

12-1998

The Hotel Inter-Continental New Orleans

Su Jung Shin
University of New Orleans

Follow this and additional works at: https://scholarworks.uno.edu/aa_rpts

Recommended Citation

Shin, Su Jung, "The Hotel Inter-Continental New Orleans" (1998). *Arts Administration Master's Reports*. 37.

https://scholarworks.uno.edu/aa_rpts/37

This Master's Report is protected by copyright and/or related rights. It has been brought to you by ScholarWorks@UNO with permission from the rights-holder(s). You are free to use this Master's Report in any way that is permitted by the copyright and related rights legislation that applies to your use. For other uses you need to obtain permission from the rights-holder(s) directly, unless additional rights are indicated by a Creative Commons license in the record and/or on the work itself.

This Master's Report has been accepted for inclusion in Arts Administration Master's Reports by an authorized administrator of ScholarWorks@UNO. For more information, please contact scholarworks@uno.edu.

The Hotel Inter-Continental New Orleans

An Internship Report

Submitted to the Graduate School Faculty of the
University of New Orleans

In Partial Fulfillment of the
Requirements for the Degree of
Master of Arts
in
Arts Administration

by

Su Jung Shin

B.A., Chonbuk National University, 1992

December 1998

LA. COL.
MASTERS
REPORT
1998
.S474

TABLE OF CONTENTS

Abstract

Chapter 1: Profile of organization 1

Description of Property

Mission Statement

Objectives

Marketing

Human Resource Management

Financial Management

Chapter 2: Overview of the Hospitality Industry 14

Economic Impact

Occupancy Rates

New and Unique Development

Chapter 3: Description of Internship 20

Front Office Operation

Reservations

Front Desk

Guest Relations

Chapter 4: Operational Problems and Problem Solving	26
State the Problem and Desired Outcome	
Describe the Symptoms	
Verify the Symptoms	
Identify all Critical area of Concern	
Develop Critical Principles and Standards	
Compare Principles and Standards with Actual Situation	
Use Violated Principles and Standards	
Test Solution	
Chapter 5: Short- and Long-Term Effect	33
The Short Term Contribution to the Hotel	
The Long Term Contribution to the Hotel	
Appendix 1: Department Descriptions	36
Appendix 2: Front Office Organizational Chart	40
Appendix 3: Compliment Letters	42
Appendix 4: Employee Consultation Form	46
Appendix 5: Group Rooms Reservation Sheet	48
Appendix 6: Goals Program	55

Appendix 7: Hotel Reports	61
Daily Report	
Front Office Statistics	
Department Profit and Loss Statement	
Operating Statistics	
Market Segment	
Appendix 8: Leisure Option Survey Form	73
Appendix 9: Six Continents Club Status and Productivity Report	87
Appendix 10: Club Floor Rooms and Suites Standard Amenities	90
Bibliography	92
Vita	93

ABSTRACT

This report seeks to examine the organization in which this writer performed an internship as partial fulfillment for the Master of Arts in Arts Administration degree granted by the University of New Orleans. Although performed in a for-profit making rather than nonprofit setting, this internship, performed at the Hotel Inter-Continental, makes a valuable contribution to my professional career.

The internship began January 23, 1998 and ended on November 13, 1998. The reason this writer chose to perform the internship at a hospitality lodging facility was to gain experience in VIP relations, managerial planning and controlling, and overview of hospitality industry. The internship was largely successful, as the writer gained the anticipated experience while making a significant contribution to the ongoing operations of the Hotel Inter-Continental. The writer is currently employed as a full-time employee as the Assistant Guest Relations Manager.

CHAPTER 1
PROFILE OF ORGANIZATION
(THE HOTEL INTER-CONTINENTAL)

INTER-CONTINENTAL HOTELS CORPORATION.

Inter-Continental Hotels Corporation is owned by Bass PLC which is a leading leisure group operating in hotels, leisure retailing and branded drinks. Now, Inter-Continental is operated as part of Bass's hotel division, Holiday Hospitality Corporation. Bass PLC is a UK listed company which has developed leading business position in the following three major industries.

- Holiday Hospitality is a leading global hotel company whose brands include Holiday Inn, Holiday Inn Express, Crowne Plaza and Staybridge Suites by Holiday Inn. It operates or franchises more than 2,400 hotels and 390,000 guestrooms in over 60 countries.
- In leisure retailing, Bass has a network of pubs and bowling centers. Bass Taverns operates 2,500 managed pubs, including brands such as Vintage Inns, Harvester, Toby, All Bar One, It's A Scream and O'Neill's.
- Bass Brewers is one of the major UK brewers of branded drinks including Carling, Tennent's, Worthington, Caffrey's, Bass and Hooper's Hooch. Britvic Soft Drink is one of the leading producers of branded soft drinks

with brands such as Tango, Robinsons and Pepsi.

Inter-Continental is one of the most geographically diverse of all global hotel companies operating in more countries than any other major upscale hotel chain. The business consists of 187 hotels with 65,000 rooms in 69 countries. The main brand is Inter-Continental (117 hotels), with some 44,000 rooms, which in Bass's view, is the leading brand in the global upscale market. Inter-Continental has also developed a mid-scale brand, Forum, which currently consists of 20 hotels. The remaining 50 hotels are Global Partner hotels and independent hotels which have a joint marketing agreement with Inter-Continental. There are a further 24 hotels in the pipeline which are expected to join the system, the majority of which will be branded Inter-Continental. Inter-Continental owns or has lengthy leases on 22 of the 187 hotels.

Over the years, the company has achieved a reputation for personalized service, luxury product and geographic scope, making it a recognized name among international business and leisure travelers.

The Inter-Continental Hotels and Resorts is guided by the following corporate mission:

VISION OF INTER-CONTINENTAL HOTELS AND RESORTS

To be the leading global hospitality and travel group serving the world community.

- To exceed consistently the customers' expectations through quality and innovation.
- To create an environment for employees that provides challenging and rewarding opportunities for promotion and personal growth.
- To enhance the value of partnership for our hotel owners.

HOTEL INTER-CONTINENTAL NEW ORLEANS

Description of the Property

Developed with Pan American Life Insurance, the Inter-Continental New Orleans opened in 1983 as part of IHC's plans to expand in the United States. The property is owned by Pan American Life Insurance and managed by Inter Continental Hotels Corporation.

The Hotel Inter-Continental New Orleans is situated on the St. Charles streetcar line and is within walking distance of the French Quarter, Louisiana

Superdome, and Morial Convention Center as well as major shopping and entertainment attractions.

The property has 482 guestrooms, which are categorized into standard room, superior room, deluxe room, business room, club floor room, junior suite and theme suite. Each guest room features a dressing alcove with mini-television, a built-in hairdryer and telephone extension in the bathroom. All rooms are equipped with voice mail, cable TV and movie channel, coffee maker and mini bar. The business rooms are fitted with modems and specially designed writing desks. The Club Lounge that serves continental breakfast in the morning and hors d'oeuvres in the evening is located on the Club Inter-Continental floor. Twenty-four hour room service and same-day laundry and valet service are standard conveniences for all guests. The health club and outdoor pool are on the top floor.

The Hotel has one full-service restaurant, a pub, a lounge and a deli. The Veranda restaurant offers three meals daily and Sunday Champagne Jazz Brunch. Pete's Pub is a popular spot for lunch and after-work cocktails. The SweetCar deli serves breakfast pastries, fresh homemade pies, cookies and cakes. The Lobby Lounge overlooks historic St. Charles Avenue and guests are entertained by jazz musicians every night.

The Hotel also offers 28 meeting rooms consisting of over 34,000 square feet of conference and banquet space. The Pan American Life Center, located in the Pan-American Life Insurance building, has a 252-seat amphitheater. There are another nine rooms on the same floor for smaller meetings. The Inter-Continental Conference Center is located on the atrium level of the Hotel and offers seven meeting rooms. The Hotel offers a complete inventory of audio and visual equipment services. There are also technicians on staff to assist meeting planners.

The mission statement and objectives for Hotel Inter-Continental New Orleans are as follows:

OUR MISSION STATEMENT:

To satisfy the customers,
both internal and external,
at a profit.

OBJECTIVE OF THE HOTEL INTER-CONTINENTAL:

To execute the guiding principles of customers come first.

- Customer Focus: Always be courteous & attentive. Anticipate your guests needs.
- Communication: Listen actively, ask questions, and use positive body

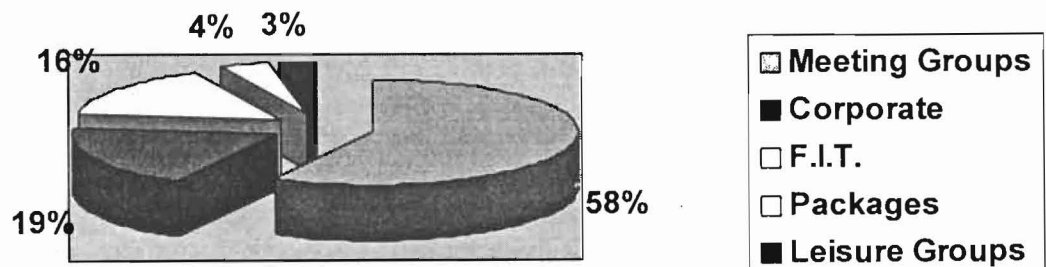
language.

- Empowerment and involvement of every member of the staff: Meet the need and follow-up.
- Innovation: Be resourceful. There is always more than one way.
- Continuous quality improvement: Always strive to be simply the best!
- Cost Effectiveness/Profitability: Do it right the first time.

Marketing

The property's target market is illustrated in the following chart:

Revenue Share of Different Market Segments



These five segments are categorized into two broad segments:

individuals and groups. The frequent individual traveler (F.I.T), corporations

and packages come under the individual segment while the meeting and leisure groups come under the group segment. The meeting groups sub-segment alone, which includes corporations, associations, incentives and trade fairs/exhibitions, made a total of \$9 million in 1997. This figure indicates that meeting attendees and visitors are the property's main customers. This fact does not come as a surprise because New Orleans as a city is marketing itself as a convention city.

Marriott, Sheraton, Westin and Hilton are direct competitors of the Hotel. The Hotel Inter-Continental's strength lies in its reputation as a global chain and as the only hotel in New Orleans that has received a four-diamond rating. The property is also strategically located within the Central Business District and within walking distance of major commercial buildings.

Human Resource Management

The property employs 382 part-time and full time employees and approximately 100 casuals. There are 37 supervisory and managerial personnel. In compliance with the Equal Employment Act, the employees are demographically diverse. The minimum wage rate for an entry position is \$5.50 per hour, and the higher end of the wage scale is \$8.00 per hour. Employees are compensated according to seniority.

The goal of the Human Resource Department is to offer a strong benefit structure to retain employees. According to the Human Resource Director, Ms. Alice Frasier, employees' benefits account for approximately 38% to 42% of the property's revenue. Employees are offered four comprehensive benefit plans. These plans are:

- Retirement
- Capital Accumulation
- Master Group Health
- Group Life Insurance.

Other benefits that are available to all employees include the following.

- Free employee meals at the Employees' Dining Room.
- 100% complimentary room accommodations at all Inter-Continental Hotels.
25% savings on food and beverage purchases.
- Uniforms are cleaned free of charge. 50% off personal cleaning services.
- Louisiana USA Federal Credit Union membership is available at a \$10 membership fees.
- Employees may earn \$100 for each applicant referred, hired, and remaining employed for six months.

Benefits that are available to all full-time employees are as follows.

- After one year of employment, employees are entitled to tuition

reimbursement for pre-paid, pre-approved, job related courses.

- After 90 days of employment employees are entitled to 8 days of paid holidays.
- Employees are entitled to two weeks of vacation after one year of employment, three weeks after five years, and four weeks after twelve years.
- After one year of employment, employees may take up to sixty days of unpaid leave subject to department head approval.
- Employees are compensated for jury duty.
- Employees are granted bereavement benefit of three days paid leave.

Frasier revealed that the Hotel Inter-Continental maintains a property-wide turnover rate of hourly staff at approximately 50% per year. The Housekeeping Department alone accounts for 100% turnover per year. National annual turnover rate is 250 %. Management personnel movement is stable and any turnover is due to promotions or company transfer. External recruitment is done through newspaper and schools. Internal recruitment, mainly word-of-mouth through present employees, is the most effective means of recruitment. Although it is not a human resource problem now, “using current employees as referral sources can create legal concerns” (Mathis and Jackson, 1977, 225). An organization composed primarily of non-protected

class individuals presumably would refer more of the same for consideration as employees. This under-representation of protected class individuals is considered a violation of Title VII of the Civil Rights Act.

