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# **HOTEL PRESENTATION**

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Hotel Presentation : практикум по развитию навыков построения  
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Практикум предназначен для студентов неязыковых специальностей,  
программа обучения которых включает изучение деловых коммуникаций в  
сфере туризма.

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## **INTRODUCTION**

**HOTEL PRESENTATION** is a course in Business English for students, specializing in communication in the tourism area. The course is aimed at further developing skills of listening, speaking, reading and writing. The ultimate goal of the course is to teach the ability to prepare a public talk and present some general information on Company/Product.

The course contains five parts:

**ORGANIZATION AND STRUCTURE of TOURISM** introduces the students into the language of statistical data, reading and drawing up new graphs and tables; commenting over organizational diagrams and creating the other ones in conformity with the situations.

**HOTEL PROFILE** includes a basic text and a few vocabulary and training exercises necessary to develop the skills of giving a brief description of a tourist organization.

**HOTEL STRUCTURE** features a variety of organizational diagrams highlighting corporate hierarchy.

**HOTEL HISTORY** is presented by an authentic text which is followed by a number of exercises focused on developing the skills of extracting, contracting information, applying annotated reports in preformatted ‘Cause and Effect’ and ‘Problem Solving’.

**COMPANY PERFORMANCE** specify the skills obtained while working at **ORGANIZATION AND STRUCTURE of TOURISM**, but based on more detailed information and using more advanced and expanded topical vocabulary.

**HOTEL PRESENTATION** is supplied with the **APPENDIX** in which texts for extra reading, the structure for making a successful presentation, the **FILES** with tasks and various exercises for obtaining relevant skill are suggested.

# Hotel Presentation

## Part A THE ORGANIZATION AND STRUCTURE OF TOURISM

### 1. *SPEAKING* Reasons for Travelling

A. Look at these pie charts showing the reasons why people visited London in one year and answer the questions:

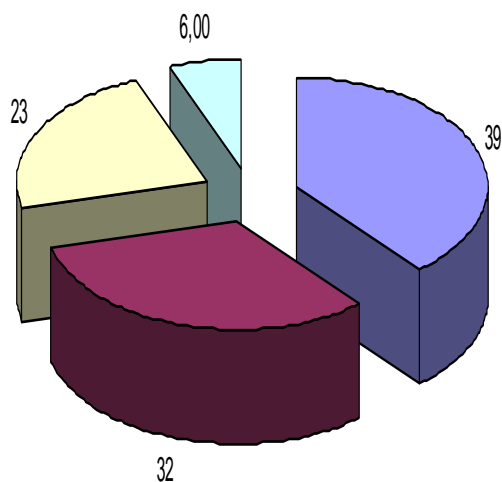
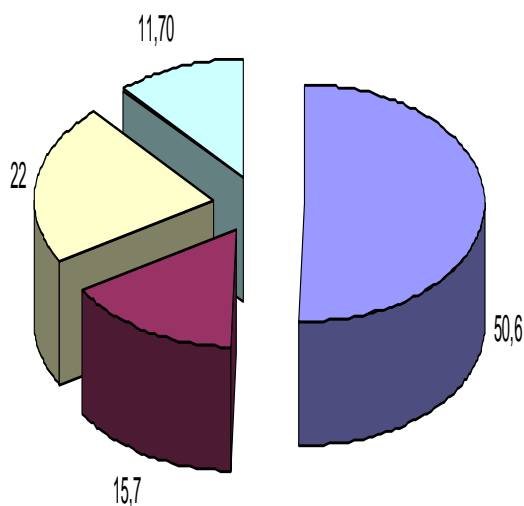
- a What are the main points shown by the charts?
- b The 'other' section is quite large. What do you think it could include?
- c Do you think the charts would be very different for your city or country?

**Overseas visitors**

**Domestic visitors**

1 – Holiday  
2 – Other

3 – Business  
4 - Friends and Relatives



**B. Think of four people - family or friends - that you know well. Make a list of all the places they have travelled to in the past two years, and have stayed in for at least one night. In groups of three or four, put your lists together and make a pie chart similar to the ones above. Then compare with other groups.**

## **2. LISTENING**

### **A Passenger Survey at an Airport**

**A. Listen to this woman conducting a passenger survey at a busy airport. She is asking people why they are travelling and other details about their journey. As you listen, complete the chart below.**

	Passenger1	Passenger2	Passenger3	Passenger4
Destination				
Purpose of visit				
Length of stay				
Size of party				
Mode of transport to airport				
Occupation				
Age				

**B. Listen again and note down the different question forms the woman uses. Organize the questions into groups according to the way each is formed.**

## **3. GRAMMAR FOCUS Indirect questions**

**A. Study the sentences.**

I wonder if you'd mind answering some questions.

Could you tell me how you got to the airport?

Could you tell me where you are going?

Can I ask which of these age groups you're in?

Would you mind telling me how old you are?

Could you tell me where you're going?

**B. Convert these direct questions into indirect questions.**

- a What's the time?
- b When is the next flight to Amsterdam?
- c Is this your suitcase?
- d When does the flight from Istanbul arrive?
- e How many times a year do you fly?
- f Have you got any seats on the ten o'clock flight?
- g Is there a phone near here?
- h Why are there no trains on Sundays?

**C. Now take turns to ask your partner each indirect question.**

A passenger at an airport is being asked about his hotel arrangements. Rephrase the interviewer's questions beginning with the polite phrases in brackets. The first one has been done for you.

**D. Continue asking each other indirect questions.**

1. Which hotel will you be staying at? (Could you tell me...?)

*Could you tell me which hotel you will be staying at?*

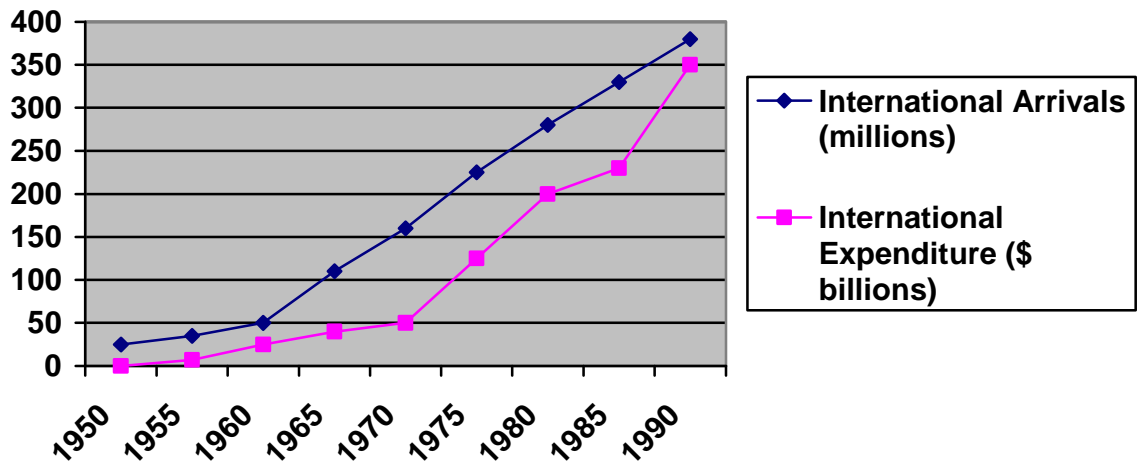
2. Have you ever been there before? (May I...?)
3. Did anyone recommend it to you? (Can you...?)
4. Why did you choose it? (Would you mind...?)
5. How much does it cost? (Could you...?)
6. What facilities does it have? (Can you...?)
7. Does the hotel have a courtesy bus? (May I...?)
8. When will you be leaving? (Would you mind...?)

**4. READING**

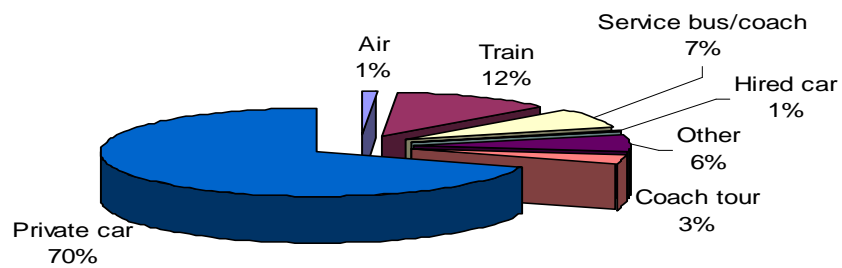
**Displaying Statistical Information1.**

**A. These three graphs and charts give different statistical information related to tourism and travel. Which one is (a) a pie chart, (b) a block graph, and (c) a line graph?**

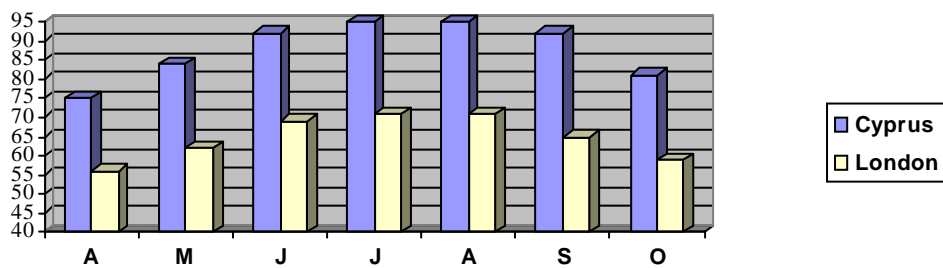
1



2



### 3. Average daily maximum temp. F°



**B. Decide what the most important fact is shown in each graph or chart. Why is the information presented in these different ways? What other ways of displaying statistical information can you think of?**

**C. Now answer these questions.**

- a What was the total international expenditure on tourism in 1985?
- b Which decade saw the biggest increase in international arrivals?
- c What is the most popular form of transport used by tourists in Britain?
- d Which is the hottest month in Cyprus?
- e In which month is there the greatest difference between the temperature in Cyprus and the temperature in London?

**D. What do you think?**

- a Why did the 1970s see so many international arrivals?
- b Why does air transport only account for 1% of tourist transport in Britain?
- c Do you think the chart showing tourist transport would be very different for your country?

### **5. LANGUAGE FOCUS Describing Graphs and Statistics**

**A. Describe the graphs and charts in the previous section. Use the words and expressions from the list to complete the sentences.**

a. went up gradually	f. a small percentage of
b. levels off	g. from ... to ...
c. more than double	h. a fairly sharp fall
d. rose dramatically	i. the most popular
e. a gradual increase	j. the vast majority of

- 1. There was \_\_\_\_\_ in international arrivals between 1950 and 1960 \_\_\_\_\_  
25.3 m \_\_\_\_\_ 69.3 m.
- 2. International expenditure on tourism \_\_\_\_\_ from 1950 to 1970 and then  
\_\_\_\_\_ from 1970 to 1980.
- 3. \_\_\_\_\_ tourists in Britain travel by car.
- 4. \_\_\_\_\_ tourists in Britain travel by coach.

5. \_\_\_\_\_ mode of transport in Britain is by private car.
6. There is \_\_\_\_\_ in the temperature in Cyprus in October.
7. The temperature in Cyprus \_\_\_\_\_ in July and August at 95 degrees.
8. The number of hours of sunshine in Cyprus in July is \_\_\_\_\_ that in London.

**B. Make some more sentences of your own.**

## **6. READING A Statistical Report**

**A. Here is some information about tourism in Britain. At the moment it is in the form of a series of tables. With a partner, decide which type of graph or chart would be appropriate as a more visual way of presenting the information. Then draw the graphs and charts.**

### **A. Top ten attractions in London (the number of visitors)**

British Museum	5.8 m
National Gallery	3.8 m
Madame Tussaud's	2.4 m
Tower of London	2.3 m
St Paul's Cathedral	1.9 m
Tate Gallery	1.8 m
Natural History Museum	1.7 m
Chessington World of Adventure	1.5 m
Science Museum	1.3 m
Victoria and Albert Museum	1.1 m

### **B. Tourist spending breakdown**

Accommodation	£ 6,520 m
Eating out	£ 4,388 m
Shopping	£ 3,576 m
Travel within UK	£ 2,564 m
Entertainment	£ 1,008 m
Services, etc.	£ 497 m
<b>Total</b>	<b>£ 18,553 m</b>

### **C. Recent trends in tourism (£)**

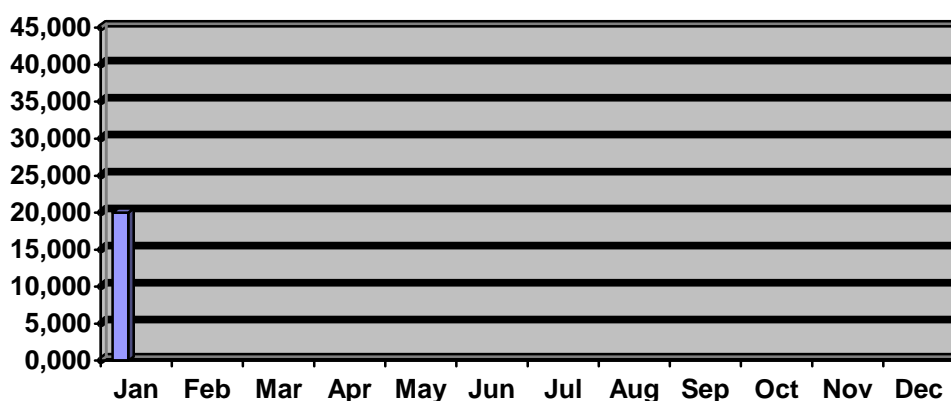
<b>Visits</b>	<b>1992</b>	<b>1994</b>	<b>1996 (millions)</b>
domestic	7.0	7.5	8.0
overseas	10.0	7.5	8.0
all	17.0	18.2	19.5
<b>Nights</b>			
domestic	19.4	19.0	18.5
overseas	68.7	74.0	80.0
all	88.1	93.0	98.0
<b>Expenditure</b>			
domestic	640	900	1,325
overseas	4,150	4,825	5,700
all	4,790	5,725	7,025

**B. Write a brief report to accompany each of your graphs or charts. The report should include all the important information. Present one of your graphs or charts to the class. Use phrases:** *went up significantly - went down slightly; saw a significant fall/rise*

## **7. READING    The Language of Graphs**

**A. Read the report about the number of visitors at Rollercoaster World, a major tourist attraction, over the year. Then use the information to complete the bar chart below.**

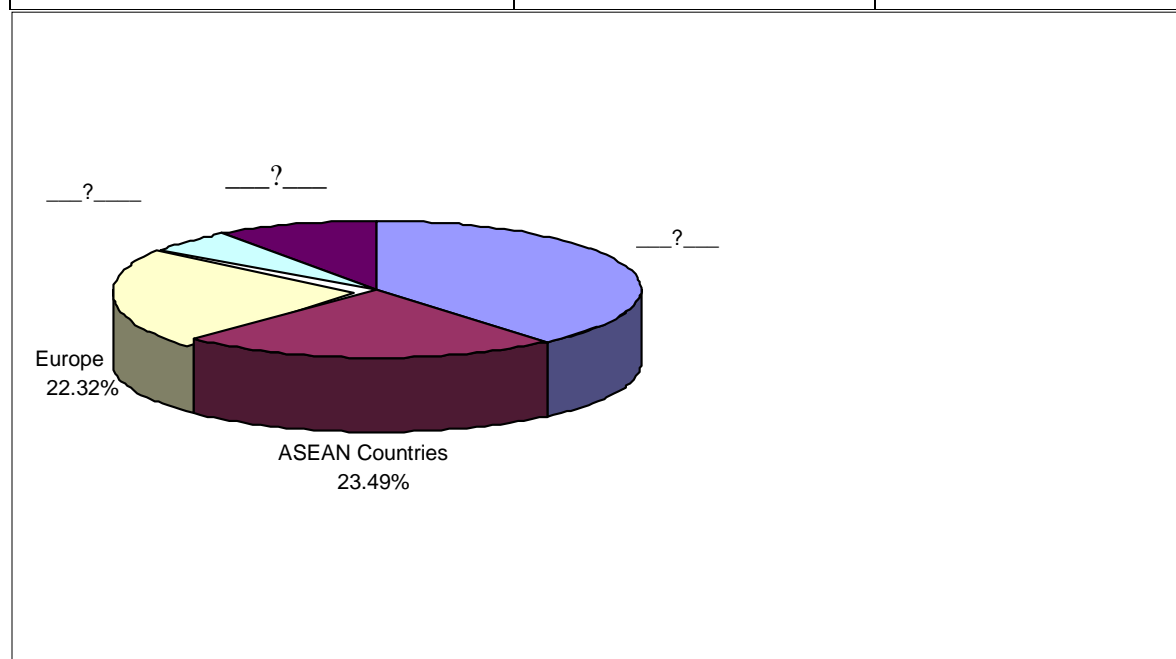
There were 20,000 visitors in January, although most of these came just after New Year and before the new school term. In February there was a sharp fall to 5,000 but this rose by 2,000 in March as the weather improved. In April numbers rose by 5,000 and there was a gradual increase in May and June, when numbers went up by 3,000 each month and then leveled off in July. The most popular month was August, when numbers more than doubled to 40,000 because of the school holidays and the summer tourist season, and there was a sharp fall of 10,000 in September. Numbers fell gradually during October and November by 5,000 a month, and then leveled off at 20,000 in December.



**B. Read the following information. Complete the pie chart below and put the missing figures in the table.**

## International Tourist Arrivals to Thailand

		January – December
<b>Country of origin</b>	<b>no. of tourists</b>	<b>%</b>
East Asia (excluding ASEAN)	2,794,149	38.85
ASEAN Countries	1,689,434	?
Europe	1,605,287	?
The Americas	384,060	5.34
Others	719,214	10.00
<b>Grand total</b>	<b>7,192,144</b>	<b>100</b>



## 8. *READING* Tourist Motivations

**A. Read the quotes and guess what destinations they can be associated with.**

a	I like to be active on holiday-visit museums, galleries, that sort of thing.
b	We spent last Christmas in the mountains outside Kyoto-that's where my son

	lives now, his wife's Japanese.
c	I want to see as much of the world as possible. I'm meeting up with a bunch of friends next month and we're going hiking in the Himalayas.
d	We go to the beach every summer. I just want to relax and switch off and get some sun.
e	I have to visit our sales offices in Poland and the Netherlands four or five times a year. It's hard work, but I really like Poznan and Rotterdam.

**B. Write down the last three trips you or members of you or family made, and the reason.**

*EXAMPLE* Paris - weekend sightseeing trip

**C. Work in groups. Show each other the trips you wrote down. Can you put the different reasons into categories?**

**D. Read the text. How many of the types of trip you listed can you find?**

**E. Look again at the trips you listed and put them into the categories described in the text.**

### **Inside Tourism: Reasons for Travel**

People travel for many different reasons. In the tourism industry we divide the reasons for travel into three main categories: leisure tourism, business tourism, and visiting friends and relatives (usually abbreviated to VFR).

Leisure tourism can mean anything from excursions, day trips, and weekend breaks to package holidays, pleasure cruises, and longer independent trips such as hillwalking or treks in the mountains. It also includes cultural trips (for example, to music festivals), educational trips (for example, study tours), and religious trips (for example, pilgrims on a walking tour to a holy place).

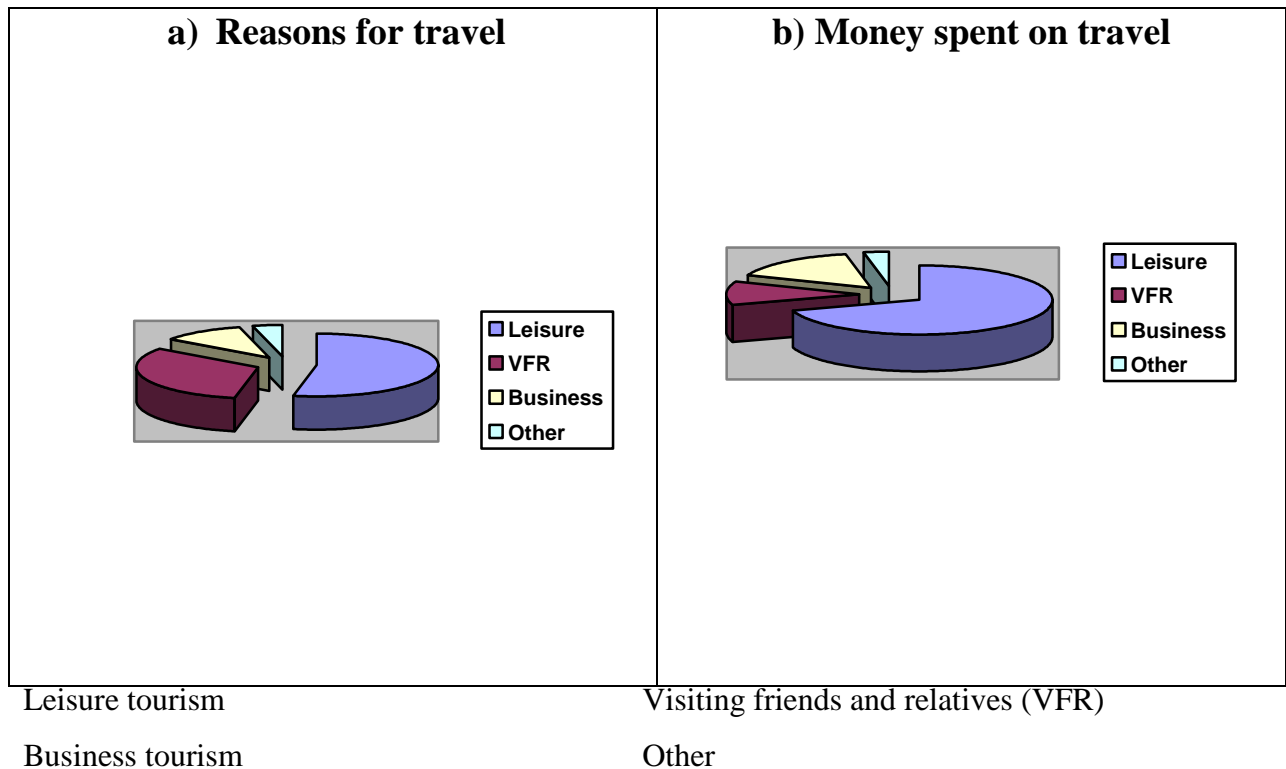
Business tourism includes any travel away from one's main place of residence, for such events as meetings, conferences, and trade fairs. It also includes special trips when workers are given a reward or a 'thank you' for good work (this is known as an incentive tour). Travel in order to visit friends or family relatives is also regarded as

part of the tourism industry. This could be for a special family party, such as a reunion or a wedding, or a regular trip made every year.

