Preface

As hospitality educators, we know that hospitality is one of the fastest growing and most dynamic industries in the world. The hospitality industry, including but not limited to hotels, restaurants, and meeting venues, is growing exponentially. Undoubtedly, the hospitality industry plays an increasingly indispensable role in the global economy and is projected to increase tremendously annually.

We can feel the significant growth and the vitality of tourism and hospitality industry, especially in Asia Pacific and China. As the second largest economy in the world, China is one of the most popular destinations for international hotel chains and investors. China’s tourism industry has witnessed a phenomenal growth in its hotel sector since the first wave of inbound tourists was welcomed decades ago. Meanwhile, several years of economic growth have led to a tremendous increase in the popularity of outbound travel from China, and while signs are that the massive rates of growth seen in recent years may not be repeated in 2014, it is still expected to see substantial increases in outbound travel. By 2018, the number of annual outbound travelers is expected to reach 122.5 million. In addition to this, the tourism market is also boosted by high levels of domestic travel within the country’s extensive borders (China Tourism Report, 2014). As one of the successful hotel chains in China, Hilton Worldwide first entered China in 1988 with the opening of Hilton Shanghai. Today, Hilton Worldwide has 27 hotels operating in China and 85 hotels in its pipeline. The company plans to have 100 properties in China within five years. To better accommodate the Chinese guests, the hotels use recipes for traditional Chinese breakfast items from chefs in hotels in China, as well as in hotels across the globe as part of the Hilton Huanying program (King, 2011).

The significant growth of hospitality and tourism is also seen in other places in the world because of the development of the economy over the recent decades. In Thailand, inbound and outbound travel are forecast to increase over the years to 2018, and a range of international developers continue to invest in this popular Asia Pacific destination (Thailand Tourism Report, 2014). In India, the total market size of the tourism and hospitality sector is US$117.7 billion and is estimated to be US$ 418.9 by 2022. The foreign direct investment in the hotel and tourism sector is US$ 6.75 billion from April 2000 to July 2013 (Musunuri & Bharwani, 2014).

However, besides the optimism of the hospitality industry, we are also cognizant of the challenges that the hospitality industry is facing in the new century. For example, when economic times are good, people have more disposable income, which can be devoted to travel. When the economy fluctuates, the impact will also be shown in the hospitality industry; for example, the anti-corruption campaign launched by Chinese government has had noticeably negative impacts on the hospitality and catering industry in China.
Moreover, the industry still has a shortage of qualified and experienced professionals. Established, full-service restaurants, hotels, resorts, clubs, catering operations, contract food services, and healthcare facilities are all looking for educated, qualified young hospitality professionals. In China, Chinese government policy initiatives, rapid economic growth, and recent events, such as the 2008 Beijing Olympics and the 2010 Shanghai Expo, have helped China’s tourism industry expand rapidly in recent years. Despite adding many new employees in this fast-paced sector, foreign hospitality and tourism companies in China continue to face a shortage of skilled workers. Meanwhile, few educational institutions in China focus on hospitality and tourism. As China’s hospitality and tourism industry has grown, the demand for qualified workers has increased as well. In the next few years, the hospitality and tourism industry will become one of the largest employers in China (Wolfington & Wolfington, 2012). In addition, the hospitality and tourism industry in China has the potential to create rewarding, higher-paying jobs with opportunities for upward mobility. Like many other sectors in China, the tourism and hospitality industry also struggles with employee turnover. Some anecdotal evidence suggests that turnover among hotel workers can be as high as 40 percent per year (Wolfington & Wolfington, 2012). Therefore, overall, the fast growth of hospitality and tourism provides great opportunities for people in the hospitality education seeking exciting challenges and long-term careers in 21st century. As a hospitality educator, I have heard that the career office in our college complained that the students were not proactive in their job-hunting since it was not difficult for them to get job offers before they graduated.

As hospitality educators, we realized the lack of the qualified and talented professionals in the field and want to do something to remedy the situation. Born out of a successful partnership between Les Roches—with its 60 years of Swiss experience in fostering top-level managers for the hospitality industry—and Jin Jiang—the largest hotel management group in China—our college, Les Roches Jin Jiang (LRJJ), opened its doors 10 years ago. Since then, we have welcomed over 1700 students from all over the world. For all of them, LRJJ has been a life-changing opportunity that took them far in their professional journey. We pioneered hospitality education in China then and continue today to be No. 1.