All new employees go through a one and a half-day training program conducted by the Human Resource Manager. These orientation sessions help create a positive impression of the Hotel and ease the new employees into the new work environment. At the department level, new employees receive on-the-job training by department trainers. Department trainers are responsible for submitting monthly training report to the Human Resource Department.

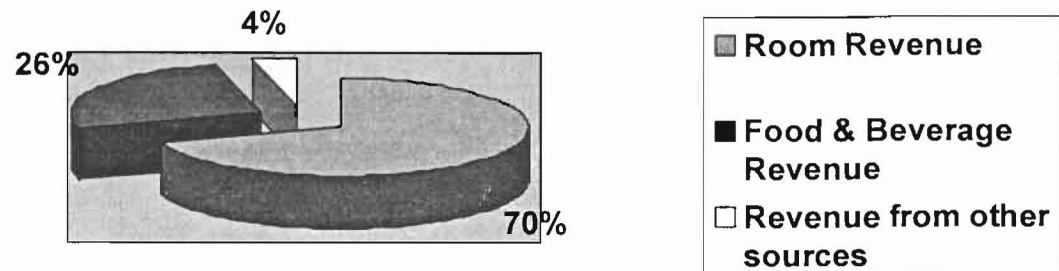
Hourly employees are appraised yearly on six characteristics: attitude, knowledge of job, quality of work, productivity, absenteeism and tardiness, safety awareness, and major job duties. Areas of additional training and employees comments are included in the review. Employees in supervisory positions are evaluated according to four criteria: approach, managing people, customers, and standards. Employees in managerial positions are evaluated according to six criteria: duties and responsibilities, management skills, self appraisal, career development, education and training plan, and general comments on sensitive issues. Management appraisal emphasizes two-way communication between the managers and their superiors.

Financial Management

The Hotel's total revenue for 1997 was \$24.5 million. Income before fixed charge (I.B.F.C.) was \$6.9 million. The percentage of total revenue to I.B.F.C. was 28%. The total number of occupied room night for last year was 126,213 out of 175,930 available rooms. The average occupancy for last year was 68.3% and the average room rate was \$137.95. The total room revenue was \$16.5 million. Room profit after payroll and other expenses was \$12.2 million. The Food and Beverage Department made 430,810 covers and the average check per cover was \$11.24. The total Food and Beverage revenue for last year was \$6.6 million. Food and beverage profit after all costs, payroll and other expenses was \$1.1 million. The Rooms Division's profit to revenue ratio was 73%, while the Food and Beverage Department's ratio was 16%.

The following chart illustrates the revenue and profit contributions from room, food and beverage, and other sources:

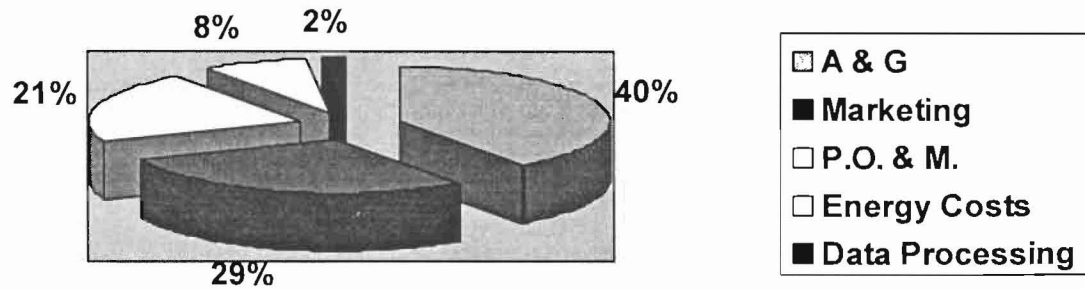
Revenue Contribution from Various Departments in 1997



The Rooms Division contributed 70% of the hotel's revenue, while the Food and Beverage Department contributed 26% of revenue. This breakdown of revenue contribution is typical of upscale properties.

The total undistributed expenses for 1997 was \$7.5 million. The following chart illustrates the percentage breakdown of each undistributed expense item.

Breakdown of 1997 Undistributed Operating Expense Items



In 1997, the Hotel spent 40% of the undistributed operating expense on administrative and general expenses (A & G), 29% on marketing, 21% on property, operation and maintenance expenses (P.O. & M.), 8% went to energy costs and 2% to data Processing.

CHAPTER 2

OVERVIEW OF THE TOURISM INDUSTRY IN NEW ORLEANS

Economic Impact

The travel and tourism industry is the second largest employer in this country, surpassed only by health care services. The travel and tourism industry sector also ranks as the first-, second-, or third-largest employer in 34 states and the District of Columbia. On the other hand, international travel and tourism to the United States contributes to nearly one million of the six million jobs in the country. In 1995, international travel contributed \$24 billion to the balance of trade, offsetting the merchandise trade deficit.

Secondary states and cities such as Louisiana and New Orleans have recently taken advantage of that trend and have increased their marketing efforts to attract travelers. New Orleans's unusual history, its unique outlook on life, its rich ethnic and cultural makeup, and the resulting cultural interaction set the stage for development and evaluation of many distinctive traditions. The city is world-famous for its food, music, and festivals such as Mardi Gras and the Jazz and Heritage Festival. New Orleans has many opportunities to become one of the most exciting city of the world.

TOURISM IMPACT ON NEW ORLEANS*

- Average yearly visitors to New Orleans 10 Million
- Money spent by visitors annually \$ 3.5 billion
- Convention held in New Orleans in 1996 3,108
- Delegates attending the conventions 1,370,700
- Employment due to tourism in New Orleans 16%

* Source: New Orleans Metropolitan Convention and Visitors Bureau Research Department and US Travel Data Center. January 1, 1997.

The growth of tourism can be measured by the hotel occupancy rate. Today, the New Orleans area boasts approximately 25,000 hotel rooms.

Occupancy Rates*

1992	-	72%
1993	-	70%
1994	-	73%
1995	-	74%
1996	-	71%

Average Daily Rates*

1992	-	\$80.39
1993	-	\$81.20
1994	-	\$86.16
1995	-	\$91.88
1996	-	\$98.08

* Source: The Greater New Orleans Hotels & Motels Associations, January 1, 1997.

New Orleans's New and Unique DevelopmentAUDUBON ZOO

Audubon 2000, Audubon Institute's planned expansion, includes a 16-acre riverfront park which will stretch along the Mississippi River from the Governor Nicholls and Mandeville Street Wharves, to include an open air river museum, theme playgrounds and small performance pavilion. Zoo 2000 opened in 1997 and increased and enhanced the participatory conservation and environmental education experience already offered at Audubon Zoological Gardens.

THE NEW ORLEANS SPORTS ARENA

The New Orleans Sports Arena, projected to open in the spring of 1999, will have a capacity of 20,000 for concerts and 18,500 for basketball games. The arena will be located directly across from the Louisiana Superdome on Girod Street.

JAZZ LAND

A 100-acre theme park will be located in New Orleans, approximately 12 miles from downtown, by the year 2000. The park will offer live entertainment, regional food, a variety of music, a lawn amphitheater, games, and more than 25 rides.

TAX-FREE SHOPPING

As the only state offering tax-free shopping, Louisiana, and New Orleans in particular, draw large numbers of international visitors every year. Begun in 1989, the Louisiana Tax Free Shopping Program is regarded as a model for other states considering this program. In 1996, retail spending attributed to the Tax Free Shopping Program was \$35.8 million.

ARTS TOURISM PARTNERSHIP

Putting a New Spin on Tourism

The Arts and Tourism Partnership (ATP) has created new inroads that connect the tourism and cultural entities of the city. The ATP's goals include

developing, selling, and marketing visual and performing arts products and services to visitors, as well as enhancing the tourist experience through arts performances, events, exhibits, and merchandise.

Human beings are innately curious about the world in which we live. We yearn to know what other places look like, about the people and their culture, the animals and plant life, and landforms elsewhere. Today, higher levels of education and the influence of television and other communications media have combined to create in us a much greater awareness of our entire world. There is no doubt that tourism is the world's largest industry and it will grow dramatically.

Because of the growth in the meeting and convention area, it is an area of interest to the intern. With the growth of more corporate and association meetings, there is a need for more meeting planners. Professional meeting planners are involved with such tasks as negotiating hotel contracts, negotiating with airlines, writing contracts, planning educational meetings and seminars, developing incentive meetings, negotiating with foreign countries and hotels for incentive travel, budgeting, promotion, public relations, and planning special events and festivals.

Among the fastest-growing segments of tourism are festivals and events. Countries and cities compete vigorously for megaevents such as the Olympics, World Cup, and World's Fairs. Such events produce sizable

economic and tourism benefits. Festivals and events appeal to a very broad audience and have the ability to spread tourism geographically and seasonally. Special events allow a region or community to celebrate its uniqueness, promote itself, develop local pride, and enhance its economic well-being. The International Festivals Association estimates that every year there are between 50,000 and 60,000 half-day to one-day events and 5,000 or more festivals of two days or longer.

The intern, who wants to become a professional meeting planner for festivals and events with the ethics of an arts administrator and an affection for the arts, chose to do her internship at the hotel in order to gain practical experience in hospitality industry.

CHAPTER 3

DESCRIPTION OF INTERNSHIP

The internship took place at the Front Office and was conducted by Mr. Aernout de Jong who is the Director of Rooms Division. Since the internship took place at a for-profit organization and the intern was fully paid, the internship was very much focused on operational training rather than marketing and management planning.

Front Office Operation

Front office functions include reservations, registration, room and rate assignment, guest services, room status, maintenance and settlement of guest accounts, and creation of guest history record.

The Director of Rooms is in charge of the Front Office, Guest Service, Communications, Reservations and Housekeeping (refer to Appendix 2: Front Office Organizational Chart). The Assistant Front Office Manager oversees the Bell Desk and the Front Desk with the help of three Assistant Managers, two Night Managers, two Bell Desk Supervisors, and two Front Desk Supervisors. There are averages of three Bellmen and three Front Desk Agents during an eight-hour shift. The Director of Guest Services supervises one Guest Relations

Officer and four Concierges.

The Communications Department is staffed by the Communications Manager, one supervisor and six Operators. The Reservations Manager supervises five reservationists with the assistance of an Assistant Reservations Manager and a Group Coordinator.

The intern was cross-trained in Reservations, Front Desk, and Guest Relations for three months in each department.

Reservations

Position title: Reservation Agent

Internship period: January 26, 1998 - April 29, 1998

Supervisor: Ms. Thea Wall, Reservations Manager

Duties and Responsibilities:

- Process reservations by mail, telephone, telex, cable, fax, or central reservation systems referral.
- Process reservations from the sales office, other hotel departments, and travel agents.
- Know the types of rooms available as well as their location and layout.
- Know the selling status, rates, and benefits of all package plans.
- Know the credit policy of the hotel and how to code each reservation.

- Create and maintain reservation records by date of arrival and alphabetical listing.
- Determine room rates based on the selling tactics of the hotel.
- Prepare letters of confirmation.
- Communicate reservation information to the front desk.
- Process cancellations, modifications, and promptly relay this information to the front desk.
- Understand the hotel's policy on guaranteed reservations and no-shows.
- Process advance deposits on reservations.
- Track future room availability based on reservations.
- Help develop room revenue and occupancy forecasts.
- Prepare expected arrival lists for front office use.
- Assist in preregistration activities when appropriate.
- Monitor advance deposit requirements.
- Handle daily correspondence. Respond to inquiries and make reservations as needed.
- Make sure that files are kept up to date.

Reservations was the perfect place to start an internship, and this experience became a very helpful resource for the next internship at the Front Desk and Guest Relations. The intern, as a reservations agent, responded to

communications from guests, travel agents, and referral networks concerning reservations arriving by mail, telephone, telex, cable, fax, or through a central reservation system. In order to process reservations promptly with accurate codes and rates, the intern had to have knowledge of the type of rooms and layouts as well as micro-sales skills. In addition, the intern could have a chance to practice the marketing strategies of the hotel by selling the promotional packages.

Front Desk

Position title: Front Desk Agent

Internship period: May 10, 1998 - August 22, 1998

Supervisor: Mr. Albert Tempette, Assistant Front Office Manager

Duties and Responsibilities:

- Register guests and assign rooms. Accommodate special requests whenever possible.
- Assist in preregistration and blocking of rooms for reservations.
- Thoroughly understand and adhere to proper credit, check-cashing, cash-handling policies, and procedures.
- Understand room status and room status tracking.
- Know room locations, types of rooms available, and room rate.
- Use suggestive selling techniques to sell rooms and to promote other

services of the hotel.