## 9. LISTENING Reasons for Travel and money Spent on Travel

The pie charts below show the relative importance of the different categories of travel with reference to British tourists.

**A. Listen to the lecture extract and label the percentages for each category.**



**B. Compare the two charts. Why do you think people traveling for leisure and for business spend more money than people traveling for visiting friends and relatives?**

**C. Use the information from the trips you listed to make a pie chart. How is it different from the chart for British tourists?**

## 10. READING The Changing Face of Tourism

**A. Discuss these questions with a partner.**

- How do you think tourist's reasons for traveling have changed in the last twenty or thirty years?
- What do you think is meant by 'old' or 'new' tourism?
- Do you think these words are related to 'old' or 'new' tourism?

high-rise	package	long-haul	independent
concrete	authentic	fly-drive	ecotourism

## B. Read the article to check your answers.

### Old and new tourism

In the 1980s and early 1990s, when Africans first realized that tourism can be a way out of their poverty, they built very large concrete hotels on the beaches of Kenya, South Africa, and other countries. For a time the charter flights poured in from Germany and Italy. The tourists hoped to see lions, but also wanted to lie by the pool and to eat food from their own country and enjoy the other comforts of home. The revenue from tourism rose sharply, but most of it went to international tour operators.

That was then. Fortunately, a new kind of travel is now in fashion. Today's tourists are leaving the high-rise hotels and European comforts. Instead they are looking for more authentic experiences. On the wild coast of South Africa, young tourists ride horses on unspoiled beaches and make their way through hills of subtropical vegetation. In the evening they sit round the fire and eat a traditional Xhosa meal of meat and vegetables; they listen to the local Xhosa people tell folk stories, before going to bed in simple tents and lodges. The experience is not offered by an international tour operator but by the Xhosa themselves. The Xhosa tour guides are paid two and a half times the average rate of pay.

The change from 'old tourism' to 'new tourism' did not happen suddenly. Interest in the traditional two-week sun and sea package holiday fell gradually towards the end of the last century. Individual tailor-made or independent holidays – such as fly-drive – have steadily become more popular. Nowadays people are taking shorter yet more diverse holidays. Long-haul flights are increasing and are making faraway places easier to get to. More and more tourists are looking for adventure, activity, and authenticity. Adventure travel, ecotourism, cultural tours, and sports vacations are taking people to more exotic destinations: China, the Maldives, Botswana, Vanuatu.

## C. Use information from the text to complete these tables.

In Africa	Old tourism	New tourism
1. What do tourists want to do?		
2. What do tourists want to eat?		
3. Where do tourists stay?		
4. Who are the tourism employees?		

In general	Old tourism	New tourism
1. Types of holiday		
2. Length of holiday		
3. Types of activities on holiday		
4. Destinations		

**D. Read this brief information about the future trends in the development of tourism in Africa.**

According to WTO (World Tourist Organization), tourists' arrivals in Southern Africa **are likely** to grow by 30% between 2000 and 2020. In East Africa they **are expected** to rise by 170%. South Africa is the most popular destination in the African continent with 22% of all international arrivals. Little-known African countries like Ghana and Cape Verde **are predicted /supposed** to be popular tourist destinations in the future.

**11. Language Focus Describing Trends**

**A. Look at these sentences from the texts B and D. Which ones describe**

- 1 a current trend?
  - 2 a past trend?
  - 3 a trend from the past to the present?
  - 4 a future trend
- 
- a The revenue from tourism rose sharply.
  - b Today's tourists are leaving high-rise hotels and European comforts.
  - c Interest in the traditional two-week sun and sea package holiday fell gradually towards the end of the last century.
  - d Individual tailor-made or independent holidays – such as fly-drive – have steadily become more popular.
  - e Nowadays people are taking shorter yet more diverse holidays.
  - f Long-haul flights are increasing and making faraway places easier to get to.
  - g Little-known African countries are predicted to be popular tourist destinations in the future.

**B. Which tense is used in each sentence?**

**C. Can you find any other examples of current trends in the text?**

**D. Convert these sentences using Past Simple, Present Perfect or Present Simple Passive if possible making necessary changes.**

**E. Divide these verbs into two groups: go up [ ▲ ] and go down [ ▼ ].**

rise

decrease

grow

increase

fall

drop

**F. Put these adverbs in order – from small change to big change.**

dramatically

steadily

gradually

sharply

We often use an adverb of degree to show how quickly or slowly trends develop.

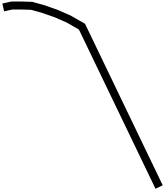
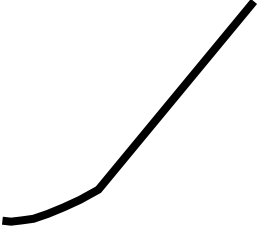

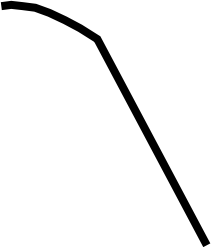
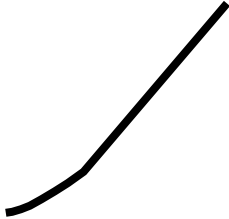
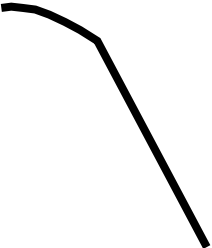
These include :

**slowly   gradually   steadily   =>   strongly   sharply   dramatically**

*Online bookings have increased dramatically over the past five years.*

**G. Use the graphs to write sentences about the current trends in 1-6. Start each sentence with: *The number of...***

Example: *The number of people taking package holidays is decreasing sharply.*

<p><i>1. package holidays</i></p> 	<p><i>2. weekend city breaks</i></p> 
<p><i>3. long-haul flights</i></p> 	<p><i>4. beach holidays</i></p> 
<p><i>5. online holiday booking</i></p> 	<p><i>6. High Street travel agents</i></p> 

**H. Change your sentences using other grammar tenses to describe all possible trends mentioned above.**

## **12. SPEAKING. Find Out**

**A. See whether you can consider the following:**

1. Have there been similar changes in tourism in your country or region?
2. What was tourism in your country like (a) twenty years ago, (b) ten years ago?
3. How can you find out? Who can you ask?

4. What are the main reasons why tourists come to your country or region now?
5. Use the information you have found out to make a list of 'old' and 'new' tourism features in your country or region.

### **13. WRITING    Your Country or Region**

**A. Use the information from *Find out* to write a short article – with graphs and charts if appropriate – about trends in 'old' and 'new' tourism in your country or region.**

### **14. SPEAKING    Changes in Tourist Motivation**

**A. Work in pairs. You are going to look at two surveys on the main reasons given by tourists for their holiday. One is from 1986 and one is current. See FILE I.**

**B. Find out what, if anything, your survey says about**

1. the main reason for holiday travel
2. attitudes to food and eating
3. the importance of having fun
4. the importance of weather and nature
5. wanting new experiences
6. meeting people and being with people.

**C. Tell your partner and compare answers.**

**D. Look at the two surveys together. Can you identify any trends in tourist motivation?**

### **15. LISTENING    Working with Figures**

**A. Listen and write down the figures that you hear.**

**B. Mind the following:**

*9 mln foreigners – nine million foreigners, but millions of foreigners;*

200,027 tourists – two hundred thousand twenty seven tourists, but hundreds of tourists;

12, 000 visitors – twelve thousand visitors, but thousands of visitors.

0.35 – zero point three five;

8.75 – eight point seven five.

1/2 - a half, 1/3 – a third, 1/4 –a quarter, 2/5 – two fifth, 3/4 – three quarters.

### Changes in figures:

The price rose **from** \$100 **to** \$120; **by** \$20.

The sales fell **by** 10%.

## 16. SPEAKING Describing Tables and Pie Charts

**A. Work with a partner. Student A look at the statistics in table A. Student B- in table B in FILE II. Ask each other about the information missing in your table and answer your partner's questions**

**A.**

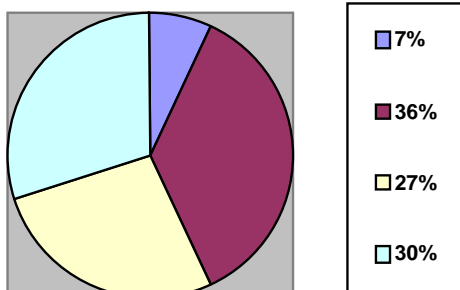
The most visited monuments and museums in the EU (numbers per year)		
Rank	Place	No. of visitors
1.	The Pompidou Centre	7.9 m
2.		
3.	The British Museum	3.8 m
4.		
5.		
6.	Versailles	2.6 m

**B. Present the figures in this pie chart about the value of tourism to the UK to your partner. Then listen to your partner talking about tourist spending in the UK and complete the information on pie chart A 2. See FILE III.**

## Student A

A –1

Value of Tourism to the UK  
Total £26,659 million



7% - £2,100m in fares by overseas visitors to UK carriers

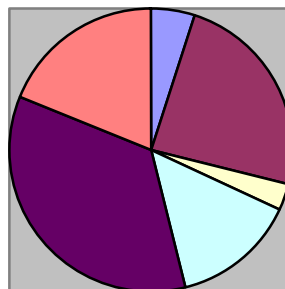
36% - £10,655m by UK residents staying overnight

27% - £7,891m by overseas visitors in the UK

30% - £9,003m by UK residents on day trips

A – 2

Tourist Spending Breakdown  
**Domestic and Overseas Tourists**  
Total £ 18,553 Million

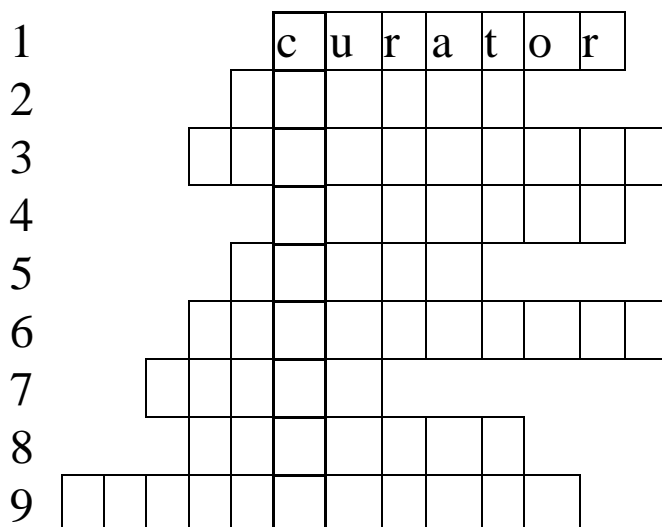


## 17. VOCABULARY Sectors of the Tourist Industry

**A. Complete the word square to find the missing word. The clues are listed below. The first one has been done for you.**

1. The curator of the museum is planning a big new exhibition for next spring. (7)
2. These bags are terribly heavy. Do you know where I can find a \_\_\_\_\_ to help me? (6)
3. The air traffic \_\_\_\_\_ gave the plane permission to take off. (9)
4. After I had collected my luggage, a \_\_\_\_\_ officer asked me to open one of my suitcases. (7)
5. The \_\_\_\_\_ informed the passengers that they would be landing in twenty minutes. (5)
6. During the flight, the \_\_\_\_\_ came round with the drinks trolley. (10)
7. If you have lost something on the train, the \_\_\_\_\_ may be able to help you. (5)

8. When the plane landed, the \_\_\_\_\_ handlers unloaded the hold. (7)
9. Room 235 has not been prepared yet. Could you send a \_\_\_\_\_ to clean it up? (11)



**B. Look at the different sectors of the tourism industry below. In each box, write four jobs that are related to it. See the example.**

Accommodation	Tourist attractions	Finance
<i>chambermaid</i>		
Training establishments	Tourist organizations	Carriers

**C. Write sentences describing two jobs you have noted down in each of the boxes. See the example.**

*In a hotel, a chambermaid cleans the rooms and the receptionist greets guests when they arrive.*

## 18. **READING** The Structure of the Tourism Industry

**A. Discuss this question with the partner:**

What are the different sectors of the tourism industry? What are they?

**B. Look at this table showing the structure of the tourism industry. Fill in the gaps with words and phrases from the box below.**

Private Sector Support Services	→→→→→→→→	Producers	←←←←←←←←	Public sector Support Services	
Guiding Services	c) _____  Air transport   Sea transport  d) _____  Road transport(coach, car hire)	↓ e) _____  Hotels/motels	<b>Man-made attractions</b> Ancient monuments  Activity centers  g) _____  Catering facilities  h) _____	National tourist organizations	
a) _____				i) _____	
Travel Trade Press				Resort publicity offices	
Marketing support services				Public education and training establishments	
Guide and timetable publications				Public port services	
Private port services				j) _____	
b) _____				↓	
↓				↓	
↓				↓	
↓		→→→→→ <b>Tour operators and brokers</b> ←←←←←			↓
↓	→→→→→ <b>Travel agents</b> ←←←←←			↓	
↓	→→→→→ <b>The tourist</b> ←←←←←			↓	

- |                                   |   |
|-----------------------------------|---|
| 1. accommodation                  | 6. stately homes                                  |
| 2. camping and caravan sites      | 7. theme parks                                    |
| 3. carriers                       | 8. travel insurance and finance services          |
| 4. rail transport                 | 9. visa and passport offices                      |
| 5. regional tourist organizations | 10. private education and training establishments |

**C. Read the text “Inside Tourism: Mass tourism – niche Tourism” and consider File V. Which is growing faster: mass tourism or niche tourism?**

**D. Do you know what all the ‘micro-niches’ are? Which ones**

- 1 are geared towards students and young people?
- 2 help tourists to find out about their ancestors?
- 3 get tourists working on environmentally-friendly projects?
- 4 involve being either a participant or a spectator?
- 5 involve eating and drinking?

**E. Here are some more niches. What do you think each of them involves? Where would you put them on the chart?**

- 1 industrial
- 2 plane-spotting
- 3 cosmetic surgery
- 4 film trail

### **Inside tourism: mass tourism-niche tourism**

Mass tourism has grown at a remarkable pace in the last fifty years-more leisure time, more tourists, more resorts, bigger hotel complexes, more attractions able to take huge numbers of visitors, larger aircraft, many more flights. But in the contrast to this, as people have travelled more, the need to experience something different, something special, something tailored to the specific needs and interests of individuals and groups of individuals, has also grown. The result is 'niche-tourism': tour operators have realized there is a market for the specialist tourist, and it is a market that often spends more than the 'package-holiday' tourist. This market is perhaps the fastest-growing market in the tourism industry.

Niche tourism has a thousand different faces-holidays for senior citizens, tours for the disabled, gastronomic holidays, tours geared towards the gay community, photographic holidays, 'dark' tourism (visiting places with sinister and macabre histories), and many more. The chart below lists some of the niches.

**F. Match the niches in task F with these extracts from tour operator websites:**

- a Follow in the footsteps of the boy wizard, visit Alnwick Castle, the location for Hogwarts, and see where Harry Potter learnt to fly his magic broomstick.
- b We will aim to see the latest range of aircraft used by the Greek Air Force.
- c From an insider's glimpse of a hi-tech car plant to the weird antiquity of a Cuban cigar factory, going behind the scenes to learn how everyday consumer products are created is very enlightening.
- d Recovery time is important, but it is also opportunity to relax and enjoy some of the beautiful tourist features of the region.

## Part B HOTEL PROFILE

### 1. *READING*

#### Ritz-Carlton

#### A. Read the text paying attention to the bold-printed words.

Ritz-Carlton is a brand of luxury hotels and resort chain **renowned** worldwide not only for its luxury but also outstanding service. It provides the best accommodation and catering facilities to lofty customers and **caters to** the top 5 % of corporate and leisure travelers.

The Ritz-Carlton Hotel Company is a **subsidiary** of Marriott International with headquarters in Chavy Chase, Maryland.

The company operates 72 hotels and exclusive resort destinations in 24 countries all over the world including China, Egypt, Germany and Mexico.

The Ritz-Carlton employs 38,000 people from every corner of the world.

The annual budget of the company **accounts for** \$ 350 million. Despite its hefty room rates, the chain enjoys a 70 % occupancy rate, almost nine points above the hospitality industry average.

The R-C's primary competitors include Four Season Hotels Inc., Starwood Hotels & Resorts Worldwide, Inc.; Wyndham International, Inc.; Hilton Hotels Corporation; Fairmont Hotels & Resorts Inc.; Loews Hotels Holding Corporation. The **competition** revolves around which hotel chain **outperforms** its **rivals** in terms of better facilities and services. When it comes to solving customer problem, anyone from the staff who receives a customer complaint owns that complaint until it's resolved. Ritz-Carlton employees are **empowered** to handle problems on the spot, without consulting higher-ups. While competitors are still reading guests comment cards to learn about customer problems, Ritz-Carlton has already resolved them.

Ritz-Carlton became the first hotel company to win the Malcolm Baldrige National Quality Award. Service quality has resulted in high customer returning. More than 90% of Ritz-Carlton customers return for further stays.

The hotel chain takes great care in selecting its personnel. Once selected, employees are given intensive training in the art of **coddling** customers. New

employees attend a two-day orientation. All employees are taught to do everything they can never to lose a guest.

Ritz-Carlton recognizes and rewards employees who perform feats of outstanding service at dinner celebrating their achievements, by awarding Gold Standard Coupons, **redeemable** for items in the gift shop and free weekend stays at the hotel or luncheons celebrating employee anniversaries. As a result, Ritz-Carlton's **employee turnover** is less than 30 % a year, compared with 45 % at other luxury hotels. Ritz-Carlton's success is based on a simple philosophy. To take care of customers, you must take care of those who take care of customers. Satisfied employees deliver high service value, which then creates satisfied customers. Satisfied customers, in turn, create sales and profits for the company.

The company plans to grow further, expanding in Europe, Africa, the Middle East and the Americas.

**B. Match the words with their definitions.**

- |                      |  |
|----------------------|--|
| 1. renowned          | a. a company that is owned or controlled by another larger company |
| 2. cater to          | b. to give a power or right  |
| 3. subsidiary        | c. the process of doing smth better than others                    |
| 4. account for       | d. exchangeable  |
| 5. competition       | e. recognized  |
| 6. outperform        | f. to form a particular amount of something                        |
| 7.rival              | g. to take care  |
| 8.empower            | h. percentage of workforce employed and discharged over a year     |
| 9. coddle            | i. to provide with what is necessary                               |
| 10. redeemable       | j. organization that you compete with in business                  |
| 11.employee turnover | k. to do smth better than those you compete with                   |

**C. Complete each sentence with a word from the box. Mind the proper form of the word.**

empower	renowned	subsidiary
rival	employee turnover	cater to
redeemable	account for	coddle
competition		outperform

1. The \_\_\_\_\_ between the leading tour operators has become very tough recently.
2. Our staff is ready to \_\_\_\_\_ the increasing demands of our customers.
3. Foreign ownership \_\_\_\_\_ 80% of the total property on the island.
4. The new law \_\_\_\_\_ our resort to leave money from tourism for developing the area.
5. We offer a lot of advantages together with a good salary in order to keep the \_\_\_\_\_ to a reasonable minimum.
6. \_\_\_\_\_ guests' pets is not supposed in our hotel.
7. We are not \_\_\_\_\_, we are partners.
8. Among the \_\_\_\_\_ landmarks in England you can see the Stonehenge.
9. Our company is opening two new \_\_\_\_\_ next month.
10. Free in-house lunch is not \_\_\_\_\_ for money.
11. Pippin may even \_\_\_\_\_ similar computers from Oracle and Sun.

