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EXHIBIT 2040

PART 2

Dimensions

of the

Hospitality

Industry

Introduction

Dimensions of the Hospitality Industry

A Career Overview

Learning Objectives

After reading and studying this chapter, you should be able to:

1 Distinguish between the manufacturing and service sectors in an economy.

2 Define *hospitality* and describe the scope of the hospitality industry.

3 Identify the two principal segments of the hospitality industry and list the major types of businesses in each.

4 Describe the relationship between the hospitality and the travel and tourism industries.

5 Discuss the historic role of entertainment in the hospitality industry.

6 Distinguish between travel agents and tour operators.

7 List and explain the elements that make the hospitality industry unique.

8 Discuss the special characteristics that distinguish hospitality and other service businesses from those that manufacture products.

9 Define the terms *moment of truth, cycle of service,* and *employee empowerment* and then discuss the significance of each for the hospitality industry.

10 Identify the principal thrust of total quality management and its significance for hospitality management.

11 Discuss career opportunities in the hospitality industry and the qualifications commonly sought by hospitality employers.

12 Describe the advantages and disadvantages associated with careers in the hospitality industry.

▷ Introduction

Imagine yourself in an occupation that allows you to work in almost any part of the world, gives you the chance to meet famous people—movie stars, recording artists, political leaders, and others—offers an elegant work environment in luxurious surroundings, and lets you climb that well-known ladder of success, advancing in rank and position as fast as your abilities will allow. Don't think of it as only a dream; it's reality for many people just like you—people who decided on careers in hospitality, a worldwide industry that continues to grow faster than most people can imagine and that cries out for young men and women to help manage the hotels, restaurants, and related businesses springing up in every corner of the world. There are vast numbers of opportunities for anyone interested in people and willing to work hard. And it's one of the most interesting industries in the modern world economy.

Hospitality is just one part of a larger group of industries that make up the service sector of the economy. The economy can be divided into two sectors: the first includes companies that make real physical items that people can touch—these are known as products, and the sector that makes them is known as the manufacturing sector; the second—the service sector—is made up of individuals and organizations that perform services for people and businesses. The service sector includes a broad range of fields—law, interior decorating, dentistry, accounting, nursing, automobile repair, foodservice, haircutting; the list goes on and on, almost without end. Hospitality is a major part of the service sector.

In years past, the manufacturing sector was the major force in the economy, accounting for the largest part of the economic growth that so changed the United States in the nineteenth century and the first half of the twentieth century. However, in the years since 1950, the service sector of our economy has been growing much faster than the

manufacturing sector, and the hospitality industry has been growing faster than most other service industries. All kinds of career opportunities are opening up every day in every part of the hospitality industry, and the number of jobs keeps growing.

Ever since the 1950s, hospitality has been a key industry in the economic life of many nations. It has become a world leader in providing jobs and new opportunities for people from every age group and from all ethnic, racial, and socioeconomic groups. Most economists predict that hospitality will continue to grow worldwide in the years ahead. That would mean ever greater numbers of career possibilities for the men and women who train to become hospitality professionals and prepare to seize these new opportunities.

As we begin our investigation into the hospitality industry, we will devote this first chapter to some basic elements: identifying the scope of the industry, contrasting it to other industries, and pointing out its distinctive characteristics. Finally, we will point out some of the opportunities the hospitality industry offers the men and women who prepare to take advantage of it.

A Definition of Hospitality

The word **hospitality** has ancient roots, dating from the earliest days of Roman civilization. It is derived from the Latin word *hospitare*, meaning "to receive as a guest." Several related words come from the same Latin root, including *hospital, hospice,* and *hostel.* In each of these, the principal meaning focuses on a host who receives, welcomes, and caters to the needs of people who are temporarily away from their homes. *To receive as a guest* is a phrase that implies a host prepared to meet a guest's basic requirements while that guest is away from home. The requirements of a guest in these circumstances have traditionally been food, beverages, and lodging or shelter. Many would add to this some form of incidental entertainment, even though a number of hosts clearly have limited or ignored this as an element of hospitality.

▶ The Basics

The traditional view takes us to the heart of the hospitality industry. If the word *hospitality* refers to the act of providing food, beverages, or

lodging to travelers, then the **hospitality industry** consists of businesses that do this. Some may offer entertainment, incidental or otherwise. But we choose to treat this as part of travel and tourism rather than food, beverage, and lodging—the basic elements of hospitality. The reason for that will become apparent later in this chapter. For this text, we will define the hospitality industry as businesses that provide food, beverages, or lodging to travelers.

This brings up two important distinctions between the hospitality industry and other service enterprises.

1. The hospitality industry provides food, beverages, lodging, or some combination of the three that other businesses would provide only on the most incidental basis.

2. The hospitality industry provides services primarily to travelers in a broad sense of the term. By contrast, other service businesses ordinarily deal with customers who are local residents rather than travelers.

Our definition also distinguishes the hospitality industry from businesses in the manufacturing sector of our economy. Manufacturers do not normally sell services. Instead, they make products that are sold to consumers through regional systems of local wholesalers and retailers, with some notable exceptions.

There are those who will be quick to point out a potential problem with our view of the industry. Clearly, sometimes a service provided for travelers is also provided to local residents. Restaurants and hotels that provide food, beverages, lodging, or some combination of these to residents of their local neighborhoods are excellent examples.

Those concerned with the question of the residential or nonresidential nature of customers in a hotel dining room will soon recognize the futility of attempting to make useful distinctions. Regardless of where the customers live, the staff must offer the same menus and provide the same level of service to all. Although the hospitality industry evolved as a means of providing food, shelter, and entertainment for travelers, these services appeal to local residents as well, and increasing numbers have come to take advantage of them over time. Today, some hospitality enterprises may service local residents only and never attend to the needs of any travelers. For practical and definitional purposes, then, those providing food, beverages, and shelter are considered part of the hospitality industry whether or not their customers are actually travelers.

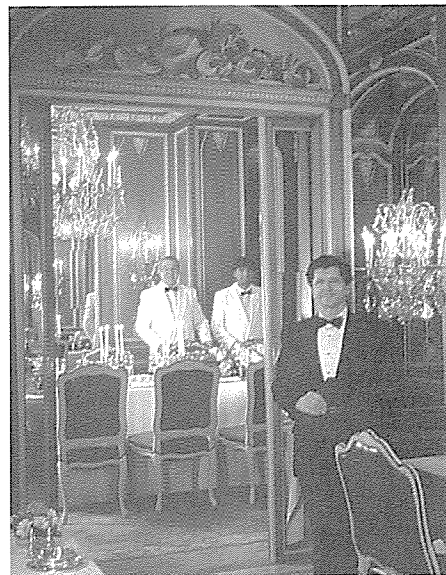# Scope of the Hospitality Industry

From the previous material, it quickly becomes apparent that there may be any number of businesses in the hospitality industry. The definition is really quite broad; therefore, at this point we will discuss some of the varied enterprises that make up each of the two principal segments of the industry—food and beverage on the one hand, and lodging on the other.

▶ Food and Beverage Segment

Everyone is aware of the seemingly limitless array of organizations that provide food and beverage service to the public. Today, these include every conceivable type of establishment between a brightly colored fast-food[1] restaurant and one offering elegant, ultraexpensive continental or French cuisine. No matter what type of food travelers and nontravelers alike desire, there must be foodservice available to them at the appropriate hour for breakfast, lunch, dinner, supper, snacks, and so on.

The public looks for foodservice everywhere: hotels, motels, factories, dormitories, highways, cruise ships, city streets, trains, offices, airlines, national parks, airports, bus terminals, shopping malls—any place outside the home where people can be found shopping, driving, working, or playing. There are commercial restaurants of every description around us every day: fast-service restaurants selling hamburgers, chicken, pizza, pasta, and hero sandwiches; ethnic restaurants selling Chinese, Mexican, Italian, Latin American, German, Indonesian, Indian, and dozens of other types of meals; specialty restaurants serving seafood, steaks, pasta, chicken, and vegetarian items; restaurants organized around particular themes, such as railroad cars, English pubs, railroad stations, medieval pageants, opera, and the circus; and a range of others—expensive, inexpensive, noisy, quiet, elegant, dingy, brightly lit, and dark; serving great food, decent food, terrible food, and every other kind you can imagine.

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[1]Although the term *fast food* is very common, many believe *fast service* or *quick service* are more suitable terms. We will use all three interchangeably in this text; those learning about the hospitality industry should be familiar with all three.

No matter what type of food people desire—fast food, ethnic cuisine, or the finest in continental cuisine—the foodservice segment of the hospitality industry is there to provide it. Shown above are Chiam Chinese Cuisine, New York City; Le Regence Restaurant in the Plaza Athenee Hotel, New York City; and a Burger King restaurant. (Photos courtesy of Chiam Chinese Cuisine, New York City and Exclusive Hotels by Forte. The photograph of the Burger King® restaurant is reproduced with permission of Burger King Corporation, 1996, Miami, Florida.)

There are all sorts of foodservice establishments outside the usual restaurant settings. Examples are found in Disney World and other theme parks, in schools and colleges, in hospitals and homes for senior citizens, in prisons and halfway houses, and in shelters for the homeless. There are carts in the streets and vending machines everywhere; even supermarkets and other food stores are offering in-store foodservice.

Those familiar with the history of our industry will recognize that taverns traditionally have been establishments that sold both food and beverages and provide some form of entertainment, however limited. Some taverns even made overnight accommodations available for travelers. In fact, in the seventeenth century, laws were passed in New England requiring that each community provide a tavern for the "entertainment of travelers."

The tavern, pub, inn, ale house, or public house served as a social center—a place to which travelers and local residents could go to find "entertainment," and it served society in this manner throughout the eighteenth and nineteenth centuries, long before the invention of such pervasive modern devices as phonographs, movies, radios, televisions, videos, tape decks, and compact disc players. People gathered in the taverns, where local residents could mingle with travelers, to share news of wars, plagues, famines, or natural disasters and to discuss local politics or gossip about their neighbors. Sometimes it was only to find a quiet, warm place by the fire; normally it created an occasion for a mug of beer, a tankard of ale, or even a glass of wine.

During the twentieth century, the role of the establishments selling beer, ale, wine, and other beverages has changed to some extent. As we shall see, the role of taverns has expanded and evolved in the modern world. Their role as entertainment centers has diminished, but they are meeting new needs in society, needs that did not exist before the introduction of some of the modern world's technological innovations. Most are no longer called taverns; they are now known as bars, clubs, and cocktail lounges.

Hotels and restaurants have long been in the business of selling drinks—as accompaniments to food, or because their customers began to expect it, or because they discovered it was profitable. The terms *food* and *beverage* became ever more closely linked, and both hotels and restaurants began to use terminology that illustrated the linkage; "food and beverage manager" and "food and beverage department" became common and remain so. Because our industry treats food and beverages together as one segment of the industry, we will do the same in this text.

▷ The Lodging Segment

The lodging segment of the hospitality industry includes the more
familiar kinds of establishments that have long offered shelter to trav-
elers—-the hotels and motels that we see on city streets; along high-
ways; near beaches; and close to airports, ski slopes, theme parks,
lakes, and national parks. Those who are less familiar with the indus-
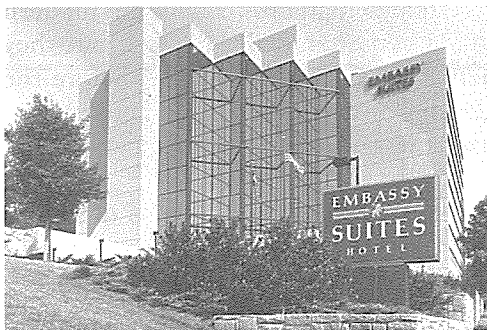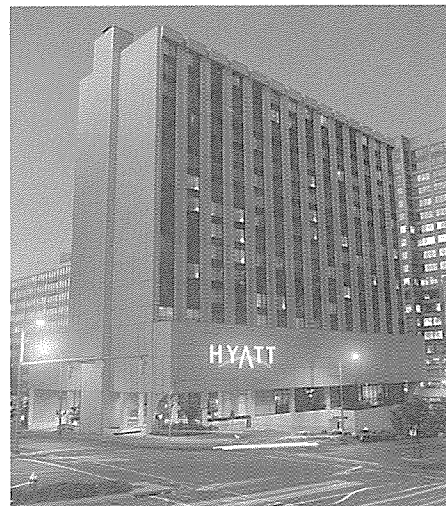
The lodging segment of the hospitality industry includes hotels, motels, inns, and other familiar kinds of
establishments that have long offered shelter to travelers. Shown above are some of the best-known names
in lodging—Red Roof, Hyatt, Embassy Suites, and Sheraton. (Photos courtesy of Red Roof Inns, Inc.; Hyatt
Hotels and Resorts; Embassy Suites Hotel photo courtesy of Promus Hotel Corporation; and ITT Sheraton
Corporation, Boston.)

try may not realize that some lodging facilities—called inns, motor hotels, lodges, or motor inns—are simply hotels or motels using different names. There are also lodging establishments using some very different terms and selling some very different lodging concepts from those of the traditional hotels and motels, such as the bed and breakfast, resort hotel, resort condominium, conference center, extended stay, time-sharing, and all-suite—all terms that must be addressed in a discussion of the lodging segment. Then there are lodging establishments that are known for the special facilities they offer: ski lodges in Colorado and casino hotels in Las Vegas and Atlantic City are good examples. Definitions and discussion of the various types of lodging establishments are found in chapter 7.

In many ways, campgrounds and transient trailer parks are lodging establishments and, in their own special ways, so are school and college dormitories, summer camps, and health spas. All attend to the lodging needs of those away from home.

In other parts of the world, the signs for lodging establishments may display some unfamiliar words. Some examples include parador—an old Spanish monastery or castle converted for use as a hotel; pension or pensione—a French or Italian home at which guests are provided with room and board; chateau—a French castle or elegant country home used as a hotel; ryokan—a Japanese inn at which traditional customs are observed; and hostel—a lodging facility at which inexpensive accommodations are provided for students and others, typically on a not-for-profit basis.

Lodging signs also bring us some of the world's best-known names in hospitality: Hilton, Sheraton, Holiday Inn, Marriott, Ramada, Days Inn, Quality Inn, and Hyatt, to name just a few. All these, and many others, help make up the dynamic and growing lodging segment of the industry.

▶ Travel and Tourism

Two key terms that arise in any discussion of the hospitality industry are **travel** and **tourism.** They are typically used together as an umbrella term to refer to those businesses providing primary services to travelers. These include the traditional hospitality businesses and a number of others closely linked to them. The term *travel and tourism* includes food and beverage operations, lodging operations, and related enterprises in the fields of entertainment, recreation, and transportation, as well as travel agencies and tour operators.

▷ Entertainment and Recreation

Entertainment has its roots in the traditional duty of a host to entertain his guests, whether neighborhood residents or travelers from afar. Hosts have always felt an obligation to minister to any of their guests' needs, not only for food and beverages and for lodging but also for entertainment.

Beginning centuries ago, innkeepers, tavern keepers, and their descendants have attended (in varying degrees) to guests' needs for entertainment. Some simply talked to their guests; others told stories (some truthful, others interesting or humorous lies); some provided games (e.g., darts, draughts, backgammon, or chess); and others hired jugglers and traveling minstrels.

Today, entertaining guests includes the modern equivalents of these ancient traditions, but it has not been limited to these. The concept of entertaining guests is far broader. Guests are being offered all manner of inducements in the form of entertainment and recreational activities to attract them to particular properties; golf, tennis, casino gambling, backpacking, concerts, swimming, boating, and handball are all examples of this.