- Coordinate room status updates with the Housekeeping Department by notifying housekeeping of all check-outs, late check-outs, early check-ins, special requests, and part-day rooms.
- Process a working knowledge of the reservations department. Take same day reservations and future reservations when necessary. Know cancellation procedures.
- Process guest check-outs and post and file all charges to guest, master, and city ledger account.
- Follow procedures for issuing and closing safe deposit boxes used by guests.
- Use proper telephone, mail, package, and message handling procedures.
- Read and initial the pass-on log and bulletin board daily and be aware of daily activities and meetings taking place in the hotel.
- Report any unusual occurrences or requests to the manager.
- Know all safety and emergency procedures and be aware of accident prevention policies
- Obtain the house bank and keep it balanced.
- Post charges to guest accounts.
- Transfer guest balances to other accounts as required.
- Cash checks for guests following the approval policy.

- Handle cash, traveler's checks, personal checks, credit cards, and direct billing requests properly.
- Transfer folios charged to the nonguest ledger to each company's master file.

Front Desk represents the hotel to the guest throughout all stages of the guest's stay. The intern was asked to determine a guest's reservation status and verify the guest's method of payment. The intern could have overview of the other departmental functions by working closely with Housekeeping, Engineering, and Accounting. The intern was more sales minded by presenting options and alternatives to guests and offering assistance in making choices. These multi-task job descriptions and experience of direct contact with customers has proved to be a very important asset to the intern in her later work as a Guest Relations Officer.

Guest Relations

Position title: Guest Relations Officer

Internship period: August 28, 1998 - November 13, 1998

Supervisor: Ms. Andrea Raith, Director of Guest Services

Duties and Responsibilities:

- Answer letters of inquiry regarding rates and availability.

- Maintain a through knowledge of the room rack locations, types of rooms, room rack operations, package plans, and discount.
- Maintain a detailed knowledge about the hotel's services and hours of operations.
- Know cash handling procedures.
- Oversee all guest services operations, including Front Desk, Reservations, Communications, Bellmen, and Transportation services to ensure quality of service
- Anticipate and intervene in all incidents of guest dissatisfaction and attempt to satisfy all such guests, within hotel policy.
- Rate VIPs' level and ensure they are treated appropriately by blocking rooms and sending amenities.
- Keep tracking record for Six Continents Club members (special hotel frequent guests membership program) and provide special services for them.
- Inspect VIPs' rooms prior to arrival and escort them to the rooms upon arrival.

The intern's main job as a Guest Relations Officer was print to out the VIP arrival report on a daily basis and to block the rooms and send amenities according to their VIP status. The intern also helped the Director of Guest Services to oversees all guest services operations, including front desk,

reservations, PBX (Telecommunications), bell staff, and transportation service to ensure quality and guest satisfaction. The most interesting part of the intern's work in Guest Relations was to anticipate and intervene in all incidents of guest dissatisfaction and to attempt to satisfy all such guests, within hotel policy.

Dealing with VIPs and listening to their special and unique requests in order to ensure their satisfaction with the hotel was contributed greatly to the intern's skill as an arts administrator who will plan fundraising parties and interact with patrons in the future.

CHAPTER 4

OPERATIONAL PROBLEMS AND PROBLEM SOLVING

State the Problem and the Desired Outcome

The Hotel was opened in 1983 and did not undergo any renovations for 15 years. Maintenance work in the guestrooms is minimal, if not nonexistent. Some of the rooms need maintenance work immediately. The desired outcome of this exercise is to set a procedure that guestroom maintenance is carried out regularly. Such maintenance work, when carried out during low periods, will minimize the loss of room revenue.

Describe the Symptoms

When the intern inspected the guestrooms in preparation for VIP arrivals, the intern found the following common maintenance problems in most of the rooms.

- The wallpaper and wall paint had scratch marks.
- The bathtubs needed glazing.
- The faucets needed rechroming.
- Some furniture had missing fixtures.
- Stains were found on the carpet.

Since the property is rated as a four star and four diamond hotel, it is a shame that the rooms have missing fixtures and furniture, stains on the carpet and couches, and scratched wallpaper and wall-paint.

Verify the Symptoms

Some faults in the guestrooms were obvious and were spotted by guests. Some guests responded by complaining while they were still in the hotel. The Front Desk would offer to move them to another room or give them a discount rate for the room. Other guests voiced their dissatisfactions through the Guest Satisfaction Survey at the end of their stay with the hotel. In such instances, the General Manager would reply to the guests personally.

In September of this year, Bass Hotels and Resorts held its worldwide conference in New Orleans, and the New Orleans property played host to the parent company's top VIPs. The hotel had no choice but to conduct the long-over due renovation work. The renovation that began only three months prior to the conference was both intensive and extensive. Approximately 50 rooms were put out-of-order at any one time to facilitate renovation work. The renovation expense for July and August was heavy. To make matters worse, this heavy expense was incurred in the traditionally low seasons in New Orleans. Reservations were turned down because of the limited number of rooms available for sale. This caused a loss of revenue for the Hotel.

Identify all Critical Areas of Concern

The Front Desk, Housekeeping Department, and Engineering Department have to coordinate their operations to solve this maintenance problem. The intern, as a Guest Relations Officer, checked the VIP rooms and reported problems to the Housekeeping and Engineering; the intern, however, did not get replies from these department as often as she expected.

Develop Critical Principles and Standards

The Front Desk should inform Housekeeping about low periods in the hotel during the monthly Rooms Division meetings. This should be done one month out so that Housekeeping can plan to put some rooms out-of-order for thorough cleaning and maintenance purposes. The one-month lead-time will allow Housekeeping to schedule Room Attendants to perform these thorough-cleaning tasks. Housekeeping will also have to inform Engineering of the rooms that are put out-of-order and the dates that this occurs. This in turn helps Engineering in employee scheduling. All three departments have to keep a record of rooms that have undergone maintenance work.

Compare Principles and Standards with the Actual Situation

The principles and standards discussed in the previous section are proactive activities that ensure guestrooms undergo regular maintenance.

Currently, the Hotel does not have a standard that requires regular maintenance work to be carried out in guest rooms. The present principles and attitudes towards guestroom maintenance is reactive because the maintenance work is carried out only when guests file complaints.

Use Violated Principles and Standards as the Basis for Solutions

In the present situation, there is no violation of against established principles or standards. This is because the hotel has not established standards pertaining to guestroom maintenance. The management should request a standard guestroom maintenance schedule from the corporate office or should establish it itself to evaluate rooms' maintenance status not only according to guest's complaints but also the Hotel itself.

Test Solution

Before testing the solution, the benefits of long-term cost saving and increased customer satisfaction in practicing the suggested standards must be communicated to the Front Desk, Housekeeping, and Engineering. These departments have to support and understand the reasoning behind the standards for the solution to work.

The suggested solution of putting rooms out-of-order during low periods for maintenance work can be tested during the first low period in the coming month, and this solution has to be tested for at least a year to see its

effect. The time frame is set at a year because the hotel business cycle of high and low periods is a year. After the first year, the three departments will be able to tally the number of rooms that have undergone maintenance work. The departments will also be able to adjust the number of rooms put out-of-order per low period and the scheduling of employees during these low periods. If the suggested solution results in completed maintenance work in 75% of the guestrooms without loss of room revenue, then the solution should be adopted as a standard.

To test the solution, the Hotel may need to increase its expenditure by increasing the number of housekeepers and engineers and maintenance supplies. The intern, however, remembers that the main goal of the property is to satisfy customers. Maximizing profits are not a goal. They are only a symptom of a healthy business. The hotel needs to take an active action for this maintenance problem as described by the intern.

CHAPTER 5

SHORT- AND LONG-TERM EFFECTS

The Short Term Contribution to the Hotel:

The most valuable contribution of the internship was that the intern was able to join and assist special events in the hotel. The worldwide convention of Bass Hotels & Resorts was the best example. Since it was the first convention after the acquisition of the Hotel Inter-Continental Corporation, hosting Bass's top VIPs at the property and a very big challenge representing the Hotel Inter-Continental. The top VIPs were the Chairman of Bass PLC, the Director of the board of Holiday Hospitality, the Chairman of Bass Hotels & Resorts, the President of the Hotel Inter-Continental Corporation, and the Regional Presidents in each Bass division.

The Hotel had to upgrade its service level from four stars to more than five stars. The hotel, however, was not able to hire more hands due to cost efficiency because of the duration of the convention, which was 10 days. The Director of Guest Services was relied heavily on the intern's assistance. The intern delivered special amenities such as special welcome letters, VIP writing pens, jogging maps, and special flowers. The intern took care of regular VIP guests while the Director of Guest Services was escorting and overseeing the

Bass VIPs.

The convention, which brought 2,000 delegates to the city for 10 days, was very successful, and the Hotel received plenty of compliments from the top executives of the company.

The Long Term Contribution to the Hotel:

As the writer mentioned earlier, the intern was trained in operational positions rather than managerial positions. The intern did not have a chance to be directly involved in any marketing or event planning. Because of the level and field of training, the long-term contribution of this internship to the hotel may not be shown.

The intern, however, received three beautiful letters of compliment from the guests (refer to Appendix 3) during the internship at Guest Relations. Guests were very satisfied with the intern's services and all of them were willing to revisit the property. The intern demonstrated to management her capacity to satisfy guests to the management. This could prove a valuable long-term contribution to the hotel.

As the final page turns on this millennium, the hospitality industry will find itself in a competitive landscape that is greatly altered by new technologies, business practices, and consumer demands. As the hospitality industry changes, recruitment of skilled management will be critical. Eight out

of ten industry executives agree that the ability to recruit experienced management personnel will be an important human resource challenge.

The internship has been evaluated positively, and the Hotel could recruit the intern as the Assistant Guest Relations Manager by investing nine months of operational training. Surely, the intern will develop very effective and unique marketing strategies for the hospitality industry by using artistic resources as an arts administrator in the near future. In addition, the intern will be very comfortable in dealing with VIPs in a fundraising event with the experience at the Hotel as the Assistant Guest Relations Manager.

APPENDIX 1.
DEPARTMENT DESCRIPTIONS

DEPARTMENT DESCRIPTIONS

- Accounting: Provides overall control of receipt and payments of all moneys; maintains audits and reports all data pertaining to the financial aspect of the hotel.
- Banquets: Ensure proper “set up” of meeting room requirements such as chairs, tables and stages; coordinates staff and supplies to serve meals for all food and beverage functions.
- Bell: Assists guest checking into and out of hotel; checks luggage; provides general information; room changes and deliveries; also handles minor guest problems.
- Catering: Works with guests to plan and service conventions, corporate and local functions such as meetings, receptions and dinners.
- CBX: Handles all telephone traffic into and within the hotel; oversees installation and maintenance of entire telephone system.
- Concierge: Acts as liaison between guest, the hotel and the metropolitan area.
- Credit: Responsible for collection and accounting of all moneys due to hotel from major convention accounts and guests.
- Engineering: Maintains hotel air conditioning, heating and ventilation, steam boilers, electricity, hot and cold water, and repairs to all this equipment; also