**D. Give summary of the text according to this outline.**

**Hotel Profile**

1. The name and the major activities. (What is the name of the company? What does the company do?)
2. The location of headquarters (Where is the main office located?)
3. The size of the company (How many people does the company employ?)
4. Offices, affiliates, retail outlets in other places (Does the company have any subsidiaries in this country/abroad?)
5. Market share, turnover, output, occupancy rate, daily or annual revenue, etc (Is the room occupancy high or low?).
6. Primary competitors (What are the primary rivals?).
7. Further plans (Where is it planning to expand?).

**2. SPEAKING                      Company Profile**

**A. Work with your partner. Study the information about two different companies in the *Appendix*. Complete the tables. Imagine that you are the representative of one of them. At the International Trade Fair you meet a rep**

**of another company. Take turns to question each other about the companies.**

**Make use of the typical questions below.**

**Student A      Adventure Travel Company**

**Size:**

**Activity:**

**Location:**          Seattle, Washington

**Affiliates:**

**Rivals:**

**Markets:**

**Student B      Southwest Airlines**

**Size:**

**Activities:**          Carries passengers and baggage in the US

**Location:**

**Affiliates:**

**Rivals:**

**Markets:**

What company do you work for?

Where is your company based?

What size is your company?

What does the company deal with?

What are your major competitors?

Do you have subsidiaries (affiliates) in other parts of the United States?

What are your major competitors?

Does your company have offices in other countries? Where?

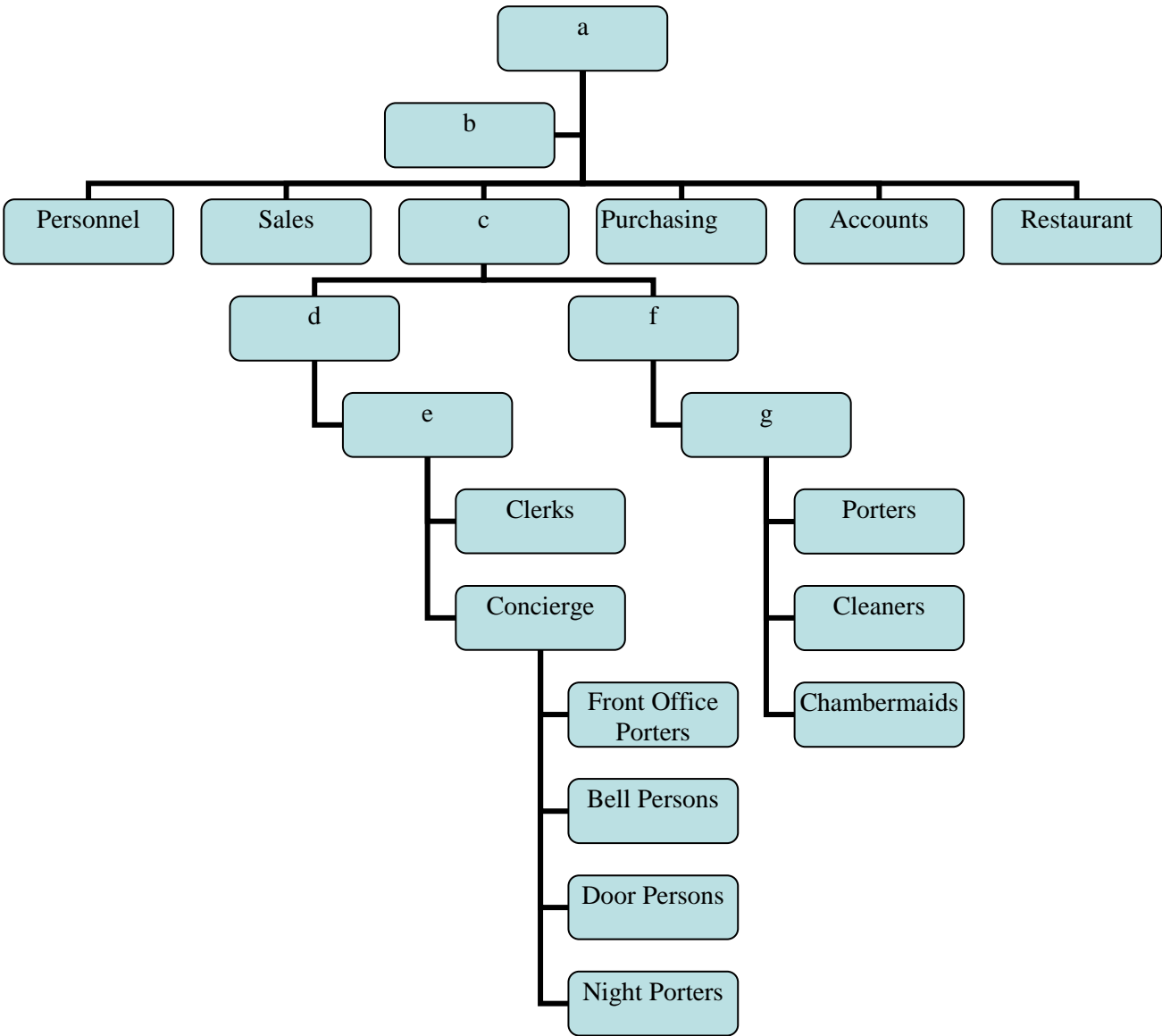
What markets do you target at?

**Part C     HOTEL STRUCTURE**

**1. LISTENING    Staffing and Internal Organization**

**A.** Above is a simplified staff tree of a medium-sized hotel. Without writing the words in, can you suggest the names of the missing jobs?

**B.** Listen and complete the table.



**2. READING     A Family Run Hotel**

**A. Small hotels have quite different staffing requirements from large hotel chains. Read the text below and decide which of the following titles is the most appropriate: *Thanks a Lot!*, *A Family Affair*, or *All Work and No Play*.**

Gerard and Sylvie Bonnet have been sharing the duties of running their ten bedroomed hotel in the Dordogne for the past fifteen months. In that time, they have taken just three days off work: two for funerals and one for a wedding (their own). On my travels, I have met quite a few of these young, workaholic hoteliers. 'What makes you do it?' I ask Gerard, whose arms are plunged deep in soapy water.

'We both used to work for a large, famous hotel in Paris', he replies. 'I became the Front Office Manager and Sylvie was my assistant. It was great, but after a while we felt that we needed a change. We wanted a challenge!' It was not long before Gerard was faced with one which came as an inheritance: 'Le Petit Bijou'. They have not looked back since.

'We have a very regular clientele, which we inherited with the building', adds Sylvie. 'This means it has been easy to plan ahead, but naturally there has been some resistance to change. For example, I was about to fill in the old well at the front of the drive with concrete, but some of the guests made such a lot of fuss that I couldn't!'

'The best thing about running a small hotel', says Gerard in his impeccable English, 'is that we can provide our guests with the personal touch. Only having a few customers at a time, I soon learnt how Monsieur Lefevre likes his eggs cooked and what brand of cigarette he smokes'.

Of course, the smaller hotel suffers from a slower turnover of stock. Unusual items might simply perish of old age while waiting to be used. Sylvie's solution is simple: 'If we suddenly need something, we send out "petit Jacques" to the local hypermarket.' Only nineteen, Jacques, Gerard's younger brother, also came with the hotel. He exudes Gallic charm and wit and genuinely does not seem to mind the heavy workload.

Set in the stunning green paradise that is the Lot. Le Petit Bijou looks set for a rosy future. Tourists flock to the area in their thousands come summer. But a low occupancy rate in the winter quarter means the Bonnets have fewer permanent staff

than they would like. Fortunately, they do not suffer from the high labour turnover rate that some small hotels do, but that is because they rely heavily on the largely untrained help of family and friends when the big rush is on.

From my bedroom window, admiring the view, I see Gerard loading his Citroen van with produce from the kitchen garden at the back of the house. 'In the low season we produce more than we need, so we sell any extra to the local stores. I try to get the best price, but I'm not so good at - how do you say-bargaining?' he tells me over a glass of wine at dinner on the eve of my departure.

**B. Answer the questions.**

- a When did the Bonnets start running their own hotel?
- b How is business going?
- c Why did Sylvie not fill in the well?

**C. Read the text more carefully and make a note of the advantages and disadvantages of running a small hotel that Gerard and Sylvie have encountered. Can you think of any not mentioned in the text?**

**D. Write sentences to explain the following vocabulary from the text.**

a. regular clientele	d. Jacques ... also came with the hotel	g. high labour turnover rate
b. personal touch	e. heavy workload	h. the big rush
c. slower turnover of stock	f. low occupancy rate	i. bargaining

*Example:* A 'regular clientele' means customers who repeatedly visit an establishment.

**3. SPEAKING                      Running a Small Hotel**

**A. Imagine you and three/four partners have enough money to buy and run a small hotel. Think about the following questions:**

- a Which country/city/town/village/street would it be in?

- b How many rooms? With what sort of views?
- c What kind of clientele would you try to attract?
- d What special activities would you offer?
- e What would you call it?
- f How would you divide the work?
- g Which Jobs would you like most?
- h Which jobs would you like least?

**Make notes to help you report to the rest of the class later.**

#### **4. PRACTICE Functions of the Departments**

**A. Match the names of the departments (1-9) with the phrases (a-i) to make a short description of each department.**

- |                           |                                     |
|---------------------------|-------------------------------------|
| 1. Sales and marketing    | a. transports the products          |
| 2. Information technology | b. pays the salaries                |
| 3. Customer services      | c. sells the products               |
| 4. Human resources        | d. makes the products               |
| 5. Purchasing             | e. looks after the computers        |
| 6. Production             | f. thinks of ideas for new products |
| 7. R & D                  | g. recruits new staff               |
| 8. Finance                | h. processes orders from customers  |
| 9. Distribution           | i. buys parts from suppliers.       |

**B. Find the activities that these departments are responsible for:**

Manufacturing	Purchasing	Sales	Marketing	Research and Development
Personnel	Accounts	Legal	Transportation	Administration

**Use the words**

*Be responsible for*

*Be in charge of*

*Be involved in*

*Be engaged in*

*Deal with*

*Handle*

*Look after*

*supervise*

*Have control over*

## **Functions of different departments in a company**

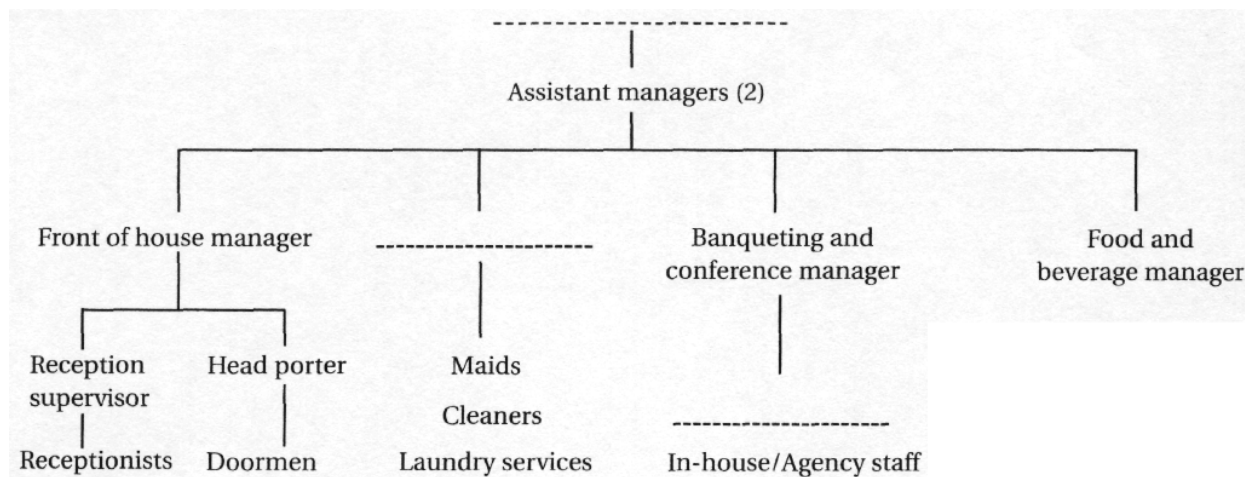
1. carries out market research
2. works with the factory unit
3. runs the mail room for all incoming and outgoing correspondence
4. draws up contracts
5. operates the company's lorries, vans and cars
6. works to improve the firm's product range
7. recruits and selects the personnel
8. pays wages and salaries
9. takes care of the welfare of employees
10. deals with data processing services
11. advises on corporate regulations
12. arranges delivery of goods to customers
13. organizes the activities of the sales
14. prepares financial reports: income statement, profit and loss analysis, balance sheet, cash flow analysis
15. provides office services, such as typing and photocopying
16. creates new products
17. keeps a record of all payments made and received
18. brings the company's goods and services to the attention of potential customers
19. organizes training courses
20. orders all raw materials and supplies needed by the firm
21. organizes quality control to maintain product standards
22. organizes logistics
23. handles stock control
24. deals with advertising

## 5. *READING*      Who is Who in Hotel and Catering

**A. Milan Havel works for a large hotel in London. He is giving a presentation about the hotel's organization. Look at the organization chart for the hotel.**

**Which jobs do you think go in the spaces?**

**B. Read the extract from Milan's talk and see if you are right.**



My name's Milan Havel, and I'm an assistant manager at the Hotel Ambassador in London. There are two assistant managers, and one of us is always on duty at busy times. The general manager has overall responsibility, of course, and we report directly to her. We are responsible for the day-to-day running of the hotel. We plan the work schedules, manage the accounts, and deal with any problems to do with staff or guests. We have a staff of about 100 people. Basically, there are four departments, each with its own manager.

Firstly, there's front of house - that's receptionists, the people who deal with our guests on a daily basis. They check guests in and out, take reservations, make sure that everyone is getting the service they need. The reception team usually consists of a supervisor and two or three receptionists, depending on the time of day. They report to the front of house manager, who is also in charge of the porters and doormen.

Then there's housekeeping - all the services to do with the rooms. The head housekeeper is in charge of this. She has a team of maids who make up the rooms, provide towels and bed linen, and ensure that everything is ready for a new guest. She also looks after laundry, and cleaning in other parts of the hotel.

The banqueting and conference manager organizes all the events that take place in the hotel. That could be a one-day conference for twenty people, or a big corporate function with hundreds of guests. He has a team of event organizers who look after groups and parties. For smaller functions we use our in-house catering staff, but for big occasions we employ agency staff by the hour.

And finally, there's the food and beverage manager. I'll tell you more about the restaurant in a moment. . .

**C. Complete the sentences (1-5) with a phrase from the box. Look back at the text to help you. More than one may be correct.**

responsible for	in charge of	report(s) to
manage(s)	look(s) after	deal (s) with

- 1 a The general manager is \_\_\_\_\_ the whole hotel.  
b She probably \_\_\_\_\_ the company managers.
- 2 a The assistant managers \_\_\_\_\_ the general manager.  
b They always \_\_\_\_\_ day-to-day problems.
- 3 a The receptionists \_\_\_\_\_ the guests.  
b They have to \_\_\_\_\_ the front of house manager.
- 4 a The head housekeeper \_\_\_\_\_ the cleaning.  
b She \_\_\_\_\_ a group of maids.
- 5 a The events organizers are \_\_\_\_\_ parties and groups.  
b They \_\_\_\_\_ the banqueting and conference manager.

**D. Read the text and draw the organization chart for the food and beverage department.**

The food and beverage manager is responsible for the restaurant and the kitchen. Three people report directly to him: the head waiter, the bar manager, and the head chef. The head waiter manages the specialist wine waiters and the other waiters and waitresses. The bar manager is responsible for the bar staff. The head chef manages

the kitchens and under him comes the assistant or sous chef. Then any other chefs report to the sous chef. Finally, the kitchen porters come at the bottom of that reporting line.

**E. Complete the job descriptions (1-8) with the jobs on your food and beverage department organization chart.**

1. The \_\_\_\_\_ manages the bars on a day-to-day basis.
2. The \_\_\_\_\_ wash dishes and do very simple jobs in the kitchen.
3. The \_\_\_\_\_ serve drinks to customers, mix cocktails, and clean all the glasses.
4. The \_\_\_\_\_ looks after the wines in the wine cellar, and advises customers on which wine to choose.
5. The \_\_\_\_\_ manages the day-to-day running of the kitchen.
6. The \_\_\_\_\_ serve food to restaurant customers.
7. The \_\_\_\_\_ helps the head chef and looks after the kitchen staff.
8. The \_\_\_\_\_ is responsible for the restaurant and the waiting staff.

**6. SPEAKING I'm the Food and Beverage Manager**

**A. Imagine you are the food and beverage manager. Prepare a short presentation about the jobs and responsibilities of the people in your department. Use Milan's presentation to help you. Organize your talk like this:**

- introduce yourself: *My name's... and I'm the...*
- introduce your department: *Basically, there are three sections...*
- say who is responsible for the different departments, and what people do: *The head waiter..*

**B. Work in pairs. Use the Internet, magazines, or reference books to find out what these people do in a hotel or on a cruise ship. Report back to your class and note any other interesting jobs you find.**

night porter	<i>chef de partie</i>	casino manager	purser	cruise director
--------------	-----------------------	----------------	--------	-----------------

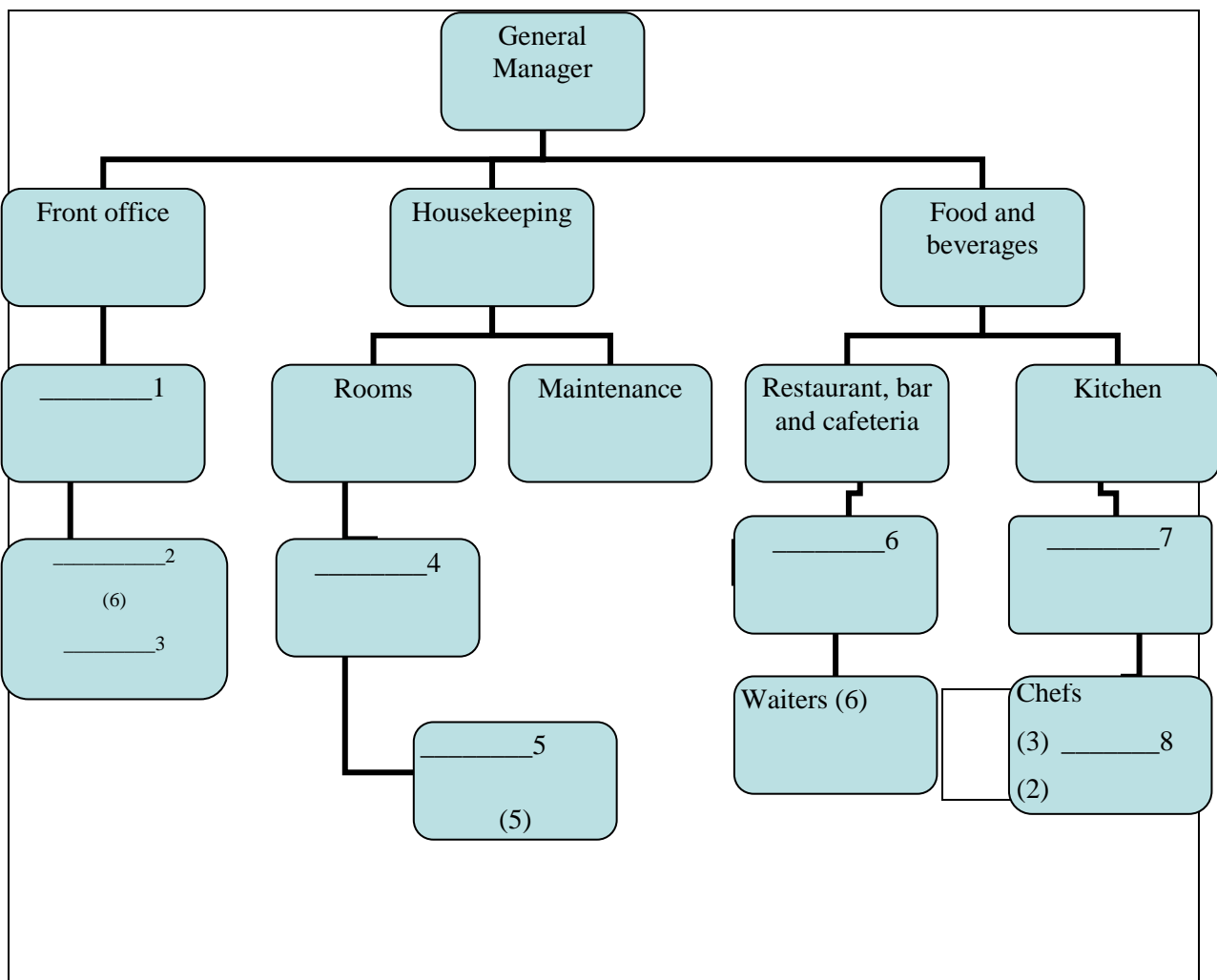
**7. LISTENING The Staff Structure of Hotels**

**A. Look at these hotel staff titles. Say if the people would work in**

- a the front office
- b housekeeping
- c food and beverages

kitchen assistant	chambermaid	concierge
front office manager	head chef	head waiter
housekeeper	porter	receptionist

**B. Roberta is the General Manager of the Hotel Concordia in Milan. Listen to her talking about the staff structure of the hotel and complete the diagram.**



**C. Listen again and answer the questions.**

1. What does the food and beverages department cover?

2. How many housekeepers does Carlotta have in the high season?
3. Why does Roberta prefer the term *housekeeper* over *chambermaid*?
4. What does Silvio do?