In some cases, governments and businesses have worked together to turn communities into desirable destinations for travelers. For example, casino gambling and celebrity entertainment are two of the principal reasons that people go to Las Vegas, Nevada. The more tradi-

Sometimes government and business work together to turn communities into desirable destinations for travelers. Las Vegas, Nevada, famed for casino gambling and celebrity entertainment, is a prime example. (Photo courtesy of The Las Vegas News Bureau.)
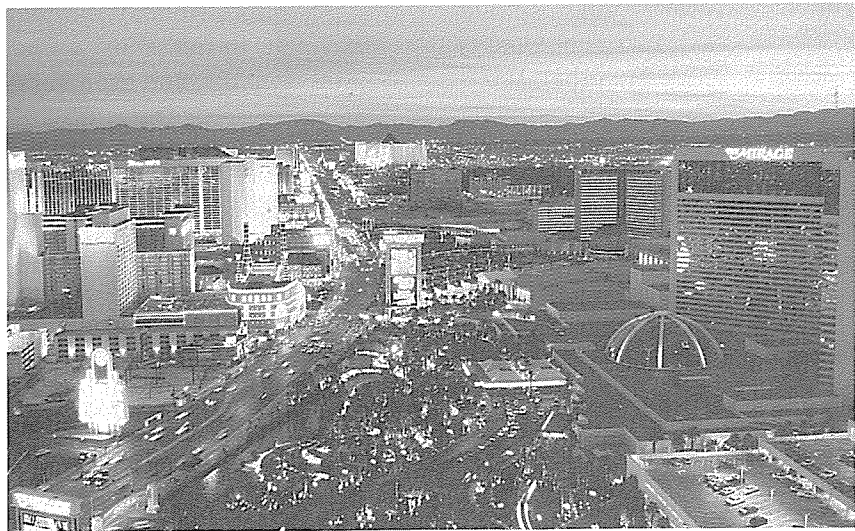
tional elements of the hospitality business are almost incidental players there.

Disney World has taken a logical next step, developing a resort environment that includes a vast array of food and beverage, lodging, and entertainment facilities. The entertainment facilities include shows, rides, and exhibits so spectacular that guests have no interest in looking for any entertainment outside the Disney environment during their visit. This is one example of a complete recreational center that, in itself, has become a travel destination. To guests, the food, beverage, and lodging is relatively incidental; they travel to Disney World for the spectacle of it all.

▶ Transportation

All travelers require some means of getting from one place to another. That is a major purpose of the transportation business—making it possible for people to go from one place to another. There are many ways to do this, from the primitive and simple to the modern and complex. One can ride on the back of an animal or in a supersonic jet, or select from among any number of other possibilities. The more common possibilities are automobiles, recreational vehicles (RVs), buses, ships, trains, and airplanes.

Those preparing for professional careers in any part of the traditional hospitality industry should be aware of the long-standing importance of transportation to the survival of hotels, motels, restaurants, and closely related enterprises. Links between the transportation and hospitality businesses are as old as history, and developments in one have normally brought about changes in the other. Nations and states with the best transportation networks have usually developed the healthiest economic systems and the most advanced hospitality industries.

▶ Travel Agencies and Tour Operators

Travel agencies and tour operators are comparatively modern additions to the world of travel and tourism. Neither existed before the middle of the nineteenth century, but both have become central to the survival of many businesses in the hospitality industry.

A **travel agent** is one who sells travel services in a travel agency. Transportation and lodging are the most common services they sell,

although meals are sometimes included in the price of lodging. Although a travel agent makes a large number of individual reservations for airline tickets and hotel rooms for some clients, much of the business volume in travel agencies normally consists of selling travel services assembled by others into *packages*. In the travel business, a **package** is a bundle of related travel services offered to a customer at a single price.

There are many types of packages available through travel agencies. Some include only a limited number of services—an airline ticket and a rental car, for example, or a hotel room and tickets for a ski lift. Other packages are more inclusive and may provide the buyer with a round-trip airline ticket, rental car, hotel room, all meals, access to such features as golf courses and tennis courts, and tickets to various events.

Most travel agencies selling packages do not put the packages together. This is done by **tour operators**—wholesalers who make the necessary contacts with hotels, airlines, and other providers of travel services. They devise packages that they believe will appeal to retail buyers. Like all wholesalers in all businesses, they are volume purchasers who are able to negotiate lower prices because of their high-volume purchases. They are typically able to offer any collection of travel services at a price lower than the individual consumer or his travel agent would be able to arrange.

Many resorts owe their survival to travel agents and tour operators. So too do other hospitality enterprises that depend on the sales volume provided by guests at these resorts. Resorts on some of the Caribbean islands, for example, find that up to 80 percent of their guests have been booked by travel agents. The vast majority of other international travel arrangements are made by travel agents.

Special Characteristics of Hospitality Management

People who manufacture durable goods almost never meet the final purchasers of their products. Toy manufacturers do not see the children who use their toys and seldom know the real extent to which children are pleased or disappointed with their toys. Some customers may write the toy manufacturer to express pleasure or disappointment, and some may return toys to the manufacturer for repair or replacement, but that is usually the extent of their customer contact.

By contrast, people in the service industries typically deal directly with their customers, meeting them face-to-face on an ongoing basis. Hotel employees, for example, provide services directly to customers.

They are in daily contact with guests and often receive immediate feedback about the hotel's quality of service. Many customers express their feelings about the service by complimenting or complaining to the staff. For many customers, the level of service is defined by a specific event or by contact with a particular member of the staff. A clean room may lead a guest to believe that he is staying in a hotel that offers excellent service. Poor service in the dining room may lead another guest to think that all service in the hotel is poor. A friendly and helpful desk clerk or a housekeeper unwilling to provide extra towels may make a world of difference in the minds of guests distinguishing between excellent and poor service.

A customer has particular expectations about the level and quality of service to expect. If the service meets or exceeds those expectations, the customer is likely to be satisfied. If not, she is likely to be unhappy. In fact, an opportunity to transform a first-time customer into a loyal customer may be lost because of poor service. The quality of service is critical in the success and survival of a hospitality business.

Hospitality managers have traditionally tried to ensure the quality of service by providing training to staff. That training was aimed at uniformity. Most believed that by training each staff member to use certain specific service techniques and procedures, they were establishing standards for excellent service.

Some hospitality managers—the more enlightened ones—have come to realize that service need not necessarily be exactly the same for every customer. Service should be of high quality, of course, but some have found it advantageous to tailor service to the specific needs and perceptions of individual customers.

▷ Moments of Truth

Jan Carlzon, former president of Scandinavian Airlines, wrote a book published in 1987 in which he employs the term **moments of truth.** This term describes contacts between customers and businesses that give customers impressions of the businesses and from which customers make judgments about the businesses.[2]

A customer makes a judgment about a business each time he has contact with any element of that business. For example, in a hotel, a guest may first make contact with the hotel business when his taxicab

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[2]Jan Carlzon, *Moments of Truth* (Cambridge, Mass.: Ballinger Publishing Co., 1987).

stops in front of the entrance. The initial impression made by the outward physical appearance of the building may be the first moment of truth. If the guest expects the taxi door to be opened by a doorkeeper, his presence or absence may be the next moment of truth. The next may be found in the doorkeeper's attitude or demeanor or the manner in which the job is performed. Other moments of truth come from guests' contacts with desk clerks and bellstaff, rides in the self-service elevator, and first reactions to their assigned rooms.

Many other moments of truth occur during the course of a guest's stay in a hotel. Finally, a guest's overall impression reflects every contact made during the period and includes a number of judgments about the business: how efficiently it is run, whether or not it is customer oriented, how competent the employees are, how well the establishment meets the needs of its customers, and the level of its service quality. In a fully occupied hotel of five hundred rooms, there are thousands of moments of truth occurring every day.

The sum total of the customers' moments of truth becomes the perception and impression of a hospitality business and its service quality. If the majority of customers judge the moments of truth to be positive, the business will have a positive reputation. If not, the business's reputation will be negative, and decreasing levels of sales will be likely.

Cycles of Service

Karl Albrecht, in his 1988 book, *At America's Service,* carries this concept further. He states that a customer views an organization in terms of the chain of events from the beginning of his experience with an organization to the end of the experience. He refers to this chain of events as a **cycle of service.** Albrecht states that a cycle of service "is a natural, unconscious pattern that exists in the customer's mind, and it may have nothing in common with your 'technical' approach to setting up the business."[3]

Albrecht points out that service businesses are often set up and run in a fashion designed to achieve some specific goals established by owners or managers and that working to achieve these goals may impede one's ability to provide positive moments of truth and satisfy customers' needs. For example, a hotel may be run to achieve maxi-

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[3]Karl Albrecht, *At America's Service* (Homewood, Ill.: Dow Jones-Irwin, 1988), p.33.

> ▷ **The St. Regis Best on Pampering Guests** ◁
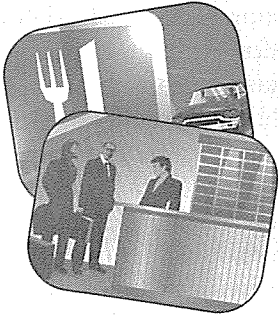
The St. Regis Hotel in New York City pampers its guests like no other hotel in the city. It has a staff of forty-two *maître d'é-tages* (butlers) on call twenty-four hours a day to handle guests' requests. All *maître d'étages* must speak at least two languages. The 322-room hotel patterns its service after service-oriented hotels in Asia and caters to each of its guest's special needs.

Each *maître d'étages* is trained for two months by Ivor Spencer, who trains the staff at Buckingham Palace. They learn everything from how to serve proper English tea to how to inspect guest rooms. The checklist for each guest room has about three hundred details that must be inspected.

One couple checked into the St. Regis and wanted to watch a baseball game on cable. The St. Regis did not get that cable channel, but it worked out a one-time deal with a cable company to bring in the proper channel to meet the needs of this couple. Guests' preferences are recorded so that the next time they stay at the hotel, the staff will be able to anticipate their needs.

Adapted from an article in USA Today, *July 15, 1992.*

mum profit. In the eyes of management, this may mean that they should establish policies that minimize staff and maximize their efficiency. This may translate into instructions that the housekeeping staff should be intent on getting rooms ready for occupancy each day without regard for special requests of arriving guests. It may mean establishing policies in the kitchen and bar that do not allow servers to take orders for items other than those listed on the menu. Or it may lead to minimizing supervisory staff to a point where customer problems cannot be appropriately handled.

The guests, on the other hand, are not aware of these policies and are concerned with their own comfort and enjoyment of the hotel facility. They experience moments of truth from the beginning of their stay to their departure and, taken together, these represent a cycle of service that leaves an overall impression of satisfaction or dissatisfaction with the hotel.

It is important to note that the policies identified above may work very well in an enterprise producing durable goods. There, a good

manager may be considered one who is best able to establish and carry out specific policies and routines that minimize costs and maximize output. In the production of durable goods, important goals include producing appropriate numbers of units at the minimal cost, each of which meets the quality standards established for the item. In that setting, disaffected workers and difficult working conditions may not be of real consequence as long as the products sold to customers meet the quality standards established by management and production volume can be maintained at suitable levels.

The results of such policies in a service enterprise, however, would necessarily be very different. In hospitality, where our products are service, policies must be customer oriented and service oriented. If both managers and staff members do their best to ensure positive moments of truth for customers, the resulting cycles of service are more likely to produce satisfaction. Policies and procedures must be sufficiently flexible so that staff members have the ability to provide individualized service for guests.

Total Quality Management

In recent years, growing numbers of hospitality managers have begun to take the moments of truth concept very seriously and are now taking steps to ensure that more of the moments of truth in their establishments are positive. To accomplish this, many have changed the way they go about managing. A number of managers and organizations have adopted a management style that some refer to as **total quality management** (TQM). Some use the term **service quality management** (SQM) to refer to the same set of basic ideas. Regardless of the term one uses, the underlying principles are the same.

One of these principles is considered key: offering customized rather than standardized service; in other words, tailoring service to the needs of guests and customers. To accomplish this, management must delegate the authority to satisfy guests' needs to the employees who come into direct contact with guests: servers, housekeepers, desk attendants, etc. Managers give employees in these and similar job titles wide latitude to do what is necessary to meet guests' needs and solve their problems without obtaining specific permission from management. The term used to describe this is **employee empowerment.** Employees are said to be empowered when they have the power to make decisions about how best to meet the particular needs of a guest or customer in a particular instance. One effect of this is to provide

employees with the ability to transform guests' moments of truth from negative to positive.

Empowerment does not mean that employees have unlimited power to make any changes they choose in any phase of operations. There are reasonable limits. Employees are commonly limited to making decisions about their own jobs. Additionally, there are some commonsense boundaries; housekeepers can satisfy the needs of guests who request extra towels, but they can not respond positively to a transient guest's request for the walls of his room be painted a different color.

While the details of TQM programs vary from one establishment to another, one example drawn from a luxury hotel in an eastern city will serve as a useful illustration. At this hotel, high standards of service are the norm. New employees are required to complete a weeklong training program during which they are instructed that all guests' needs always should be anticipated and satisfied. They also learn that any employee who receives a request or complaint from a guest "owns" that request or complaint; they are expected to fulfill that request or satisfy that complaint, even if they must interrupt other work to do so. If the request can only be met by an employee of another department and therefore must be turned over to another employee, the first employee is responsible for verifying that appropriate action has been taken.

Another feature of TQM programs is their approach to problem solving. Committees are formed to deal with the varied operational problems. In hotels, the members of these committees are drawn from several departments. The committees meet regularly to discuss changes in policies and procedures that might improve employees' abilities to serve the guests' needs. They have the authority to reach decisions and to implement new policies and procedures, as long as it can be demonstrated that guest service will improve.

It is very important to run hospitality operations in a manner that maintains service quality at suitable levels. This is one of the great challenges in hospitality management, a field that demands great dedication and a commitment to solving problems positively. For those prepared, the rewards can be great.

At this point, it will be useful to look at some of the many career opportunities available in the hospitality industry.

▶ Career Opportunities in the Hospitality Industry

Until the late 1950s, management personnel in the hospitality industry were not normally college educated. Those interested in hos-

pitality management typically began their careers by taking lower-level jobs to learn the business and eventually worked their way up through the organization. This process often took many years. In hotels, men typically started as elevator operators, information clerks, or bellmen; by contrast, women began as reservations clerks or typists. Career development followed much the same approach in restaurants: people started as servers, order clerks, or bookkeepers and then progressed slowly to jobs with higher levels of responsibility and higher salaries.

▶ Educational Requirements

Although it is still possible to begin a career in hospitality without formal education in the industry, the opportunities for doing so are diminishing each year. Today, those starting careers in hospitality management are more and more likely to have some formal education obtained in one of the postsecondary programs developed over the last thirty years to prepare men and women for hospitality careers. Whether they have earned certificates, diplomas, or degrees at the associate, baccalaureate, or graduate level, growing numbers of hospitality managers and management trainees have studied formally to prepare for their chosen careers.

▶ Experience Requirements

It is important to note that starting positions are typically not filled solely on the basis of educational background. Experience in the field is still an important consideration to many employers, and a number of students have found that good work experience gained while attending classes has been instrumental in their finding good jobs after graduation. In many instances, those in the industry insist that graduates gain real work experience in conjunction with education, and most hospitality-management students today should seek part-time employment during the academic year or full-time employment in the summer. Potential employers are typically more inclined to offer good starting jobs to students with valid work experience behind them. For example, a student who has worked at the front desk of a local hotel while earning a degree is much more likely to obtain a favorable position in the front office of a hotel upon graduation than one who has not had prior front-office experience.