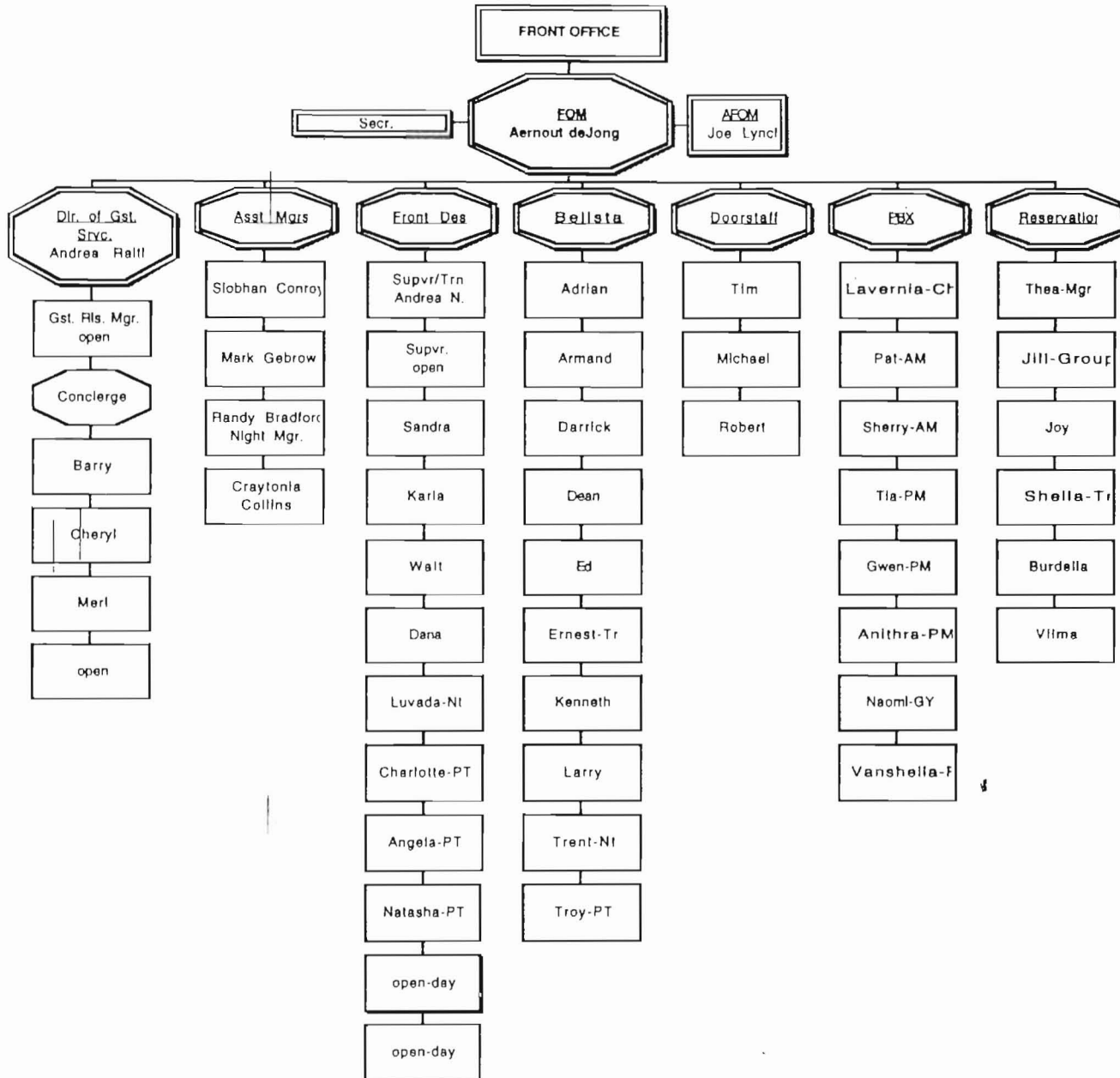
overall building maintenance, including interior and exterior of hotel, kitchens, food and beverage areas, guest rooms and all public areas.

- Front Office: Responsible for checking in and out all guests of hotel; handles all guest mail, messages, and settlement of guest room charges.
- General Manager: Overall coordination and management of entire hotel.
- Guest Relations: Provides personalized service to VIP guests.
- Housekeeping: Cleans and maintains all guest rooms and public area of the hotel; issues and maintains all uniforms of employees.
- Main Kitchen: Responsible for entire food service operations throughout the hotel.
- Materials: Buys all merchandise and foodstuffs, making certain all products purchased conform to hotel specifications and quality standard.
- Personnel: Responsible for employee hiring, processing and screening, training, benefits administration, counseling, coordination of employee activities, wage and salary administration, and employees' dining room.
- Public Relations: Responsible for establishing and maintaining favorable local and national reputation while coordinating events.
- Reservations: Handles all hotel room requests, convention tours, and special packages by phone, mail and in person.
- Room Service: Act as a restaurant “on wheels” serving hotel guests food and beverages in the privacy of their rooms.

- Sales: Books meetings and conventions; arranges sleeping rooms, meeting and banquet facilities; establishes rates.
- Security: Maintains order and security throughout the hotel; enforces hotel rules; administers first aid.
- Stewarding: Supplies necessary flatware, glassware and special items for all banquet and restaurant facilities.
- Storeroom: Receives, stores, accounts for and dispenses foodstuffs, office supplies, meats and other items ordered by Materials.
- Systems: Responsible for the coordination of all management information system.

APPENDIX 2.

FRONT OFFICE ORGANIZATIONAL CHART



APPENDIX 3.
LETTERS OF COMPLIMENT

C.C. DR, ADD, AR

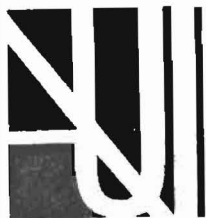
43

Bulltin Board

Great job everyone!

Jan 11/23

November 10, 1998



ATLANTA
UROLOGICAL
I • N • S • T • I • T • U • T • E • P • C

V. Alex Garcias, M.D., F.A.C.S.
Diplomate American Board Of Urology

Maura Folgosa, M.D., F.A.C.S.
Diplomate American Board Of Urology

Orlando F. Lopez, M.D., F.A.C.S.
Diplomate American Board Of Urology

C. Cragin Anderson, M.D.

Mr. Leland Lewis, Manager
Intercontinental Hotel
444 St. Charles Avenue
New Orleans, Louisiana 70130-3171

Dear Mr. Lewis:

This is in reference to my recent stay at your hotel on the weekend of October 30, 1998.

I would like to congratulate you and your staff, in particular, Mr. Jones Steffus, and Ms. Christina Shin, for making this weekend stay one that I will never forget.

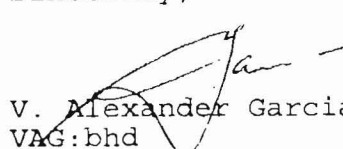
I came to New Orleans to celebrate my 50th birthday, and about 30 of my closest friends, including family from California and Miami, came to New Orleans to help me celebrate and spend the birthday weekend with me. Along with this, the festivities in New Orleans, which included Halloween, made the whole weekend quite eventful.

Ms. Shin and Mr. Steffus in particular went out of their way to make my stay at your hotel incredible, and made all the special requirements I needed in order to accommodate my friends and to celebrate my birthday very accommodating and went well beyond the scope of what one would consider expected.

I have stayed in many Intercontinental Hotels throughout the world since I am a member of the Six Continent Club, but I have never had as good service and as enthusiastic a staff as the one I observed at your hotel.

Again, congratulations to you and your staff for having such a great hotel, and it is my intention to stay with you again when I again visit New Orleans.

Sincerely,


V. Alexander Garcias, M.D., M.B.A., F.A.C.S.
VAG:bhd

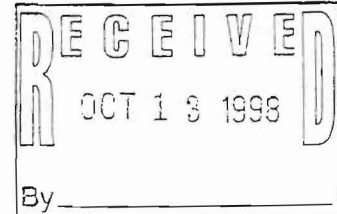
217 Upper Riverdale Road
Riverdale, GA 30274
Phone (770) 991-0034
Fax (770) 991-9450

kc publications

THE STORY BEHIND THE SCENERY®

Wednesday, October 7th

Mr. Leland M. Lewis
 General Manager
 INTER-CONTINENTAL Hotel New Orleans
 444 St. Charles Avenue
 New Orleans, Louisiana 70130-3171



Mr. Lewis;

I would like to take a moment of your time to pass on an experience I recently encountered at your hotel over the past weekend.

For our birthday's, my better-half and myself, with another couple, planned a 4 day weekend celebration in New Orleans. Based on a suggestion from a friend, we chose the *Historic French Market Inn* in the Quarter. What a rude awakening- messy accommodations, no ambiance, smelly rooms, no service, no management so-to-speak-of, and expensive! After one night that can be best described as "police brutality", we checked out and checked-into the INTER-CONTINENTAL without a reservation.

My letter is to compliment you for the assistance, attitude, style, and plenty of genuine smiles we received from Ms. Christina S. Shin.

Over the years we have come accustomed to this style of service when we travel abroad, but very seldom does one find it here in the "States". What started out as a disaster, was instantly turned-around by the assistance of your Guest Relations staff. Thank you for the birthday present.

Sincerely;

Stuart Martin
 SCCS2309770

November 5, 1998.

Dear Ms. Raith,

Enclosed please find my cert. for one weekend night. I found it as soon as I returned home. Please credit my Master Charge (5410-6540-9639-1716) the sum of \$278.40. Enclosed also is a copy of my bill.

I would also like to tell you that Christina Shin took very good care of me during my stay. She made me feel welcome and at home. This was not my first time at your hotel, but it was my most enjoyable.

Thankyou again for all your courtesies.

Sincerely,

A handwritten signature in cursive script that reads "R. DeRose". The signature is written in black ink and is positioned to the right of the typed name.

Richard P. DeRose Esq.

APPENDIX 4.
EMPLOYEE CONSULTATION FORM

EMPLOYEE CONSULTATION

NAME: Letcia Green TITLE: Floor Supervisor DEPARTMENT: RMSG

NATURE OF NOTICE

- | | |
|--|---|
| <input type="checkbox"/> Non-Performance | <input type="checkbox"/> Absenteeism/Tardiness |
| <input type="checkbox"/> Carelessness | <input checked="" type="checkbox"/> Breaking House or Departmental Rules (give details) |
| <input type="checkbox"/> Not Following Orders | <input type="checkbox"/> Misconduct (give details) |
| <input type="checkbox"/> Unsafe or unsanitary behavior | <input type="checkbox"/> Suspension (give details) |
| <input type="checkbox"/> Failure to Report | <input type="checkbox"/> Other (give details) |

DETAILS OF INCIDENT:

On Saturday 11/31 Letcia G. made a mistake & misplaced flowers in Rm 1117. When she was asked by Guest relations managers Christina to properly set up a V99 room, she became loud and hang up the phone. Later on, she was discussing details of this incident with a housekeeper Barbara Arberman. It took place on a guest floor in a room and was overheard by

EMPLOYEE COMMENTS:

Christina. This type of behaviour does not become a supervisor and will not be tolerated. If it occurs again, it may result in further disciplinary actions taken.

ACTION TAKEN: Verbal Coaching 1st warning Final Warning (Suspension)

CORRECTIVE STEPS:

RMS - 11/04/98 Letcia Green 11/04/98

MANAGER DATE EMPLOYEE DATE
 (Employee signature acknowledges receipt and understanding of allegations. If employee disagrees, state reasons in the EMPLOYEE RESPONSE above.)

11/04/98 11/04/98
 WITNESS DATE HUMAN RESOURCES MANAGER DATE

APPENDIX 5.
GROUP ROOMS RESERVATION SHEET

Inter-Continental New Orleans - Group-Rooms Reservation Sheet

UN0002

Print Date : 06/27/97

<u>Belongs to following Office</u> Sales & Catering Office	<u>Group Booking Name and Booking-Number</u> Int'l Conf. on the Short Story 3910
--	--

<u>Account Information</u> University of New Orleans Conference Services Metropolitan College New Orleans, LA 70148 Telephone 504 280-6680 Telefax 504 280-7317	<u>Contact Information</u> Ms. Anne O'Heren Jakob Telephone 504 280-7118 Telefax 504 280-7317	<u>Travel Agent Information</u> Telephone Telefax	<u>Booking Status</u> PEN OPT TEN 03/24/97 LOS DEF 06/27/97 CAN INQ LEA UNC Changed 06/27/97
---	--	---	--

<u>Booking Information Part 1</u> Booking Status DEF Arrival Date 06/27/98 - Saturday Departure Date 07/01/98 - Wednesday Number of Nights 4 Decision Date 05/30/97 Cutoff Date 05/28/98 Market Segment A - Association Meeting Main Market Seg. ASSOC Reservation Type C - Individual/Credit Card Reservation Method I - Individual Call-In	<u>Booking Information Part 2</u> Booking Type C - Convention Lead Source I - Inquiry Follow up Date 04/30/97 Rooming List / / Breakfast incl. No, charge USD 0.00 Mealplan - Porterage incl. No, charge USD 0.00 Commission / Rebate 0 % 0.00 Room & Tax I - Individual Payment Method INDIV - All to Individual
--	---

Room Grid from Block

Type	06/27	06/28	06/29	06/30	07/01	Total
DBL	58	58	58	58	0	232
SGL	88	88	88	88	0	352
Block	146	146	146	146	0	584

ENTERED C

<u>Rates definition</u> DBL 06/27/98 - 07/01/98 USD 105.00 SGL 06/27/98 - 07/01/98 USD 105.00	<u>Booking Information Part</u> Main Sales Rep. HB - Harold M. Breaux, Jr. Second Sales Rep. HB - Harold M. Breaux, Jr. Third Sales Rep. LE - Lisette Ecuyer Confirm Grid-Rates Yes Option Conflict Reason LOS/CAN - Lost to -
---	---

<u>Booking Notes</u> K ACCT #3099.6 DEFINITE: Friday, 06/27/97 - 12:55 -- HAROLD	<u>Agreements Notes</u> 1/40 Comp policy 1-Two-Bedroom Suite Comp over & above 2-Junior Suites at Convention Rate of \$105 3-Staff Rooms at \$70 inclusive Gov't Rate 6-30-97
---	--



HOTEL
INTER-CONTINENTAL
 NEW ORLEANS

June 10, 1997

PROPOSAL

Prepared for

*Ms. Anne O'Heren Jakob
 Program Director
 University of New Orleans
 Conference Service Department*

*International Conference on the Short Story in English
 Saturday, June 27, 1998 - Wednesday, July 1, 1998*

*Prepared by
 Harold M. Breaux, Jr.
 Sales Manager*

Hotel Inter-Continental New Orleans

GUEST ROOMS AND SUITES

The following is our understanding of your requirements:

		Room Block	Suite Block	Units
Saturday,	June 27, 1998	143	3	146
Sunday,	June 28, 1998	143	3	146
Monday,	June 29, 1998	143	3	146
Tuesday,	June 30, 1998	143	3	<u>146</u>
			Total Units	584

The University of New Orleans has the right of first refusal over these dates until July 31, 1997. Should we not receive this signed agreement by then, Hotel Inter-Continental reserves the right to release all space being held for the group and/or re-negotiate the terms and conditions outlined. In the interim, should another organization want to book definite, you will be contacted and given 72 hours to make a decision or the dates will be released to the other organization.