## 8. LISTENING Hotel Staff

**A. Hotels can be organized in different ways, and the names of jobs and departments vary from hotel to hotel. But there are certain departments that you will find in most hotels. Match the places on the left with the words on the right.**

(I) Housekeeping	(a) where guests make reservations, check in and check out
(II) Kitchen	(b) where guests eat
(III) Restaurant	(c) where guests drink alcoholic or soft drinks
(IV) Front Office or Reception	(d) where food is cooked
(V) Bar	(e) where bills are added up and money matters dealt with
(VI) Cashier's office	(f) the department that makes sure the hotel and the rooms are clean, and that everything in the rooms is in order

**B. Check if you know words for the following jobs. There is more than one word that can be used.**

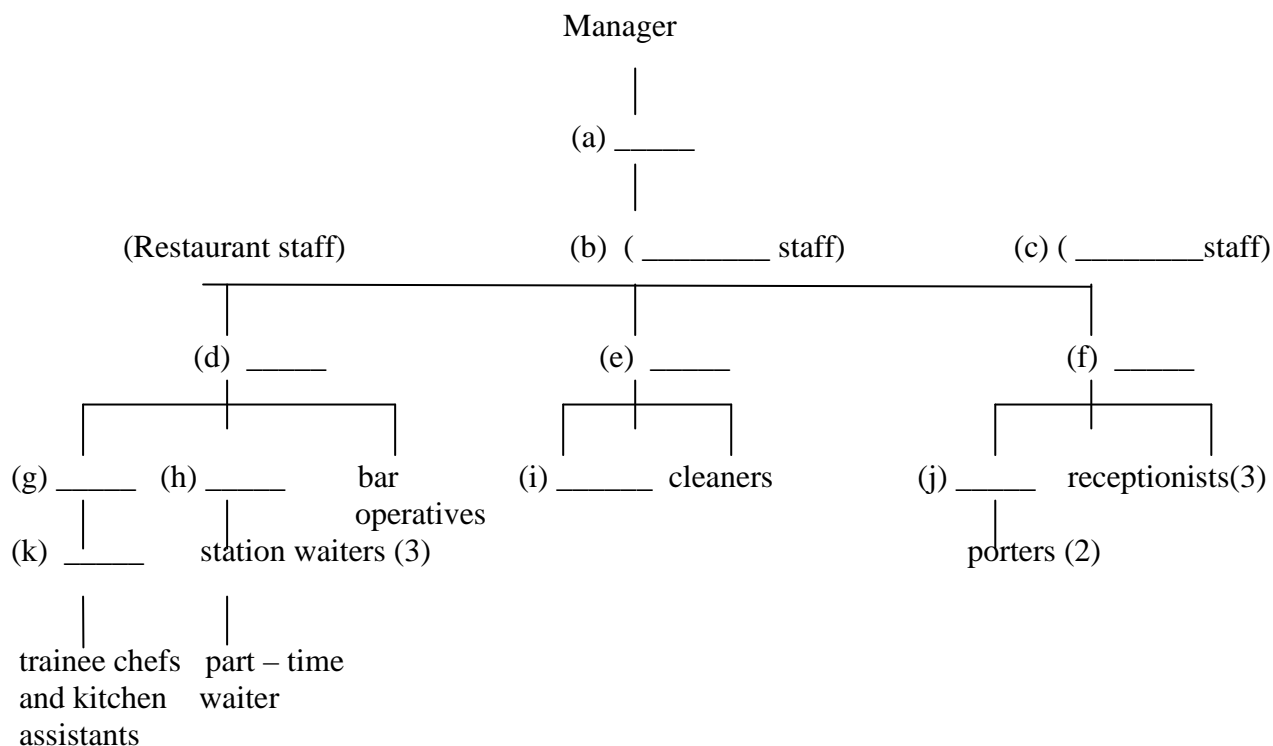
- (a) The person responsible for the cooking in the kitchens.
- (b) The person who looks after guests' reservations.
- (c) The person in charge of service to guests in the restaurant.
- (d) The person responsible for keeping the hotel clean and supplying linen.
- (e) The person who looks after all money paid to or by the hotel.
- (f) The person responsible for greeting guests, helping them with their luggage, organizing their transport, and dealing with their mail.

**C. Complete these sentences, spoken by a hotel manager. You will hear them in the Listening exercise. Use these words:**

responsible      under( x 3)      charge      after      includes      to      supervises

- (a) The Assistant Manager is \_\_\_\_\_ for the day to day running of the hotel.
- (b) We have three receptionists who work\_\_\_\_the Head Receptionist.
- (c) In this hotel, the Head Porter reports \_\_\_\_\_ the Head Receptionist.
- (d) The Head Housekeeper is in \_\_\_\_\_ of the chambermaids and cleaners.
- (e) We have four bar operatives, looking \_\_\_\_\_the bars in the hotel.
- (f) The bars and the restaurants all come\_\_\_\_\_ the responsibility of the Restaurant Manager. The Restaurant Section\_\_\_\_\_ both restaurant and bar service.
- (g) The Head Waiter\_\_\_\_\_ three Station Waiters, and two pan-time waiters.
- (h)\_\_\_\_\_the Head Chef we have the Second Chef, and two trainee chefs.

**D. A student from a hotel College is interviewing a Hotel Manager for a project she is doing. Check your answers to Exercise C. Then listen again and label the diagram below where you see the letters (a)-(h)**



**E. Ask and answer questions about the staff in the diagram you labeled:**

What Who	does do	the Manager Assistant Manager Head Chef Head Housekeeper Head Receptionist	do? look after? supervise? work under? report to?
What Who	is are	Head Chef Head Porter Head Waiter Bar Operatives Chambermaids	in charge of? responsible for?

He She They	look(s) after ... supervise(s) ... work(s) under ...	
	is are	in charge of ... responsible for ...

**9. SPEAKING                      Who is Who in the Hotel?**

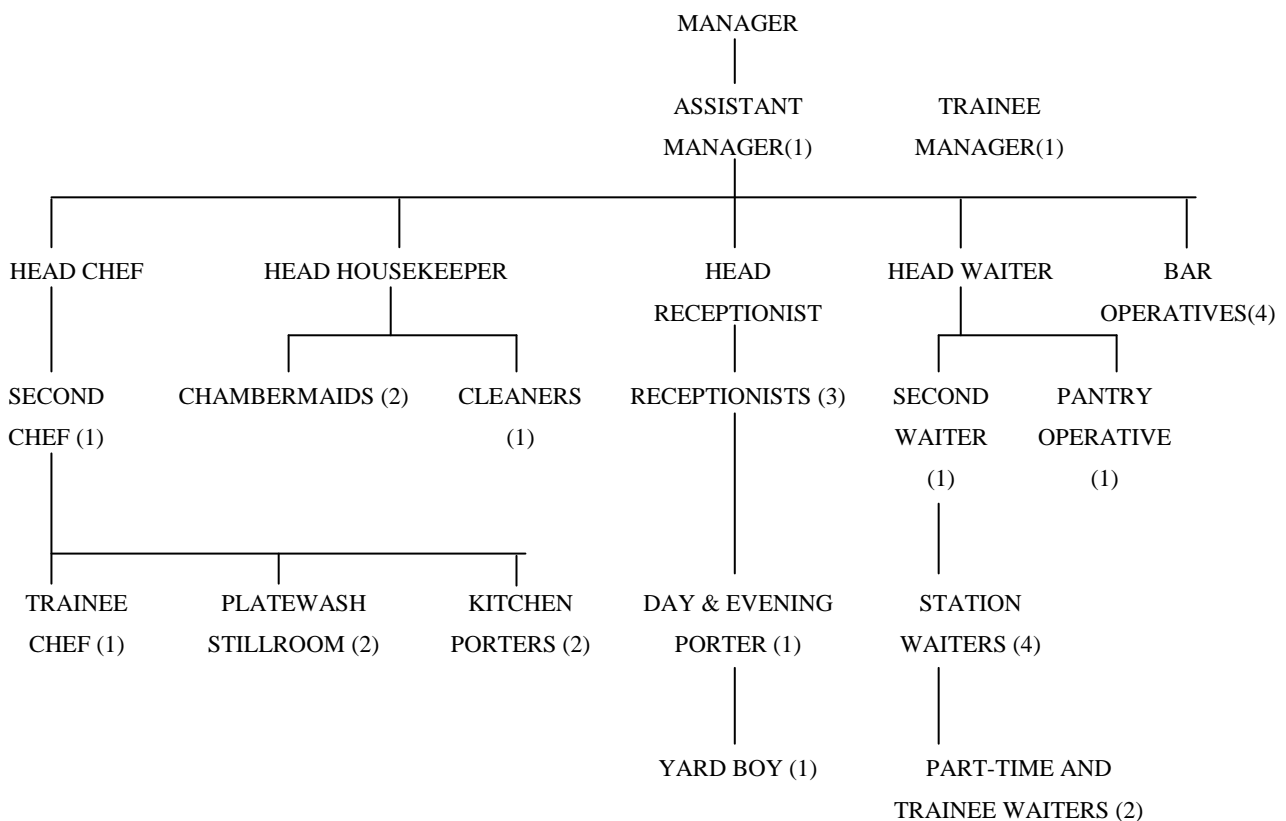
**A. Find out what the following people do. Then write sentences using *look after*, *supervise*, *in charge of*, *responsible for*, *work under*, or any suitable verb.**

Key Clerk Chambermaid Night Clerk Hole Porter Switchboard Operator Floor Attendant Storekeeper Maintenance Engineer Waiter's Assistant Sous Chef Valet Concierge

- (a) .....
- (b) .....
- (c) .....
- (d) .....
- (e) .....

- (f) .....
- (g) .....
- (h) .....
- (i) .....
- (j) .....
- (k) .....
- (l) .....
- (m) .....

**B. Look at the organization chart below. Make sentences about hotel staff – the people or departments they look after, supervise, work under, etc.**



**C. Work with a partner. Act out any conversations you can remember from Listening. If you wish, you can add additional needs which the Receptionist giving advice must reply to.**

**D. Work with a partner. Act out the dialogs based on the situations of File IV- D.**

**E. Work with a partner. Look at File IV - E**

**F. Play a game. See File IV - F**

## **10. *READING.***

### **KFC Structure**

#### **A. Read the text and complete the chart.**

**The Kentucky Fried Chicken Company (KFC)** is one of the largest fast-food restaurant chains operating worldwide. It operates sales outlets and owns production subsidiaries and franchises in more than 60 countries throughout the world.

I have been working for the KFC for nine years. At present I am one of the team members in Research and Development (R @ D) Department. My duties include keeping records of all the new ideas for new products.

Let me outline the company structure from the top starting with the Board of Management. This body consists of several top managers with the Chairman Jack Massey at the head. The Board of Management gets together every month to discuss and solve urgent problems that generally come up. The Chief Executive Officer (CEO), John Brown Jr., is under the Board of Management and accountable to it. The CEO oversees all aspects of the company's activities. His immediate subordinates include five Vice-Presidents: the Vice-President of Production, the Vice-President of Purchasing, the Vice-President of Sales and Marketing, the Vice-President of Public Relations (PR) and the Vice-President of Finance.

The Vice-President of Production is responsible for the Production Department which is involved in working outright with the company product, developing and creating it and looking after quality control.

The Vice-President of Purchasing monitors the activities of the Purchasing Department, which accounts for negotiating with suppliers and buying everything necessary for making a product.

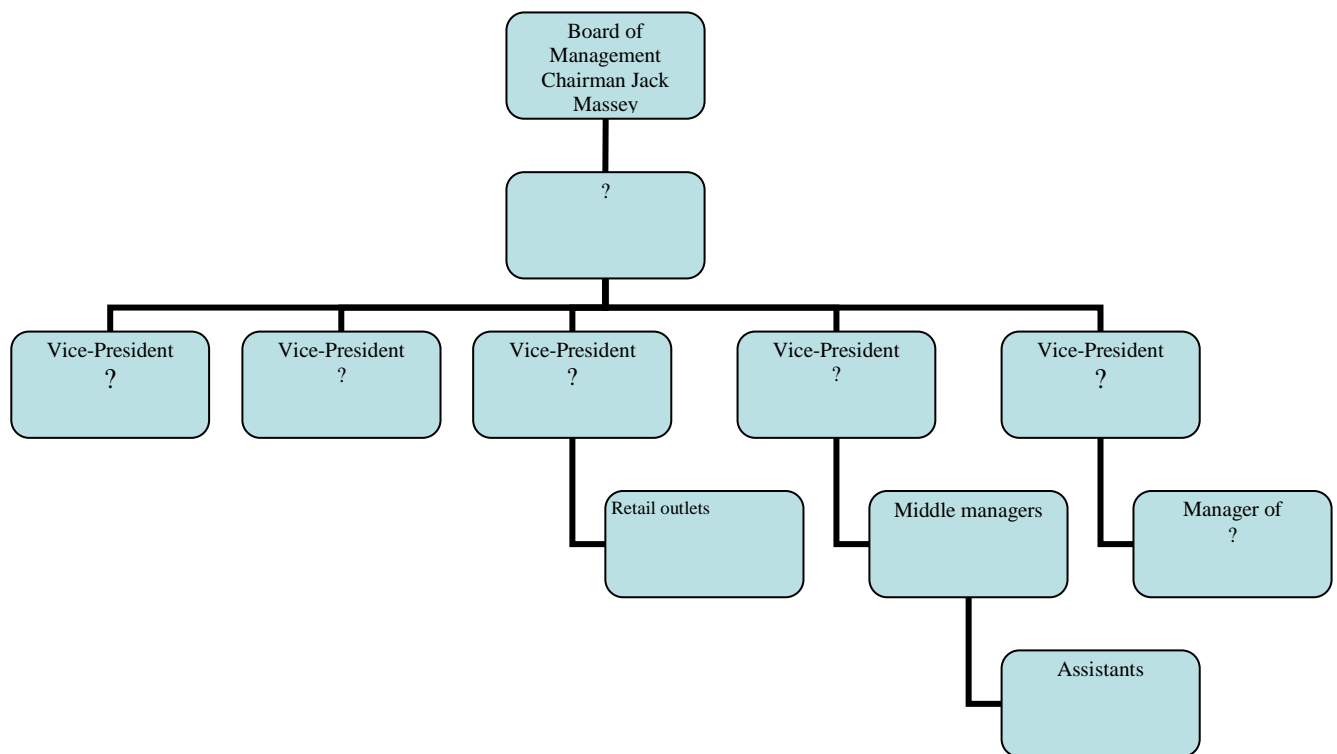
The Vice-President of Sales and Marketing is in charge of the Sales and Marketing Department carrying out market research, organizing the activities of the sales through retail outlets in different locations both within the USA and abroad.

The Vice-President of Public Relations, Harland Sanders, is one of the most experienced and oldest top managers in the company. He supervises the work of the

PR Department, which deals with establishing business contacts and bringing the company's product to the attention of potential customers. Mr. Sanders also administers the work of a creative team of middle managers I am a part of. I monitor the work of two assistants who come at the bottom of this reporting line and are inferior to me. I report directly to the Vice-President of PR.

The Vice-President of Finance controls the activities of the Finance Department which handles financial assets of the company, pays wages and salaries to the employees. The Vice-President of Finance is superior to the Manager of Accounting who is answerable to him.

The five Vice-Presidents are responsible to the CEO who in turn reports regularly to the Board of Management.



**B. Create the organizational diagram of the L.L.C. (Ritz-Carlton Hotel Company) based on the information below. Develop every possible inferior departments.**

## **The Structure of L.L.C.**

Chief Operation Officer (COO) / President – Simon F. Cooper. Below him are Chief Financial Officer Jim Connelly, President International Herve Humler and PR Director Vivian Deuschl.

<b>Responsibility</b>	<b>Hierarchy</b>
be responsible for	be responsible to
be in charge of	report to
be accountable for	be answerable to
deal with	be accountable to
handle	be inferior to
be involved in	be superior to
be engaged in	be below/under

**C. Complete the sentences with the words above. Mind the proper form of the word. More than one variant is possible.**

1. My immediate subordinates \_\_\_\_\_ directly to me.
2. The Finance department is \_\_\_\_\_ in accounting and budgeting.
3. The Vice-President of Marketing is \_\_\_\_\_ of market research, promotion and distribution strategy.
4. The Personnel Department \_\_\_\_\_ with recruitment and organizing staff training.
5. I am \_\_\_\_\_ for quality control.
6. Who \_\_\_\_\_ legal matters in your company?
7. Are kitchen assistants \_\_\_\_\_ to the Chef?
8. The CEO \_\_\_\_\_ all aspects of the company activities.

## Part D. COMPANY HISTORY

### 1. READING            The Hotel for Kings

#### A. Read the text, paying attention to the meaning of the underlined words.

The history of The Ritz-Carlton begins with the celebrated hotelier Cesar Ritz, the “king of hoteliers and hotelier to kings” who built his first Ritz Hotel, in Paris on the Place Vendôme, opened for business in 1898. The lobby was small, and only 225 rooms were constructed for its guests, but furnishings were exquisite and service meticulous to the last detail. Ritz borrowed the overall color scheme for the hotel from a painting by Van Dyck; and, highly innovative for the time, Ritz equipped many of the rooms with private baths. Ritz also established the traditional apparel for hotel personnel: a black tie for the maître d'hôtel, a white tie for the waiter, and brass buttons for the bellhop's uniform.

With the opening of the new century, Ritz had arranged to build and operate the Carlton Hotel in London and, shortly thereafter, in 1906, opened the Ritz Hotel in Piccadilly. At this time, he also organized a group of hoteliers and financiers and created the tricontinental Ritz-Carlton Management Corporation. The purpose of the group was to lease the Ritz-Carlton name to interested parties willing to establish a hotel of their own and abide by the service and culinary standards set by Ritz himself. Under the terms of this agreement, one of the most famous of all the Ritz-Carlton Hotels opened in New York in 1910.

Cesar Ritz died in 1918 but his wife Marie continued the expansion of hotels bearing his name. During the 1920s, the Ritz-Carlton Management Company leased the use of its name to a number of financiers.

In the United States, The Ritz-Carlton Investing Company was established by Albert Keller who bought and franchised the name.

In 1927, Edward N. Wyner, a local Boston real estate developer, was asked to build a world-class hotel. Because of the reputation of Ritz in Europe and the cosmopolitan society in Boston, Wyner knew The Ritz-Carlton name would secure immediate success. He received permission from The Ritz-Carlton Investing Company and The Ritz Paris' for use of the name and set out to create luxury in the heart of Boston. The Ritz-Carlton, Boston opened on May 19, 1927 with a room rate

of \$15. The Ritz-Carlton, Boston was regarded as a private club for the very wealthy. Dress codes were enforced for all guests, in great part due to the formality of Boston society. Restaurants were also very stringent with regard to whom they admitted. Women were not allowed to lunch alone in The Café.

During the decade other hotels followed in Philadelphia, Pittsburgh, Atlantic City and Montreal. All of these hotels, in their individual manner, carried on the tradition of fashionable sophistication so important to the Ritz name. Yet those who had known César Ritz would say that none of the hotels ever captured the rococo elegance of the Paris Ritz on the Place Vendôme.

After the crash of the New York stock market in 1929, the hotels that bore the Ritz-Carlton name in Europe and the United States suffered from the onset of a worldwide depression. Although the hotels were able to weather the financial hardship, many of them began to lose the elegant luster they so earnestly and carefully cultivated before the Depression. Many millionaires who frequented Ritz-Carlton dining rooms in search of new gustatory delights were no longer millionaires. Indeed, the New York Ritz-Carlton even changed its luncheon and dinner menus from French into English hoping that it would result in more customers. The owner and manager of the Boston Ritz-Carlton, Wyner, kept the lights on in vacant hotel rooms to portray an aura of success.

The difficulties luxury hotels experienced during the depression were compounded by World War II. When leisure travel between Europe and the United States was common in the 1920s and 1930s, many wealthy individuals stayed and dined at Ritz-Carlton hotels. This traffic ceased altogether when the war started in Europe in 1939 and, not surprisingly, Ritz-Carlton hotels suffered as a result. When World War II was at its height, many Ritz-Carlton dining areas and ballrooms on both sides of the Atlantic were used as meeting rooms for military personnel.