▶ Entry-Level Management Positions

The multifaceted nature of the hospitality industry suggests that the opportunities available are in a number of different areas. In hotels, individuals might be given such job titles as management trainee, assistant front-office manager, night auditor, banquet sales representative, assistant restaurant manager, assistant food and beverage controller, assistant housekeeper, and assistant steward. In some motels and smaller hotels, the available job titles could include assistant manager, banquet manager, and assistant food and beverage manager. In restaurants and similar foodservice operations, analogous positions might carry such titles as management trainee, assistant manager, dining room manager, unit manager, steward, bar manager, banquet manager, or food and beverage cost controller, depending on an individual's level of experience.

The size of an operation often determines the particular job title, and the authority and responsibility associated with a job title will vary greatly with the size of a property. For example, an assistant manager in a fifty-room motel might be the only person on duty in the front office, and therefore she would be responsible for taking reservations, operating the switchboard, checking guests in and out, and solving guests' problems. An assistant manager in a five-hundred-room hotel would have very different, higher-level responsibilities, such as supervising a sizable staff of specialists, each of whom is responsible for one of the many tasks required in lodging operations.

The specific job that a particular individual is offered may be heavily dependent on overall qualifications. After all, employers are likely to consider many aspects of an applicant, trying to match them to the requirements of a particular job. In order to do this successfully, they must attempt to assess all of an applicant's attributes, not simply her technical knowledge.

▶ Qualifications and Employer Assessment

Some of the factors commonly considered when assessing potential candidates include grades, outside interests, participation in organizations, past employment record, ability to communicate effectively, attitudes, and interpersonal skills. Each employer will weigh them differently—some will emphasize good grades, others will emphasize past employment record, and others will stress good communications skills.

## ▶ Lodging Jobs Will Increase at a Rapid Rate ◀
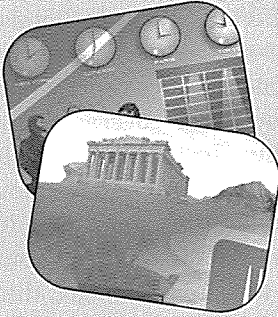
The number of jobs in the lodging industry will increase from 1.572 million to 2.209 million between 1992 and 2005, according to a study by the National Certification Commission of the U.S. Department of Labor. This is an increase of 40.5 percent over the ten-year period. The lodging industry ranks tenth among the forty major employment classifications.

Adapted from an article in Lodging Magazine, *June 1995, Page 20.*

Good grades demonstrate dedication to achievement and willingness to work hard as well as ability. A broad range of interests in sports, music, drama, and other areas normally indicates that the applicant is well rounded. Participation in organizations such as fraternities and sororities, student government, and professional groups gives the employer some idea of a person's social skills and leadership abilities. Past employment is examined to see if the applicant has a stable work record, which can be indicative of future reliability. Employers also assess the attitudes of applicants, looking for those who are willing to devote the necessary time and effort to a task, even if it means temporarily sacrificing other activities. They look for

▶ Managerial Careers Booming in Foodservice and
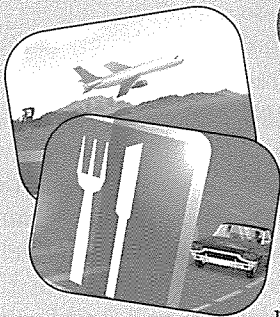
Of all the industries in the United States, the foodservice and lodging industries together employ the largest share of all types of managers. In 1990, there were nearly one million managers employed in the foodservice and lodging industries. This is the largest group of managers and accounts for 0.9 percent of all managerial professions as measured by the Bureau of Labor Statistics. In fact, the number of foodservice and lodging managers is greater than the number of financial managers or administrative managers. It is even greater than the number of marketing and advertising managers!

Adapted from an article in Restaurants USA, *March 1995, Page 44.*

applicants who are willing, cooperative workers, able to do the work required of them.

Finally, employers search for those with good interpersonal skills. During the course of a typical workday, hospitality employees are likely to come in contact with a diverse population. This includes guests from many regions of the country and from many parts of the world as well as coworkers whose native language is different from their own. Because hospitality is a service business that requires ongoing contact with a variety of people, it is critical that employees are able to communicate effectively with guests as well as with coworkers.

Advantages and Disadvantages of Working in the Hospitality Industry

All jobs have positive and negative elements, and those in the hospitality industry are not exceptions. People view the characteristics of jobs quite differently. Although one aspect of a given job may be considered positive by one individual, another may view that same aspect in a negative light. For example, evening work suits some people well, but others dislike it intensely. Similarly, clerical work suits many, while others find it tedious. Rather than attempt judgments about what may be positive and negative, we will merely outline the conditions generally found in the industry.

▶ Wages and Salaries

Generally, wages and salaries are determined by such factors as the adequacy of the labor supply, the level of skills required for particular jobs, the extent to which unions influence wages, and various regional considerations. The hospitality industry is labor intensive, and many of the jobs require relatively low levels of skill and education. Generally, entry-level jobs requiring neither specific education nor previous experience tend to command the lowest wages. Jobs that do require specific training or previous experience, such as cook or night auditor, are paid somewhat higher wages. Starting salaries for recent college graduates with majors in hospitality management tend to be average when compared with similar jobs in other industries. Salaries for jobs in middle and upper management are often considered quite good, and many regard them as excellent. In general, larger organizations often pay more than smaller organizations for similar work and,

within a given region, wages and salaries in affluent urban areas tend to be higher than those offered in rural and poorer urban areas.

▶ Work Environment

The work environment in hospitality operations can be quite good compared with other industries. First-class and luxury hotels are often considered fine places to work, with their opulent surroundings and clean environment. The idea of spending one's working hours in contact with wealthy and famous guests is appealing to many. In better properties, employees are typically provided with excellent meals, and some management employees may be permitted to eat in the dining rooms of the hotels. Further, some hospitality organizations provide exceptional work sites: Caribbean beaches; resort areas with pools, tennis courts, golf courses; and a host of other superior facilities.

On the other hand, conditions can be viewed as less than satisfactory in some older, poorly maintained hotels, and in a sizable number of individually owned restaurants. The front offices of some hotels are without air conditioning, which can be unpleasant in sultry summer months. Aging equipment that continually breaks down can present working conditions in some properties that would be considered unsatisfactory. Kitchens with poorly maintained equipment and improper ventilation can be uncomfortably hot and very difficult to work in.

▶ Hours and Days of Work

Because the industry caters to travelers who may seek hospitality services at any hour of the day or night, a vast number of hospitality operations are open when other businesses are closed. Except for some resort properties, hotels are open and staffed twenty-four hours a day, seven days a week, including holidays. New employees, including managers, are often required to work evenings and weekends. Employees typically have one or two days off each week, depending on the establishment. The days off are not likely to be Saturdays or Sundays for new employees; weekend days off are usually reserved for employees with seniority.

On the other hand, some consider working on weekends to be an advantage. It gives them time off during the week, when shopping malls and recreation facilities are often least crowded. By the same

token, those who work evening shifts look forward to having daylight hours for activities that would be difficult or impossible at night (e.g., boating, golf, and tennis). In some cases, employees work according to a system known as alternating watches, where an individual may work a normal day shift for one or two weeks and then an evening shift for a similar period. This provides variety and satisfies the lifestyles of many. Those who are in the resort industry often work very hard during times when their friends are playing but are able to take vacations when others cannot—between vacation seasons, when those in some other industries cannot possibly get away from their desks. This also gives them opportunities to vacation when resort areas are least crowded and rates are lowest.

New managers in the hospitality industry are often asked to work longer hours than they would in other industries. A work week of fifty to sixty hours is not uncommon. Neither are workdays of ten to twelve hours. However, because much of a hospitality manager's workday involves talking to interesting guests, most who do this have no complaints about the length of the day.

It should be noted that the spouses and family members of some hospitality managers object to the specific hours, the long workdays, or the somewhat unusual days off that can be common in this industry. However, the family members of anyone aspiring to a successful career in management in any field must recognize that long hours are likely to be among the requirements. Hospitality is not unique in that respect.

▶ Travel Opportunities

One of the attractions of a career in the hospitality industry is the potential it offers for travel. A number of chain organizations in the hotel/motel segment of the industry customarily transfer management employees from one property to another every few years. Some restaurant chains do so as well. Both lodging and foodservice chains are more likely to transfer management employees during periods of expansion, when their expertise is needed in new units. Some transfer management-level employees at the time of promotion; others transfer managers periodically to reduce the risk of long-term managers becoming "stale."

Another advantage of a career in hospitality is that job opportunities are not restricted to particular cities or regions, as in some other industries. Hospitality businesses can be found in literally every

region, city, and town, and individuals can find positions available wherever they choose to live, regardless of climate or geography. Hospitality is very much an international profession.

There are those who choose their careers in hospitality specifically because of the travel opportunities the industry provides. There are even some who plan to take advantage of the travel opportunities by taking winter jobs in warm resort areas such as Florida and summer jobs in the cooler resorts of New England and the north central or Rocky Mountain states. For those who enjoy travel, a career in hospitality can satisfy a need that might be difficult to meet in some other field.

There are others in the industry who truly dislike travel and may take all possible steps to avoid it. Many in the hospitality industry have families and find it very difficult to move, particularly if there are school-age children or elderly parents involved. Many are settled members of their communities and have close ties they are unwilling to break. A substantial number own homes, which they may be unwilling or unable to sell. Others merely prefer to stay in communities where they have lived for many years. Those who prefer not to move from one region to another must be more particular about the types of positions they seek or the organizations from which they seek employment. It is possible, after all, to work for an independent city, resort hotel, motel, or individual foodservice establishment for many years without having to face the prospect of moving to a new geographical area.

▶ Opportunities for Advancement

In a number of businesses, youth has traditionally been a barrier to rapid advancement: promotions in these businesses have been slow, and managers on the higher levels have normally been close to retirement age. In some businesses, it may be necessary to wait, sometimes for years, until openings occur within the company and advancement becomes possible. Generally, this has not been the case in the hospitality industry.

In hospitality, there is a long tradition of mobility. Employees at all levels have almost always found it possible to change jobs readily, and many have done so with great regularity. The transient nature of the industry has generally meant that opportunities for higher-paying jobs have continually been available to qualified individuals. Thus, if an individual working in a given hotel or restaurant decides she has little

possibility of promotion, she can readily find another position—often a better one—-in another hotel or restaurant.

The hospitality industry has ample opportunities for people of all ages. It is not uncommon for restaurant managers, resident managers, marketing directors, food and beverage managers, executive housekeepers, and others in equally responsible positions to be in their mid to late twenties. At the same time, many of those in the hospitality industry are people who are in their second or third careers—people who discovered the appeal of a career in hospitality after a number of years in some other, possibly less interesting field. Except for the extremes, neither youth nor age is a disadvantage in this industry.

▶ A People-Oriented Profession

Because the hospitality industry serves the needs of the traveling public, the majority of people working in this industry—and virtually all of its managers—are in constant contact with guests and customers. Ours is a people-oriented profession. Individuals preparing for careers in hospitality must understand that their responsibilities are likely to include daily interaction with customers to meet their needs and to solve their problems. Social skills and the ability to communicate effectively with others are important assets for anyone planning such a career. Understanding the varying needs and views of peoples from the many and varied cultural, ethnic, racial, and religious backgrounds that make up our international mosaic is a clear asset. So, too, is an ability to communicate well in writing and in speech—to select and use words and phrases that do not offend those with backgrounds different from one's own. In addition, one should have an understanding of the fact that facial and other physical expressions have meaning and that the meaning one intends may not be the meaning conveyed to people of different backgrounds. It has been said that diversity is a major factor in American society today. Nowhere is this more true than in the hospitality industry.

If a number of your interests and preferences match those detailed in this chapter, you may find the hospitality industry a suitable choice for your career. If so, you are likely to find many exciting and rewarding career opportunities available to you. Reliability, dedication, willingness to work hard, and an interest in meeting customers' needs and solving their problems are the primary requisites for success in this field.

▶ Summary

In this chapter, the distinction between the manufacturing and service sectors of an economy is drawn, and the scope of the hospitality industry within the service sector is defined and described. The relationships between the hospitality industry and travel and tourism, travel agents, tour operators, transportation, and entertainment are explored. The elements that make the hospitality industry unique are identified, as are the characteristics that distinguish hospitality and other service enterprises from manufacturing. The terms *moment of truth, cycles of service,* and *empowerment* are defined and discussed, and their significance for the hospitality industry is described. *Total Quality Management* is cited as an important means for reducing negative *moments of truth.* Career opportunities available in the hospitality industry and both the advantages and disadvantages of hospitality industry employment are explored. Finally, a variety of skills and values are identified as important assets for those planning careers in hospitality management.

▲ Key Terms

Cycle of Service

Employee Empowerment

Hospitality

Hospitality Industry

Moments of Truth

Package

Service Quality Management

Travel

Travel Agent

Tourism

Tour Operator

Total Quality Management

▲ Questions

1. Distinguish between the manufacturing and service sectors in an economy.

2. Define the terms *hospitality* and *hospitality industry.*

3. Identify the two principal segments of the hospitality industry and list the major types of businesses in each.

4. What is the scope of the travel and tourism industry? What is the relationship of the hospitality industry to the travel and tourism industry?

5. Historically, what kinds of entertainment have hospitality enterprises provided for travelers?

6. Discuss the relationship and the importance of transportation to the hospitality industry.

7. Define the terms *travel agent* and *tour operator.*

8. List and discuss two distinctions between the hospitality industry and other services.

9. What special characteristics of the hospitality and other service industries distinguish them from manufacturing?

10. Define the terms *moment of truth* and *cycle of service* and discuss the significance of each for the hospitality industry.

11. Does the study of hospitality management appear to be more important or less important today than in the past? Why do you suppose that this is the case?

12. What is *Total Quality Management?* Of what significance is it to hospitality operations?

13. What advantages would you expect graduates of hospitality programs to have in applying for their first management training positions? Why?

14. List several jobs that a new graduate of a hospitality management program could reasonably expect to be offered as a first job in a thousand-room hotel? In a fifty-unit motel? In a quick-service restaurant?

15. List and explain the significance of six qualifications hospitality employers commonly look for in applicants for management trainee positions.

16. For you, personally, what are the positive, appealing aspects of a career in the hospitality industry? What are the negative, unappealing aspects?

17. Why are social and communications skills important for people working in the hospitality industry?

Moments of Truth

1. You are working as a server in the Collins Hotel. One entree on the dining room menu is sea scallops, which are breaded and then deep fried. A guest in the dining room asks the server if she can have the scallops broiled instead. You ask the chef, who informs you that he will not permit any changes to menu items. Discuss this in terms of *moments of truth, cycle of service,* and *empowerment.*

2. You are the morning desk clerk in a large motel just off an interstate highway. A guest has just come to the desk to check out. He is complaining that he could not sleep because of noises in the next

room that continued until after 3:00 A.M. He claims that repeated calls to the desk produced no result. What would you do to change these negative moments of truth into a positive outcome?

3. You are the desk clerk at a seaside hotel. Half the rooms and suites face the sea; the other half face inland. One guest who was checked in by a clerk on an earlier shift assigned the guest to a room with an inland view. The rate is $85. This guest is now at the desk stating that he had reserved a room with a view of the sea. The reservation record confirms his statement, but you have no sea view rooms available at $85. However, there are three suites with sea views available, but all have rates over $150. What would you do?

Foundations

Hospitality Foundations I

Early Development of the Hospitality Industry

After reading and studying this chapter, you should be able to:

1 Explain the historical interrelationships between travel and the hospitality industry.

2 Identify the types of hospitality enterprises common in the Egyptian, Greek, and Roman empires and describe their principal characteristics.

3 Describe the hospitality services generally available to travelers in the period between the Fall of Rome and the Renaissance.

4 Discuss conditions faced by travelers in western Europe during the Renaissance period.

5 List and explain the principal political, economic, and social developments that led to improvements in travel and in the hospitality services available to travelers in the period A.D. 1600 to 1800.

