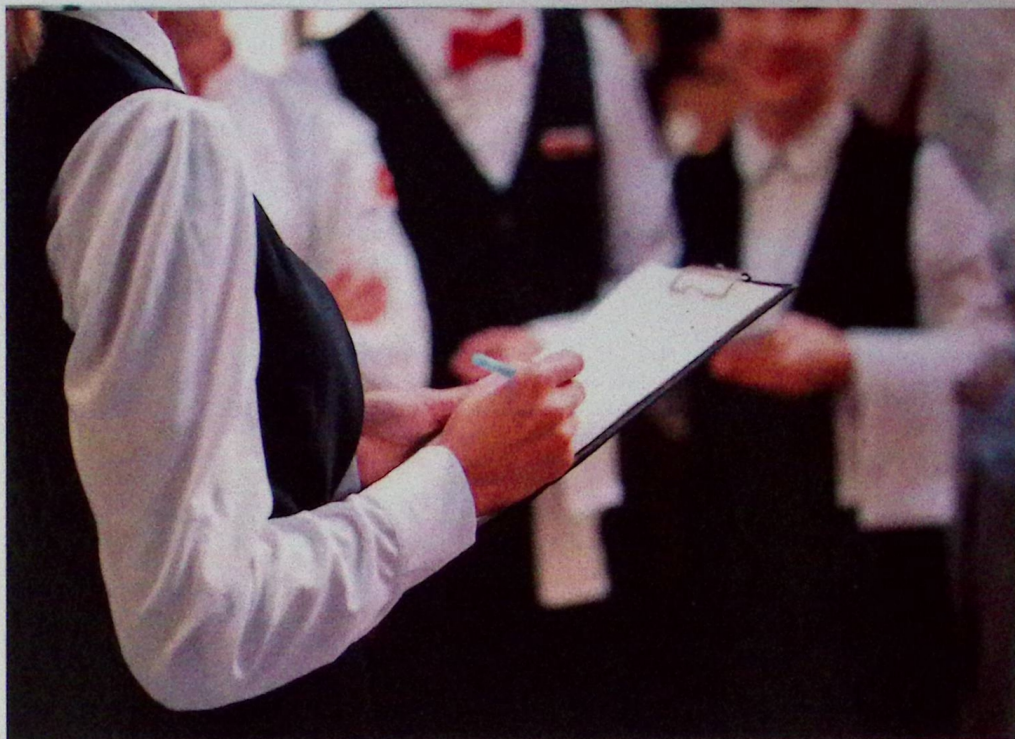


ALEXIS
PAPER
BACKS



Fundamentals in Lodging Operations

FRANKLIN SHORT

FUNDAMENTALS IN LODGING OPERATIONS

Franklin Short





ALEXIS PRESS

Published by: Alexis Press, LLC, New York, USA

www.alexispress.us

© RESERVED

This book contains information obtained from highly regarded resources.

Copyright for individual contents remains with the authors.

A wide variety of references are listed. Reasonable efforts have been made to publish reliable data and information, but the author and the publisher cannot assume responsibility for the validity of all materials or for the consequences of their use.

No part of this book may be reprinted, reproduced, transmitted, or utilized in any form by any electronic, mechanical, or other means, now known or hereinafter invented, including photocopying, microfilming and recording, or any information storage or retrieval system, without permission from the publishers.

For permission to photocopy or use material electronically from this work please access alexispress.us

*This Low Priced Edition is printed in India for Sale in Asia and Africa Only.
Circulation of this edition outside Asia and Africa is Unauthorized and Strictly Prohibited.*

First Published 2023

A catalogue record for this publication is available from the British Library

Library of Congress Cataloguing in Publication Data

Includes bibliographical references and index.