Many of the Ritz-Carlton hotels did not survive the combined effects of the depression and World War II. Even though the Paris Ritz celebrated its 50th birthday in 1948 amid diplomats and millionaires drinking champagne, the Philadelphia Ritz-Carlton and Montreal Ritz-Carlton had closed their doors. The only Ritz-Carlton hotel left in North America was the Boston Ritz-Carlton, and its survival was questionable.

The London Ritz-Carlton and the Paris Ritz prospered during the 1950s and 1960s by gradually adapting to a new breed of guest--the international businessman. When Charles Ritz, Cesar Ritz's son, became chairman of the board of the Ritz-Carlton Management Company in 1953, most of the old wealth and aristocracy were gone. By 1968, 70 percent of the guests staying at the Paris Ritz were American businessmen on expense accounts. The Ritz-Carlton Management Company leased its name to financiers in both Lisbon and Madrid, stipulating that the hotels meet acceptable standards. Although Charles Ritz owned only 1 percent of the stock in the company, with the remainder held by British and Continental investors, he was the guardian of the hotel's standards; during the late 1960s, the company sued the Ritz in Rome over use of the name because the hotel did not measure up to those standards.

The hotels operating under the Ritz name in Europe prospered throughout the 1970s, primarily because of the ever increasing presence of international business travelers with corporate expense accounts and a surge in travel by the nouveau riche. Indeed, the company's continued commitment to and cultivation of attentive service to a new generation of guests had the effect of raising revenues for almost all the European operations. The week before Charles Ritz died in July 1976, he was still issuing orders to improve the luxury and elegance that symbolized the Paris hotel.

In 1983 William B. Johnson, a real estate mogul and developer from Atlanta, purchased the rights to the name and the aging Ritz-Carlton in Boston for approximately \$70 million and spent \$22 million to restore the hotel to its original condition. He then established a headquarters for his company, The Ritz-Carlton Hotel Company, L.L.C., in Atlanta and began to arrange financing for new hotels around the country, mostly through partnerships between Johnson and other parties. Johnson brought onboard Horst Schulze as vice-president of operations who was soon named president and would eventually be credited with building Ritz-Carlton into a global luxury chain.

By 1990, Johnson's Ritz-Carlton Hotel Company operated and managed 28 Ritz-Carlton hotels. Johnson directly owned the hotels in Boston, Buckhead, Georgia, and Naples, Florida; financing for the remainder of the hotels was through partnerships, including those in Australia, Hawaii, and Cancún. The only Ritz-Carlton Hotel that Johnson did not operate was in Chicago. Built by Four Seasons before Johnson

purchased rights to the name, the Chicago Ritz-Carlton also was managed by the rival hotel.

The company won the Malcolm Baldrige National Quality Award in 1992. The Ritz-Carlton Hotel Company was the first hotel company awarded the highly prestigious prize, given annually by the U.S. Department of Commerce. With 24-hour room service, twice-a-day maid service, complete gymnasium facilities, and menus that continued the tradition of culinary excellence first established by César Ritz, Johnson's company was well prepared for competing with Four Seasons and other hotel groups in the luxury hotel market.

But although the chain was doing extremely well on quality and service, finances were a different matter. The company had expanded aggressively, opening or acquiring eight hotels in 1990 alone, with six the next year and many more planned. By 1992 the company had full or part ownership in 13 of the chain's hotels, and the others were owned by private investors. These investors included financier Willard G. Rouse III, Ford Motor Company's real estate division, Prudential Realty Group, and John F. McDonnell. Presumably those who had put money into new Ritz-Carltons were not as happy as some of the pampered guests. The hotel industry as a whole was still suffering from the effects of the late 1980s recession, and many hotels were stuck with empty rooms. The Ritz-Carlton was no exception. The Buckhead Ritz-Carlton in Atlanta, which Johnson himself owned, was said to require an occupancy rate of virtually 100 percent every night of the year to make enough money to cover its debt. The splashy Mauna-Lani Ritz-Carlton in Hawaii was also in debt, having run approximately \$13 million over its estimated construction costs, and its occupancy rate for 1991 was only 44 percent. Sources quoted in a July 6, 1992, *Business Week* article claimed the Ritz-Carlton Hotel Company was more than \$1 billion in debt. Schulze admitted only that the company was in default on a loan for \$70 million and that it was seeking to restructure other debts. The company insisted that the hotels would get over any stumbling blocks caused by the economic downturn and that its money problems were only short-term.

Yet bad news continued to dog the luxury chain. Thus, Aspen hotel, opened in October 1992, achieved 50 percent occupancy which was the average. The Hong Kong Ritz-Carlton was completed in August 1992 but stood empty for months, in receivership, with no prospective buyer. By 1994, a *Wall Street Journal* report (April

22, 1994) quoted sources who claimed that out of the 30 Ritz-Carltons open at the time, all but six or seven were losing money. Many Ritz-Carltons were in cities that could not really support such a luxury hotel. For example, in Kansas City, the average room rate was \$67. The Kansas City Ritz-Carlton charged on average \$115, and according to a local hotel consultant, this was still \$70 less than the hotel needed to make a profit. The company's distinctive quest for service often led to exorbitant costs. However, The Ritz-Carlton Hotel Company continued to take on average 5 percent of its hotel's gross revenues, whether the hotel made money or not, caring to maintain the brand image, rather than getting profit.

In 1995 the sprawling hotel chain Marriott International, Inc. bought a 49 percent stake in Ritz-Carlton. The larger company believed it could increase sales and profit margins at the Ritz and that things would eventually look up for the troubled chain. The cost of Marriott's initial investment was estimated to be about \$200 million in cash and assumed debt. The next year, Marriott spent \$331 million to take over the Ritz-Carlton Atlanta and buy a majority interest in two of the other Ritz-Carltons owned outright by William Johnson.

Following the ownership change, with Schulze still in charge, Ritz-Carlton continued to focus on maintaining its brand image. To make sure the company stayed on track, Schulze also put the company through the rigors of applying for a second Baldrige award, which Ritz-Carlton received in November 1999. Ritz-Carlton's training program was given a great deal of the credit for maintaining the high quality of service: New employees had to go through a month-long "certification" program along with 310 hours of training classes. Existing workers needed to be "recertified" every year.

Despite some lingering conflicts with its hotel owners, Ritz-Carlton nevertheless moved ahead with expansion, opening new Ritz-Carltons in Singapore (January 1996); Osaka, Japan (May 1997); Shanghai, China (January 1998); Sharm al-Sheikh, Egypt (December 1999) and a few other places. The company also began seeking out new revenue sources in fast-growing sectors of the luxury market. In the early 2000s, the company incorporated into the plans adjacent or attached luxury residential condominiums, called the Residences at The Ritz-Carlton. A second initiative was the creation of the Ritz-Carlton Club in 1999, the brand's first move into the timeshare

market. Finally, Ritz-Carlton also began adding spas to its existing hotels and opening up golf courses near some of its resort hotels.

Helping to make these moves financially possible were the deep pockets of Marriott, which also lent its own in-house expertise in certain areas. For example, Marriott was already well established in timeshares, and was able to shift Robert Phillips from its timeshare operations to overseeing Ritz-Carlton's timeshare startup. There were other benefits for Ritz-Carlton flowing from its relationship with Marriott, such as being able to take advantage of the parent company's reservation system and buying power. The partnership was solidified in 1998 when Marriott boosted its interest in Ritz-Carlton to 99 percent. By 1999 revenues from the 35 hotels it operated around the world totaled about \$1.4 billion.

During 2000 five more Ritz-Carlton hotels opened. Late in the year Schulze announced his intention to retire from his operational role at the company in early 2001 at age 60. Schulze's service at Ritz-Carlton was encapsulated in the company slogan he contributed to the company lore: "We are ladies and gentlemen serving ladies and gentlemen." While Schulze temporarily remained onboard in the capacity of vice-chairman, Simon F. Cooper took over as president and chief operating officer.

Cooper took leadership of Ritz-Carlton at an inauspicious time. The luxury lodging market, already feeling the effects of the economic slowdown, was further depressed by the travel downturn that followed the tragic events of September 11. The chain's occupancy rate fell from 77.5 percent in 2000 to 66.9 percent in 2001 and would not improve much over the next two years. This dropoff and stagnation was also reflected in the figures for revenue per available room (REVPAR), a key industry statistic. For Ritz-Carlton's North American properties, REVPAR fell each year from 2001 to 2003, bottoming out at \$151.85.

Despite the economic travails, the company ploughed ahead with its aggressive expansion plans. More than a dozen additional hotels were opened from 2001 to 2003. New overseas locations included Bahrain; Turkey; Portugal; and Chile. Another important development in 2003 was the shifting of the company headquarters from Atlanta to Chevy Chase, Maryland. The move was made mainly to achieve operational efficiencies from the proximity to Marriott's base in Bethesda,

Maryland. Ritz-Carlton nevertheless maintained a large measure of independence, as evidenced by its not moving into the Marriott headquarters itself.

The luxury hotel market recovered somewhat in 2004, and Ritz-Carlton's results improved in tandem. The occupancy rate for the year of 69.2 percent was 4.3 percentage points better than 2003, while the REVPAR figure of \$177.96 represented a 12.9 percent improvement. Expansion slowed considerably in 2004, with the only new Ritz-Carlton opening in Berlin. In May 2004, however, the first Bulgari Hotel & Resort debuted in Milan, Italy. This new property was the first outcome from a 50-50 joint venture formed in early 2001 between Ritz-Carlton and the Italian luxury goods maker Bulgari S.p.A. Whereas the Ritz chain mainly catered to business executives, Bulgari hotels were envisioned more for entertainment celebrities and fashion types. The partners eventually planned to open up to a dozen Bulgari hotels around the world, with the second expected to open in Bali, Indonesia, in 2005.

In the meantime, Ritz-Carlton's less ambitious, but more international, plans for growth called for seven more Ritz-Carltons to open from 2005 to 2007. The only U.S. property on the drawing board was to be located in Dallas. No fewer than three new hotels were scheduled for booming China. The other locations were Grand Cayman, Tokyo, and Jakarta, Indonesia. Late in 2004 the company announced plans to open a 300-room hotel in Hong Kong within the upper 13 floors of a 100-story tower, which at 1,574 feet would make the hotel the highest in the world. This Ritz-Carlton was expected to open in 2009.

**B. Answer the questions:**

1. What was the first Ritz Hotel in Paris like?
2. What was the purpose of Ritz-Carlton Management Corporation?
3. What did The Ritz-Carlton in Boston become famous for?
4. What followed the stock market crash in New York in 1922?
5. What did a few R-Cs do to attract customers?
6. What complicated the worldwide depression?
7. Who were the ballrooms given to during the war?
8. Which hotels closed as a result of the combined effects of the depression and WWII?
9. What new kind of guest appeared after the war?

10. Did the attentive attitude to guests change with the appearance of business travelers?
11. How did W. Johnson contribute to the R-C name?
12. What are the major competitors of the R-C chain?
13. What Prize was the R-C Company awarded?
14. What policy did the chain sue during the 90s?
15. What problem did the hotel industry suffer from in the late 80s?
16. What was the result of the recession?
17. Why did the Marriott International buy R-C's stakes?
18. What was the purpose of the R-C training program?
19. What two initiatives did the authorities of R-C put forward in the late 90s and early 2000?
20. How did relationship with the Marriott develop?
21. What was Schulze' slogan?
22. What difficulties did the chain experience from 2000 up to 2003?
23. What were the positive developments during the same period?
24. What figures show the changes in occupancy rate?
25. What was the essence of the joint venture with Bulgari hotels?
26. What are R-C's plans for future?

**C. Look at the dates and be ready to say what event took place**

1898, 1900, 1906, 1910, 1918, 1927, 1939, 1953, the 1970s, 1983, 1992, 1995, 1998, 1990, 2003, 2004

**D. Join the ideas in the table to show the cause and the effect.**

<b>cause</b>	<b>effect</b>
due to	result in
be caused by	lead to
result from	cause
because (of)	as a result
the reason for	as a consequence
be attributed to	consequently

**Example:**

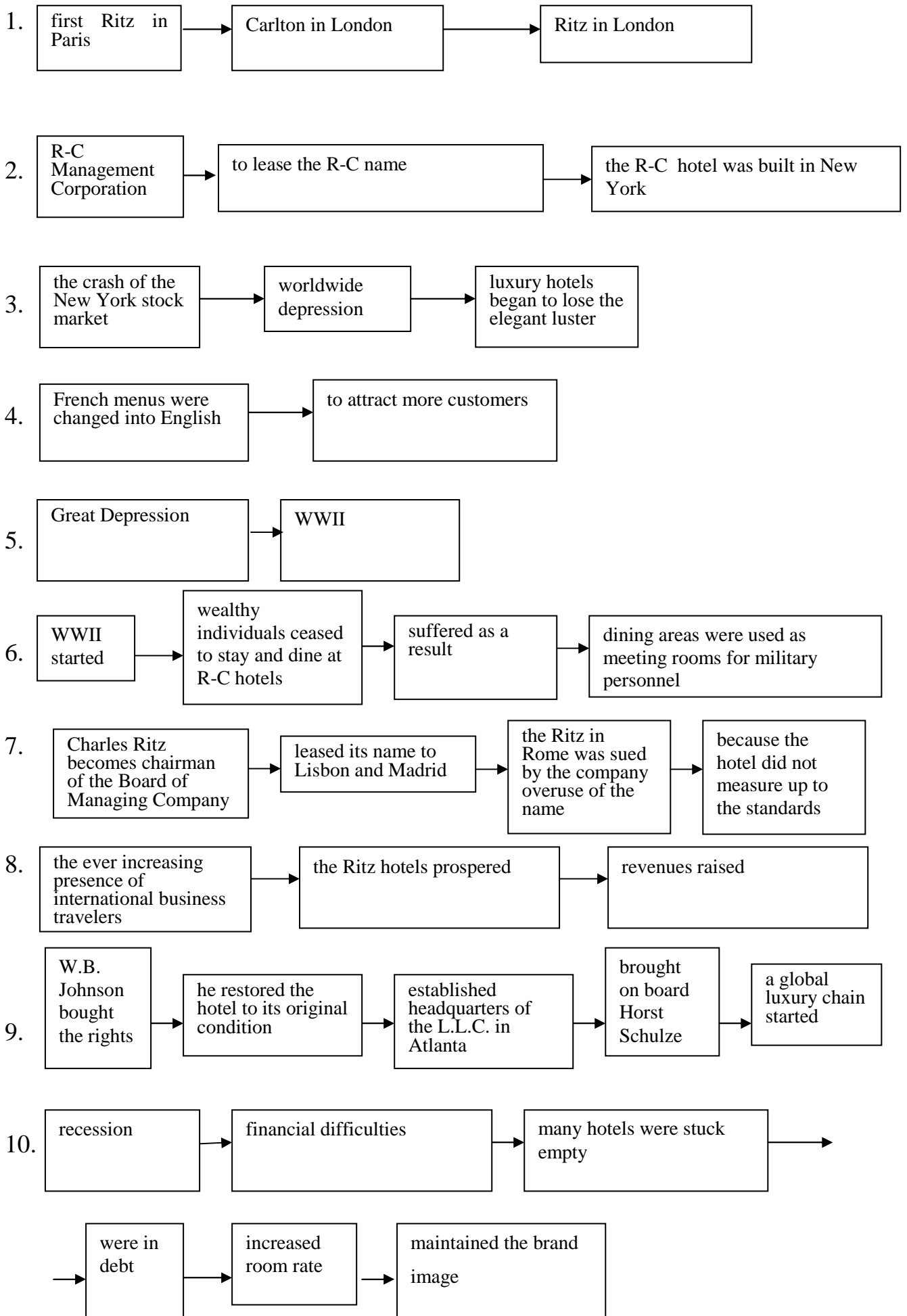
*The idea to lease the Ritz name to those who were interested **resulted in** establishing R-C Managing Corporation .*

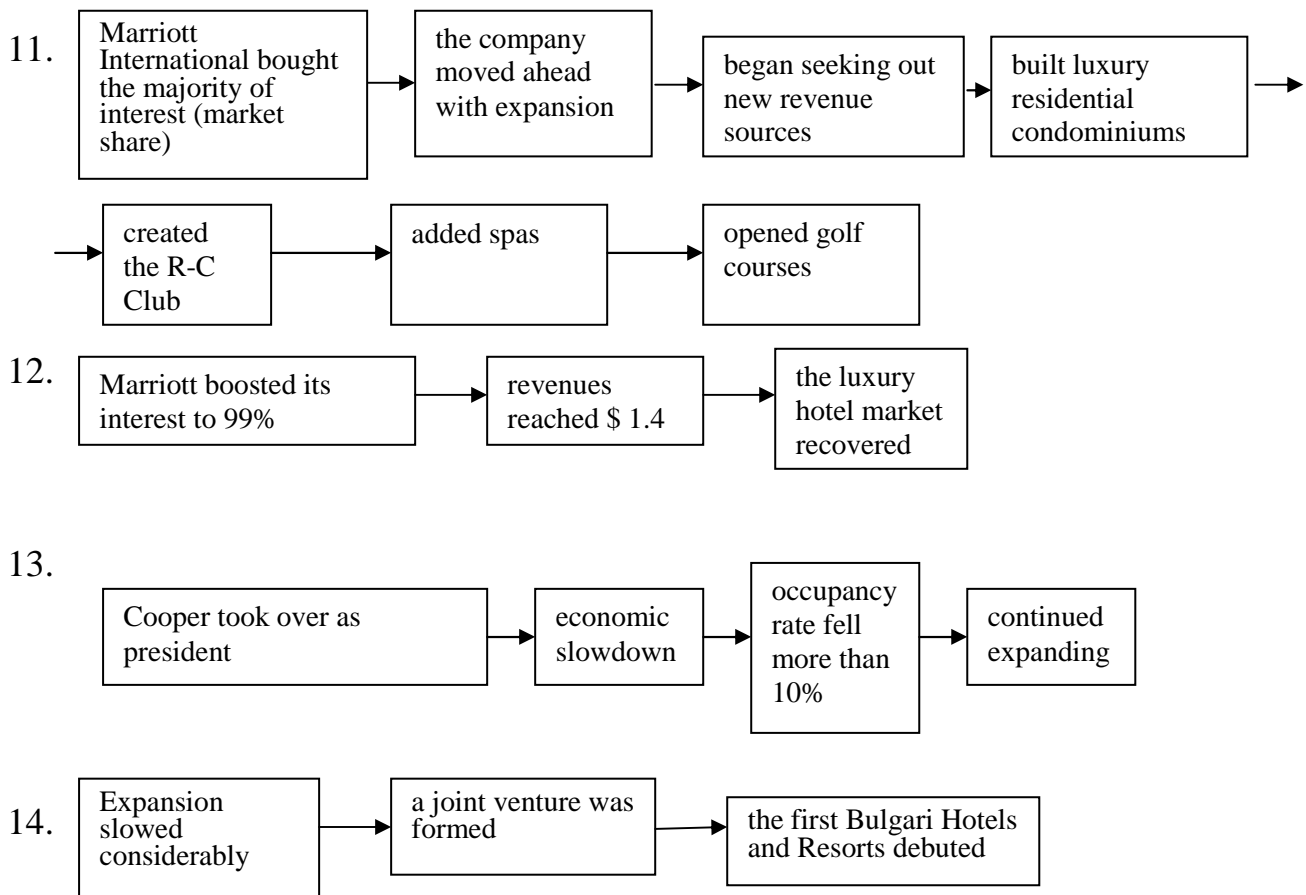
*A number of hotels opened throughout the US. It **was caused by** the creation of R-C Investing Company.*

Cause	Effect
To lease the name	R-C Managing Corporation was established
R-C Investing Company was created	A number of hotels opened throughout the US
Due to the formality of Boston society	The R-C, Boston enforced dress codes for the guests
Stock market crash	Worldwide depression
Great Depression	Many millionaires were no longer millionaires
To portray an aura of success	Kept the lights on in vacant rooms
WWII started	The traffic of wealthy individuals who stayed and dined at R-C hotels ceased
Fewer guests	Profits fell dramatically
To increase profit	Used dining areas and ballrooms as meeting rooms for military personnel
A new breed of guest – the businessman	The R-C hotels prospered
William B. Johnson purchased the rights to the R-C name and the hotel in Boston	The Ritz-Carlton Hotel Company (L.L.C.) was founded
The L.L.C. was founded	The hotel chain began expanding
Financial difficulties	Occupancy rate went down
Occupancy rate decreased	Increased the room rate
To increase sales and profit margins	Marriott bought 50% stake in R-C

**E. Complete the ‘event chains’ from the text.**

so as to	because (of)	result in	lead to
in order to	in this way	the reason for	result from
attribute to	as a result	by doing so	be caused by
due to	as a consequence	cause	consequently