Like the educators in other fields, we are often faced with the significant task of imparting both knowledge and skills to the young adults who are determined to be young hotel professionals. Obviously, it is not a simple or trivial task. We spend our time as well as energy in dedicating ourselves to our students and experimenting with various pedagogical approaches in order to accomplish this goal. Inevitably, there are challenges and difficulties during the process when we are helping students turn their passions into rewarding careers. For instance, nowadays, international hotel chains have aggressively expanded their operations into China. Some of the major international chains include InterContinental Hotels, Marriott International, Accor, Starwood Hotels and Resorts, Best Western International, Hilton International, and Hyatt Corporation (Aliouche & Schlentrich, 2011). However, many U.S. companies indicate that college graduates in China are poorly prepared for the job and there is a mismatch of skills they learned from school (American Business in China White Paper, 2011). This issue is confirmed by luxury hotel properties in China that there is the lack of qualified professionals (Ferreira & Alon, 2008). This could impact the ability of American companies to invest in new facilities and generate new revenue from their China operations (American Business in China White Paper, 2011). Hospitality schools are supposed to be highly vocation-oriented; students can hardly develop a clear vision of their future career without practical work-integrated learning. Moreover, students can hardly be motivated by attending monotonous lectures in the classroom, such as face-to-face lecture or one-size-fits-all classroom experience.

On the other hand, only practical experience alone is suitable to meet the emerging requirements of this industry, and hospitality education plays a critical role to provide qualified professionals to the
hospitality field. In our college, our industry-focused programs are delivered in English and designed to lead students through the numerous facets of hospitality by developing their operational, administrative, and managerial expertise. We achieve this careful balance by interlocking academic and craft-based learning. Student learning is divided into three components, classroom learning, craft-based learning, and internship. Classroom Learning is an essential component of all programs, where students learn important business management theory. Craft-Based Learning is learning from experience through a combination of classroom learning and learning outside of the traditional class environment. Internship is real life experience, the opportunity to apply the knowledge obtained during academic semesters, and to develop a work ethos and the professional attitude required by the industry. As we are learning from the world’s top hospitality college, we have also found that there are similarities among the most prominent hospitality management colleges, and one of the most important similarities is the effective and successful combination of classroom learning, craft-based learning, and internship.

The concept of this particular book was born out of a serendipitous but significant conversation between Jiuguang Feng and Dr. Sacha Stocklin (The first editor and the second editor of the book). While sitting on a bus after a hotel visit trip, we discussed our passions on hospitality education and wanted to create a book that epitomizes the dynamics and vitalities of the hospitality industry and the hospitality education in the 21st century. During the conversation, we decided to create a book of hospitality and hospitality education for senior personnel in hospitality field, international and national official tourism bodies and other organizations, hospitality colleges, and other higher education institutions. The expected audience will use this book as a guide and a reference for hospitality education and training as well as the new trend for hospitality management. It is not a simple textbook for one particular subject or subjects in hospitality education, but we hope that it will serve as best reading materials for hospitality educators, managers, and young talents as well.

The book is organized into 13 chapters. A brief description of each of the chapters follows:

Chapter 1, “Trends in Hospitality and the Leisure Industry: How Social Welfare and Spending Power Influence Holiday Trends,” by Liesbeth van der Linden, identifies the existing trends in tourism and hospitality in the new century. In particular, the chapter identifies the six trends, sustainability in hospitality, glamping, wellness tourism and medical tourism, adjustment of the hospitality to the Chinese traveler, technology, and extreme experiences, and demonstrates the trends with vivid examples. It also identifies the importance of a trend’s life circle and proposes recommendations of how tourism and hospitality can adjust and improve to accommodate the trends.

Chapter 2, “The Next Generation of Leaders: Women in Global Leaderships in Hotel Management Industry,” by Ben Tran, explores the phenomenon of female leaders in today’s hotel management industry. The chapter addresses two specific stereotypes about female leaders. The first stereotype includes the glass ceiling, the glass cliff, the glass border, and the pink collar ghetto, or patterns of employment ghettos, and the second one includes the three persistent myths regarding female leaders in the hotel management industry.

Chapter 3, “Root Causes of New Hotel Opening Delays in China,” by Gert Noordzuy and Richard Whitfield, reviews the delays of new hotel openings in China, the vital growth market for the entire hotel industry, and examines the causes for these setbacks for major international hotel companies. By using a Causal Chain Analysis on data that were acquired from over 80 interviews with hotel management professionals in 2009, it is revealed that an overwhelming general lack of understanding of project management methodologies, concepts, and structures is behind the troubles. Thus, recommendations are made to avoid the setbacks and ensure a healthy growth.
Chapter 4, “The Application and Implementation of Six Sigma in the Hospitality Industry,” by Peter Alatsas and Ekaterina Vlad, reviews Six Sigma, a popular business performance improvement methodology used in modern organizations to improve customer satisfaction and productivity. The authors specifically focus on Starwood Hotels and Resorts, the first company in the hotel sector to adopt this system organization-wide in January 2001. This study reveals how Six Sigma can assist managers in improving performance in three main areas: customer service, product quality, and the quality of decision making from improving organization-wide processes.