Fundamentals in Lodging Operations by *Franklin Short*

ISBN 978-1-64532-838-4

Contents

Preface

vii

Chapter 1	Introduction	1
	Lodging	1
	Departments in a Hotel or Resort	6
	Hotel Operation Challenges	8
	Sectors of the Hospitality Industry	9
	Different Sectors of Hospitality Industry	13
	Lodging Consumer Trends	18
	Lodging Competition Analysis	21
	Accommodation According to Budget	25
Chapter 2	Growth and Development of the Lodging Industry	35
	Introduction	35
	Hotels	35
	Growth of Hospitality	41
	The Evolution of the Hotel and Lodging Business	41
	The Evolution of Travel and Hospitality Industry	44
	Hotels and Hotel Industry	50
	Accommodation	55
Chapter 3	Organizational Structure in Lodging Industry	75
	Organizational Structure of a Hotel	75
	Hotel Organizational Chart	76
	Organization of Lodging Structures	87
	Purpose do Hierarchies Serve in the Hospitality Industry	88
	Organizational Structure	93
	Hotel Management Structure and Organization: Building a Team	110
	Hotel Organizational Structure?	114
	Types of Hotel Organizational Structure	116
	Hotel Organization Structures - Hotel Management and Operations	120
	The Future Organization of Hotels	123
	Organization of Lodging Properties - Hotel Front Office Management	128

	Benefits and Disadvantages of a Functional Organizational Structure	129
	Functional Organization Structure: Pros and Cons	131
	Functional Organizational Structure Advantages and Disadvantages	135
	Creating an Organizational Structure	138
Chapter 4	Resorts, Recreation and Special Lodging Environments	150
	Resort	150
	Recreation	152
	Resort Hotel	156
	Hotel Industry Trends	157
	Difference between a Hotel and Resort	169
	Looking into Hospitality and Recreation	170
	Recreation, Tourism, and Rural Well-Being	175
	Accommodation and Lodging	179
	Green Lodging and why is it Important	185
	How Hotels Can Reduce their impact on the Environment	187
Chapter 5	The Importance of Hotel and Lodging Operations	191
	Hotels	191
	Hotel Operations and Communication	194
	The Importance of having well Organised Information in Reactive Maintenance .	197
	Front Office Operations in Hotel and Hospitality Management	200
	Hotel Organisation Structure	201
	Types and Classification of Hotels	204
	Alternative of Hotels Accommodation	215
	The Fascinating History of the Hotel Industry	222
	Classification of Hotels : Based on Location and Clientele	225
Chapter 6	Cost Characteristics of Lodging Operations	234
	How Hotel Operating Costs Affect the Bottom Line	234
	Fixed Costs and Variable Costs in Hotels	239
	Hotel Pricing and Room rate Optimisation: The Complete Guide	241
	Hospitality Business Costs Breakdown: Beyond the Basics	258
	Focus on these Areas to Control Costs at your Hotel	260
	Characteristics of Service Product	263
	Hotel Revenue Management: Solutions, Best Practices, Revenue Manager's Role	267
	Revenue Management Challenges in the Hospitality Industry	282
	Smart Cost Saving Ideas for Hotels	283
	Fixed Cost and Variable Cost in the Hotel Industry	288
	Simple Ways to Reduce Hotel Operating Costs While Sustaining Customer Service	291
	Effective Approaches to Cut Costs and Boost Productivity at your Hotel	295
	How to Improve Hotel Operations to Reduce Operating Costs	298
	<i>Bibliography</i>	301
	<i>Index</i>	303

Index

A

Accommodation 9, 14, 25, 36, 55, 58, 67,
179, 180, 216, 217, 233
Administrative 8, 68, 86, 95, 100, 106, 285
Air Transport 44, 48
Analyzing 22, 175, 274, 276
Ancient Era 192
Artificial Intelligence 163, 165, 279
Attractions 11, 12, 19, 20, 22, 56, 72, 155,
157, 158, 161, 170, 256, 265
Authority 94, 95, 96, 97, 98, 99, 100, 101,
105, 115, 117, 127, 132, 134, 135,
143, 201

B

Biomimicry Solutions 186
Biophilic Design 186, 187
Boundaryless 95, 99, 146, 147
Business Travelers 18, 19, 20, 174, 205,
228, 268, 279, 280

C

Casinos 13, 19, 43, 210
Cloud Computing 186, 187
Communicate 75, 77, 81, 83, 108, 109,
115, 118, 131, 133, 137, 139, 159,
198
Communication 7, 52, 60, 94, 96, 97, 104,
113, 123, 127, 128, 131, 133, 134, 135,
137, 142, 143, 153, 155, 173, 216, 217,
218, 219, 220, 224, 282, 300
Conference Services 71, 119

Credits Department 7
Cruise 6, 13, 16, 17, 208, 232

D

Decentralization 100, 124, 127
Demographics 41, 165, 224, 242
Demonstrate 25, 126, 206, 267, 292
Department Managers 87, 113, 116, 120
Departmentalization 96, 97, 127
Divisional Structure 94, 134, 138, 142