ARRIVALS/DEPARTURES

The convention rate will be honored three (3) days before/after the official meeting dates, based on availability of the hotel at the time the reservation is made. Our check-in time is 4:00 p.m.; check-out time is 1:00 p.m.



GUEST ROOM RATES

We are pleased to confirm the following special convention rates:

Single Occupancy Per Day	\$105.00
Double Occupancy Per Day	\$105.00
Additional Person	\$ 20.00

Suites:

Parlor and one bedroom	\$350.00
Parlor and two bedroom	\$500.00

All guest room rates are net, non-commissionable and subject to the applicable city and state sales taxes, currently 11%, plus \$2.00 per room, per night occupancy tax.

Any suites reserved within the group block that remain unsold by the negotiated cutoff date will revert to the Hotel. Unused suites may not be converted to standard guest rooms and sold within the housing block as such unless the inventory revision is confirmed by the Hotel.

STAFF ROOMS

The Hotel Inter-Continental is pleased to reserve 3 rooms at the special net rate of \$70.00 inclusive to be used by your convention staff.

COMPLIMENTARY ACCOMMODATIONS

In consideration of the total guest room commitment, Hotel Inter-Continental New Orleans is pleased to extend one (1) complimentary unit per every forty (40) room nights sold by **The University of New Orleans**, inclusive of early arrivals and late departures. **The University of New Orleans** should provide a list of names in order of preference for complimentary room assignments. This list will be reviewed each day of the actual meeting to re-qualify usage. Complimentary rooms earned but not used cannot be credited to the Master Account.

The following unit values will be in effect when preparing the complimentary assignments:

<u>Unit Value</u>	
Guest Rooms.....	1
Governors Floor Room.....	2
Junior Suite.....	2
Executive Balcony	3
Corner Suites.....	3
Conti or Dauphine Suites.....	4
Governors Floor Suites.....	5
Bienville & St. Charles Suites.....	6



Along with the above mentioned complimentary accommodations, we are pleased to offer one additional suite complimentary above and beyond, and two Junior Suites at the convention rate. This is contingent upon a room pick-up of 400 payable room nights. Should this not be achieved we will charge **The University of New Orleans** the convention rate for the suite(s) in question.

BILLING PROCEDURE

We understand all room, tax and incidental charges will be paid on an individual basis. Please advise us directly of any exceptions to this procedure. All guests upon check-in are requested to present a major credit card to guarantee their incidental account.

In recognition of your status as a valued client of Hotel Inter-Continental New Orleans, all billing has been automatically approved. We do ask, however, that a letter be forwarded to us indicating who has signing privileges during your meeting, what is to be billed and to whom the bill should be sent.

RESERVATION PROCEDURE BY TELEPHONE

We understand individual reservations will be made directly by your attendees through our toll-free number, (800)445-6563. The contracted guest room block will be held until 30 days prior to the actual meeting dates, in this case, May 28, 1998. Any reservations made after 5:00 p.m. May 28, 1998, are subject to availability.

Hotel Inter-Continental New Orleans requires a first night deposit or guarantee on all reservations. When a reservation is received via telephone, fax or mail, the guest has 10 days to provide a guarantee. If the guarantee is not received within 10 days, the reservation will be cancelled. Reservations can be guaranteed by check, money order, major credit card or to your master account.

If guest rooms are to be guaranteed to the **The University of New Orleans** Master Account, we will require that you state this in writing on your letterhead. Should individual reservations be cancelled within 24 hours of arrival date, the first night's deposit will be forfeited as a no-show or the credit card will be charged for a one night stay at the convention rate. Unless otherwise requested, the Hotel will provide a written confirmation to each registrant.

As your conference guests arrive at the Hotel Inter-Continental, they will be asked to verify and sign their registration card confirming their dates of stay. Any guest checking out of the Hotel earlier than the date indicated on the card will be charged an early departure surcharge of \$50.00, plus current hotel sales tax.

PROGRAM AND PUBLIC SPACE REQUIREMENTS

We have tentatively blocked space for the program according to the outline attached.



EXHIBITS

It is our understanding that exhibit or table top displays are not anticipated in conjunction with your meeting. If reserved meeting/banquet space is used for this purpose, Hotel Inter-Continental New Orleans reserves the right to assess a rental fee to **The University of New Orleans**.

OFF SITE CATERING

Hotel Inter-Continental New Orleans has an excellent off-site catering department. We welcome the opportunity to bid on any events which you may be planning for your group outside of the hotel.

SPECIAL ITEMS

Additionally, because your business is so important to us, we are pleased to extend the **ADVANTAGE PLAN PROGRAM PACKAGE**.

I. *YOUR OPERATIONS HEADQUARTERS*

....THE BUSINESS ADVANTAGE

An office facility complete with appropriate equipment including a copier, typewriter, telephone and a complimentary kit of office supplies. It's a professional place that becomes your headquarters, adjacent to your meeting facilities.

II. *YOUR PERSONAL CONVENTION SERVICES MANAGER*

....THE SERVICE ADVANTAGE

Your Convention Services Manager is ready to respond instantly, day or night, via mobile paging system. From your first advance planning meeting to the moment your last meeting attendee leaves for the airport, you can be assured of a hassle-free experience.

III. *YOUR EXECUTIVE LIMOUSINE*

....THE MOBILITY ADVANTAGE

Complimentary limousine airport transfers will be provided for your special VIP's

AUDIO VISUAL

Total Audio Visual Services is our in-house Audio Visual representative. Total Audio Visual maintains an office and inventory on site, and has experience serving groups with a wide variety of needs. They also operate our second floor Business Center and offer a variety of services. Your personal contact is:

Mr. Tom Moritz, AV Manager
Total Audio Visual Services
444 St. Charles Avenue
New Orleans, LA 70130
(504)592-8004



Need an extra name badge? Forget those important transparencies? Not a problem! Total Audio Visual Services Business Center can help you out of a jam instantly. Located in the Hotel for your convenience, this is just a sampling of services offered:

- | | | |
|---------------------|--------------------|-----------------|
| Copy Service | Typewriter Rentals | Transparencies |
| Software Rentals | Name Badges | Page Rentals |
| Secretarial Service | Computer Rentals | Printer Rentals |
| Courier Service | Facsimile Service | Message Center |

PARKING

Valet parking is available to all guests currently at a daily charge of \$14 with in/out privileges. Self parking is also available in numerous indoor and outdoor facilities surrounding the hotel. Currently these prices range from \$5 to \$9 per day, without in/out privileges.

Please note valet parking is contracted with Dixie Parking, Inc. and is not managed by or served by Hotel Inter-Continental New Orleans.

ADA COMPLIANCE

Hotel Inter-Continental New Orleans agrees to use good faith and efforts to assure the Hotel complies with Title III of the Americans With Disabilities Act (ADA) and its regulations and guidelines.

CANCELLATION POLICY

Should cancellation of this program become necessary, the Hotel Inter-Continental New Orleans will accept this cancellation without a monetary penalty with the understanding that **The University of New Orleans** will re-book a similar meeting mutually agreed upon, within 18 months of the original meeting dates.

CONCLUSION

The performance of this Agreement by either party is subject to Acts of God, government regulations, disaster, civil unrest, labor disputes, shortage of materials or any other emergency making it inadvisable or impossible to provide the facilities or hold the conference.

As the authorized representative of **The University of New Orleans** please sign and return this document so that Hotel Inter-Continental New Orleans can consider all arrangements definite and confirmed.

ACCEPTED AND AGREED TO:

DATE 6/10/97

DATE June 11, 1997

Date 6/20/97

Anne O. Jakob
Anne O'Heren Jakob, Program Director
Office of Conference Services
University of New Orleans

Reviewed by

Harold M. Breaux, Jr.
Harold M. Breaux, Jr., Sales Manager

Linda K. Robison
Hotel Inter-Continental New Orleans
LINDA K. ROBISON
Vice Chancellor for Financial Services;
Comptroller & Chief Financial Officer

APPENDIX 6.
GOALS PROGRAM

M E M O R A N D U M

TO: All Department Heads
 FROM: Leland M. Lewis, Resident Manager
 DATE: April 23, 1992 *Leland M. Lewis*
 RE: 1992 GOALS

The 1992 GOALS PROGRAM provides each of you the opportunity to earn 20% of your annual base salary. Your goals are divided into:

A. HOTEL GOALS representing 12% of your annual salary.

HOTEL GOALS are:

1. Achieve Budgeted IBFC - 8%
2. Exceed Budgeted IBFC - 4%

B. INDIVIDUAL GOALS representing 8% of your annual salary.

Your INDIVIDUAL GOALS should include:

1. FINANCIAL - 4% (2 goals)

- one goal for revenue enhancement
- one goal for cost and expense reduction

2. QUALITY AND SERVICE - 3% (2 goals)

- two goals for quality and service with emphasis placed on guest satisfaction

3. ENVIRONMENTAL OR TRAINING AND DEVELOPMENT - 1% (1 goal)

- ENVIRONMENTAL GOAL - This goal should enhance our current environmental program, making our hotel more environment friendly.

OR

- TRAINING AND DEVELOPMENT GOAL - This goal would require your assistance in the career development or training of one or more individuals.

BONUSES FOR GOALS ACHIEVED WILL BE PAID OUT AT YEAR-END

Please submit your 1992 INDIVIDUAL GOALS (if not already submitted) and the goals of your managers participating in this program to me by noon, Friday, May 1, 1992. Attached is a form for your use.

①
**NORTH AMERICAN
 INDIVIDUAL OBJECTIVES 1996
 INTER-CONTINENTAL HOTELS & RESORTS**

NAME: ANDREA RAITH
POSITION: FRONT OFFICE MANAGER
LOCATION: IHC MSY

#	DESCRIPTION	BASE	GOAL	ACHIEVED	POINTS	POINTS
					Assigned	Achieved
A.	PLAN					
	Achieve Budgeted IBFC	\$5,932,215				
	5% over Budget		\$6,228,826		2.0	
	10% over Budget		\$6,525,437		2.0	
	15% over Budget		\$6,822,047		4.0	
	20% over Budget		\$7,118,658		4.0	
A1.	Budgeted Individual Room Revenue	\$6,102,976	\$6,102,976		2.0	
B.	PERSONAL PERFORMANCE GOALS					
B1.	Cross-train Concierge with Front Desk in order to be able to do check-ins and check-outs (2 hours each for check-in/check-out).				1.0	
B2.	Improve D. Richey results on arrival and departure from 1995.	88.4%	90.0%		1.0	
B3.	Implement Yield Management tools for Front Office per recommendation of Ken Gifford: • Pick Up Analysis Report (monitor displacement of market segments); • No-show/stay over statistics tracking; • Monthly transmission on daily market segments/denials/lost room night opportunities. • Conduct weekly Yield Meetings with minutes.				1.0	
B4.	Rooms Product Initiative: • Develop an inspection program to insure the room product is in top condition; • Product a formal Action Plan.				3.0	
TOTALS					20.0	

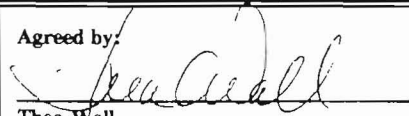
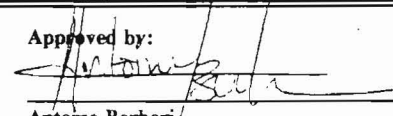
Agreed by:
ANDREA RAITH
 Front Office Manager