6 Identify the principal changes in the hospitality industry that resulted from the development of rail travel.

7 Identify and describe the earliest types of hospitality establishments in America.

8 Identify the historic significance of each of the following hotels and restaurants: Coles Ordinary, Fraunces' Tavern, City Hotel, Tremont Hotel, San Francisco's Palace Hotel, Denver's Brown Palace, The Greenbrier, Ye Olde Union Oyster House, Delmonico's.

9 Discuss the impact of railroads on the development of both city hotels and resort hotels in the nineteenth century.

10 List and discuss the characteristics of nineteenth-century city hotels in the United States that made them unique in their time.

11 Describe the dimensions of the fire problem in city hotels in the nineteenth century.

12 List and discuss the economic and social conditions that fostered the growth of the foodservice industry in the nineteenth century.

13 Name six types of foodservice establishments common in major U.S. cities in the nineteenth century.

14 Identify the following individuals and describe the principal contributions of each to the development of the hospitality industry: Samuel Coles, Samuel Fraunces, Isaiah Rogers, Harvey Parker, Henry Flagler, and Fred Harvey.

▶ Introduction

Anyone planning a career in the hospitality industry should have some interest in both the present state of the industry and in its history—a rich history that explains a lot about today's hospitality industry. As an educated person, every hospitality manager should understand the industry; that is, she should know more about it than the relatively limited information necessary for doing her job each day. In our view, all managers should be able to discuss any aspect of our industry, current or historic, with coworkers, superiors, and subordinates.

This chapter and chapter 3 offer some hint of the industry's classic and historic roots. They do not constitute a complete and comprehensive history of the hospitality industry worldwide and in its many manifestations: such a history would require volumes. However, the material presented here will provide a suitable foundation for understanding the development of our industry and may impel some—those who find themselves intrigued by the historical information presented here—to study the history of our industry further at the undergraduate or the graduate level.

▷ An Overview

Those beginning to study the history of the hospitality industry soon recognize that the development of the industry is inexorably tied to the development of transportation and the economic growth of cities, regions, and even nations.

Transportation and economic progress are clearly interdependent: they tend to develop together. Historically, those nations that achieved high economic status in a given era had transportation networks that were more advanced than those of other nations at the time. Examples of economic prosperity and superior transportation abound: the Roman Empire of twenty-one centuries ago and the British Empire of the nineteenth century are excellent examples. By contrast, and in our own time, nations that are part of the so-called Third World offer typical examples of inadequate transportation networks and relative economic distress. To the student of hospitality history, it soon becomes quite clear that growth and development in our industry has tended to occur most commonly in those nations that

1. were the most economically successful at the time, and
2. had the most highly developed transportation networks.

From the earliest days of human history, much travel has been dependent on the existence of roads of one sort or another. Whether people traveled on foot, on the backs of animals, in vehicles pulled by

The Via Appia (Appian Way), one of the many systems of roads that were built during the era of the Roman Empire. A variety of hospitality services—inns, taverns, and escorted travel—arose as transportation networks were built throughout the Roman Empire, as well as in the empires of Egypt, Greece, and China.

animals, by train, or by automobile, roads were a key element in the development of travel and transportation systems. As we shall see, each segment of the hospitality industry changed and grew as roads improved.

Beginnings

Human population has existed for hundreds of thousands of years in all parts of the world including Africa, the Americas, Asia, and elsewhere. For example, Cro-Magnon man was active in Europe and the Middle East at about 40,000 B.C. At about 20,000 B.C., early humans crossed the Bering land bridge from Asia to North America. At about 10,000 B.C., Jericho, the oldest known city, was built in the Middle East. However, there was relatively little travel as we know of it today and no known hospitality industry until relatively recently in human history.

► The Sumerians

The recorded history of the hospitality industry begins with the Sumerians, a group of people who inhabited an area known as Mesopotamia, near the Persian Gulf, by about 4000 B.C. Much of this area, covering part of the modern country of Iraq, was particularly fertile, making some of the Sumerians prosperous as well as skilled farmers and cattle breeders. Sumerian skill at farming enabled them to raise and harvest sufficient grain to support artisans and craftsmen who could devote their time and talent to other activities, such as tool making, building, and pottery making. The Sumerian farmers were eventually able to produce so much grain that they had a surplus available to trade. Sumerians are often credited with inventing money and writing, both critical elements in the evolution of business.

In addition to growing and trading grain, the Sumerians became skilled at converting it to alcoholic beverages—beers primarily. These became the most widely and commonly consumed beverages at all levels of Sumerian society. The Sumerian beers were probably safer to drink than their water.

Local Sumerian taverns were probably among the first hospitality businesses. These were drinking establishments, catering to people who lived in the immediate neighborhood. These taverns served various beers and provided a gathering place for local residents to discuss the issues of the day.

► Early Traders Need Hospitality Services

By 2000 B.C., a considerable amount of trade had developed among the peoples of the Middle East. Many were earning their living from trade and were following established routes to trade for exotic goods. They needed places to stay and places to eat on these long journeys, and enterprising individuals set up hospitality businesses to meet the needs of these travelers. Known as **caravanserai,** these businesses were early inns, providing food and shelter. Their reputations were similar to those of taverns of the period: dirty, bug-infested places that travelers preferred to avoid whenever possible.

Empires: 3200 B.C. to A.D. 476

While several civilizations were thriving in the region around the Persian Gulf, there were other civilizations developing around the Mediterranean Sea. They developed during the years from 3200 B.C. to A.D. 476—a period known to historians as the *Empire Era*. During this time, three significant empires flourished around the Mediterranean: the Egyptian, the Greek, and the Roman.

We do not mean to suggest that these parts of the world were the only areas where civilization was developing. Nor are we implying that these were the only areas where trade, travel, and the conditions for the evolution of a hospitality industry could be found. History clearly indicates otherwise. There is evidence, for example, that a road system was built in China about the year 2300 B.C. and that there were small road systems in northern Europe as early as 4000 B.C. There are also clear indications of developing civilizations in India by 2400 B.C. These examples show that a number of civilizations were developing around the world during this period.

Because of the advanced levels of their civilizations, the wealth of information available about them, and the direct influence they had on the development of the hospitality industry in Europe, we will restrict our discussion of this era to the Mediterranean empires of Egypt, Greece, and Rome. Each of these built and improved transportation systems and developed hospitality services for increasing numbers of travelers. These developments reached their zenith during the Roman period, with the creation of a transportation network that surrounded the Mediterranean and extended to such distant points as England, France, and Germany.

The Great Sphinx and the Pyramid of Chefren at Giza (ca. 2500 B.C.). Since their construction, visitors have traveled to marvel at the awesome majesty of these monuments to the pharaohs. (Photo courtesy of Egyptian Tourist Authority.)

▶ Egypt

The Egyptian Empire developed over a period of several thousand years. By about 3200 B.C., various groups had been united under one government. The Egyptians are considered the first people to have created a political entity we could recognize as a single nation rather than a group of city states. They developed a government to rule a large number of people in an organized manner, with a hierarchy of civil servants dividing responsibilities for various aspects of governing. The government was headed by a pharaoh, their term for a king.

The famed pyramids were built as tombs for the pharaohs. These were constructed as early as 2700 B.C. and became tourist attractions that people traveled great distances to view. They may well have been the first "man-made" tourist attractions!

Travel was not uncommon in ancient Egypt. In addition to traveling to see the pyramids, people traveled to see other sights, to trade goods, to transact government business, and to attend religious festivals. There is evidence to suggest that the ancient Egyptians may have been the first to organize festivals, religious and otherwise, and to see that foodservice and lodging was provided for the crowds attending. Thus, the ancient Egyptians may have been responsible for beginning the activity we now call tourism.

▶ Greece

Ancient Greek civilization began to develop about 1100 B.C. It evolved in the form of independent city states that tended to be fiercely competi-

tive. In the early years, major battles took place between the peoples of two of these, Sparta and Athens. No unified Greek nation developed until the middle of the third century B.C., when Philip of Macedon united the city states. His son, Alexander the Great, built an empire that surrounded the Mediterranean and extended as far east as India.

The Greeks were great travelers. By 356 B.C., their travels over land and sea had made them dominant in the Mediterranean region. They had established colonies that stretched their empire as far west as Spain and even to the north coast of the Black Sea. Travel to these distant colonies was risky, at best: common dangers at sea included shipwreck and piracy. On land, robbery was a constant threat. In spite of the danger, many Greeks traveled to great religious centers, particularly Delphi and Olympia, to take part in games and competitions and to consult their oracles.

While there were good restaurants located in major cities to serve the needs of travelers, the inns and taverns in Greece were reputed to be particularly dreadful places. The proprietors were considered among the lowest forms of human life. Innkeepers commonly adulterated drinks with water and engaged in various criminal activities. Some were particularly good at extortion and espionage. They were almost universally despised by citizens of wealth, status, and power, who would not enter inns and taverns under any circumstances. If a government employee visited one, he risked his colleagues' having nothing further to do with him.

The two most important contributions the Greeks made to the development of the hospitality industry were

1. their language, which became universally accepted as the language of international trade; and
2. their currencies, which were widely circulated, accepted, and trusted as the medium of exchange for monetary transactions.

The general acceptance of the Greek language and currencies throughout the empire made travel and trade comparatively easy and thus played an important role in increasing the volume of both. And as travel and trade increased, so did the demand for the hospitality services of food and lodging.

► Rome

The Roman Empire dates from the time peasant farmers from central Europe settled at approximately the site of present-day Rome. By

about 500 B.C., the Romans had established a government that provided for the election of some officials by citizens. The Romans were ambitious and pursued international power by both military and nonmilitary means. They aggressively increased their territory, and as they did so, their influence grew. In 146 B.C., after many years of conflict, the Romans were finally victorious over the Greeks. Roman efforts at territorial expansion continued, and by the time Rome had conquered most of western Europe and the Middle East, inns and taverns were well established throughout the empire.

Travel within the empire was relatively safe and easy, compared with earlier times. Travel was much easier than it had been because

1. The traveler needed only one currency—Roman coins—to travel anywhere in the empire.
2. The excellent system of roads the Romans built throughout Europe made travel faster and easier.
3. The traveler needed to know only Latin or Greek, the languages of business and government, to communicate fairly easily in any part of the empire.

These factors contributed to the development of an economic prosperity in Rome that surpassed any previously known. Goods of all kinds were sent to Rome from every part of the known world—some because of conquest, most because of trade. As a result, many citizens of Rome became wealthy.

There were a few good inns reserved for military and government personnel and a very few fine resorts available only to the wealthiest of citizens, but the general quality of the taverns and inns available to the public was poor. Although there were many inns along the great Roman roads, the upper classes did not patronize them if they could find any conceivable alternative.

Roman food, by contrast, was often excellent. It was not consumed in their inns, however. The Romans, particularly the wealthy, had lavish meals at home and at banquet facilities adjacent to the public baths.

The Roman public restaurants of the day served ordinary food to the population. In the ruins at Pompeii, there are a number of small restaurants that remind one of present-day fast-food establishments. They share a single basic design and appear to have been set up to prepare and sell essentially the same, very limited menu. They may have been operated by one person or by one small group, much like a modern small chain. It is thus conceivable that these Romans should be credited with the establishment of the first restaurant chain!

By the late fifth century A.D., the Roman Empire was in serious decline. In A.D. 476, the last of the Roman emperors was deposed by the Byzantines, who ruled much of the area to the east and south of present-day Italy—lands that had once been part of the Greek, then the Roman empires. After the collapse of the Roman Empire, the Byzantine Empire became dominant in the eastern Mediterranean for the next thousand years.

Decline and Revival: A.D. 476 to A.D. 1300

After the fall of the Roman Empire and the decline in international trade, fine foods disappeared from the western European diet. These were replaced by very basic foods grown at home. About 90 percent of the population returned to farming and other forms of agriculture. Cities began to crumble and some virtually disappeared. Trade nearly ceased, and the middle class disappeared. This period was marked by invasions into the areas of Europe that had once been the Roman Empire. The invaders were so-called barbaric tribes of north central Europe. Travel and tourism—whether for business or pleasure—virtually ceased. Travel was primarily for religious reasons: some brave souls made pilgrimages to Rome and to the Holy Land. Innkeeping nearly disappeared, except for local taverns and a few inns scattered throughout Europe. This was the age of **feudalism,** a system whereby land was given by a ruler in return for loyalty and service.

Throughout this period, the Roman Catholic Church was thriving, gaining both spiritual and political power over the life of Europe. The church, through its monasteries, filled the vacuum created by the demise of the commercial hospitality industry. In effect, the church took over the job of feeding and housing travelers. The monasteries of the church were self-sufficient enterprises. Members of the religious orders were skilled farmers, growing vegetables and herbs within the monastic walls, and members of the orders raised animals for meat and grew grapes for wine.

Renaissance: A.D. 1350 to A.D. 1600

The term *Renaissance* describes the period of European history from the early fourteenth century to the late sixteenth century. It is derived from the French word for rebirth and originally referred to the revival of artistic values, especially in Italy. Later, the term came to mean a

distinct historical period characterized by the rise of the individual, scientific inquiry, and growth of worldly values.

▶ Renewed Travel and Trade

By about A.D. 1350, some degree of safety had returned to the roads, and travel and trade increased. Travel and trade created the conditions that led to the rise of the middle class in the economic life of Europe. In this period, the monasteries continued to be the principal providers of hospitality services to travelers in all economic strata.

▶ Commercial Accommodations for Travelers

Gradually, some taverns, inns, and wine shops began to make accommodations available to middle-class travelers, and the church began to take the position that since the middle classes could afford to pay for the hospitality services available outside the monastery walls, it was proper to direct these travelers to such establishments. Thus, the church played a role in the development of the hospitality industry during this period.

The number of inns began to grow. They were very small by today's standards: an inn of twenty-five to thirty rooms was considered large. But the standards of comfort and cleanliness varied greatly from country to country and region to region.

▶ Tavern Signs

During this period—until the nineteenth century, in fact—most people could neither read nor write. Taverns and inns developed signs with distinctive pictures so that people could identify and direct other people to them. The signs varied, but were usually of animals or birds. A weary traveler would be directed to the sign of the bull, or the black swan, or the lion or duck. These signs survive today and are found on many taverns and inns, particularly in the United Kingdom.

▶ The Discomforts of Travel

Traveling was uncomfortable at best. Many roads of the period were more like trails, and travelers intending to go any distance would ride

For people who could not read, distinctive names and signs made it easier to find the local public house. The Cat & Fiddle Pub in Hinton Admiral, England, is a fine example. (Photo courtesy of British Tourist Authority, New York City.)
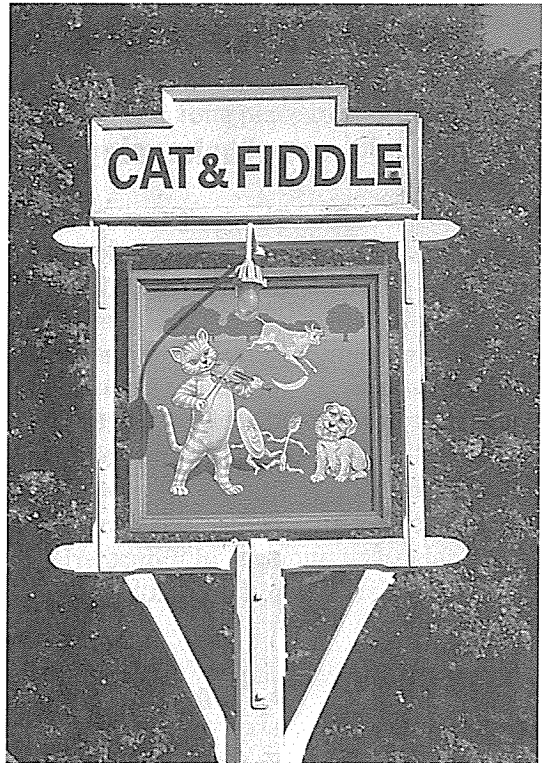
horses. Women normally did not travel because of the discomforts of the road and the dangers associated with travel. Therefore, inns did not have provisions for women. It was not unusual to find the bedroom of an inn furnished with one or more large beds, each of which would sleep five or six people. In such places, the traveler would go to bed fully dressed in street clothes and share the bed with several strangers. The realities of travel were so terrible that women avoided it until the late nineteenth century.