### Find different ways to connect these events

e.g. 1. *Firstly..., secondly..., finally*

2. *then..., after that..., afterwards....*

3. *The Second World War followed the Great Depression. Or  
The Great Depression was followed by the WWII.*

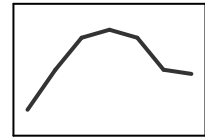
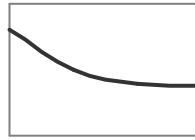
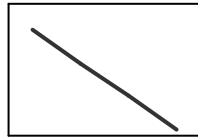
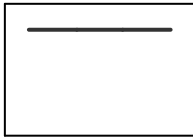
4. *In order to..., due to..., caused ..., was caused by..., as a result..., etc.*

## Part E. COMPANY PERFORMANCE

### 1. FOCUS ON LANGUAGE Lines and Curves

#### A. Comment on the lines and curves

*e.g. 1 = occupancy rate remained constant*

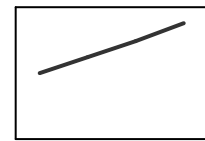
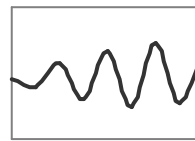
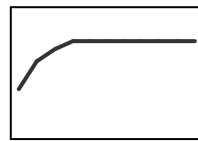
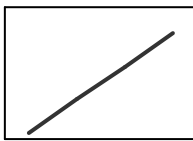


1 – occupancy rate

2 - profits

3 – sales

4 – value of a dollar



5 – number of visitors

6 – room rate

7 – oil prices

8 - tourist receipts

rose sharply

fell gradually

reached a peak

increased gradually

fluctuated

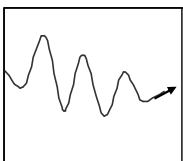
remained constant

declined sharply

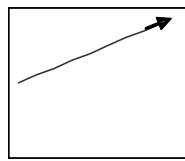
leveled off

#### B. Match the nine verbs to the nine small graphs.

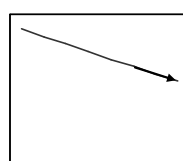
dip fall **fluctuate** level off plunge recover rise shoot up steady



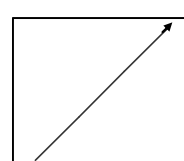
1 fluctuate



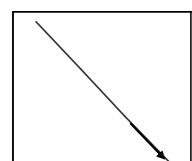
2 \_\_\_\_\_



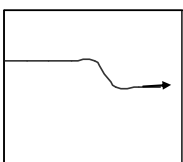
3 \_\_\_\_\_



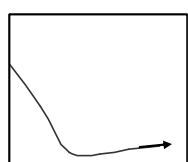
4 \_\_\_\_\_



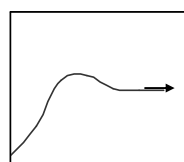
5 \_\_\_\_\_



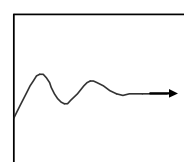
6 \_\_\_\_\_



7 \_\_\_\_\_



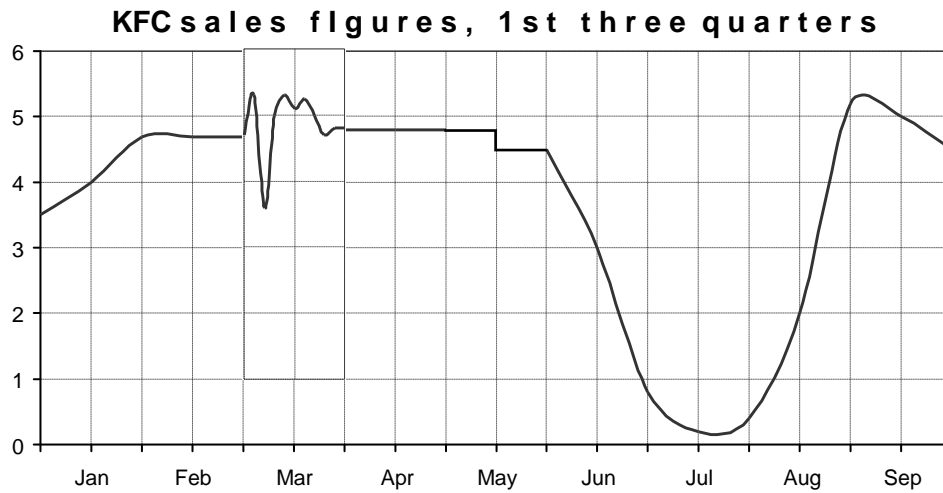
8 \_\_\_\_\_



9 \_\_\_\_\_

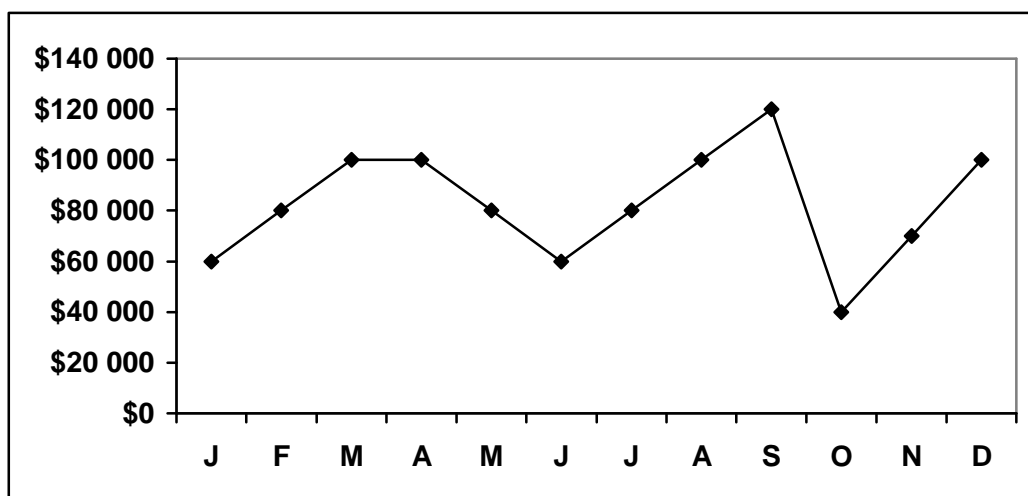
### 2. PRACTICE Reading Graphs

**A. The sentences below describe the graph. Complete each one with the past tense form of one of the verbs from the previous exercise.**



- |                            |                             |
|----------------------------|-----------------------------|
| 1. In January sales _____  | 6. In June sales _____      |
| 2. In February sales _____ | 7. In July sales _____      |
| 3. In March sales _____    | 8. In August sales _____    |
| 4. In April sales _____    | 9. In September sales _____ |
| 5. In May sales _____      |                             |

**B. Look at this graph showing sales and complete the sentences.**



1. In February, sales increased ..... \$ 80 000.

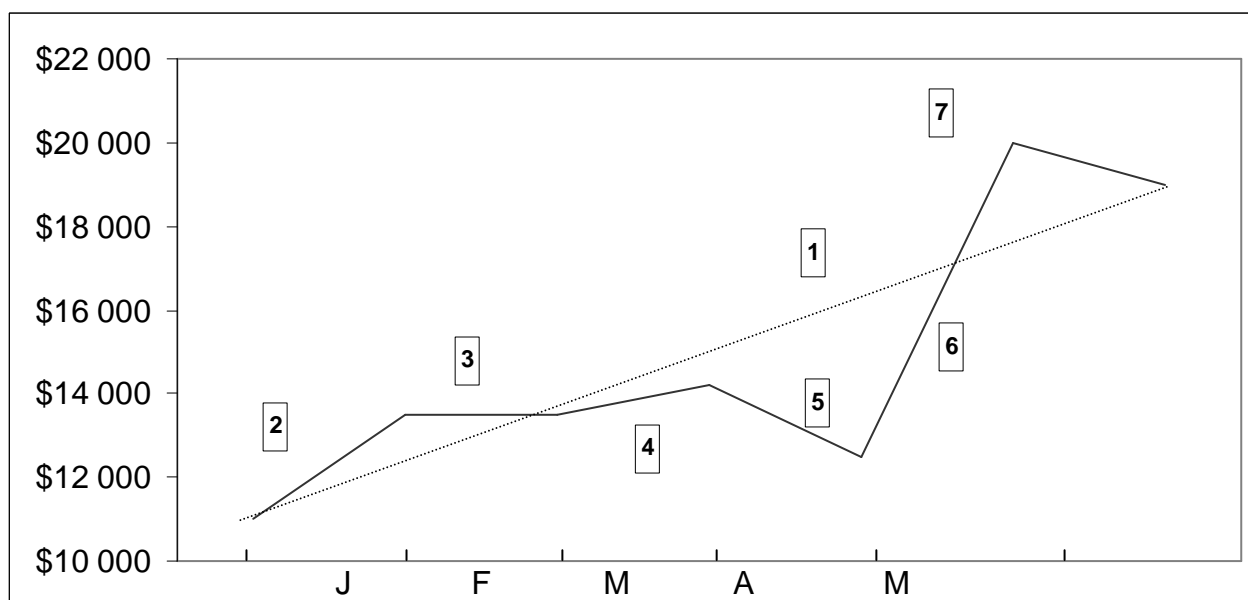
2. The following month, there was a further increase ..... \$ 20 000.
3. In April, they remained constant ..... \$ 100 000.
4. In the next two months, they dropped ..... \$ 40 000.
5. As a result of this fall, they were back ..... \$ 60 000 in June.
6. The next three months saw a steady rise ..... \$ 120 000.
7. This was followed by a dramatic fall ..... \$ 40 000 in October.
8. Sales rose in December to finish the year ..... \$ 100 000.

**C. Make sentences of your own using the words and word combinations below.**

**Take the sentences down.**

*Stood at... ; rose steadily to...; fell dramatically by; because of; fluctuated from ... to...; reached the bottom of...; due to; recovered slightly; a gradual increase; followed; was followed by; there was a steady growth; 1999 saw a sudden fall; reached a peak of...; is expected to grow significantly. This sharp decline can be attributed to...*

**D. Use the information in the graph to complete the sentences.**



As the graph shows, there was an ..... (1) in sales. In January, sales ..... (2). In February, sales ..... (3) before they ..... again .... (4). There was a ..... (5) in April, then a ..... (6) to a ..... (7) of 20,000 in May.

### **3. READING      The Atlanta Ritz-Carlton's Performance**

#### **A. Read the text and draw a line graph based on the text.**

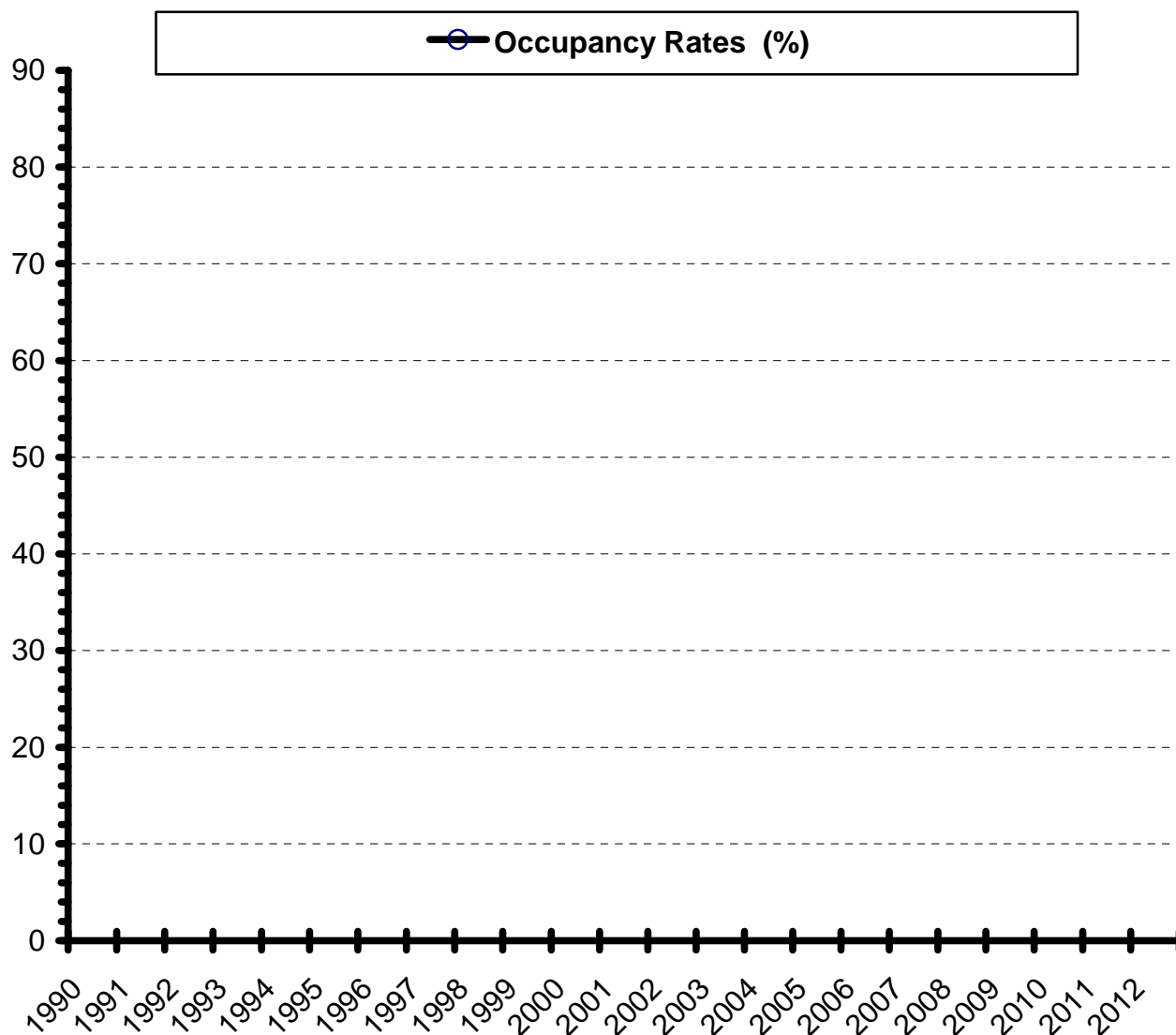
Have a look at the graph representing the room occupancy in the Atlanta Ritz-Carlton over the last decades.

Between 1990 and 1993 the occupancy rate stood at 50%. In 1994 it dropped significantly by 20% and reached the bottom of 30% because the whole chain was losing money and considered unprofitable. It was caused by the effects of the worldwide downturn. In 1996, however, the figures climbed to 70% due to the fact that the Marriott International acquired the rights to operate the majority of the Ritz-Carlton hotels. As a result, the hotel received good investment from the new owner and was able to go ahead. Over the next three years the room occupancy increased gradually and reached the peak of 85% in 1999. It resulted from a few steps taken by the authorities. They decided to upgrade the hotel, making some improvements in the amenities and launching training programs for the personnel. On the turn of the century the hotel failed to reach an agreement over quality issues with a Saudi Arabian businessman who owned four Ritz-Carlton hotels. A tough competition caused a dramatic decline in occupancy rates from 85 to 70% by the beginning of 2001. After the tragic events of September 11 there was a further decrease due to natural human fears. The figures continued to plunge up to 2004. Room occupancy recovered slightly growing from 45 to 55% in 2007 because of adding spas and a golf course in the nearest location. It remained stable a year later. In 2009 the entire hotel industry faced the financial crisis followed by a deep recession. Consequently, the figures went down again by 15%.

The situation is expected to improve a little next year and the rates to pick up to 45%. In the near future the room occupancy is predicted to go up to 65% and stabilize at this level because the representatives of the fast developing East European and Asian business are ready to spend their money for comforts and luxury.

**NOTE: actual data -** \_\_\_\_\_

**target data -** - - - - -



**B. Prepare a Presentation of any organization in the sphere of tourism (any type of accommodation, catering, carrier, travel agency, etc.) Follow the outline:**

1. PROFILE
2. STRUCTURE
3. HISTORY including a Problem and its Solution in the Past tenses
4. PERFORMANCE (describe a graph both in the past and in the suppositional future)

**See also presentation techniques in Appendix II**

#### **4. *FOCUS ON VOCABULARY*     Do or Make**

**A. Study the following. Consult the dictionary if necessary.**

<i>Do:</i>	<i>Make:</i>	
one's best, worst	acquaintance	an offer
business with	arrangements	preparations
good, harm, evil	agreements	a profit/fortune
right, wrong	appointments	a progress
damage	an attempt	a report
repairs	the best (of)	a request
a service, favor	certain/sure	a speech
work/a job	a choice	a success
laundry	a complaint	money
a paper	a deal	a mistake
research	a decision	a noise
an assignment	an effort	a mess
homework/housework	an excuse	a suggestion
an exercise	enquiries	a phone call
one's hair	a journey/trip/voyage	
100 mph/kmph		
a degree/course		
a make up		

**B. Complete the sentences using the verbs *to make* and *to do*. Mind the proper form of the verb.**

1. I've been \_\_\_\_\_ some homework, though... and I've about reached the same conclusion you already arrived at.
2. He did not \_\_\_\_\_ a single complaint to save his face.
3. He was sick with fear, but he \_\_\_\_\_ his best to smile.
4. We \_\_\_\_\_ arrangements with him to meet in a week. She was disappointed by his devotion to making money...
5. I've got to \_\_\_\_\_ peace between these two.
6. If you ever want any repairs \_\_\_\_\_ quickly, take your watch to that shop round the corner.
7. At the conference held last week-end of writers in London, H. G. Wells in a speech he \_\_\_\_\_ said something not very complimentary...
8. He has a difficult choice to \_\_\_\_\_
9. The question put me on the spot - I couldn't \_\_\_\_\_ an excuse or lie.
10. The engineer... \_\_\_\_\_ out a report of the accident.
11. He knew the game well and you could be sure that he would \_\_\_\_\_ the best of his cards.
12. I pointed out to the governor that it wouldn't \_\_\_\_\_ him any good if there was a complaint about the way he managed things here.

## FILES

### FILE I.

#### 1. Student A

#### EX14 A

Survey A: What were the main reasons for your holiday journey? (1986)

1. Switching off, relaxation
2. Getting away from everyday life, and having a change of scene
3. Recovering strength
4. Experiencing nature
5. Having time for one another (friends or family)
6. Getting sunshine, escaping from bad weather
7. Being with other people, having company
8. Eating well
9. Having fun and entertainment
10. Doing what I want, being free

#### Student B.

Survey B: What were the main reasons for your holiday journey?

1. Going to places I haven't visited before
2. Meeting new and different people
3. Opportunities to increase one's knowledge
4. Experiencing new and different lifestyles
5. Having fun, being entertained
6. Just relaxing
7. Escaping from the ordinary
8. Being together as a family
9. Trying new food
10. Talking about the trip after I returned home

## FILE II Student B

The most visited monuments and museums in the EU (numbers per year)		
Rank	Place	No. of visitors
1.		
2.	The Louvre	4.0 m
3.		
4.	The Eiffel Tower	3.6 m
5.	The National gallery	2.8 m
6.		

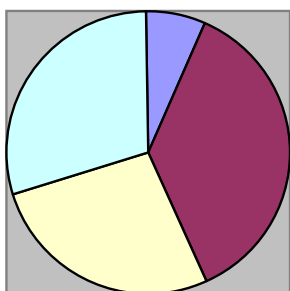
## FILE III Student B

### Student B

**Listen to your partner talking about the value of tourism to the UK and complete the pie chart below (B –1). Then present the figures in the pie chart B-2 about Tourist Spending Breakdown to your partner.**

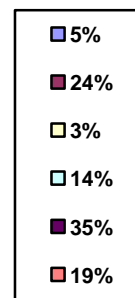
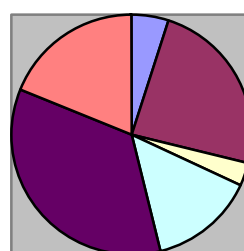
#### B.- 1

Value of Tourism to the UK  
Total £26,659 million



#### B.- 2

Tourist Spending Breakdown  
**Domestic and Overseas Tourists**  
Total £ 18,553 Million



5% - £1,008m – entertainment  
24% - £4,388m – eating out  
3% -£497m – services  
14% - £2,564m – travel within UK  
35% - £6,520m – accommodation  
19% -£3,576m - shopping

## FILE IV

<b>D</b>	
<b>Student A</b>	
You have spoken to the Receptionist. Now talk to the member of the hotel staff who is available to help you. Explain your needs to him/her.	
<b>Student B</b>	
You are the member of the hotel staff who can help the guest. Listen to his/her needs. Either (a) offer to help, or (b) explain why you are unable to help at the moment.	