Chapter 5, “Building Capacity by Managing a Mission,” by Sacha Stocklin, explains how a mission can be used and managed to build capacity within an organization. It reveals that an organization’s mission statement is an effective tool only if it has an inspiring purpose that is understood by the whole community, and the mission statement needs to be properly managed to ensure that the whole community of an organization feels or senses the words expressed in the statement in its daily life at work.

Chapter 6, “Project Management of New Hotel Openings,” by Gert Noordzy and Richard Whitfield, presents a detailed analysis of effective project management in hospitality by summarizing the key concepts in project management, which include the nature of projects, project-specific planning methods, risks involved in successfully completing project, and the sources of further information on becoming a successful project manager or researcher.

Chapter 7, “The Role of Human Resources in Hotels in China,” by Jenny Chen, addresses the issues of the roles of human resources in hotels, with particular reference to international hotels in China. Human resources has to be resourceful, creative, and proactive enough as a business partner.

Chapter 8, “Exceeding Guest Expectations: An Overview of the Best Practices in the Hospitality Industry,” by Marius Vlad, examines the issues of offering the best service and creating brand loyalty. The author systematically reviews the different practices used by worldwide hotel chains to ensure they exceed their guests’ expectations and reveals the knowledge about how to act in order to engage with guests.

Chapter 9, “Craft-Based Learning: A Practical and Theoretical Guidance for Teaching and Training in Hospitality Education,” by Gamal El Fakhîh Rodríguez, discusses the aspects of CBL (Craft-Based Learning) and describes in detail Les Roches’s approach to practical training. This chapter aims to set the foundations for better balancing the needs of students and industry through designing an effective learning structure in the practical program.

Chapter 10, “Evaluation Guide for the Institutional Academic Management of an Educational Hospitality Program Based on the Soft System Methodology (SSM),” by Edgar Oliver Cardoso Espinosa, María Trinidad Cerecedo Mercado, and José Roberto Ramos Mendoza, examines the Soft Systems Methodology (SSM) as an alternative that is oriented to analyzing the subject of the study in situations with a high level of human involvement. The chapter also focuses on a proposed evaluation guide on the academic and administrative management of institutions that educate in the field of hospitality.

Chapter 11, “Work Integrated Learning in Higher Education Hospitality Courses,” by Rajka Presbury, highlights the case that work integrated learning is important and can result in many positive outcomes. Meanwhile, it is important to note that the individual student’s personal qualities, attributes, and experiences cannot be overstated. Focusing on a holistic program that combines academics, practical skills, and graduate attributes is an approach well worth pursuing.

Chapter 12, “Hospitality and Business English Teaching Reform: In Search of Quality Communication and Professional Excellence,” by Chen Jixuan, Zhao Xialing, and Xu Yating, presents the theoretical and practical guidelines concerning Hospitality and Business English (HBE) education of Beijing
Hospitality Institute (BHI) in the HBE teaching and learning reform program. The findings of this study revealed that the ongoing reform has turned out to be in the right direction, which is to meet the specific needs of the hospitality industry.

Chapter 13, “Identity and E-Learning,” by Narelle Borzi, examines the issue that educators face strategic decisions about how and when they integrate technology into their programs and they need to fully understand what happens within these spaces—to the learners and to learning—in order to ensure the quality of learning and the learning systems.

Overall, Educational Strategies for the Next Generation of Leaders in Hotel Management is a collection of topics addressing the future trends of hospitality and hospitality education. The international team of contributors represents a wide range of interests involved in hospitality and hospitality education. Broadly speaking, this book analyses the development trend of hospitality from a global perspective, the management of hospitality education, and a theoretical and practical guidance for hospitality education, which includes hospitality English, practical training, and human resources, etc. It is suitable for senior personnel in the hospitality field, international and national official tourism bodies and other organizations, hospitality colleges, and other higher education institutions, and they will use it as the best reading material and reference for hospitality training and hotel management.

It is our sincere hope that the book will be truly helpful to those who are yearning to know more about hospitality and hospitality education in the context of 21st century. We foresee that as new generations of learners enter schools and universities, more and more students will choose hospitality. Works such as this volume will serve as a foundation to the next generation of hospitality educators, hotel managers, and hospitality students, who share the same passion about hospitality and similar visions of their long-term career goals.

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REFERENCES