▶ Food Service during the Renaissance

During this period, there were no restaurants as we know them. No dining rooms offered meals to the public at large. In England, there were taverns, public houses (pubs), ale houses, and inns. None of these were primarily dining establishments; to the extent that they served food, the food was intended only for travelers who had no other place

to eat. As in other times and places, they were ordinarily avoided by the wealthy upper classes, who dined and entertained in their homes.

▶ Innkeeping

The monasteries that had been housing travelers since the fall of Rome continued to do so. When they could find it, travelers preferred this free housing to local inns. Innkeepers resented this unfair competition, and as students of the Reformation know, at this time a number of church practices were considered offensive. In England in 1539, Parliament passed an act that suppressed the 608 religious houses. Under King Henry VIII, the monasteries were closed and the lands given to many of the king's supporters, which helped insure the unification of England under one strong government. One unintended consequence of this upheaval was that travelers could no longer find accommodations in monasteries. This greatly stimulated the innkeeping business and dramatically increased the number of inns in England.

▶ Tourism in the Sixteenth Century

The sixteenth century also saw the beginnings of an activity known as the **Grand Tour.** Wealthy English would send their sons to "finish their educations" on a tour of Europe that might last as long as three years. Because most of the activity of the Renaissance was centered there, the Italian peninsula was a principal destination. Young men might spend an entire year learning about the arts and humanities.

Early Modern: A.D. 1600 to A.D. 1800

The period from A.D. 1600 to A.D. 1800 was a particularly important period in the development of the hospitality industry. One critical element was the development of roads, which facilitated the use of the stagecoach between cities. Roads built by the Romans before A.D. 500 had not been maintained after Rome fell, and thus they had decayed. Moreover, after the fall of Rome, there had been no comparable central governments in Europe to build or maintain road systems. At the beginning of this period, roads were likely to be little better than trails. With continued use, a trail would come to resemble some of the

primitive dirt roads found in rural communities. However, because no government was responsible for roads, maintenance was left to the discretion of the owners of the land through which a road passed. Therefore, although it was possible to go from one place to another by stagecoach, it was usually difficult and dangerous because of the condition of the roads.

▶ Introduction of the Stagecoach

With the introduction of the stagecoach, regular stagecoach routes were established, and so-called **coaching inns** soon followed. At the coaching inns, tired horses were exchanged for fresh horses; and stagecoach passengers were fed and given opportunities to rest, frequently overnight. Travel was difficult, since the roads were often mud soaked and full of potholes. One can imagine how uncomfortable it was to ride in a stagecoach all day. By the 1700s, the inns in England were much safer and more comfortable, although the standards varied from one inn to another.

▶ Post-Houses

The mails were an important element in the development of the hospitality industry during this period. Until the late 1700s, the mail in England was carried on horseback by messengers known as post-boys, who were able to ride at about six miles per hour. Any letter usually took several days to go even one hundred miles. With the development of stagecoaches, mail carrying was gradually transferred to stagecoach lines. These had established routes and contracts that provided that mail be delivered within specific amounts of time. Because of these provisions, stagecoaches began to travel faster. Teams of horses were run at full speed for approximately ten miles, at which point the stage stopped at a **post-house** to change horses. A new team would be hitched to the stage, and the process would be repeated.

   Post-houses were much like the coaching inns described earlier. They were equipped to feed drivers and passengers or to accommodate them overnight. Locating the inns along coach routes ensured that the inns would serve a steady supply of customers arriving by stagecoach. Even in the eighteenth century, location was an important element in the success of a hospitality enterprise.

▶ Food Service in Coffee Houses and Taverns

Until the late eighteenth century, no public restaurants existed as we know them today. In England, there were establishments known as coffee houses, where one could get light snacks, and there were taverns that served a daily **ordinary,** which was a main meal at a fixed price. Most people consumed their meals at home. The wealthy had their own cooks, and when they entertained, they usually did so in their own homes. Inns were primarily for travelers and did not normally serve meals to local residents.

▶ Restaurants

The food service element of the hospitality industry changed dramatically and forever in France in 1765. In that year, a man named Boulanger was a soup vendor in Paris, operating a small business selling soups and broths. These were known as *restaurants,* a French word meaning restoratives. Soups and broths have long been noted for their ability to fortify the weary or to restore energy, and Boulanger was one of many such sellers of soup and broth in Paris at the time.

For reasons that are unclear, Boulanger decided to add an item to his product line—a dish made of sheep's feet with a sauce. Perhaps some had requested it; perhaps he was merely trying to make his small business different from others. In any event, the *traiteurs*—members of a caterers' guild who prepared roasts and meats for consumption in private homes—objected on the grounds that he was preparing and selling a ragout, and that only *traiteurs* were permitted to sell ragouts and similar foods under existing French law. They took him to court.

After careful study of the *traiteurs'* position, the court decided that Boulanger had not violated any law. The case created much publicity and interest and led to a decree authorizing both *traiteurs* and restaurateurs to serve guests within their establishments. After a while, this resulted in the development of public dining rooms in which guests could be seated and served the food and drink of their choice.

Boulanger is usually credited with creating the first restaurant, which has come to mean an establishment with a dining room open to the public where varied foods may be purchased and consumed. Technically, however, he merely reinvented a form of foodservice enterprise that had existed many centuries earlier but that had disappeared during the Dark Ages. After all, the forerunners of Boulanger's "restaurant" had existed in ancient Greece and Rome.

In the late eighteenth century, the restaurant business took another leap forward. During the French Revolution, the common people of France revolted against the monarchy, taking control of the government and of the properties of wealthy aristocrats, many of whom were executed. Cooks and chefs who had been employed by the aristocrats were suddenly out of work. Unemployed cooks and chefs had to find ways to earn a living, and many opened foodservice establishments. After the French Revolution, the number of restaurants in Paris and in other parts of France began to grow dramatically.

Another type of foodservice establishment to develop in France at this time was the **cafe.** *Café* is the French word for coffee, and it is probable that these cafes were the French equivalents of the English coffee houses. At first they may have served only snacks, just as the English did. It is likely that the proprietors of these establishments soon began to use their highly developed culinary skills to prepare more elaborate items—certainly to the delight of their customers.

These developments in France in the late eighteenth century mark the beginnings of the modern restaurant industry, which embarked on a period of growth and development in the early nineteenth century that continues to this day.

The Industrial Era: From 1800

The Industrial Revolution, which dates from the mid 1700s, started in England with the development of machines to do work that formerly had been done by hand. It was an age of invention. Machines and the developing concept of the factory were key elements that changed forever the way work would be accomplished. It was no longer necessary to depend on water and water wheels for power. With steam engines, power could be made available in locations that had no access to water transportation. This led to the development of mill towns—later, cities—in many new locations across England and Scotland. The greatest period of growth for these new communities and work sites followed the invention of the railroad in 1825. This started the development of a transportation network designed to move raw materials and finished goods from place to place.

▷ Rail Travel and the Hospitality Industry

The significance of the railroad in the development of the hospitality industry cannot be overemphasized. As soon as the railroad was

invented, it quickly became apparent that railroads could transport people as well as goods, and could thus reduce traveling time. Passengers could reach their destinations quickly and in relative comfort. The trip from London to Bath, England, a distance of 110 miles requiring eleven hours to travel by stagecoach, took only two and a half hours by rail.

As the rail network grew, stagecoach operators began to lose much of their business. Government contracts to carry the mail were not renewed. New contracts were negotiated with the railroads, and it was not long before the principal postal routes were in the hands of the railroads. People soon abandoned stagecoach travel, as well. This led to the demise of most stagecoach lines in a very few years. As the coach lines disappeared, the coaching inns lost their traditional sources of business and were forced to find new markets or close.

The development of railroad networks—first in England, then in other nations—had a greater effect on the hospitality industry than had any other single development since the fall of the Roman Empire. Passenger traffic on the railroads led to the establishment of railroad stations, which became obvious locations for new hospitality businesses in England and in any other nations with rail networks. Inns, taverns, restaurants, and, later, hotels opened in or near railroad stations. In England, examples include the Charing Cross Hotel and the St. Pancras Hotel in London and the Queen's Hotel in Birmingham. In Scotland, there were St. Enoch's Hotel in Glasgow and the Station Hotel in Perth. Later, in the United States, the Biltmore Hotel and the Commodore Hotel were built in New York City near Grand Central Station.

▶ Public Dining

In the last years of the nineteenth century, some important changes began to appear in the European hospitality industry. Until then, eating meals away from home was done of necessity rather than by choice. Business travelers and people working in factories, shops, and offices ate meals away from home because they could not return home for meals during the working day. Whenever possible, people preferred to dine in the privacy of their homes.

Because public dining was not popular, many hotels were constructed without dining facilities. It was the normal custom for hotel guests to have meals in their rooms—room service, in today's terms. In

▷ Cesar Ritz (1850-1918) ◁

Cesar Ritz was born in 1850 in Switzerland, the thirteenth child in a large family. His early days in the hospitality industry did not suggest that his was to be a brilliant future: he was dismissed from his first two jobs, one as an apprentice wine waiter and the other as an assistant waiter. After this inauspicious beginning, Ritz drifted to Paris where he obtained and lost other jobs before taking a waiter's job in the most fashionable establishment in Paris at that time, the Voisin. He quickly learned that the wealthy in Paris wanted, demanded, and appreciated excellent service. Soon, the wealthiest and most famous of the Voisin's clientele were asking for him by name. His reputation grew, and he became a maître d'hôtel, then restaurant manager at the Grand Hotel at Nice. Because of his superior abilities to please the wealthy, he was always able to work in the finest properties, some of which were being used by Thomas Cook's organization to accommodate those on luxury tours of Europe.

Before long, he progressed to hotel manager, and in 1870, at the age of twenty-seven, Ritz was offered a job managing the Grand National Hotel in Lucerne, Switzerland. The hotel was not a profitable venture when he assumed the manager's job, but Ritz was able to turn it into one with his deft management skills. He inspired the staff and the chef with his own enthusiasm and principles of good service, and he organized luxurious and fabulous entertainment for his guests. Soon the hotel became one of the most popular in Europe, and Cesar Ritz became one of the most respected hoteliers in Europe.

The Ritz name has been carried on and today is a symbol of superior products and luxury hotels. The Ritz chain has hotels throughout the world and includes the Ritz Carlton in Boston, the Chicago Ritz, and the Ritz Carlton in Laguna Niguel, California. Other Ritz Hotels are located in Atlanta, Barcelona, Cleveland, Hong Kong, Houston,

the hotel dining rooms that did exist, the patrons were all men: it was not customary for women to dine in public.

By 1880, dining out had begun to gain acceptability and some small measure of popularity. One of first steps taken in that direction occurred in 1875, in the Albemarle Hotel, London, when a dining facil-

▶ Auguste Escoffier (1846–1935) ◀
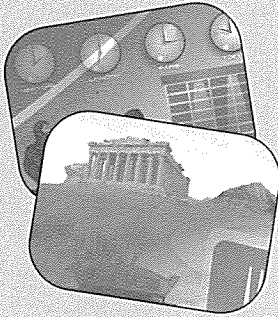
Auguste Escoffier was four years older than Cesar Ritz. His career began in Paris, and he was soon employed at some of the finest properties of the time in France. Escoffier and Ritz had worked together at the Grand Hotel, Monte Carlo, before Ritz became manager of the Savoy in London. Recognizing the need for a superior chef to enliven a dull menu in this new luxury hotel, Ritz sent for Escoffier.

Escoffier is noted for his many contributions to the improvement of cuisine and service. He is the only chef ever to be given membership in the French Legion of Honor, a distinction bestowed on him by the president of France in 1920. His principal contributions include

1. simplifying classical cuisine;
2. simplifying menus;
3. reorganizing the kitchen staff into the classical brigade (he divided the kitchen staff into specialized departments on the basis of the types of foods prepared, in contrast to the earlier method, discarded by Escoffier, that had each chef prepare an entire meal from appetizer onwards);
4. revolutionizing banquet service by serving only one or two dishes at a time, rather than the older, established practice of serving a whole table full of dishes at once;
5. naming dishes after famous people (Melba toast, Peaches Melba, and Melba Sauce were named for the opera star Nellie Melba);
6. writing *Le Guide Culinaire* (a culinary text and collection of recipes used by several generations of chefs).

Following the success of the Savoy, a number of other luxury properties were opened in London, including the Waldorf, the Strand Palace, and Claridges, to name but a few. All of these survive to this day.

Auguste Escoffier is perhaps the most famous and the most respected chef of all time. He has had a greater impact on culinary arts than anyone else.

ity was opened for the "accommodation of both ladies and gentlemen." By this time, the term restaurant had come into common English use but referred to the dining room of a hotel.

In London, new luxurious hotels were built. Some of them were known both for the excellence of their guest accommodations and for the superiority of their food. One of the best known of these was the Savoy, opened by an entrepreneur named Richard d'Oyly Carte in 1889. In the Savoy, d'Oyly Carte employed two men who would become famous throughout the world: Cesar Ritz and Auguste Escoffier.

Hospitality in America

The development of the hospitality industry in the United States has been unique, having no precise parallel in any other country. There appear to be a number of contributing reasons for this, including the vast size of the country, the multinational character of the people, the formation of the transportation system, and the unique political and economic systems operating in the United States. A number of factors, listed below, have set the American hospitality experience apart from that in the rest of the world.

1. Since the time of the earliest settlements in the late sixteenth century, a larger proportion of the American people have traveled greater distances than have the people of other nations; consequently Americans have patronized hotels and restaurants in greater numbers.

2. The U.S. political and economic systems have made it possible for financially successful people to build grand hotels as monuments to their success, even if the properties they built were unprofitable. These systems have also enabled ambitious, hard-working people of limited means and little education to become successful in hospitality businesses.

3. In the United States, innkeeping has always been considered an honorable and respected profession. This is in stark contrast to the tradition of innkeeping in other nations, where innkeepers were commonly relegated to the lowest classes of society.

4. American hotels have always been "public places"—establishments used by local residents as social centers and places for entertaining. In other nations, inns and hotels were used only by travelers— at least until the late nineteenth century. In these countries, the local populace frequented taverns, but not hotels.

5. The multicultural nature of the American population has led to a greater diversity in the kinds of restaurants established, in contrast to those established in other countries.

6. Although other nations have long relied on railroads as their major means of intercity travel and transportation, at the end of World War II, the United States began to rely heavily on automobiles and airplanes instead. Today, automobiles account for over 80 percent of all intercity travel in the United States, airplanes account for approximately 17 percent, and railroads less than 2 percent. The major difference between American modes of transportation and those used in other nations has caused American hospitality operations to develop very differently.

7. Several unique hospitality concepts originated in the United States and were later imitated in other nations. These include
   a. large grand hotels,
   b. restaurant chains,
   c. franchises, and
   d. motels.

▶ Ordinaries, Taverns, and Inns in Early America

The earliest known example of an American hospitality enterprise existed in Jamestown, Virginia, in 1610. Because the Jamestown settlement did not survive, there is no reliable information about it. Therefore, the beginning of the American hospitality industry is usually said to be 1634, when Samuel Coles opened an establishment in Boston that was named Coles Ordinary. It was a tavern—the first tavern of record in the American colonies, and probably the first inn, as well. It was quite successful, lasting well over 125 years: when John Hancock became governor of Massachusetts in the eighteenth century, Coles Ordinary was still in business and was renamed Hancock's Tavern.