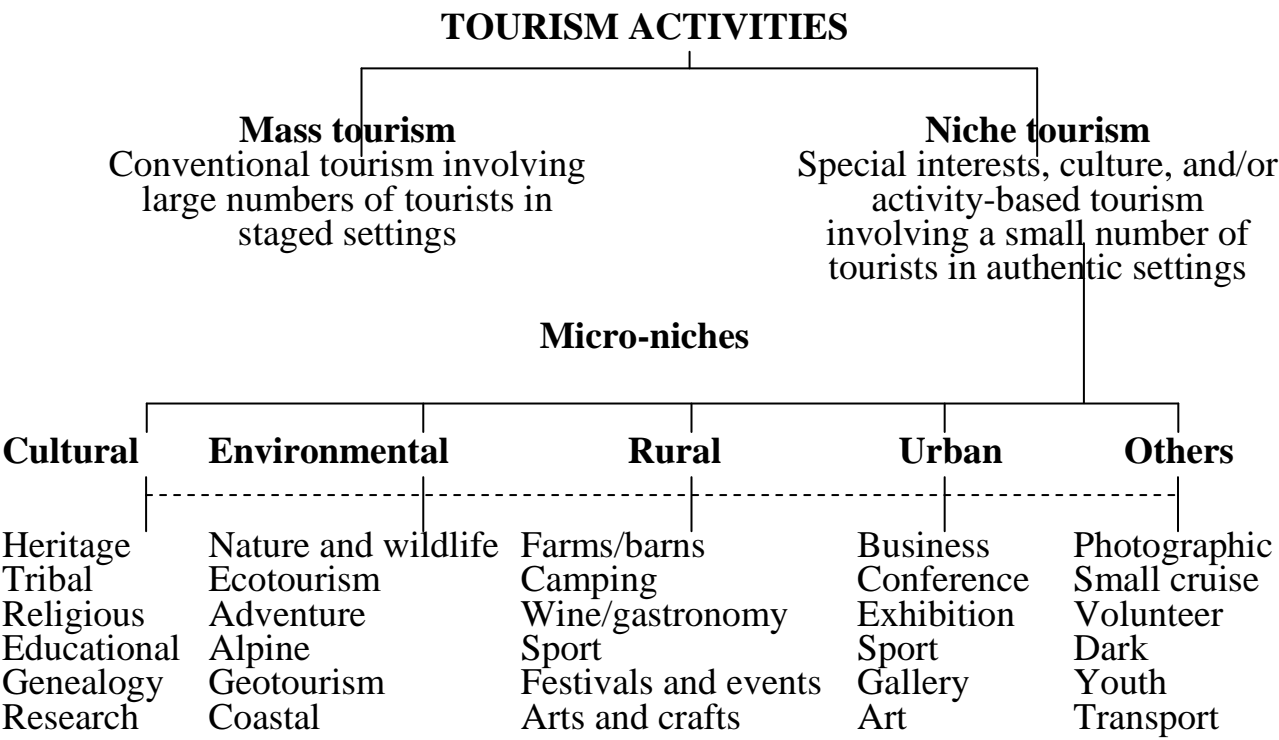
  

<b>E.</b>
YOU draw a diagram to show the organization of any hotel you know or can imagine.  Do not show the diagram to anyone else.  YOU describe the organization in the diagram to your partner, or to students in your class.
YOUR PARTNER or OTHERS STUDENTS try to draw and label a diagram of the organization you have described, from your description.  When you have finished, compare the diagrams the other students have drawn with your original diagram.

<b>F.</b>
YOU think of any job that is done in a hotel. Pretend you do the job. Ask other students 'What's my job?'.
OTHER STUDENTS ask yes/no questions about the job. You can only answer 'yes' or 'no'. They must guess the job you do in ten questions or less.

**FILE V.**



## **APPENDIX I**

### ***Boeing Company***

The Boeing Company, headquartered in Chicago, Washington, is the largest aerospace firm in the world as measured by total sales, the world-leading manufacturer of commercial aircraft (on average of over 60 percent of the market for the past 20 years), the world leader in military craft, and the largest contractor for NASA. Boeing is one of the largest U.S. exporters, with over \$ 26 billion in sales to foreign countries in 1999. Boeing manufactures helicopters, military craft, electronic systems, and missiles; provides communication services for aerospace-related activities, and is a major contractor for the Space Station.

Boeing has to compete with Airbus, a major competitor with commercial jetliners, Lockheed Martin, a major defense contractor and with others in the aerospace market. The European Airbus consortium remains Boeing's most formidable competitor in the commercial aircraft industry.

In the highly competitive market for commercial aircraft, Boeing's reputation for customer service is an effective marketing tool. Boeing is providing ready access to parts and training programs using the Web and ED-ROM technologies. Customers can access parts information via the Internet. Boeing now provides technical support 24 hours a day and ship emergency spare parts in 2 hours.

### **Delta Airlines**

It provides air transportation for passengers and cargo throughout the USA and around the world. It offers services to 378 destinations in 66 countries. The headquarters are in Atlanta, Georgia. The major rival is Northwest Airlines. The company holds 15 mln of total market share. The foundations of Delta Airlines were laid in 1924. The company is managed by Chief Executive Officer (CEO) Richard H. Anderson. His immediate subordinates include Hank Halter, Chief Financial Officer, Stephen E. Gorman, Executive Vice President and Glen W. Hauensten, Executive Vice President of Revenue Management and Network Planning. The CEO is also responsible for Transportation Industry.

### **Southwest Airlines**

The headquarters are in Dallas, Texas. Currently it's the fourth largest domestic carrier in the United States. The Wall Street Journal ranked Southwest among the top 30 companies in terms of business reputation. The company is noted for the best on-time performance, best baggage handling and fewest customer complaints

of all the major carriers. Three of the major competitors include United Airlines, Delta Airlines and American West Airlines.

### **Adventure Travel Company(ATC)**

ATC is one of the largest travel companies in the USA. It organizes tours to a number of domestic and overseas travelers to different exotic destinations. The company specializes in the activity based tourism. The headquarters are in Seattle, Washington. Nowadays the ATC is considered the overall leader in the niche tourism. The company owns subsidiaries in Canada, Mexico and Asian countries. It operates 30 franchises in a number of countries throughout the world.

The company traces its origin to 2002. It got off to a good start offering environmentally-minded tourists ecological trips to the places of natural beauty where they could not only enjoy nature, but also had a chance to contribute to wild nature conservation. The situation in the market was favourable and the company was able to increase sales. However, by 2004 the competition has become very tough, the sales have fallen significantly. In order to retain in the niche the ATC had to look for the ways to win back the customers. The management decided to expand its presence in the international market. The company concentrated on establishing franchises in Canada and Mexico. As a result the consumer confidence grew sharply and the market share took off. At present the ATC is in the position to prosper. The sales are booming. The profits are expected to rise due to entering the European market.

**Hilton Hotels** is an international chain of full-service hotels and resorts founded by Conrad Hilton and now owned by the Hilton Hotels Corporation. Hilton Hotels are either owned, managed, or franchised to independent operators by the Hilton Hotels Corporation. As of 2008 there are 533 Hilton branded hotels across the world. Hilton Hotels became the first coast-to-coast hotel chain of the United States in 1943. The original price for an overnight stay in 1943 was around \$20. The company places marketing emphasis on business travel, but owns and operates a number of resorts and leisure-oriented hotels as well. The company's Hilton Honors guest loyalty program has partnerships with airlines and car rental companies. The Hilton brand was re-united internationally after more than 40 years in February 2006, when United States-based Hilton Hotels Corporation purchased the hotels division of United Kingdom-based Hilton Group plc, which had acquired Hilton's international operations in 1987 (the companies had been severed originally in 1966).

Founded in 1919 by Conrad Hilton. Hilton bought his first hotel, the Mobley Hotel, in 1919 in Cisco, Texas.

In 1930, Conrad Hilton opened his first high-rise Hilton hotel in El Paso, Texas, which is currently called the Plaza Hotel.

In 1954 Hilton hotels bought the Statler Hotel chain, making it the largest hospitality company in the world.

The Conrad Hilton Hotel in Chicago was scene of the 1968 Democratic Convention riots that occurred across the street in Grant Park. The hotel's doors were locked for the first time in its history. The hotel still suffered minor damage as a result of the violence outside as the street level windows gave way under the weight of hundreds of protesters on the street during the ensuing riot.

John Lennon and Yoko Ono held their first Bed-In for Peace between March 25, 1969 and March 31, 1969 at the Amsterdam Hilton in Room 902. This room became a popular tourist destination. This Amsterdam Hilton hotel has had two notable incidents. In 1991, Dutch drug kingpin Klaas Bruinsma, once a major drug dealer of Europe, was assassinated in front of the building. On July 11, 2001, Dutch artist Herman Brood committed suicide by jumping from the roof.<sup>[5]</sup>

**Marriott International, Inc. (NYSE: MAR)** is a worldwide operator and franchisor of a broad portfolio of hotels and related lodging facilities.

Its heritage can be traced to founder J. Willard Marriott's experience as a Mormon missionary and later operating a root beer stand. He and his wife, Alice, opened the stand in Washington, D.C., in 1927. The Key Bridge Marriott in Arlington, Virginia is Marriott International's longest operating hotel, and will celebrate its 50th anniversary in 2009. Their son and current Chairman and Chief Executive Officer, J.W. (Bill) Marriott, Jr. has led the company to spectacular worldwide growth. Today, Marriott International has about 3,150 lodging properties located in the United States and 67 other countries and territories.

Marriott's operations are grouped into the following five business segments

Marriott International was formed in 1992 when Marriott Corporation split into two companies, Marriott International and Host Marriott Corporation.

In 2002 Marriott International began a major restructuring by spinning off many Senior Living Services Communities (which is now part of Sunrise Senior Living) and Marriott Distribution Services, so that it could focus on hotel ownership and management. The changes were completed in 2003.

In April 1995, Marriott International acquired a 49% interest in the Ritz-Carlton Hotel Company LLC. Marriott International believed that it could increase sales and profit margins at the Ritz, a troubled chain with a significant number of properties either losing money or barely breaking even. The cost of Marriott's initial investment was estimated to be about \$200 million in cash and assumed debt. The next year, Marriott spent \$331 million to take over the Ritz-Carlton Atlanta and buy a majority interest in two properties owned by William Johnson, a real estate developer who had purchased the Boston Ritz Carlton in 1983 and expanded his Ritz holdings over the next twenty years.

The Ritz began expansion into the lucrative timeshare market among other new initiatives made financially possible by the deep pockets of Marriott, which also lent its own in-house expertise in certain areas. There were other benefits for Ritz-Carlton flowing from its relationship with Marriott, such as being able to take advantage of the parent company's reservation system and buying power. The partnership was solidified in 1998 when Marriott boosted its interest in Ritz-Carlton to 99 percent. By 1999 revenues from the 35 hotels it operated around the world totaled about \$1.4 billion.

Marriott International owned Ramada International Hotels & Resorts until its sale on September 15, 2004 to Cendant. It is the first hotel chain to serve food that is completely free of trans fats at all of its North American properties.

In 2005, Marriott International and Marriott Vacation Club International comprised two of the 53 entities that contributed the maximum of \$250,000 to the second inauguration of President George W. Bush.

On July 19, 2006, Marriott announced that all lodging buildings they operate in the United States and Canada would become non-smoking beginning September 2006. "The new policy includes all guest rooms, restaurants, lounges, meeting rooms, public space and employee work areas."

### **Kentucky Fried Chicken**

During the 1960s and 1970s, Kentucky Fried Chicken Corporation (KFC) pursued an aggressive strategy of restaurant expansion, quickly establishing itself as one of the largest fast-food restaurant chains in the United States. KFC was also one of the first U.S. fast-food restaurant chains to expand overseas. By 1990, restaurants located outside of the United States were generating over 50 percent of KFC's total profits. By the end of 1993, KFC was operating in over 63 foreign countries and was one of the three largest fast-food restaurant chains operating outside of the United States.

Japan, Australia, and the United Kingdom accounted for the greatest share of KFC's international expansion during the 1970s and 1980s. However, as KFC entered the 1990s, a number of other international markets offered significant opportunities for growth. China, with a population of over 1 billion, and Europe, with a population roughly equal to that of the United States, offered such opportunities.

By 1994 KFC, was operating two successful subsidiaries in Mexico and Puerto Rico. A third subsidiary was established in Venezuela in 1993. The majority of KFC's restaurants in Mexico and Puerto Rico were company-owned. However, KFC had established 11 new franchises in Mexico by the end of 1993. KFC anticipated that much of its future growth in Mexico would be through franchises rather than through company-owned restaurants. KFC was only one of many U.S. fast-food, retail, and hotel chains to begin franchising in Mexico. In addition to Mexico, KFC has operating franchises in 42 other countries throughout the Caribbean, and in Central and South America by 1994.

Fast-food franchising was still in its infancy in 1954 when Harland Sanders began his travels across the United States to speak with prospective franchisees about his "Colonel Sanders Recipe Kentucky Fried Chicken." By 1960, "Colonel" Sanders had granted KFC franchises to over 200 take-home retail outlets and restaurants across the United States. He also succeeded in establishing a number of franchises in Canada. By 1963, the number of KFC franchises had risen to over 300. By 1964, at the age of 74, the Colonel sought out potential buyers, eventually deciding to sell the business to two Louisville businessmen – Jack Massey and John Young Brown, Jr. – for \$2 million. Massey was named chairman of the board and Brown was named president.

During the next five years, new owners concentrated on growing KFC's franchise system across the United States. By the late 1960s, a strong foothold had been established in the United States, and Massey and Brown turned their attention to international markets. In 1969, a joint venture was signed with Mitsubishi Shoji Kaisha, Ltd., in Japan and the rights to operate 14 existing KFC franchises in England were acquired. Subsidiaries were also established in Hong Kong.

In 1971, KFC entered negotiation with Heublein, Inc., to discuss a possible merger. On April 10, Heublein announced that an agreement had been reached. and KFC was merged into a subsidiary of Heublein.

Heublein was in the business of producing vodka, mixed cocktails, dry gin, beer, and other alcoholic beverages. It was also the exclusive distributor of a variety of imported alcoholic beverages. Heublein had little experience in the restaurant business.

Management became increasingly distraught over quality control issues and restaurant cleanliness. By 1977, new restaurant openings had slowed to about 20 per Restaurants were not being remodeled and service quality was declining.

In 1977, Heublein sent in a new management team to redirect KFC's strategy. Richard P. Mayer, who later became chairman and chief executive officer, was part of this team (Mayer remained with KFC until 1989, when he left to become president of General Foods USA). A "back to the basics" strategy was immediately implemented. New unit construction was discontinued until existing restaurants could be upgraded and operating problems eliminated. Restaurants were refurbished, an emphasis was placed on cleanliness and service, marginal products were eliminated, and product consistency was reestablished. By 1982, KFC had succeeded in establishing a successful strategic focus and was again aggressively building new units.

On October 12, 1982, R. J. Reynolds Industries, Inc. (RJR), announced that it would acquire Heublein and operate it as a wholly owned subsidiary. RJR's diversification strategy included the acquisition of a variety of companies in the energy, transportation, and food and restaurant industries. RJR had no more experience in the restaurant business than did Heublein when Heublein purchased KFC in 1971. RJR left management largely intact, believing that existing KFC managers were better qualified to operate KFC's businesses than were its own managers. By doing so RJR avoided many of the operating problems that Heublein had experienced during its management of KFC. This strategy paid off for RJR, as KFC continued to expand aggressively and profitably under RJR's ownership.

In 1985, RJR acquired Nabisco Corporation for \$4.9 billion. Nabisco sold a variety of well-known cookies, crackers, cereals, confectioneries, snacks, and other grocery products. In October 1986, KFC was sold to PepsiCo, Inc

## **APPENDIX II**

### **Making a Presentation**

#### **I. Introduction**

##### **1. Subject**

I'm going to talk about ...

The subject of my talk is ...

##### **2. The structure and sequencing of the talk**

I have divided my talk (presentation) into .... sections/parts.

In the first section I will / am going to describe ...

Then I will / am going to go on to ...

After that I will / am going to look at ...

Finally I will / am ...

#### **II. The main body**

##### **1. Beginning the talk**

I'll start by ...

Let me start by ...

I'd like to begin by ...

##### **2. Highlighting**

This is particularly important because ...

It should be pointed out that ...

I would like to draw your attention to ...

##### **3. Giving examples**

A good example of this is ...

For instance...

For example ...

##### **4. Referring to the information on an overhead**

As you can see from the table/graph ...

I'd like to show you a graph ...

Have a look at this.

The graph shows/represents ...

##### **5. Ending the point.**

We've looked at ... That's all I have to say about ...

##### **6. Moving from one section of your talk to another.**

I would like to go on to the next point which is ...

Let's move on to ...

#### **III. Conclusion**

##### **1. Summarizing**

I'd like to end by emphasizing the main points ...  
I'd like to finish with a summary of the main points

## **2. Concluding**

What we need is ...  
We expect/ project / hope for / aim at ...  
That concludes my talk.

## **3. Inviting questions and feedback from the audience.**

Are there any questions so far?  
Do you have any questions?  
Feel free to ask if you have any questions.

# **PRESENTATION TECHNIQUES**

## **1. Preparing your talk**

- a) structure it thoroughly in accordance with the recommendations given above;
- b) include rhetorical questions in order to invite the audience to try to anticipate the answer and scatter them all over the talk, for example *Have you ever been/seen/heard...; Did you know that...?; How did we deal with the problem? ; Do you think it worked?, etc.*
- c) use repetition to draw the audience attention to the subject, for example, *Our customers can bank online, buy online, receive information online.*
- d) describing the major features of the subject, group three points together, for example, *It is efficient, safe and secure. We want to find out when, where and how it started.* By doing so, you will be able to create a sense of completeness;
- e) to emphasize the meaning of what you are saying, use pairs of contrasting words/phrases, such as: *Nevertheless...; We couldn't keep pace with...; however (but)...; without; never; whenever; nothing; no one, etc.*

## **2. Making your talk**

- a) try to look smart and professional;
- b) demonstrate the enthusiastic attitude towards what you are saying;
- c) use visual aids, such as photos, pictures, tables, graphs, etc.;
- d) speak with a strong voice;
- e) make pauses;
- f) keep eye contact with the audience;
- g) use expressive body language (gestures, move, smile);
- h) don't forget about sense of humor.

## **APPENDIX III**

### **Hotel staff**

#### **Some managerial positions**

General Manager

Assistant General Manager

Duty Manager ( = the person acting as manager at a particular time)

Personnel Manager, House Manager, Catering Manager, Banqueting Manager, etc.

#### **Reception/Front Office**

Front Office Manager/Reception Manager

Receptionist/Reception Clerk

Reservations Clerk

Room Clerk/Key Clerk

Telephonist/Switchboard Operator

Night Clerk

#### **Housekeeping**

Housekeeper

Floor Maid/Floor Attendant

Room Maid/Chambermaid

Cleaner

Laundry Maid

Concierge

#### **Hall Porter's Department**

(Head) Hall Porter (=Bell Captain, Am.E.)

Porter (=Bellboy/Bellhop, Am.E.)

Doorman

Pageboy

Lift Attendant

Enquiries Clerk

Night Porter

#### **Cashier's department**

Hotel Controller

Accountant

Cashier

Food and Beverage Department

Maitre d'hotel

Waiter (Head Waiter, Station Waiter, Wine Waiter, Lounge Waiter )

Waiter's assistant (=Busboy/busser, Am.E. )

Chef (Head Chef, Chef de cuisine, Commis Chef, etc.)

Bar Operative/Barman (=Bartender, Am.E.)

### **Miscellaneous**

Maintenance Engineer

Storekeeper/Storeman

### **Terms to indicate rank**

head (as in head waiter)

second, etc. (as in second chef)

manager (as in reception manager)

supervisor (as in breakfast supervisor)

assistant (as in assistant housekeeper)

senior (as in senior telephonist)

junior (as in junior receptionist)

### **French terms used to describe kitchen and restaurant staff**

chef de cuisine (= 'head to the kitchen')

sous chef (= 'under chef'; deputy to the chef de cuisine)

chef de parties (responsible for a kitchen department, e.g. vegetable preparation)

commis chef (= junior cook)

maitre d'hotel (= head waiter)

chef de rangs (= skilled station waiter)

commis de rangs (=assistant waiter)

## TAPESCRIPTS

### A Passenger Survey at an Airport

#### Interview 1

**Interviewer** Excuse me. Could I ask you a few questions? I'm doing a passenger survey on behalf of the Tourist Board and the airport to help plan our services.

**Woman** Right.

**Interviewer** First of all, could you tell me where you're going?

**Woman** Yes, we're off to Corfu.

**Interviewer** And what is the purpose of your visit?

**Woman** We're going on holiday. It's our first trip abroad, as a matter of fact.

**Interviewer** You must be very excited. How long are you staying in Corfu?

**Man** Two weeks.

**Interviewer** Thank you. And this is your daughter? (Yes.) Is there anyone else in the party?

**Woman** No, just the three of us.

**Interviewer** How did you get to the airport?

**Woman** On the train.

**Interviewer** OK. We've nearly finished now. Could you tell me your occupation?

**Woman** I work part-time in a supermarket and my husband's a chef in a hotel.

**Interviewer** Right. Finally, would you mind telling me how old you are?

**Woman** We're both twenty-nine and Sarah here's six.

**Interviewer** Great. Thanks. Well, I hope you have a lovely holiday.

**Woman** Thank you. We'll try.

#### Interview 2

**Interviewer** Excuse me, sir, could I ask you some questions?

**Man** Certainly, dear. I've got plenty of time – my flight doesn't leave for another hour. I got here a bit early – didn't want to be late, you know.