Approved by:
LELAND M. LEWIS
 General Manager

**NORTH AMERICA
INDIVIDUAL OBJECTIVES 1994
INTER-CONTINENTAL HOTELS**

**NAME: THEA WALL
POSITION: RESERVATIONS MANAGER
LOCATION: IHC MSY**

MAY 1994

#	DESCRIPTION	BASE	GOAL	ACHIEVED	POINTS ASSIGNED	POINTS ACHIEVED
A.	PLAN					
	Achieve Budgeted IBFC	\$4,953,701	\$4,953,701		8.0	
A1.	Exceed Budgeted IBFC					
	1% Over Budget	\$4,953,701	\$5,003,238		1.0	
	2% Over Budget	\$4,953,701	\$5,052,775		1.0	
	3% Over Budget	\$4,953,701	\$5,102,312		1.0	
	4% Over Budget	\$4,953,701	\$5,151,849		1.0	
B.	PERSONAL PERFORMANCE GOALS					
B1.	Increase hotel average rate by \$4 while reaching and maintaining the budgeted occupancy of 70.3%.	<u>FROM</u> \$117.28	<u>TO</u> \$121.28		3.0	
B2.	Increase rack rate occupancy on the Governor's Floor throughout 1994.	<u>FROM</u> 5%	<u>TO</u> 30%		1.0	
B3.	Reduce Global 2000 denials (lost room night opportunities).	<u>FROM</u> 5%	<u>TO</u> 2.5%		2.0	
B4.	Provide daily occupancies of the following hotels: 1. Hilton 2. Fairmont 3. Sheraton 4. Meridien 5. Marriott 6. Windsor Court 7. Westin				2.0	
TOTALS					20.0	
Agreed by:  Thea Wall Reservations Manager Date: 5/31/94		Approved by:  Antome Berberi Front Office Manager Date: 5/31/94				

HOTEL FINANCIAL GOALS	SPECIFIC GOAL	ACTION PLAN	MEASUREMENT	% OF ANNUAL SALARY	% ACHIEVED																					
1	Achieve 1993 IBFC goals	\$4,477,277	Financial statement	8.0%																						
2	Exceed IBFC by 1% = \$44,773	\$4,522,050	"	1.0%																						
3	Exceed IBFC by 2% = \$89,546	\$4,566,823	"	1.0%																						
4	Exceed IBFC by 3% = \$134,319	\$4,611,596	"	1.0%																						
5	Exceed IBFC by 4% = \$179,092	\$4,656,369	"	1.0%																						
PERSONAL GOALS	<p>INCREASE AVE. RATE & REVENUE OF "INDIVIDUAL" MARKET SEGMENTS FROM BUDGET:</p> <table border="0"> <tr> <td></td> <td style="text-align: center;"><u>BUDGET</u></td> <td style="text-align: center;"><u>GOAL 1993</u></td> </tr> <tr> <td>AVG. RATE -</td> <td style="text-align: center;">121.00</td> <td style="text-align: center;">123.00</td> </tr> <tr> <td>REVENUE -</td> <td style="text-align: center;">4,719,000</td> <td style="text-align: center;">4,800,000</td> </tr> </table> <p style="text-align: center;"><u>QUALITY & SERVICE GOALS</u></p> <p>-IMPROVE D. RICHEY RESULTS!</p> <table border="0"> <tr> <td></td> <td style="text-align: center;"><u>FEB. 1993</u></td> <td style="text-align: center;"><u>GOAL</u></td> </tr> <tr> <td>6CC</td> <td style="text-align: center;">33%</td> <td style="text-align: center;">90% (2%)</td> </tr> <tr> <td>CHECK-IN</td> <td style="text-align: center;">55%</td> <td style="text-align: center;">90% (2%)</td> </tr> <tr> <td>BELL STAFF</td> <td style="text-align: center;">71%</td> <td style="text-align: center;">90% (2%)</td> </tr> </table> <p style="text-align: center;"><u>OTHER</u></p> <p>-IMPLEMENT QUICK CHECK-IN PROGRAM.</p> <p>TOTALS</p>		<u>BUDGET</u>	<u>GOAL 1993</u>	AVG. RATE -	121.00	123.00	REVENUE -	4,719,000	4,800,000		<u>FEB. 1993</u>	<u>GOAL</u>	6CC	33%	90% (2%)	CHECK-IN	55%	90% (2%)	BELL STAFF	71%	90% (2%)	<p>-IMPROVE UPSELLING TECHNIQUES IN RESERVATIONS.</p> <p>-IMPROVE GLOBAL II RESTRICTIONS</p> <p>-DEVELOP TRAINING PROGRAMS FOR ALL FRONT OFFICE PERSONNEL.</p> <p>-SET-UP CONTINUOUS TRAINING PROGRAMS.</p> <p>-IMPLEMENT ACTION PLAN</p> <p>-WITH THE ASSISTANCE OF THE QUICK-CHECK-IN/CHECK-OUT COMMITTEE.</p>	FIT	<p>1.5%</p> <p>6.0%</p> <p>1/2%</p> <p>20.0%</p>	
	<u>BUDGET</u>	<u>GOAL 1993</u>																								
AVG. RATE -	121.00	123.00																								
REVENUE -	4,719,000	4,800,000																								
	<u>FEB. 1993</u>	<u>GOAL</u>																								
6CC	33%	90% (2%)																								
CHECK-IN	55%	90% (2%)																								
BELL STAFF	71%	90% (2%)																								

DATE:

HOTEL INTER-CONTINENTAL NEW ORLEANS

NAME : JEFFREY KEEFE
TITLE : FRONT OFFICE MANAGER
DEPARTMENT: FRONT OFFICE

GOALS PROGRAM 1992

GOALS	ACTION PLAN	% COMPENSATION ALLOCATION	ACHIEVEMENT
-------	-------------	---------------------------------	-------------

FINANCIAL

- | | |
|--|---|
| 1. Achieve an average rate of \$117.05 for 1992 while maintaining budgeted occupancy. | A. Upsell to Governors Floor. |
| | B. Restrict discount rates sold by Global. |
| | C. Monitor business levels to levels to maximize rates. |
| \$115.55 = 25% of goal | |
| \$116.05 = 50% of goal | |
| \$116.55 = 75% of goal | |
| \$117.05 = 100% of goal | |
| 2. Reduce Front Office Payroll and related expenses from a budgeted 7.4% of rooms revenue to 6.9% of rooms revenue. (\$71,377 savings) | A. Control headcount & overtime. |
| | B. Watch all line items and spend only as needed. |
| 3. Reduce other Front Office CONTROLLABLE expenses from 3.15% of rooms revenue to 2.93 % of rooms revenue. (savings \$28,623) | |

QUALITATIVE

- | | |
|--|---|
| 4. Achieve 2.7 rating on Customer Perception Survey. (Based on a minimum return of 400 surveys). | A. Have monthly training programs for all sections emphasizing guest contact skills and efficiency. |
| 5. Implement FIT Marketing Program. | A. Work with Annette Kondo & Mr. Lewis to implement in April, 1992. |

APPENDIX 7.
HOTEL REPORTS

HOTEL INTERCONTINENTAL
NEW ORLEANS

FLSCHB-

FRONT OFFICE STATISTICS FROM THE MONTH OF JAN 1989 TO DEC 1989

DESCRIPTION	JAN 1989	FEB 1989	MAR 1989	APR 1989	MAY 1989	JUN 1989	JUL 1989	AUG 1989	SEP 1989	OCT 1989	NOV 1989	DEC 1989
NUMBER OF OCCUPIED ROOMS	9,399	8,245	10,124	10,683	8,894	6,949	7,288	6,968	9,151	11,866	9,988	6,497
NUMBER OF EMPLOYEES												
FRONT OFFICE	24	27	28	28	28	25	22	22	22	24	26	21
UNIFORMED SERVICES	15	19	15	16	15	13	11	13	13	17	16	16
TOTAL NUMBER OF EMPLOYEES	39	43	44	44	43	39	33	36	36	41	40	37
TOTAL SALARIES & WAGES	46,699	44,996	50,906	51,223	50,583	40,309	39,853	41,669	45,126	53,675	50,567	43,707
--S&W/EMPL PER MNTH	1189.17	1051.07	1168.37	1171.07	1177.45	1039.18	1196.06	1161.66	1260.16	1305.65	1215.27	1166.76
--S&W AS % OF RMS REV	5.1 %	5.0 %	5.1 %	5.1 %	5.7 %	7.1 %	7.9 %	7.6 %	5.4 %	4.2 %	5.0 %	6.9 %
--S&W PER OCC. ROOM	4.97	5.46	5.03	4.80	5.69	5.80	5.47	5.98	4.93	4.52	5.06	6.75
TOTAL PAYROLL	70,007	68,767	72,402	71,750	71,075	62,624	60,388	61,578	53,390	75,348	71,397	64,255
--PAYROLL/EMPL/MNTH	1792.72	1599.66	1661.74	1640.37	1654.46	1614.44	1812.37	1716.71	1490.92	1832.84	1715.87	1715.29
--PAYROLL AS % OF RM REV	7.6 %	7.4 %	7.6 %	7.2 %	8.0 %	11.0 %	12.0 %	11.3 %	6.4 %	5.9 %	7.0 %	10.1 %
--PAYROLL PER OCC. ROOM	7.45	8.10	7.15	6.73	7.99	9.01	8.29	8.84	5.83	6.35	7.15	9.89
% EMPLOYEES F.O./AV. ROOM	0.05	0.05	0.06	0.06	0.06	0.05	0.04	0.05	0.04	0.05	0.05	0.05
% EMPL. UNIF. SER./AV RM.	0.03	0.03	0.03	0.03	0.03	0.03	0.02	0.03	0.03	0.03	0.03	0.03
% EMPL. F.O./OCC. ROOM	0.08	0.09	0.09	0.08	0.00	0.00	0.09	0.10	0.00	0.00	0.00	0.00
% EMPL. UNIF SER./OCC. RM	0.05	0.05	0.05	0.05	0.00	0.00	0.05	0.06	0.00	0.00	0.00	0.00
GUEST SUPPLIES	9,543	9,522	9,716	8,050	11,393	5,596	5,509	5,954	7,977	9,463	9,739	8,153
--PER OCCUPIED ROOM	0.91	1.15	0.96	0.75	1.28	0.81	0.76	0.85	0.87	0.80	0.98	1.26
GUEST ROOM AUDIO VISUAL	4,276	4,096	4,276	4,096	4,186	4,186	4,186	1,209	7,831	2,699	2,609	2,699
--PER OCCUPIED ROOM	0.45	0.50	0.42	0.38	0.47	0.60	0.57	0.17	0.31	0.23	0.26	0.42
COMMISSIONS	13,160	8,362	5,761	18,094	17,345	9,721	5,239	9,876	16,093	25,157	24,199	10,351
--AS A % OF ROOMS REV.	1.4-%	0.8-%	0.6-%	1.8-%	2.0-%	1.7-%	1.0-%	1.8-%	1.6-%	2.0-%	2.4-%	1.6-%
PARKING EXPENSES	21,690	16,175	14,479	9,129	10,835	13,906	5,053	9,247	7,983	8,588	8,170	9,057
--PER OCCUPIED ROOM	2.31	2.00	1.43	0.86	1.22	2.00	0.69	1.33	0.87	0.72	0.82	1.39