The terminology used in the colonial period to identify these establishments may be confusing. Throughout the colonial period, the terms ordinary, tavern, and inn were all used to refer to the same basic institution—an enterprise established to provide food, drink, overnight accommodation, or some combination of these to travelers, local inhabitants, or both. Over time, tavern became the more common term from New England to New York; inn became favored in the Pennsylvania region; and ordinary was more common in the South.

The word *ordinary* is an old term, used originally in England to describe a midday meal served at a fixed price in a tavern to the local inhabitants. The term also came to mean the tavern itself. The ordinary offered no menu and no choice: the tavern keeper served whatever he had decided to prepare for that day. Ordinaries in New England were under strict Puritan guardianship and were not allowed, at one point, to charge more than six pence for a meal and one penny for a quart of ale or beer.

Opening and closing hours were enforced by the Puritans, and men who drank too much were punished. The punishment could be severe: miscreants could be put in bilbos (long iron bars with shackles that slide back and forth), set in the stocks, and whipped. Records show that Robert Wright was fined twenty shillings and put in the stocks for an hour for being "twice distempered in drink." Robert Coles—no relation to Samuel Coles—was fined ten shillings and ordered to wear a sign on his back that read "DRUNKARD" in large letters. Unfortunately, this penalty did not cure him. A year later he was at it again, and that time the badge of disgrace was made permanent: he was ordered to wear a large *D* around his neck. Lists of names of drunkards such as Coles were given to taverns in other towns, and the proprietors were warned not to serve liquor to these people under penalty of losing their licenses.

The number of ordinaries in the New England colonies grew. They were considered important establishments, and sometimes the courts directed that ordinaries or public houses be opened in communities where they did not exist. In 1656, the General Court of Massachusetts made towns responsible for sustaining an ordinary. For example, Concord, Massachusetts was fined by the court for not having an ordinary and was directed to open one. In 1644, the colonial records of Connecticut ordered "one sufficient inhabitant in each town to keep an ordinary, since strangers were straitened for want of entertainment." It was recognized early in the colonial period that the traveler needed a place to eat, drink, and find accommodation. Inducements were offered to a person willing to keep an ordinary. These included exemption from church rates and school taxes, grants of land, or pasturage for the owner's cattle.

Early ordinaries existed not only to accommodate the traveler but also to serve as gathering places for the local townsfolk. They were important centers for the exchange of news and served as places where public questions could be debated or public opinion sampled. In addition, they were places for local residents to seek refreshments—ale,

beer, and cider among them. In wintertime, taverns were particularly popular places. For example, during church services, people became very cold in the unheated churches and meeting houses while they sat listening to long sermons. After the services, the men flocked to a welcoming nearby tavern to warm up.

▶ Innkeeping in the Colonies

Unlike the innkeepers in England, American innkeepers have always been respected members of the community, and inns located in cities and towns were generally clean and well run. When one traveled into rural areas, however, the quality of the taverns and inns was less reliable, ranging from "very uncomfortable" to "quite nice." In these areas, anyone who could both build a log hut and supply liquor could put up a Tavern sign. Those who did would then go to the woods nearby, kill some game, and put it into a pot to cook. The result was used to feed the "guests," and was known as potluck.

The practice of sharing a bed with strangers had disappeared in Europe by the 1700s, but it persisted in America, particularly in the rural inns or taverns.

▶ The Oldest Continually Operating Tavern in America

New York City, one of America's oldest cities, has had its share of firsts. One of special interest to the student of hospitality history is Fraunces' Tavern, a tavern in the lower part of the island of Manhattan known as Wall Street, now New York's financial center. Located at the corner of Broad and Pearl streets, it has the honor of being the oldest continually operating tavern in the nation, and it has some interesting history associated with it.

The building was constructed in 1719 as a private residence, which it remained until about 1757, when the owner moved uptown to a better neighborhood, a practice that persisted in New York City for generations. In 1762, it was sold to a West Indian named Samuel Fraunces, who converted it to a tavern that he named the Queen's Head. After operating it for a short time, he leased it out for several years but returned to operate it in 1775 because he was unable to sell it. He continued to run it throughout the Revolutionary War, but it was not actually known as Fraunces' Tavern until 1783, after the war.

Fraunces' Tavern®
Restaurant in New York
City, the oldest
continuously operating
tavern in the United
States. (Photo courtesy
of Fraunces' Tavern®
Restaurant.)
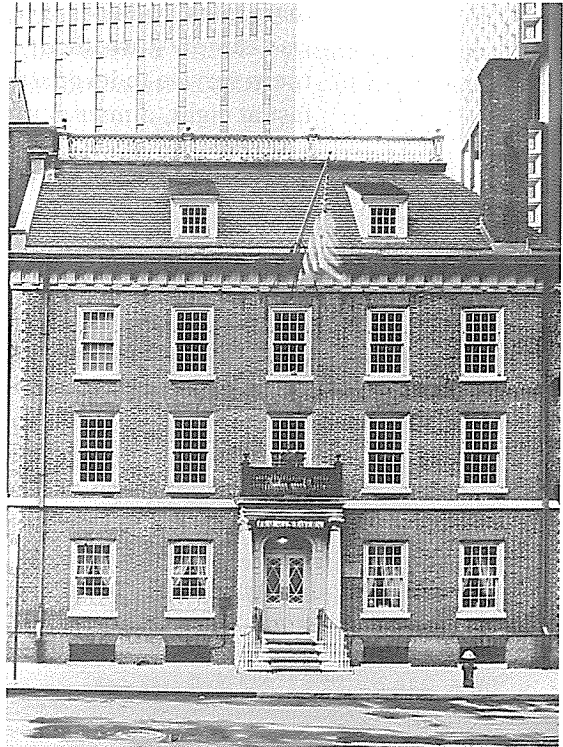
One of Fraunces' customers was George Washington, whom Fraunces served when the general met with his staff at the tavern to plan various war campaigns. When the British occupied New York City, Fraunces continued to operate the tavern. Although his customers were then British generals, Fraunces remained loyal to the revolutionary cause, serving as a spy for the American army. Fraunces frequently sent word about British plans to General Washington. In fact, Fraunces has sometimes been characterized as the first American intelligence agent!

▶ The First Hotel Building in the United States

In 1794, the first structure designed specifically as a hotel was constructed in New York City near Wall Street. Aptly named the City Hotel, it occupied a large site on the island of Manhattan, on the west side of lower Broadway near Trinity Church. The hotel had seventy-

three guest rooms and was the largest hotel in New York until 1813. It was simply furnished, was spacious and comfortable, and offered room service to its guests. For $2, it offered a room and meals—breakfast at eight, dinner at three, tea at six, and supper at nine.

The City Hotel's two proprietors were men named Jennings and Willard. Willard served as host, room clerk, bookkeeper, and cashier, while Jennings supervised food preparation and the operation of the dining room. Both were said to be very good at remembering names and faces and were generally considered excellent proprietors. For a period of several years, the City Hotel was the social center of New York—the setting for many important banquets, dances, and political events. Although it survived until 1849, it had long since lost its early splendor.

There has always been an important difference between American hotels and those of Europe. From their earliest days, American hotels—the City Hotel, and its successors—were considered to be gathering places for the local community, whereas European hotels were not considered to be such until the twentieth century.

▶ The Hospitality Industry in the Nineteenth Century

The nineteenth century was a notable period for the hospitality industry in the United States. The expanding railroad network caused considerable travel and spawned the building of excellent city hotels and resort hotels. Many important restaurants were established. It can be said that the nineteenth century saw the travel and hospitality industry develop at a greater rate than at any prior time.

▶ City Hotels in the 1800s

From 1800 to approximately 1880, a large number of city residents lived in hotels or in rooming houses and boarding houses that closely resembled small hotels. Those who could not afford private homes had no other choice. There were no apartments as we know them today: the first apartments in America were constructed in New York City in 1880. Consequently, over 50 percent of the rooms in the typical city hotel were occupied by permanent residents. There were hotels available for people of various income levels, and virtually everyone in need of rooms could find something affordable. Some hotels appealed to those employed in the immediate area; others catered to those in par-

ticular professions or income strata. All were usually very busy. We know most about those that earned grand reputations as the finest available in their times and comparatively little about the others.

"Palaces of the Public"

Those famous American hotels of the past about which much information survives have been dubbed **"Palaces of the Public,"** a title that refers not only to the public nature of American hotels but also to their elegance. In many small cities, the local hotel was the finest, most splendid structure in the city. In larger cities, there were commonly several hotels competing to be the best by having the latest in modern conveniences installed and often becoming self-sufficient cities within cities. Many featured such amenities as barber shops, libraries, billiard rooms, hair salons, ticket offices, florists, and cigar stands. Some eventually provided dining service for over twenty hours a day.

It is particularly interesting that the palatial hotels of this nature—the so-called grand hotels—were found only in America until the later years of the nineteenth century. Grand hotels were clearly an American invention.

The Tremont Hotel, Boston. The first of the truly grand hotels in America was the Tremont Hotel, a purpose-built property that opened in Boston at the corner of Tremont and Beacon streets in October 1829. By every standard of the times, it was a luxurious enterprise. The designer of this remarkable property was a young man of twenty-seven named Isaiah Rogers. The Tremont was three stories high and boasted 170 guest rooms and a dozen public rooms. It was the first hotel to have

1. bellboys;
2. clerks whose responsibilities were limited to the front desk;
3. a carpeted lobby and a large, carpeted (200-seat) dining room, both with gaslighted chandeliers;
4. bathing rooms (eight)—probably steam baths—located in the building;
5. private rooms (both singles and doubles), all equipped with doors having locks and keys for guests;
6. French cuisine;
7. a washbowl and pitcher in each room with a free bar of soap;
8. the first inside toilets, called water closets, located in the basement of the building; and

Part Two ⊳ Foundations

The Revere House, Boston (top), built in 1847, and the St. Nicholas hotel, New York (bottom), built in 1853, were among the several grand hotels that were constructed in the large urban centers of mid-nineteenth-century America. This first wave of "palaces of the public" offered their guests the latest in modern conveniences. (Lithograph of the Revere House by S. W. Chandler & Company; lithograph of the St. Nicholas hotel by F. Oppenheimer, courtesy of the Museum of the City of New York. Both images courtesy of the New York Public Library Picture Collection.)
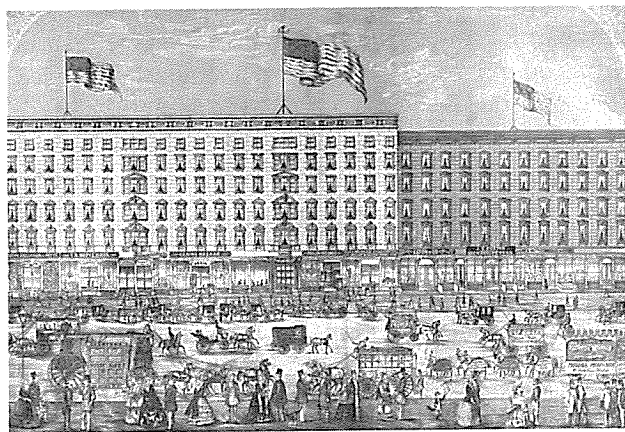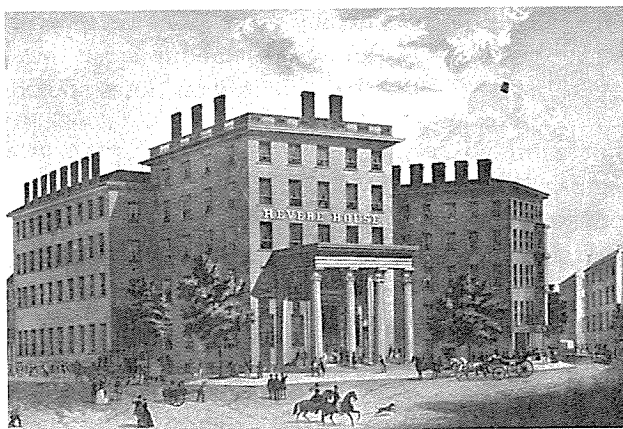
9. a mechanical device known as an annunciator in each room, which made it possible for a guest to signal the hotel front office merely by pushing a button.

The ceilings of the Tremont were exceptionally high, and any floors not carpeted were made of black and white marble. The furniture was native, carved walnut. Although the list of firsts above may not connote a very luxurious operation by today's standards, one must remember that we are describing a property that was constructed thirty years before the Civil War—long before the advent of electricity, modern plumbing, and telephones. The Tremont was an extraordinary, luxurious hotel for its time.

The Astor House, New York. John Jacob Astor, a well-known American business tycoon, watched the success of the Tremont with great inter-

est and decided that if a luxury hotel could succeed in Boston, one could do so in New York. Moreover, Astor decided to build a hotel in New York that would exceed the luxury of the Tremont. He proceeded to plan the Astor House, which was completed in 1836.

To design his hotel, Astor employed Isaiah Rogers, who was rapidly becoming known as the premier hotel architect in America. Rogers designed a hotel that was "more grand" than his Tremont. In addition to all the features that had first appeared in the Tremont, the Astor House contained not eight but seventeen bathing rooms, larger public rooms, and two new devices known as showers, which were located in the basement. The guest rooms were furnished with black walnut, and the floors were covered with Brussels carpets. In addition, all rooms were provided with gaslight; in fact, the Astor House was the first hotel to be fully illuminated with gas.

The Astor House was a hotel of 309 rooms on five floors. One of the more interesting problems in operating the hotel involved the gaslights. Guests were not used to the gaslight, which was a new invention at the time. They were accustomed to candles, which were normally extinguished when people went to bed. Because guests were accustomed to extinguishing their candles by blowing them out, some guests took the same approach with the gas lighting fixtures, often with disastrous results. Those who did extinguish the gaslights failed to realize that raw gas was escaping from the unlighted fixtures, and substantial numbers died—some from asphyxiation, others from explosions that occurred when they lighted matches to reignite the gaslights.

Other Grand Hotels of the Era

The Tremont in Boston and the Astor in New York established models for more ostentatious American hotels. In Boston, grand hotels constructed included the Adams House in the latter 1840s, the Revere House in 1847, and the original Parker House in 1855. New Yorkers were awed by such properties as the Howard Hotel in 1839, the New York Hotel in 1844, the Metropolitan in 1852, and the St. Nicholas in 1853. The St. Nicholas was the first hotel costing more than a million dollars to build—nearly $2 million, actually—and became the largest in the city after an 1856 addition increased its size to five hundred rooms.

Similar growth and development was occurring in other cities as well. In New Orleans, both the St. Louis Hotel and the St. Charles Hotel opened in the late 1830s, soon after New York's Astor House.

Philadelphians witnessed the opening of the American House in 1844 and the Washington House in 1845. In Buffalo, there was the American Hotel, which opened in 1836, the same year as the Astor House. Further west, the citizens of St. Louis were justly proud of their Planters' Hotel, which opened in 1841.

In Boston, after its 1855 opening, the original Parker House became very popular and was considered far more modern than the Tremont Hotel. This perception was one of the factors that led to the decline and eventual closing of the famed Tremont. Charles Dickens, the famous British novelist and lecturer, spent several days in the Parker House when he was on a lecture tour of the United States in 1867. Local newspapers reported that he caused a sensation when people lined up at the hotel to obtain his autograph.