**Interviewer** OK. First question. Where are you going?

**Man** I'm off to Australia, to Melbourne. I'm going to see my sister and her family. I haven't seen her for twenty-five years. But I retired recently and I thought, well, I've got the money, so why not?

**Interviewer** I think that's great! So how long are you planning to stay in Australia?

**Man** Well, I've got a return ticket to come back in a month's time, but if all goes well I might stay a bit longer. It's a bit of a risk, you know. I don't really know what my sister's like any more – or her family. I've never seen her children and I've only met her husband once.

**Interviewer** Yes, it's always a bit of an unknown. Anyway, just a couple more questions. How did you get to the airport?

**Man** My son gave me a lift.

**Interviewer** OK. And finally, would you mind telling me how old you are?

**Man** Twenty-one, dear. No, I'm only joking. I'm sixty-five – sixty-six next month.

**Interviewer** Thank you. I hope you have a wonderful time.

**Man** Thank you. So do I!

### **Interview 3**

**Interviewer** Excuse me, madam. I wonder if you'd mind answering some questions?

**Woman** Er... OK. Will it take long?

**Interviewer** No, just a few minutes. Could you tell me where you're traveling to?

**Woman** Frankfurt.

**Interviewer** And are you traveling on business?

**Woman** Well, actually I'm going home. I've been here on business. – at a meeting with our partners in the UK.

**Interviewer** I see. So how long did you stay in the UK?

**Woman** For just two days.

**Interviewer** Thank you. And could you tell me if you're traveling alone?

**Woman** Yes, I am.

**Interviewer** OK. Nearly finished. Can you tell me how you got to the airport?

**Woman** By taxi, from my hotel.

**Interviewer** Good. Finally – occupation. I know you’re in business.

**Woman** Yes, I’m Marketing Manager for a company making pharmaceuticals.

**Interviewer** And can I ask which of three age groups you’re in?

**Woman** Here – thirty to thirty-nine.

**Interviewer** Right. Thank you very much. Have a pleasant journey.

**Woman** On the train.

#### **Interview 4**

**Interviewer** Excuse me. Do you have a few minutes to answer my questions?

**Young man** Yes, I think so.

**Interviewer** Thank you. I’m conducting a passenger survey.

**Young man** Right.

**Interviewer** Can you tell me where you’re going to?

**Young man** To St Petersburg.

**Interviewer** St Petersburg – and what ‘s the reason for the trip?

**Young man** I’m going out to teach – to teach English. I’ve just qualified, so it’s my first job abroad.

**Interviewer** You must be excited.

**Young man** Yes, excited, and a little bit apprehensive to be honest. It’s a big commitment – I’ve signed a twelve-month contract.

**Interviewer** So you’re staying for a year?

**Young man** That’s the plan. If it all works out.

**Interviewer** And are you traveling on your own?

**Young man** Yes.

**Interviewer** And can you tell me how you got to the airport?

**Young man** I came on the coach – it’s cheaper than the train.

**Interviewer** Right I’ve got everything. Just one last question – could you tell me your age?

**Young man** I’m twenty-four.

**Interviewer** Good, well thank you very much, and I hope it all goes well for you in Russia.

**Young man** Thanks.

### **Reasons for Travel and Money Spent on Travel**

For British tourists, like most countries, leisure tourism is main reason for travel with 53% travelling for this reason. Visiting friends and relatives, VFR, is the next biggest reason with 32%. Business tourism is relatively small at 11%.

When we look at the money spent on travel by British tourists, the order is slightly different. Leisure tourism accounts for 70% of expenditure, then business travel at 16%. Tourists and travelers who are visiting friends and relatives, not surprisingly perhaps, spend less money and this is only 11%.

### **Working with Figures.**

a Of the six and a half million visitors last year, about two thirds stayed in hotels.

b We're working on a thirteen point five commission basis at the moment.

c The revenue forecast for July at the full rate is £145,205.

d "Could you please quote your booking number?" – 'Yes. It's AS stroke oh two one nine seven eight.'

e Your flight number from Hong Kong to Guilin is CZ three zero three two.

f The rate of inflation has gone up by over 2 per cent, that is from 6 to 8.15 per cent.

g There'll be seventeen extra guests arriving on 30<sup>th</sup> July.

### **Staffing and Internal Organization**

1. Let me start by saying I'm the General Manager. That is to say, I have control over the whole of the operation. As the General Manager I must make sure that all our hotels and business outlets are fulfilling the overall vision of the company as a whole, and making money, too. We mustn't forget that our aim is making money.

The company structure works like this. The House Manager is directly answerable to me. He or she is responsible for all six in-house departments, and their job is to keep good information flows between the various departments. We cannot allow departments to be run in isolation of each other. They must also make sure that the

hotel stays profitable. They have a great deal of freedom to make decisions and don't have to check with me about day-to-day issues, although we are in regular contact by fax. Of course, the House Manager should use his discretion about when to contact me.

In our organization, the Resident Manager has control over the customer contact side of the business. It is the Resident Manager's job to ensure close, efficient liaison between the two sectors under his control, that is to say Front-of-House Operations and Housekeeping.

2. I'm the Front Office Manager. I report to the Resident Manager on a regular basis but I can make a lot of daily operational decisions myself. I like the responsibility the hotel allows me to have. I have to supervise Front-of-House Operations and to do that efficiently, I need to have the assistance of the Hotel Receptionist, who looks after the reception area in general and has a good deal of contact with both staff and guests. We're concerned with day-to-day issues such as guests' comfort and security, but we also get involved in training and staff development, so there's plenty to do on that side, too.

3. I'm hoping to become Head Housekeeper in the near future. I've been Housekeeper for the Executive suites for a year now and there's a good chance I'll take over when Mrs. Jones leaves at the end of the year. At the moment, I give orders to the chambermaids and cleaners personally, but I'm looking forward to getting more involved in planning and training. I know I shouldn't say this, but I think I'll be pretty good at it.

### **The Staff Structure of Hotels**

*Interviewer:* Roberta, can you tell us a little about the staffing at the Concordia?

*Roberta:* Well, the Hotel Concordia's part of a larger group so we've got the same structure as the other hotels in the chain. It's a medium-sized hotel, and it's divided into three departments-front office, housekeeping, and food and beverages. Food and beverages covers the restaurant, bar, cafeteria, and the kitchen. In the kitchen we've got a head chef, Giovanni, and three junior chefs. There are two kitchen assistants, as well. Then for the restaurant and bars, we have a head waiter and six waiters.

*Interviewer:* What about housekeeping?

*Roberta:* That' divided into maintenance and rooms. At the moment, there's one person in maintenance, Enrico, and on rooms there's the head housekeeper, Carlotta, and her team. She's got five housekeepers working for her right now, though in the high season we usually contract two more.

*Intrviewer:* You use the team *housekeeper*. Is that the same as *chambermaid*?

*Roberta:* Yes, and in the past housekeepers were usually called chambermaids. But prefer *housekeepers*. We're talking about trained professionals here, and the idea of a *maid* sounds more like a servant than a paid professional.

*Intrviewer:* What about the reception? Or should I say front office?

*Roberta:* For the ordinary client, it's the reception, obviously. But for us in the hotel trade, it's the *front office*. Now, here at the Hotel Concordia, the front office is run by Luigi, the Front Office Manager. He's got six receptionists working under him, and Silvio, the concierge.

*Intrviewer:* The concierge? What does he do?

*Roberta:* As well as carrying bags to guests' rooms, a concierge runs information services for the gusts, or he gets them tickets for shows, for the theatre, he takes messages... things like that.

*Intrviewer:* And Silvio does all this?

*Roberta:* Yes, he does. And he does it very well. Better still, if we are very busy, he also acts as an extra receptionist.

*Intrviewer:* Roberta, thanks for your time.

*Roberta:* Not at all.

## **Hotel Staff**

STUDENT: So you are the person who's in overall charge of the hotel?

MANAGER: That's right. But in fact the Assistant Manager is responsible for the day-today running of the hotel. You see, most of my time is taken up with negotiation with travel agencies, planning, meetings, that kind of thing.

STUDENT: I see. And then, under the Assistant Manager there are all the departments of the hotel ...

MANAGER: Yes. You'll find much the same departments in every hotel, but the actual details of organization always differ somewhat. In our case we have three main divisions — the restaurant staff, the housekeeping staff, and the reception staff. Reception is what the public see. And in our case we have three receptionists who work under the Head Receptionist.

STUDENT: And do the porters come under reception too?

MANAGER: In this hotel, yes. Here, the Head Porter reports to the Head Receptionist. And the Head Porter in turn has two porters under him.

STUDENT: And housekeeping is a separate department?

MANAGER: That's right. The Head Housekeeper is in charge of the chambermaids and the cleaners.

STUDENT: What about the bars? Where do they fit in?

MANAGER: Well, we have four bar operatives looking after the bars in the hotel. But the bars and the restaurants all come under the responsibility of the Restaurant Manager. The restaurant section includes both restaurant and bar service.

STUDENT: I see. And under the Restaurant Manager you also have the waiters and the kitchen staff?

MANAGER: Yes. As regards the waiters, the Head Waiter supervises three Station Waiters and a part-time waiter. And then there are the chefs. Under the Head Chef we have the Second Chef and two trainee chefs. And there are several part-time kitchen assistants — the numbers vary.

## ANSWER KEYS

### Part A.

#### Ex. 2.A.

Passenger 1	Passenger 2	Passenger 3	Passenger 4
Corfu	Australia, Melbourne	Frankfurt	St. Petersburg
On holiday	To see sister	Home from business	To teach
2 weeks	A month	2 days	A year
3	1	1	1
train	Son gave a lift	taxi	coach
Part-time in a supermarket/ chef in a hotel	retired	Marketing Manager	English teacher
29, 29, 6	65	30 -39	24

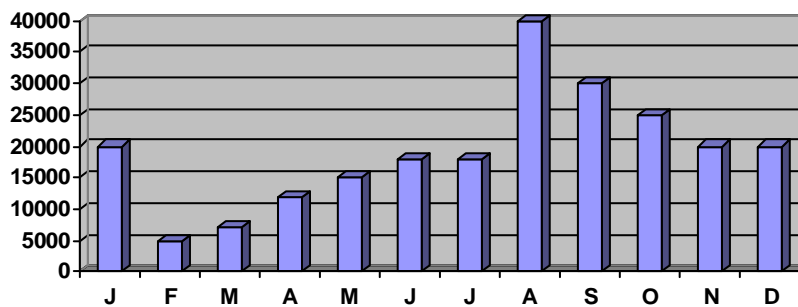
Ex 4 A — a line graph; 2. – a pie chart; 3. a block graph

Ex. 4 C. a - \$115bln; b – the 1970s (3d decade); c – private car; d – July and August; e – September

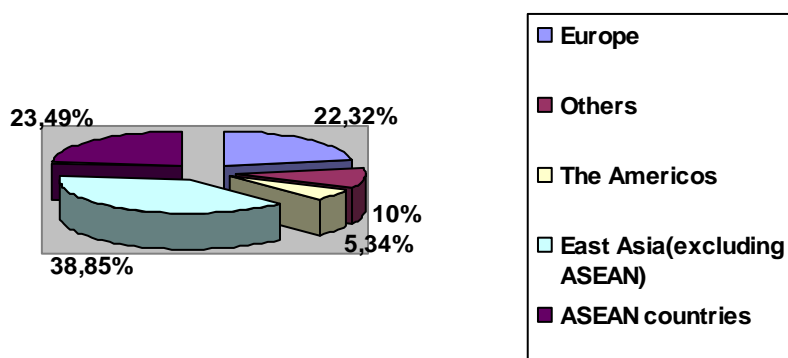
Ex. 4 D. a – cheaper package tours, greater disposal income; b – Britain is a small country, people travel by cars and trains

Ex. 5 A. - 1 e, g; 2 a,d; 3 j; 4 f; 5 i; 6 h; 7 b; 8 c.

Ex. 7 A.



Ex.7. B.



Ex. 10. A. b - old –high-rise, concrete, package; new – authentic, fly-drive, long-haul, ecotourist

Ex. 10. C.

	Old	New
1.	see lions, lie by the pool	horse riding, hill walking
2.	food from own country	traditional food with local people
3.	large concrete hotels	simple tents and lodges
4.	International tour operators	local Xhosa guides
1.	Sun and sea package holidays	independent, fly-drive, tailor-made
2.	2 weeks	shorter
3.	-	adventure, cultural, sports, ecotourist
4.	-	faraway places: China, Maldives, Botswana, Vanuatu

Ex. 11. A. 1b,e,f(Pr.Cont.); 2a,c(Past S.); 3d(Pr. Perf.); 4g b, e, f

Ex. 11. B - up – rise, increase, grow; down – decrease, fall, drop

Ex. 11. F. gradually – steadily – sharply – dramatically

Ex. 11. G. The number of people taking weekend c... is rising sharply. .... Going on long-haul flights is increasing gradually. ...choosing beach holiday is falling sharply. ... making online... is growing dramatically. ... dropping dramatically.

Ex. 12. A a - 6,500,000; 2/3; b – 13.5; c - £145,205; d – AS/021978; e – CZ 3032; f – over 2%, 6-8.15%; g – 17, 30<sup>th</sup> of July

Ex. 14 A. curator, porter, controller, customs, pilot, stewardess, guard, baggage, chambermaid

Ex 15. B. 1 e; 2 f; 3 c; 4 d; 5 i; 6 g; 7 h; 8 a; 9 j; 10 b

Ex. 15 D. 1 – others: youth; 2. cultural: genealogy; 3. – environmental: ecotourism; 4. – rural; festivals and events; 5. – rural; wine/gastronomy

Ex 15. E. 1. building sites, restoring; 2. amateur piloting; 3. beauty centers; 4. starring/shooting movies

Ex 15. F. a – film trail; b – plane-spotting; c – industrial; d – cosmetic surgery

### **Part B**

Ex. 1. B. - 1e; 2 i; 3 a; 4 f; 5 c; 6 k; 7 j; 8 b; 9 g; 10 d; 11 h

**Ex. 1. C. 1 - competition; 2 - cater to; 3 - accounts for – explains, is responsible for, constitutes; 4 - empowers – gives power or right; 5. – employee turnover; 6 - coddling; 7 – rivals; 8 – renowned; 9 - subsidiaries; 10. – redeemable; 11. outperform**

### **Part C**

Ex. 1B.a General Manager, b House manager, c resident manager, d Front of House office manager, e head receptionist, f head housekeeper, g Housekeeper

Ex. 2A Family Affair

Ex. 2 B a - 15 months ago; b – they do their best to satisfy their regular clients, although they suffer from a slow turnover of stock, low occupancy rate and high labor turnover; c – guests make a lot of fuss

Ex 4 A - 1c; 2e; 3h; 4g; 5i; 6d; 7f; 8b; 9a

Ex 4B 1- Marketing; 2 – Manufacturing; 3 – Administration; 4 – Legal; 5 – Transportation; 6 – R&D; 7- Personnel; 8 – Accounts; 9- Personnel; 10 - Administration; 11–Legal; 12 – Transportation; 13 – Sales; 14– Accounts; 15 – Administration; 16– R&D; 17– Accounts; 18- Marketing; 19 - Personnel; 20 – Purchasing; 21 – Manufacturing; 22- Transportation; 23 – Sales/Purchasing 24- Marketing;

Ex. 7 A – a. concierge, front office manager, porter, receptionist  
b. chambermaid, housekeeper  
c. - kitchen assistant, head chef, head waiter

**Ex. 7 B. 1) front office manager, 2) receptionist, 3) concierge, 4) head housekeeper, 5) housekeepers, 6) head waiter, 7) head chef, 8) kitchen assistant**

Ex. 7 C. . 1) restaurant, bar, café, kitchen; 2) 7; 3) it sounds more like a servant ...; 4) carries bags, runs errands..., etc.

Ex. 8 A. a IV; b III; c V; d II; e VI; f I.

Ex. 8 B. a – chef; b – reservation clerk; c – waiter; d – housekeeper; e – cashier; f – head porter

Ex. 8 C. a) responsible; b under; c to; d charge; e after; f under, includes; g supervises; h under

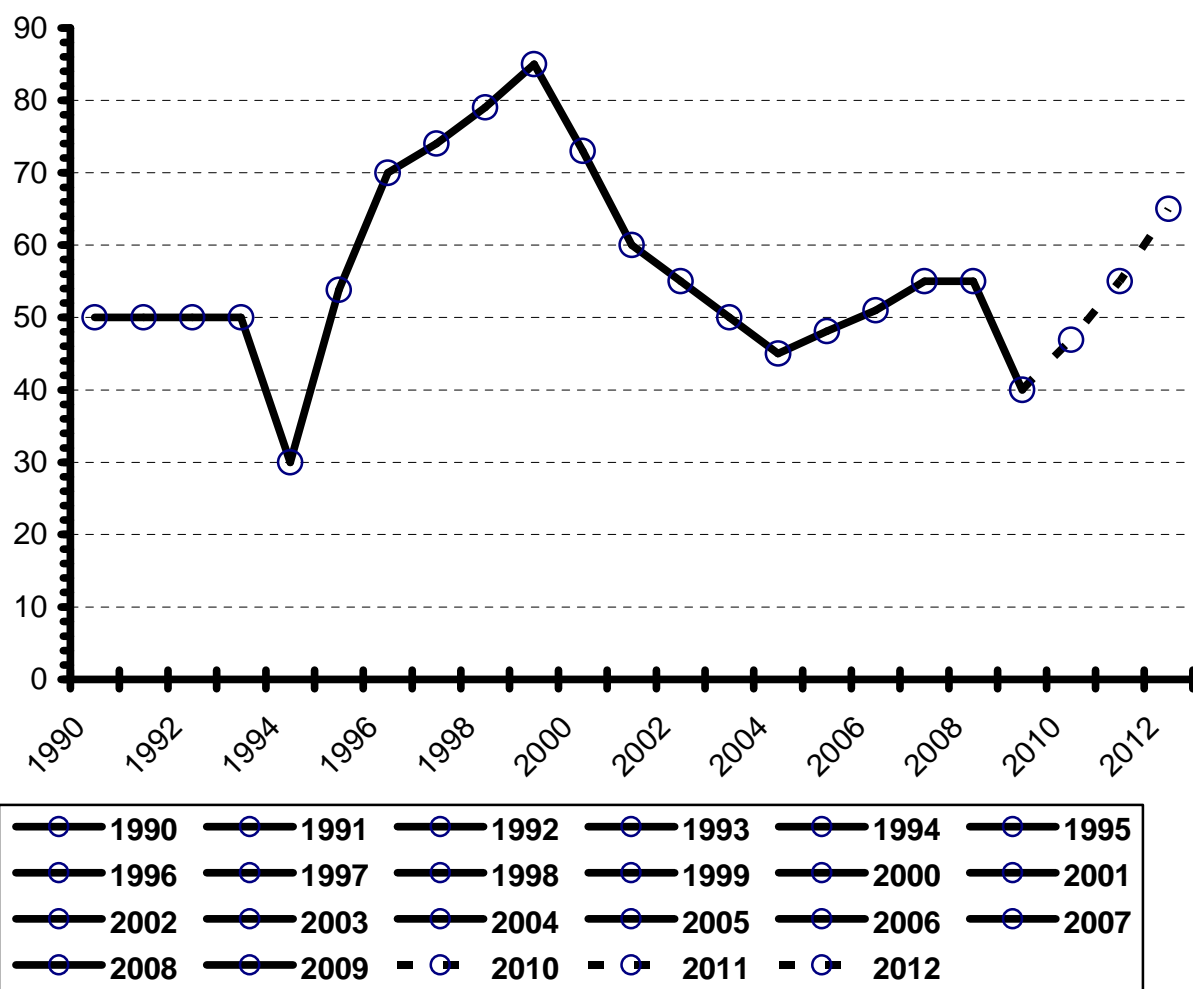
Ex. 10 A. The CEO – John Brown Jr.; Production; Purchasing; Sales and Marketing; PR; Finance; Accounting

### Part E.

Ex. 2 B. – 1. – to; 2 – of; 3 – at; 4 – by; 5 – at; 6 – to; 7 – to; 8 – at

Ex. 2 D. – 1 –upward trend; 2 – rose steadily; 3 – leveled off; 4 – increased gradually; 5 – (sudden) fall; 6 – dramatic increase; 7 – (a) peak.-

Ex. 3



A

Ex. 4 B.. *Focus on vocabulary*

1 - doing; 2 - make; 3 – did; 4 – made; 5 – make; 6 – done; 7 – made; 8 – make;.  
9 - make; 10 – made; 11 - make; 12 - do.

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