HOTEL INTERCONTINENTAL
NEW ORLEANS
DEPARTMENT PROFIT AND LOSS STATEMENT
P O U S

Jeff Kelp

PERIOD ENDING DEC 1989

CURRENT MONTH				SCH.	YEAR TO DATE			
BUDGET		ACTUAL			ACTUAL		BUDGET	
560,000.00	100.0 %	539,584.14	100.0 %	B-1B	10,114,117.09	100.0 %	10,309,977.00	100.0 %
0.00	-	1,039.04	0.0 %		88,408.07	0.9 %	0.00	-
560,000.00	100.0 %	538,545.10	100.0 %		10,025,709.02	100.0 %	10,309,977.00	100.0 %
0.00	-	0.00	-		0.00	-	0.00	-
560,000.00	100.0 %	538,545.10	100.0 %		10,025,709.02	100.0 %	10,309,977.00	100.0 %
42,005.00	7.5 %	43,766.91	6.9 %					
1,600.00	0.3 %	1,706.70	0.3 %	B-45	559,313.36	5.6 %	605,981.37	5.9 %
3,371.00	0.6 %	3,385.92	0.6 %		23,192.06	0.2 %	22,612.06	0.2 %
3,486.00	0.6 %	4,194.57	0.7 %	B-36	45,828.06	0.5 %	44,175.59	0.4 %
25.00	-	25.04	-	B-35	43,675.27	0.4 %	35,048.04	0.3 %
2,790.00	1.7 %	10,194.38	1.9 %		358.03	-	1,045.00	-
1,122.00	0.2 %	671.92	0.1 %	B-34	115,032.08	1.1 %	145,470.87	1.4 %
61,467.00	11.0 %	64,254.84	10.1 %		13,675.72	0.1 %	14,776.12	0.1 %
800.00	0.1 %	5,560.50	0.2 %		800,984.65	8.0 %	871,109.07	8.4 %
710.00	0.1 %	1,288.24	0.2 %		56,592.37	0.6 %	32,700.00	0.3 %
4,224.00	0.8 %	5,105.10	0.8 %	B-37	13,676.31	0.1 %	9,246.17	0.1 %
2,172.00	1.6 %	10,350.85	1.6 %		62,196.71	0.6 %	54,292.68	0.5 %
20.00	-	95.81	-		160,147.93	1.6 %	168,803.95	1.6 %
0.00	-	1,255.76	0.2 %		597.63	-	250.00	-
0.00	-	0.00	-		2,311.76	-	0.00	-
0.00	-	0.00	-		67.73	-	0.00	-
7,590.00	1.4 %	8,152.82	1.3 %	B-39	0.00	-	0.00	-
800.00	0.1 %	29.82	-		99,613.54	1.0 %	126,299.96	1.2 %
12,795.00	2.3 %	2,056.88	1.4 %		4,814.24	-	7,084.29	0.1 %
4,156.00	0.7 %	3,698.85	0.4 %		134,632.16	1.3 %	141,441.04	1.4 %
475.00	0.1 %	1,091.30	0.2 %		41,344.29	0.4 %	49,952.63	0.5 %
150.00	-	43.60	-		6,737.27	0.1 %	5,635.26	0.1 %
102,352.00	18.3 %	108,984.27	12.2 %		1,212.85	-	1,596.12	-
					1,385,635.44	13.8 %	1,469,411.77	14.2 %
66,951.00	12.0 %	63,258.36	10.0 %					
2,473.00	0.4 %	2,607.08	0.4 %	B-45	821,215.47	8.2 %	903,694.45	8.8 %
6,013.00	1.1 %	6,770.88	1.1 %		34,813.52	0.3 %	35,256.05	0.3 %
6,217.00	1.1 %	7,723.35	1.2 %	B-36	80,613.61	0.8 %	83,854.70	0.8 %
95.00	-	25.04	-		76,550.37	0.8 %	63,462.54	0.6 %
15,128.00	2.7 %	15,523.11	2.4 %		1,140.48	-	1,140.04	-
1,731.00	0.3 %	3,410.64	0.5 %	B-34	170,744.28	1.7 %	225,537.97	2.2 %
98,608.00	17.6 %	99,388.46	15.7 %		48,086.26	0.5 %	23,866.22	0.2 %
650.00	0.1 %	1,160.00	0.2 %		1,233,164.69	12.3 %	1,336,812.67	13.0 %
14,062.00	2.5 %	11,272.18	1.8 %		14,215.92	0.1 %	7,280.00	0.1 %
330.00	0.1 %	542.74	0.1 %	B-37	164,318.18	1.6 %	170,180.61	1.7 %
10.00	-	25.00	-		4,322.38	-	4,699.31	-
0.00	-	0.00	-		25.00	-	110.00	-
2,838.00	0.5 %	2,716.39	0.4 %		0.00	-	0.00	-
3,004.00	0.5 %	2,238.00	0.4 %		39,761.93	0.4 %	51,283.26	0.5 %
2,306.00	1.7 %	13,653.31	2.2 %		8,741.65	0.1 %	27,199.60	0.3 %
170.00	-	112.27	-		166,630.50	1.7 %	170,155.94	1.7 %
4,000.00	0.7 %	2,149.16	0.4 %		2,010.69	-	2,764.82	-
7,128.00	1.3 %	11,661.17	1.8 %		39,251.41	0.4 %	46,023.35	0.4 %
1,056.00	0.2 %	70.00	-		153,448.84	1.5 %	122,539.00	1.2 %
0.00	-	0.00	-		16,869.15	0.2 %	17,888.00	0.2 %
30.00	-	35.04	-	B-39	0.00	-	0.00	-
50.00	-	0.00	-		405.78	-	370.93	-
141,242.00	25.2 %	145,341.72	22.2 %		1,142.28	-	728.80	-
243,601.00	43.5 %	254,325.29	40.1 %		1,844,302.12	18.4 %	1,258,736.22	12.0 %
316,399.00	56.5 %	380,219.11	59.9 %		3,222,244.56	32.2 %	3,427,148.06	33.2 %
					6,725,764.46	67.8 %	6,882,828.94	66.8 %

PROFIT AND LOSS R O O M S FROM THE MONTH OF JAN 1989 TO DEC 1989

DESCRIPTION	JAN 1989	FEB 1989	MAR 1989	APR 1989	MAY 1989	JUN 1989	JUL 1989	AUG 1989	SEP 1989	OCT 1989	NOV 1989	DEC 1989
TOTAL GUEST ROOM REVENUE	935627	912919	955344	1006923	892819	373462	506012	550088	838638	1279011	1024991	638584
LESS: ALLOWANCES	14165	6037	3731	10871	5860	5230	2147	4514	9495	9704	9666	4039
NET GUEST ROOM REVENUE	221462	226882	218614	225052	886959	568232	503865	545574	829143	1269307	1015325	634545
TOTAL NET ROOM REVENUE	221462	226882	218614	225052	886959	568232	503865	545574	829143	1269307	1015325	634545
EBONY DEEICE & UNIE SERV												
SALARIES & WAGES	46899	44295	50906	51223	50583	40309	39853	41669	45126	53675	50567	43707
VACATION PAY	1846	1860	2187	2045	2034	1719	1657	1683	2115	2122	2129	1707
EMPLOYEE MEALS	5334	3924	4270	3807	3706	3650	3042	3898	2897	3911	3703	3685
HUMAN RESOURCES	3162	3000	3758	3999	3105	4262	3489	4064	3497	3635	3510	4195
EMPLOYEE TRANSPORTATION	0	0	0	0	0	0	0	0	73	95	95	95
EMPLOYEE BENEFITS	9973	11367	10831	10814	11382	10899	10768	9850	2185	11681	9717	10194
HOLIDAY/SICK/PERSONAL	2923	1681	450	62	264	1787	1572	415	1668	322	1676	672
EQIAL PAYROLL & BEL. EXE	70097	66739	72002	71750	71075	62624	60388	61578	53390	75348	71397	64255
UNIFORMS	3110	3123	3110	3102	2610	3987	3987	3487	14316	4350	5850	5561
LAUNDRY & DRY CLEANING	500	1082	1166	1130	1463	1119	1018	1230	925	1262	1553	1288
PRINTING & STATIONARY	8310	4490	6621	5143	5191	3514	3994	4365	5106	6308	5740	5105
COMMISSIONS	13160	8562	9561	18094	17345	9721	5239	9876	13683	25157	24199	10351
LOCAL TRANSPORTATION	58	45	77	14	88	11	15	13	36	116	34	96
TRAVEL	0	0	0	0	329	116	90	0	371	150	0	1256
CONSULTANTS	0	0	0	0	0	0	0	0	0	0	0	0
DECORATION	0	48	0	0	0	0	0	19	0	0	0	0
COMPUTER SERVICES	0	0	0	0	0	0	0	0	0	0	0	0
GUEST SUPPLIES	8543	9522	9716	8050	11393	5596	5509	5954	7977	9463	9739	8153
GUEST TRANS/WALK OUT	1071	31	239	38	992	121	36	160	310	985	901	30
GUEST ROOM AUDIO VISUAL	4276	4096	4276	4096	4186	4186	4186	1209	2831	2699	2609	2699
PARKING EXPENSES	21690	16495	14479	9129	10835	13906	5053	9247	7983	8588	8170	9057
TELEPHONE EXPENSES	455	285	570	513	607	507	437	498	390	750	685	1091
MISCELLANEOUS	100	0	502	244	281	131	0	74	315	36	257	44
EQIAL E.D. & U.S. EXPENSES	122178	114256	118677	121301	126324	105532	89251	97708	107033	135580	131034	108984
HOUSEKEEPING												
SALARIES & WAGES	67587	67743	79194	79354	74993	50519	49354	59113	71798	78262	80058	63258
VACATION PAY	2687	2903	3337	3244	3118	2278	2204	2451	3488	3123	3374	2607
EMPLOYEE MEALS	9061	7614	7983	6820	6258	5474	4357	6737	5257	8032	6249	6771
HUMAN RESOURCES	5405	5861	6964	7145	5242	6408	4998	7082	6384	7413	5925	7723
EMPLOYEE TRANSPORTATION	95	95	95	95	95	95	95	95	95	95	95	95
EMPLOYEE BENEFITS	14523	17703	16958	16858	17407	14460	14218	14427	3598	16558	15705	15523
HOLIDAY/SICK/PERSONAL	8788	5006	1264	1245	2246	5562	5800	2162	5724	1079	4393	3411
EQIAL PAYROLL & BEL. EXE	108145	106926	115795	115445	110060	84803	81027	92067	89147	114561	115800	99388
UNIFORMS	830	830	835	830	830	995	930	930	3726	1160	1160	1160
LAUNDRY & DRY CLEANING	13406	14181	15597	14627	16597	12181	11807	12349	9137	15070	18094	11272
PRINTING & STATIONARY	163	307	990	799	101	309	132	231	159	324	266	543
LOCAL TRANSPORTATION	0	0	0	0	0	0	0	0	0	0	0	25
TRAVEL EXPENSES	0	0	0	0	0	0	0	0	0	0	0	0
CLEANING SUPPLIES	4571	3762	4058	4073	2892	1116	1941	2862	4356	3757	3657	2716
CONTRACT CLEANING	3945	640	481	0	0	0	670	593	0	1119	0	2236
GUEST SUPPLIES	15307	13029	18042	17852	12983	8676	10326	9273	11904	16880	18486	13653
PAPER SUPPLIES	341	79	303	264	170	149	153	132	132	156	78	112
DECORATIONS	5682	3897	4987	4162	2886	2746	3246	2382	2980	3240	604	2449
LINEN	11450	12420	12379	12229	10784	8532	8757	9201	23896	17104	15036	11661
CHINA GLASS & SILVER	1231	1087	1280	1345	1132	1473	1531	1632	2015	2205	1868	70
COMPUTER SERVICES	0	0	0	0	0	0	0	0	0	0	0	0
TELEPHONE EXPENSES	65	9	78	81	21	9	27	13	7	14	27	55
MISCELLANEOUS	55	287	28	92	62	168	0	42	38	38	583	0
EQIAL HOUSEKEEPING EXE	145232	157444	174090	171554	158324	121458	120546	131615	147420	175554	175660	145342
TOTAL EXPENSES	294410	271700	292168	292856	284788	226927	210421	229323	254453	311134	306623	254326
DEPARTMENTAL PROFIT	620951	635182	656946	702747	602171	341305	293368	316250	574689	958174	708632	380219

ROOMS DEPARTMENT

PERIOD ENDING DEC 1989

OPERATING STATISTICS

CURRENT MONTH			YEAR TO DATE		
ACTUAL	BUDGET	VARIANCE	ACTUAL	BUDGET	VARIANCE
66,494	497	3-	494	497	3-
10,314	15,407	957	130,523	131,405	882-
207.05	225.81		290.50	315.72	
0.09	0.00		0.00	0.00	
207.05	225.81		290.50	315.72	
6,496	7,000	104-	106,031	115,038	9,207-
43.43 %	45.43 %		58.74 %	63.53 %	
48.43 %	53.46 %		42.71 %	39.50 %	
97.68	80.00		94.55	89.47	
0.00	0.00		0.00	0.00	
97.68	80.00		94.55	89.47	
9,645	9,342	303	151,313	160,760	9,447-
1.98	0.00		2.58	22857.88	
0.08	0.07		0.08	0.08	
0.14	0.12		0.14	0.15	
0.18	0.00		0.09	0.00	
0.33	0.00		0.16	0.00	
9.89	8.78		7.05	7.56	
15.30	14.09		11.63	11.60	
4.85	0.00		10.71	0.00	
10.54	0.00		20.84	0.00	
14.81	0.00		15.32	1.58	
21.13	0.00		17.60	1751.12	
0.42	0.41		0.30	0.45	
3.56	2.41		2.51	2.57	