E

Engineering 7, 83, 96, 98, 120, 122, 139,
145, 203
Entertainment 11, 12, 17, 138, 180, 241,
290

F

Flat Structure 94, 123, 134
Flatarchy Structure 134
Fractional Ownership 61, 64
Franchise Agreements 63, 183
Functional 78, 87, 94, 129, 131, 132, 135,
136, 137, 138, 139, 140

G

General Manager 60, 68, 69, 75, 79, 81,
82, 83, 84, 87, 115, 116, 120, 126,
127, 128, 129, 175, 202, 204
Golf Resorts 151, 153, 224
Growth of Hospitality 41
Guesthouse 2, 25, 28, 29

H

Hierarchical 77, 78, 79, 80, 81, 83, 86, 89,
90, 91, 92, 93, 116, 132, 133, 134,
149
Homestay 3, 32
Hospitality Industry 9, 13, 14, 44, 49, 88,
179, 220, 282
Hostel 1, 3, 9, 25, 28, 44, 52, 170, 191,
215, 224, 231
Hotel Industry 38, 50, 157, 158, 159, 161,
164, 171, 173, 199, 222, 223, 224,
243, 251, 257, 288
Hotel Types 52, 55, 57, 58, 61, 71, 181
Human Resources 7, 69, 76, 83, 98, 103,
114, 118, 125, 127, 132, 138, 139,
141, 202

I

Independent 18, 23, 61, 62, 63, 67, 72, 89,
91, 94, 99, 100, 109, 137, 154, 160,
172, 173, 183, 184, 205, 230, 238,
245, 263, 282
International 11, 38, 39, 40, 48, 52, 54, 66,
89, 92, 109, 115, 116, 160, 161, 164,
173, 185, 201, 206, 216, 220, 224
Interruptions 9

L

Leisure Travelers 20, 22, 279
Lodging 1, 2, 3, 14, 18, 19, 21, 35, 37, 41,
42, 75, 87, 128, 150, 179, 180, 185,
191, 201, 233, 234, 273, 300

M

Management Contract 62, 183, 184, 214
Matrix Structure 133, 139, 143
Mission 4, 27, 46, 48, 72, 101, 108, 109,
110, 147, 186, 201, 235, 238, 239,
240, 268, 277, 280, 298
Motivation 6, 102, 103, 104, 105, 106,
109, 125, 137, 139, 145, 160, 161

N

Narrow Scope 133
Network Structure 134

O

Organization Design 94
Organizational 75, 76, 77, 78, 79, 80, 81,
83, 84, 85, 86, 93, 97, 101, 103, 114,
115, 116, 129, 133, 135, 136, 137
Organizational Chart 76, 77, 78, 79, 80, 81,
83, 84, 85, 86, 116
Organizing Function 96
Ownership 7, 17, 41, 55, 61, 63, 64, 65, 66,
68, 181, 183, 184, 189, 213, 230
Ownership Structures 55, 61, 181

R

Rail Transport 47, 53
Reasonableness 24
Recreation 12, 19, 20, 67, 150, 152, 170,
172, 175, 177, 178, 179, 180
Repurposed Materials 186
Reservations 63, 70, 72, 73, 76, 115, 118,
119, 126, 164, 174, 184, 269, 270,
271, 278
Resort Hotel 68, 150, 156, 170, 181
Resort Towns 154, 155
Responsibilities 69, 75, 77, 89, 90, 91, 101,
111, 112, 114, 116, 117, 120, 128,
129, 133, 136, 141, 201, 272
Revenue Manager 241, 242, 243, 246, 247,
267, 272, 274, 276, 277, 283
Road Transport 47

S

Sea Transport 47
Specialization 129
Specialization 93, 94, 96, 98, 120, 125,
127, 129, 132, 135, 139, 273
Sustainable Architecture 186, 187

T

Takeaways 15, 44
Technology 8, 12, 13, 124, 162, 165, 166,
235, 243, 284, 285, 293
Timeshare 17, 57, 154, 180, 225, 230
Transportation 14, 16, 19, 47, 48, 50, 51,
53, 54, 55, 172, 190, 193, 279, 282
Trip Stacking 164