None of the grand hotels of the period, including those discussed above, was more than five stories high. There were two reasons for this. First, the hotels were built of wood, and wood construction is not suitable for tall buildings. Of equal importance was that the elevator had not yet been invented, so guests had to climb stairs to get to their rooms. This made the rooms located on the upper floors less popular and less expensive than those on the lower floors. The absence of elevators helps to explain the popularity of bellboys in the luxury hotels: guests no longer had to carry their own baggage up flights of stairs to their rooms. Years later, after the first elevator installations in hotels (about 1859), the industry would witness an eventual reversal in the rates for rooms: those on higher floors became more popular, and more expensive, than the rooms on lower floors.

Fire was a constant danger in these wood buildings. The situation was serious enough when rooms and corridors were lighted with candles, which could accidentally start fires if knocked over or if placed too close to flammable materials. The problems were considerably worse when the newly invented gaslight became the principal means of illumination. With candles, fire had been an obvious threat, and both guests and employees were vigilant; the introduction of gas brought the added threat of explosions, which might precede and precipitate devastating fires. During this period, before water was available above the first-floor level of buildings, hotels were regularly destroyed by raging fires in which many lives were lost. Seeing a hotel destroyed by fire, then watching it being rebuilt to open the following year was a normal experience for the citizens of large American cities.

It is important to understand that this period, between the opening of the Tremont (1829) and the start of the Civil War (1860), was one in which more new hotels were opened than at any time in U.S. history

until the 1920s. This could not and would not have occurred unless there had been a dramatic increase in the number of people traveling. This increase was directly related to the development of a network of railroads that became the primary means of transportation for people seeking to go from one to another of the growing cities in the United States. As in England, locations near railroad stations were quickly seen to be ideal for hotels, and the race was on in every city and town with a railroad station to build hotels close by. Tired travelers, emerging from the stations after long journeys on trains, typically sought the nearest hotel to find food, shelter, and rest.

Chicago's Hotels. Perhaps the most important railroad center of the age was then developing in Chicago. As the city and the railroad industry grew, so did the hotel industry. In 1837, the entire population of Chicago was only 4,170. By 1860, the city had grown to over two hundred thousand and had a sufficient number of first-class hotels to be able to host the second Republican national convention. This was the convention that nominated Abraham Lincoln. The list of grand hotels in Chicago at that time included a new Tremont, opened in 1850 to replace a prior Tremont that had burned, and which, in turn, had been the replacement for yet another Tremont that had also burned! The new Tremont cost $750,000 to construct and was at first considered too palatial for Chicago. Nevertheless, it quickly became a grand success and was enlarged twice. By 1868, it had reached nearly three hundred rooms.

The Palmer House, Chicago. Another of Chicago's first luxury hotels was the original Palmer House, a 227-room property that opened in 1870. In 1871, a great fire swept through Chicago, destroying most of its hotels, including the Palmer House.

After the great Chicago fire, the city began to rebuild, and many new hotels appeared. Twenty-three new first-class hotels opened within two years, including the Palmer House, the Grand Pacific, the Tremont, and the Sherman, which collectively became known as the "Big Four." By then, Chicago had a population of over three hundred thousand people.

San Francisco's Hotels. The success of the hotel industry in Chicago was paralleled in San Francisco. In 1848, San Francisco was a small western town, still part of the Mexican Territory. The "hospitality industry" consisted of one small tavern, which was just one and a half stories high. In 1849, when gold was discovered in that part of California, the

California gold rush brought millions of people to California to make their fortunes. In the next twenty-five years, the population of San Francisco grew to one hundred sixty thousand. As the population grew, so did the hospitality industry. New hotels, restaurants, taverns (saloons, actually), and other enterprises, which could best be described in a book of this nature as entertainment centers, were opening almost daily.

One of the earliest hotels in San Francisco was another Parker House, built in 1849 by Robert Parker who, coincidentally, had come from Boston. San Francisco's Parker House was noted for its high prices, its gambling hall, and its large ballroom. It set the standard for prices: when other similar properties were built, they, too, charged very high prices. With "gold fever" in the air, people were not very concerned about high prices. It was reported that a cigar stand at the Union Hotel rented for $4,000 a month and that the operator of the cigar stand, even at that high rent, was still able to make a handsome profit.

By 1859, a number of other grand—even opulent—hotels had been built. The list of these included the Occidental (four hundred rooms) and the Cosmopolitan, both of which opened in 1859. Perhaps the most expensive hotel to be constructed in San Francisco during this period was the Grand Hotel, built in 1869 at a cost of more than $1 million for a property of just two hundred rooms!

Transcontinental railroad service began in 1869 with the joining of the Central Pacific and Union Pacific railroads. As one might expect, a number of fine hotels were constructed along this route to the West. By the end of the century, there were several very fine hotels in cities west of the Mississippi. In fact, a reporter for one of Chicago's newspapers, the *Century*, wrote that two of the three finest hotels in the country were then located in the West. One was the Palace Hotel in San Francisco; the other was the Brown Palace in Denver. Perhaps not surprisingly, as the third in this trio of best hotels in America, the reporter chose one in his native Chicago—the Auditorium.

The Palace Hotel, San Francisco. The Palace Hotel in San Francisco was completed in 1875 at a cost of almost $5 million. It contained 755 rooms and boasted of having the same elegant features offered by the best of the New York and Boston hotels—and a few that even New York and Boston lacked. It was said that the Palace was so large that some guests had difficulty finding their rooms. One writer offered advice for those who experienced this problem: the best plan was to "pretend you are full, let yourself loose, and cuss. Someone will come and guide you to your room."

The rooms in the Palace Hotel were twenty feet square—very large rooms, even by today's standards. The dining room was 155 feet by 55 feet, the largest in the world at the time. The hotel had a large number of private dining rooms, reading rooms, and parlors, and even had card rooms. The Palace was furnished with upholstered furniture made with native hardwood. Operations were not profitable for the first ten years because of the huge cost of constructing the hotel. However, over the years it became extremely successful. The Palace was the pride of San Francisco and was said to be earthquake proof, earthquakes having been a matter of some concern as early as the late nineteenth century. Although it did survive the historic earthquake that rocked San Francisco on April 18, 1906, it burned to the ground in the ensuing fire that leveled the city.

The Brown Palace, Denver. The Brown Palace in Denver had only 440 rooms, compared with 755 in the San Francisco Palace, but was as elegant as any hotel in the world when it opened in 1892. The immense lobby was eight stories high, with a stained-glass interior roof, onyx walls, and tile floors with elaborate Greek designs. The public rooms in the Brown Palace were dispersed throughout the building rather than all on one floor—the more usual practice in hotels built both before and after the Brown Palace. These public rooms were grandly decorated in Louis XVI style. The hotel featured five honeymoon suites, known as bridal chambers and described by hotel management as "too beautiful and delicate for use." The daily rates for these suites were outrageously high—as much as $100, the equivalent of more than one year's salary for many American workers at that time. The other bedrooms in the hotel, half of which had private baths and many of which had fireplaces, were decorated in fifty shades of yellow—from cream to gold.

The Waldorf-Astoria, New York. As a fitting climax to the nineteenth-century growth of the hotel industry in the American city, two hotels were built in New York City on Fifth Avenue between Thirty-third and Thirty-fourth Streets on the sites of mansions owned by feuding members of the Astor family. The first, opened in 1893, was the Waldorf, built on the site of William Waldorf Astor's mansion at the corner of Thirty-third Street; the second, opened in 1897, was the Astoria, built on the site of the mansion owned by Colonel John Jacob Astor at the corner of Thirty-fourth Street. Colonel Astor was the grandson of the John Jacob Astor who had been responsible for the original Astor House over sixty years earlier. The two properties were joined by a pas-

sage from the day the Astoria opened. In addition, their names were soon joined by a hyphen, and the Waldorf-Astoria quickly became one of America's finest and best-known hotels.

The Waldorf-Astoria occupied the Thirty-fourth Street site for over thirty years but closed in 1928 when the level of real estate taxes had rendered its operation unprofitable. The site was sold to a new corporation that planned to build the world's largest office building. That office building—the Empire State Building—occupies the site to this day. The Waldorf-Astoria was rebuilt in 1932 and is located on Park Avenue between Forty-ninth and Fiftieth Streets.

▶ Resort Hotels in the 1800s

In the nineteenth century, while the great developing network of American railroads was providing the means for the economic development of the many and growing regions, cities, and towns of America, it was also putting in place a mechanism that would make possible a new period of growth and development for a group of hospitality operations that came to be known as resort hotels.

Railroads and Resort Hotels

The resort hotel industry in the United States could not have developed without railroads. The reason for this is apparent when one considers the distance of many nineteenth-century resort hotels from population centers as well as their relative inaccessibility by any other means of transportation available in the nineteenth century. In this period, it was not uncommon for families of means to spend entire summers or winters at resort hotels. A mother and her children—sometimes with servants—would remain at the resort hotel from week to week. But the father would spend only weekends with his family, traveling by train from a city to the resort at the end of the work week and returning to the city on Sunday evening or Monday morning to earn the money to pay for it all.

Early Resort Hotels

By the beginning of the nineteenth century, the resort hotel industry had begun its earliest period of development in the East. By 1789, for example, weary city dwellers in New York were being advised in advertisements to seek relaxation at Deagle's Hotel, far from the noise and

crowds of the city—Deagle's was located in a then-rural part of Manhattan Island near what is now One Hundred and Fifty-fifth Street and Amsterdam Avenue. Deagle's, the earliest-known resort hotel on Manhattan, offered harassed New Yorkers opportunities for quiet fishing as well as other ways to relax and ushered in a period of growth for this new form of American hotel enterprise.

The 1800s saw the opening of many of America's important resort hotels and resort areas. In Cape May, New Jersey, the Congress Hotel was in operation in 1812 and was known for its sweeping verandas, which made it possible for resort guests to enjoy the cooling ocean breezes in the summer. The Catskill Mountain region, located in an area between 70 and 130 miles northwest of New York City, traces its beginnings to the opening of the Catskill Mountain House in 1823. By the 1820s, White Sulphur Springs, in what later became West Virginia, had begun to develop its reputation as a spa.

The Homestead, Hot Springs. An early and very famous resort hotel was The Homestead, in Hot Springs, Virginia. The property was acquired in 1832 by Dr. Thomas Goode, who then planned and developed it and continually made improvements to the property. By 1850, The Homestead was said to have approximately 15,000 visitors annually. Even today, it continues to be one of America's premier resorts.

The Greenbrier, White Sulphur Springs. In White Sulphur Springs, located in Virginia until West Virginia became a state in 1863, the mineral waters were said to have wonderful curative powers. This attracted people to the area, including presidents of the United States as well as wealthy individuals with various illnesses. The growing popularity of the waters resulted in the eventual building of the original Greenbrier Hotel, called the Grand Central Hotel in 1857. Several of the buildings had been constructed many years earlier, including The Greenbrier Museum, which was built as a private home in 1816. Many wealthy and famous people who had heard of the mineral waters and their alleged healing powers rented rooms there. The Grand Central Hotel was seldom called by its given name. Guests usually referred to it as "The White," or "The Old White," either in reference to its white-colored exterior or to its location: White Sulphur Springs.

Guests of the Old White included such notables as President Martin Van Buren, Senator Henry Clay, the future King Edward VII, and General Robert E. Lee. It was renamed The Greenbrier in 1861, but was closed during much of the Civil War. Over the years, The Greenbrier has gone through several periods of financial difficulty and has

Founded in 1832 and still in operation, The Homestead in Hot Springs, Virginia (shown as it appeared in 1891), was one of the first resort-spas in the United States. Fostered by the spread of the railroad, resorts were opened on the New Jersey shore, in the Catskill Mountains, and in other areas previously considered remote. (Photo courtesy of The Homestead.)

been owned by a number of individuals and corporations. The original property has been entirely reconstructed. A new 250-room building was added in 1913 and was expanded to 580 rooms in 1930. The Greenbrier was one of the first resorts to be classified as a five-star property—a rating it has continued to earn every year since.

The Balsams, Dixville Notch. In New England, another interesting resort property was developed in northern New Hampshire near the Canadian border. Named The Balsams, it was built in 1866 and was under continuing development up to the beginning of World War I. For over one hundred years, The Balsams has been considered one of the finest resorts in New England. Although the majority of the grand summer resorts of New England have long since closed because of their inability to operate profitably as summer-only ventures, The Balsams was able to convert to year-round operation successfully and is still considered a premier resort. In addition to its summer activities, The Balsams has excellent winter sports and has gained a reputation for its outstanding cuisine.

The Grand Hotel, Mackinac Island. Further west, in Michigan, there is a beautiful resort, the Grand Hotel, located on Mackinac Island in Lake Huron. No automobiles are permitted on the island, which makes this a unique resort. Transportation is by horse and carriage or bicycle, only. The hotel, billed as the largest summer hotel in the world, was first opened for business in 1887. It was a retreat for wealthy and famous people from Chicago and other nearby areas. Mackinac Island is only three miles long by two miles wide, and the hotel is situated to

▷ Henry Flagler, Resort Developer ◁
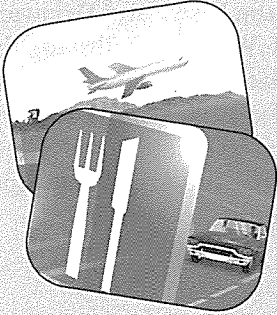
For most of the resort hotels of the nineteenth century, the railroad was the principal means of access. The close relationship between railroads and resort hotels can perhaps best be illustrated by examining the business career of Henry Flagler.

Flagler, who was a partner in John D. Rockefeller's Standard Oil Company, became wealthy and retired at the age of fifty-three. He went to Florida to relax in 1883, but like so many successful entrepreneurs before and since, he could not leave business behind. He was enchanted by the Florida climate and by its unspoiled beauty and decided to investigate the possibilities for profitable real estate development. In 1885, he began construction of the Ponce de Leon Hotel in St. Augustine, on the Atlantic coast of Florida. He planned that the hotel would cater to the wealthy but soon realized that it would be very difficult to attract the clientele he wanted because of the poor transportation in the area. He started to buy the small railroads in the region and eventually controlled most railroad service in the state.

With his control of an excellent transportation network, Flagler was able to build a number of fine resort hotels throughout Florida, including such well-known properties as the Palm Beach Hotel, the Royal Poinciana, and the original Breakers in Palm Beach.

provide guests with spectacular views of the lake. The Grand Hotel is still in operation and is still quite popular.

Railroad Networks

By the end of the nineteenth century, entrepreneurs in the United States had developed a network of rail lines for both passengers and freight that was second to none in the world. Today, it may be difficult to comprehend the importance and complexity of the rail system, most of which has vanished. For example, the Mount Washington Hotel in New Hampshire's White Mountains was easily accessible by rail from all major cities in the Northeast. Guests typically checked in for all or part of the summer, arriving by train with trunks full of their summer wardrobes. Today, although the hotel is still in operation, the passenger trains no longer come, and guests arrive by automobile and bus.

The passenger rail networks serving our resort areas—the Catskill Mountains, the New Jersey shore, and many others—are gone now, and the names of the railroad companies, once household words, are nearly forgotten. The Hudson River Railroad; the Ulster and Delaware River Railroad; the New York, Ontario, and Western Railroad; the Delaware and Hudson Canal Company Railroad; the Delaware, Lackawanna, and Western; these, and hundreds of others, with thousands of miles of track, are now just names for historians. But they were once lifelines for the guests and employees who made America's resort hotels the great successes they were in the nineteenth century.

▶ Restaurants in the 1800s

Restaurants in the United States are generally considered to have their origins in the ordinaries, inns, and taverns of colonial America. These older terms persisted through the seventeenth and eighteenth centuries. By the beginning of the nineteenth century, *ordinary* had all but disappeared as a synonym for inn or tavern. However, by this time we begin to see instances of a comparatively new term of French origin, restaurant, that was to become dominant. By the beginning of the nineteenth century, inns, taverns, and restaurants had become common in the major American cities and were thoroughly integrated into the fabric of American society.

Factors Affecting Restaurant Development

The development of the restaurant business in urban America is closely linked to the Industrial Revolution. By the early nineteenth century, two factors were beginning to have significant impact on the development of restaurants:

1. Manufacturing industries were expanding, creating a growing need for labor in cities and towns.
2. Agricultural methods and technology were improving, resulting in increased farm production on the one hand and less need for farm labor on the other.

Those who left rural America to seek jobs in urban areas faced the problem of locating living quarters, which became increasingly difficult as the urban population grew. The first apartment buildings did not appear until about 1880. Until that time, people lived either in pri-

vate homes, which were expensive, or in less expensive alternatives: rooms they rented in early hotels, in boarding houses, or in lodging houses. Boarding houses included meals in their rates. Some gave guests excellent meals, whereas others served food of very poor quality. Hotels and lodging (or rooming) houses did not provide meals, and residents typically had no access to cooking facilities. This led them to seek food in the various kinds of restaurants that developed in this period.

The Variety in City Restaurants

The vast majority of city restaurants tended to be very simple and plain, serving basic, inexpensive meals to those who needed them, such as factory and office workers, most of whom lived too far from their jobs to go home for their midday meals. Other regular customers were those who did not have facilities for meal preparation at home. After all, cooking stoves were first patented in America about 1815 and did not become common in home kitchens until about 1850.

In the last half of the nineteenth century, a wide variety of foodservice enterprises were to be found in America's growing cities: street vendors; lunch carts and lunch wagons; lunch rooms in office buildings; taverns, both common and elegant, offering "free lunch"; hotel dining rooms; ethnic restaurants in ethnic areas; sandwich shops; cheap restaurants, known as "five-cent houses," and others known as "fifteen-cent houses," which served a portion of hot meat with potatoes, pickles, bread and butter for that price—these and many others were common.

Oyster Houses. One of the most popular and inexpensive American foods of the period was the oyster, found in the Atlantic Ocean in large beds near the East Coast. Oysters appealed to people of all backgrounds and were as popular in their time as hamburgers have become in ours. They were very cheap, and the types of establishments that specialized in serving them were known by many names: oyster house, oyster cellar, oyster saloon, and oyster wagon were all common terms. People consumed them in vast numbers, to the extent that many of the oyster beds were depleted. As this occurred, the price of oysters rose, and they began to lose their popularity, except in a few superior establishments.

One of these was Ye Olde Original Oyster House in Boston, now known as Ye Olde Union Oyster House, which opened in 1826. It is one of the oldest continuously operating restaurants in America, with an

Ye Olde Union Oyster House, Boston, was established in 1826. Offering their patrons inexpensive fare, oyster houses were among the most popular restaurants on the East Coast in the 1800s. (Photo courtesy of Ye Olde Union Oyster House, Boston.)
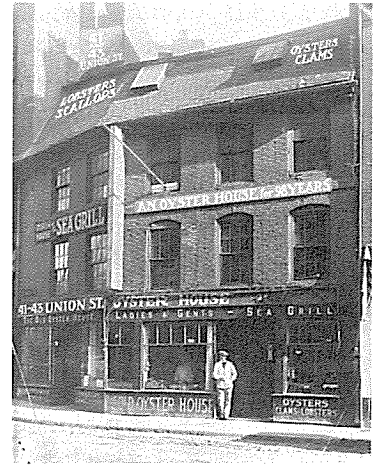
extensive menu that includes a large number of seafood entrees in addition to the oysters for which it is named. The semiprivate stalls, or booths, and the oyster bar itself are reported to be original furnishings.

Changing Service Techniques

One particularly important development in the nineteenth century was a change in the techniques of service. Until about 1830, hotels and boarding houses were serving **table d'hôte** meals (a term meaning a complete meal for one price), just as inns and taverns had done for generations. Meals were included in the room rate, and each meal was served at an appointed hour. Guests were seated at long tables preset with all the foods constituting the meal. Guests helped themselves from platters, bowls, tureens, and other serving dishes. Competition among diners for the choicest foods could be fierce, and entire meals were frequently consumed in ten minutes or less.

In hotels, a later and more civilized approach was to divide the meals into courses, which were served by waiters. Meals were still served at appointed hours and guests were still seated at long tables, but the earlier every-man-for-himself approach was eliminated. Waiters moving with military precision would serve each course to one guest at a time. The foods would typically be placed on sideboards to which waiters would go to select the items requested by each guest.

Later, the **European Plan** was introduced. Meals were not included in the room rate. Printed menus were offered, giving diners opportunities to select their foods. With this development, both fixed

hours for meals and long tables for guests began to disappear. Eventually, dining rooms were open for meals for periods of several hours, and guests would dine at hours they chose.

Cities Known for Numerous Fine Restaurants

By the last years of the nineteenth century, all of America's great cities were able to boast about the quality of the meals available in some of their restaurants. The cities with truly outstanding reputations for fine dining were San Francisco, New Orleans, and New York.

San Francisco. After the Gold Rush, the population of San Francisco grew dramatically, setting the conditions for equally dramatic growth in the restaurant industry. Within a very few years, San Francisco was noted for its variety of fine restaurants, including Lazzuro's (Italian), Manning's (oyster house), The Mint (southern), Zinkand's (German), and Jacques' (French).

New Orleans. In New Orleans, one of the fine old establishments is Antoine's, which opened in 1840. Known for its superior seafood specialties, Antoine's is owned and operated by the family of the original owner, Antoine Alciatore, an immigrant from Marseilles, France. Other popular establishments included Moreau's, Begue's, Les Quatre Saisons, and Le Pelerin.

New York. Perhaps the most important American city for fine dining throughout the nineteenth century was New York, which took pride in its many restaurants. The list was long and varied, and included such famous names as Taylor's, Sherry's, Rector's, and von Mehlbach's—an establishment opened in 1842 that changed its name to Luchow's in 1882. It operated under von Mehlbach's name until it was purchased by a young, industrious waiter named August Luchow, who had immigrated from Hanover, Germany, a few years earlier.

Delmonico's. Perhaps the most famous, and certainly the most interesting, of New York's restaurants was Delmonico's, originally located on William Street, in lower Manhattan, near Wall Street. Delmonico's opened as a simple coffee and pastry shop in 1827 and grew to be a vast restaurant and private catering establishment. Reportedly the best and most expensive restaurant in the country, it was operated for several generations by members of the Delmonico family. As the commercial center of the growing city continued to move, the owners

of Delmonico's kept pace by changing the location of the restaurant. In 1897, Delmonico's made its last move, to Fifth Avenue and Forty-fourth Street, where it prospered for many years. Eventually, surviving members of the family grew tired of the restaurant business, and Delmonico's closed forever in 1923.

Delmonico's was the first restaurant to print its menu in both French and English. It boasted an unusually long menu: 327 items, each of which was available every day, assuming that the necessary supplies could be purchased. Delmonico's also played a role in the emancipation of women: it provided both rooms and food in an acceptable social setting for luncheon meetings of organizations of prominent women, thus enabling women to appear unescorted in a public restaurant for the first time.

The Earliest American Restaurant Chains

A particularly interesting chain of restaurants was started along the southwestern route of the Atchison, Topeka, and Santa Fe Railroad in 1876 by an immigrant from England named Fred Harvey. He had extensive experience in foodservice and as a railroad mail clerk. He had observed the poor food and terrible service provided for railroad passengers traveling to the west, and he devised a system to improve it.

Under contract with the railroad, he established restaurants at stations for passenger dining. Railroad personnel were trained to distribute menus to passengers, record their selections, and inform the restaurant staff of these selections before the train reached the station. This was accomplished by means of a complex system of whistle signals. Meals were cooked to order and were nearly ready for passengers when trains reached the stations. They were served quickly and efficiently by waitresses who became known as Harvey Girls. The delays resulting from passenger dining were kept to an absolute minimum. Harvey's standards were high, and the meals were considered excellent. They were also inexpensive—because Harvey was not charged by the Atchison, Topeka, and Santa Fe for shipping his food supplies by rail.

The first restaurant in the Harvey chain was opened in Topeka, Kansas in 1876. By 1883, he owned a total of seventeen restaurants and hotels. Among Harvey's contributions to the growth of chain restaurants were centrally developed menus, identical uniforms for all waitresses in the organization, a central commissary, and strict quality control.

Another interesting chain grew from a single restaurant in New York City operated by William and Samuel Childs, called Childs'

Restaurant. By 1898, the Childs brothers were successfully operating nine restaurants in the city. That year, they introduced a new concept in restaurant dining: the "cafeteria." Customers were able to select foods from long counters, place their selections on trays, and pay for the foods at the end of the counter. This was a great success, and was widely imitated by foodservice operators across the nation, including Horn & Hardart, Bickford's, and a number of others.

Restaurants in Hotels

Perhaps the most important restaurants in the United States during the 1800s were not the independent, individually owned establishments, but those restaurants located in the principal hotels of major American cities. Because these hotels could afford to hire the finest chefs from Europe and because they were the social centers of their cities, where the elite entertained, the food service available in these establishments eclipsed that available in most private restaurants. For example, the Parker House in Boston had an unsurpassed reputation for fine food. The owner, Harvey Parker, paid the chef $5,000 per year when a good chef could be hired for less than $500.

The Waldorf-Astoria was known internationally for its excellent cuisine. In fact, at one period in its history, the original Waldorf-Astoria was better known for its exceptional food than for its fine accommodations. Foodservice has been supervised by some of the best people in the field. The Waldorf-Astoria was the setting for Oscar Tschirky, known worldwide simply as Oscar of the Waldorf, to cater brilliantly for many years to the wealthy and famous personalities who frequented the hotel.

Another hotel noted as much for its haute cuisine as for its grandeur was the Palace Hotel in San Francisco. The Palace maintained a staff of 150 waiters, and management claimed that the Palace chefs could prepare the national dishes of any country in the world, without exception, in the manner of chefs of that country. And on many occasions, they proved that they could.

▶ Summary

In the first section of this chapter, the historical development of the hospitality industry is explored, from the earliest civilizations in the Middle East, through Egypt, Greece, Rome, and western Europe, with special attention to developments in England from the fifteenth to the

late nineteenth centuries. Economic links between hospitality and several other industries are described, and improvements in methods of transportation and the economic development of population centers are illustrated. Various types of early hospitality enterprises are described, along with the principal characteristics of the establishments and their owners. The growth of the industry through the Fall of Rome, the role of the church in providing hospitality services during the Dark Ages, and the importance of several social and economic phenomena in the rebirth of the hospitality industry during the Renaissance are traced. Finally, various elements that fostered dynamic change in the industry during the early modern period are illustrated, including the development of road networks, stagecoaches, postal networks, the reinvention of the restaurant in eighteenth-century France, and the extension of English common law to the business of innkeeping. The growth of the hospitality business in the Industrial Era is described, and the invention of the steam engine, the development of railroad networks, and the acceptance of dining out by the public at large are cited as principal determinants of the industry's development.

In the second section of this chapter, the earliest types of hospitality establishments in America are identified and described. The impact of railroads and railroad travel in the nineteenth century on the hospitality industry in general and on city hotels and resort hotels in particular is examined in detail. Significant hotels of the nineteenth century are identified, and the characteristics that made them unique described. These include hotels that were erected in major cities, such as New York, Chicago, Boston, and San Fransisco, as well as major resort hotels in various locations in the East and Midwest. The ever-present problem of hotel fires is also discussed. Various economic and social conditions that fostered the growth of the foodservice industry are listed and described, and a variety of types of foodservice establishments common in the period are named. In addition, the following individuals are identified and their principal contributions to the hospitality industry enumerated: Samuel Coles; Samuel Fraunces; Isaiah Rogers; Harvey Parker; Henry Flagler; and Fred Harvey.

▶ Key Terms

Caravanserai	Grand Tour
Cafe	Ordinary
Coaching Inns	Palaces of the Public
Empire Era	Post-house
European Plan	Table d'hôte
Feudalism	Traiteurs

Questions

1. The history of the hospitality industry is tied closely to the development of transportation. Explain.

2. What contributions did the Sumerians make to the development of the hospitality and travel industries?

3. What kinds of establishments were probably the first hospitality businesses?

4. What were the characteristics of a typical inn of the year 2000 B.C.?

5. Identify one important contribution of ancient Egypt to the development of the hospitality industry.

6. What were the two most important contributions of ancient Greece to the development of travel?

7. Were ancient Greek inns generally clean and well-run? How good were their restaurants?

8. Of what significance was the ancient Roman road system to the development of travel?

9. Some Roman inns were clean and offered excellent accommodations to one special group of travelers. Explain.

10. Why did the business of innkeeping virtually disappear during the period lasting from A.D. 476 to 1300? Where did travelers stay?

11. What was the "Grand Tour?"

12. What impact did an A.D. 1539 act of the English parliament have on the innkeeping business of that era?

13. During which period in European history did the stagecoach become a common method of transportation? What effect did this have on innkeeping development?

14. When and where did public restaurants first become common? What caused them to increase in numbers?

15. How did the invention of the railroad and the development of railroad networks affect the development of the hospitality industry?

16. Why did the Industrial Revolution increase the number of inns in Europe?

17. Define the term *ordinary.* What was the role of an ordinary in the life of a seventeenth-century community?

18. What difference was there between the status of the early American innkeeper and that of his counterpart in Europe?

19. Discuss the role of Samuel Fraunces and his tavern during the Revolutionary War.

20. Hotels in the United States have always been considered "Palaces of the Public." Explain.

21. What was the first purpose-built hotel structure in the United States? Where was it located and when was it built?

22. Name the property that is considered to be America's first luxury hotel. Where was it located? When was it built? List five features that made it an outstanding hotel for its time.

23. Name the New York hotel designed and built to rival the luxury of the Tremont. Who designed it? How was it illuminated?

24. Why were none of the hotels built in the early nineteenth century above five floors in height?

25. The period between 1830 and 1860 was one in which more new hotels were opened in America than at any other time until the 1920s. Why?

26. What characteristics of the hotels built before the Civil War made fire an ever-present danger?

27. What was the impact of railroad development on Chicago in the twenty-five year period between 1835 and 1860?

28. What characteristics of the Palace Hotel, San Francisco, and the Brown Palace, Denver, led to their being known as "grand" hotels?

29. Why were railroads important to the development of the resort hotel industry?

30. How does the career of Henry Flagler illustrate the close relationship that developed between railroads and the resort hotels in the nineteenth century?

31. Describe early nineteenth-century changes in agriculture and manufacturing that set the stage for significant growth in the restaurant industry.

32. Discuss the role of boarding houses and lodging houses in the development of the foodservice industry from 1800 to the start of the Civil War.

33. List six types of foodservice establishments found in major American cities in the period after the Civil War.

34. Which three American cities were reputed to have the best restaurants in the late nineteenth century? List the names of three restaurants in each city during this period.

35. Which restaurant had the reputation of being the finest restaurant in the United States in the late nineteenth century? Why?

36. What were the contributions of Fred Harvey to the development of the restaurant industry in America?

37. Why were the grand hotels in nineteenth-century America able to develop reputations for providing food and service of a quality exceeding that available elsewhere in major American cities at the time?

38. What distinguished the foodservice operation of San Francisco's Palace Hotel from that of other American hotels of the late nineteenth century?

Moments of Truth

1. You are assistant to the president of an international hotel chain. The president is interested in expanding its operations into more countries and is considering several of the less developed countries in Africa. You have been assigned the task of researching these countries and reporting to him on their potential for travel and tourism. Based on the knowledge you have gained from reading this chapter, what are the most important topics to research about any country you might consider?

2. You have been discussing career opportunities with a friend and have told him you are currently taking a course in hospitality that includes a sizable amount of history of the industry. He tells you that you are wasting your time studying history because it will be of no use to you in your career. How do you respond to this argument?