HOTEL INTERCONTINENTAL
NEW ORLEANS
ROOMS DEPARTMENT

MARKET SEGMENTS

CURRENT MONTH			YEAR TO DATE	
BUDGET	ACTUAL		ACTUAL	BUDGET
15,407	15,314	TOTAL AVAILABLE ROOMS	180,523	181,405
		ROOMS REVENUE		
		INDIVIDUAL/FIT		
18,150	21,080	MINR=SPECIAL	335,643	307,668
35,750	4,310	MODR=STANDARD	266,202	457,604
15,600	9,523	MAXR=SUPERIOR	244,132	236,664
27,600	5,920	DCR	140,125	302,676
69,600	85,513	LCR A	935,880	1,071,017
0	0	LCR B	0	0
0	0	LCR C	0	0
8,500	11,901	PACKAGE WEEKEND	239,942	146,629
4,250	0	PACKAGE OTHERS	0	114,750
5,800	2,618	GOVERNMENT, DIPLOMATIC	53,531	141,528
8,250	45,141	NET WHOLESALER	81,688	92,095
0	0	LONG STAY	11,998	0
64,800	66,123	DISCOUNTS	702,222	1,112,422
258,300	249,822	TOTAL INDIVIDUAL/FIT	3,012,133	3,983,051
		TOUR GROUPS		
7,000	35,425	SERIES	248,322	106,853
16,000	47,741	ONE TIME	137,575	329,267
23,000	83,166	TOTAL TOUR GROUPS	385,897	506,120
		CORPORATE MEETINGS		
30,000	17,636	LOCAL	290,565	367,403
57,400	77,945	NATIONAL	1,730,267	1,652,350
4,250	425	INTERNATIONAL	32,253	117,235
92,150	96,006	TOTAL CORPORATE MEETING	2,053,085	2,036,988
		ASSOCIATION		
15,600	1,350	STATE	188,964	384,029
8,500	0	REGIONAL	58,856	250,100
144,450	201,360	NATIONAL	4,318,919	2,851,289
2,000	6,890	INTERNATIONAL	38,002	105,800
177,550	209,590	TOTAL ASSOCIATION	4,604,745	3,591,318
		INCENTIVES		
0	0	SERIES	0	0
0	0	ONE TIME	58,256	122,500
0	0		58,256	122,500
0	0		0	0
0	0		0	0

SUE DATE JAN 07, 90

HOTEL INTERCONTINENTAL
NEW ORLEANS
ROOMS DEPARTMENT
MARKET SEGMENTS

CURRENT MONTH			YEAR TO DATE	
BUDGET	ACTUAL		ACTUAL	BUDGET

NUMBER OF OCCUPIED ROOMS

150	157
250	29
100	62
200	
800	

INDIVIDUAL/FIT
MINR=SPECIAL
MODR=STANDARD

HOTEL INTERCONTINENTAL
NEW ORLEANS
ROOMS DEPARTMENT

PERIOD ENDING DEC 1989

MARKET SEGMENTS

CURRENT MONTH
BUDGET ACTUAL

YEAR TO DATE
ACTUAL BUDGET

88

NUMBER OF OCCUPIED ROOMS

150	157
250	29
100	62
200	37
300	224
0	0
0	0
100	137
50	0
100	26
150	364
0	0
800	273
2,700	2,509

INDIVIDUAL/FIT

MINI-SPECIAL	2,484	2,577
ROBE-STANDARD	1,865	3,240
MAXI-SUPERIOR	1,428	1,543
OCR	1,322	2,227
LCR A	10,174	11,890
LCR B	0	0
LCR C	0	0
PACKAGE WEEKEND	2,834	1,746
PACKAGE OTHERS	0	1,350
GOVERNMENT/DIPLOMATIC	713	2,413
NET WHOLESALER	902	1,585
LONG STAY	81	7
DISCOUNTS	7,257	14,235
TOTAL INDIVIDUAL/FIT	29,460	42,813

TOUR GROUPS

100	374
200	443
300	817

SERIES	2,710	1,422
ONE TIME	1,472	4,346
TOTAL TOUR GROUPS	4,182	5,768

CORPORATE MEETINGS

400	191
700	893
50	5
1,150	1,079

LOCAL	2,936	4,215
NATIONAL	17,807	16,086
INTERNATIONAL	367	1,150
TOTAL CORPORATE MEETINGS	21,110	21,451

ASSOCIATIONS

200	15
100	0
2,350	1,590
100	84
2,750	2,091

STATE	2,159	4,309
REGIONAL	610	2,800
NATIONAL	47,594	34,439
INTERNATIONAL	436	1,258
TOTAL ASSOCIATION	50,799	43,306

INCENTIVE

0	0
100	0
100	0

SERIES	5	0
ONE TIME	472	1,900
TOTAL INCENTIVE	477	1,900

AIRLINE CREWS

0	0
7,000	6,496

AIRLINE CREWS	0	0
TOTAL NUMBER OF OCCUPIED ROOMS	106,031	115,238

NEW ORLEANS
ROOMS DEPARTMENT

PERIOD ENDING DEC 1989

MARKET SEGMENTS

PAGE 3 OF 6

CURRENT MONTH		YEAR TO DATE	
BUDGET	ACTUAL	ACTUAL	BUDGET
NUMBER OF GUESTS			
INDIVIDUAL/FIT			
204	193	MINR=SPECIAL 3,129	3,276
315	50	MODR=STANDARD 3,129	4,897
132	77	MAXR=SUPERIOR 3,271	1,896
230	38	GCR 1,123	2,507
880	1,079	LCR A 11,568	13,487
0	0	LCR B 0	0
0	0	LCR C 0	0
190	241	PACKAGE WEEKEND 5,237	3,338
75	0	PACKAGE OTHERS 0	2,565
110	30	GOVERNMENT/DIPLOMATIC 889	2,849
255	743	NET WHOLESALER 1,664	2,694
0	0	LONG STAY 105	9
1,240	1,203	DISCOUNTS 11,221	22,028
3,821	4,427	TOTAL INDIVIDUAL/FIT 45,407	61,953
TOUR GROUPS			
170	779	SERIES 4,229	2,407
280	811	ONE TIME 2,511	8,676
450	1,590	TOTAL TOUR GROUPS 7,510	11,083
CORPORATE MEETINGS			
460	270	LOCAL 4,086	5,185
770	1,106	NATIONAL 24,387	18,912
60	5	INTERNATIONAL 412	1,460
1,290	1,381	TOTAL CORPORATE MEETING 28,892	25,557
ASSOCIATION			
280	20	STATE 2,919	6,118
130	0	REGIONAL 895	3,741
3,231	2,890	NATIONAL 69,238	48,686
100	125	INTERNATIONAL 605	2,416
3,761	3,935	TOTAL ASSOCIATION 73,657	60,964
INCENTIVE			
0	0	SERIES 6-	0
180	0	ONE TIME 852	3,610
190	0	TOTAL INCENTIVE 846	3,610
AIRLINE CREWS			
0	0	0	0
9,340	9,645	TOTAL NUMBER OF GUESTS 151,313	160,760

HOTEL INTERCONTINENTAL
NEW ORLEANS
ROOMS DEPARTMENT
MARKET SEGMENTS

CURRENT MONTH		YEAR TO DATE	
BUDGET	ACTUAL	ACTUAL	BUDGET
70			
121.00	134.37		
143.00	148.62		
156.00	153.60		
138.00	135.69		
87.00	92.55		
85.00	80.30		
85.00			
58.00	77.62		
55.00	124.07		
81.00	89.63		
95.67	99.57		
70.00	94.72		
80.00	107.77		
76.67	101.79		
75.00	92.34		
82.00	88.27		
25.00	85.00		
80.13	88.98		
78.00	90.00		
85.00			
61.47	101.19		
20.00	80.00		
64.56	100.23		
20.00			
90.00			
80.00	98.30		

AVERAGE ROOM RATE INDIVIDUAL/FIT	ACTUAL	BUDGET
MINR=SPECIAL	135.12	119.59
MODR=STANDARD	142.74	141.24
MAXR=SUPERIOR	170.96	153.38
GCR	137.11	135.91
LCR A	91.99	90.08
LCR B	-	-
LCR C	-	-
PACKAGE WEEKEND	84.67	83.98
PACKAGE OTHERS	-	85.00
GOVERNMENT/DIPLOMATIC	75.00	58.65
NET WHOLESALER	90.56	58.10
LONG STAY	148.12	-
DISCOUNTS	88.35	78.15
TOTAL INDIVIDUAL/FIT	102.24	93.03
TOUR GROUPS		
SERIES	91.63	75.14
ONE TIME	23.02	21.67
TOTAL TOUR GROUPS	92.12	87.75
CORPORATE MEETINGS		
LOCAL	98.97	87.17
NATIONAL	97.17	96.50
INTERNATIONAL	87.89	101.94
TOTAL CORPORATE MEETINGS	97.24	94.96
ASSOCIATION		
STATE	87.52	89.12
REGIONAL	96.49	89.32
NATIONAL	90.75	82.79
INTERNATIONAL	87.17	60.24
TOTAL ASSOCIATION	90.65	82.93
INCENTIVES		
SERIES	-	-
ONE TIME	121.07	101.32
TOTAL INCENTIVES	123.13	101.32
AIRLINE CREWS	-	-
TOTAL AVERAGE ROOM RATE	95.39	89.47

HOTEL INTERCONTINENTAL
NEW ORLEANS
ROOMS DEPARTMENT
MARKET SEGMENTS

PERIOD ENDING DEC 1989

PAGE 5 OF 6

CURRENT MONTH		YEAR TO DATE	
BUDGET	ACTUAL	ACTUAL	BUDGET
71			
		PERCENTAGE OF OCCUPANCY	
0.97 %	1.03 %	INDIVIDUAL/FIT	
1.62 %	0.19 %	MLNR=SPECIAL	1.38 %
0.65 %	0.40 %	MODR=STANDARD	1.03 %
1.30 %	0.24 %	MAXR=SUPERIOR	0.79 %
5.19 %	5.03 %	GLR	0.57 %
-	-	LCR A	5.64 %
-	-	LCR B	-
-	-	LCR C	-
0.65 %	0.89 %	PACKAGE WEEKEND	1.57 %
0.32 %	-	PACKAGE OTHERS	-
0.65 %	0.17 %	GOVERNMENT DIPLOMATIC	0.39 %
0.97 %	2.38 %	NET WHOLESALE	0.50 %
-	-	LONG STAY	0.04 %
5.19 %	5.05 %	DISCOUNTS	4.41 %
17.52 %	16.39 %	TOTAL INDIVIDUAL/FIT	16.32 %
0.65 %	2.44 %	TOUR GROUPS	
1.30 %	2.82 %	SERIES	1.50 %
1.95 %	5.33 %	ONE TIME	0.82 %
		TOTAL TOUR GROUPS	2.32 %
2.60 %	1.25 %	CORPORATE MEETINGS	
4.54 %	5.77 %	LOCAL	1.63 %
0.32 %	0.03 %	NATIONAL	9.86 %
7.46 %	7.05 %	INTERNATIONAL	0.20 %
		TOTAL CORPORATE MEETING	11.69 %
1.30 %	0.10 %	ASSOCIATION	
0.65 %	-	STATE	1.20 %
15.25 %	12.99 %	REGIONAL	0.34 %
0.65 %	0.56 %	NATIONAL	26.36 %
17.85 %	13.65 %	INTERNATIONAL	0.24 %
		TOTAL ASSOCIATION	28.14 %
-	-	INCENTIVES	
0.65 %	-	SERIES	-
0.65 %	-	ONE TIME	0.26 %
		TOTAL INCENTIVES	0.26 %
		AIRLINE CREWS	-
45.43 %	42.42 %	TOTAL PERCENTAGE OF OCCUPANCY	58.74 %
			63.53 %

HOTEL INTERCONTINENTAL
NEW ORLEANS
ROOMS DEPARTMENT
MARKET SEGMENTS

CURRENT MONTH		YEAR TO DATE	
BUDGET	ACTUAL	ACTUAL	BUDGET
72			
36.00 %	19.75 %	MINR=SPECIAL	28.78 %
26.00 %	72.41 %	MODR=STANDARD	67.77 %
32.00 %	24.19 %	MAXR=SUPERIOR	59.03 %
15.00 %	2.76 %	GCR	9.88 %
10.00 %	16.77 %	LCR A	13.70 %
-	-	LCR B	-
-	-	LCR C	-
90.00 %	75.91 %	PACKAGE WEEKEND	84.86 %
90.00 %	-	PACKAGE OTHERS	-
10.00 %	15.38 %	GOVERNMENT/DIPLOMATIC	24.68 %
70.00 %	104.12 %	NET WHOLESALER	64.48 %
-	-	LONG STAY	29.63 %
55.00 %	55.63 %	DISCOUNTS	41.02 %
35.22 %	45.44 %	TOTAL INDIVIDUAL/FIT	37.16 %
		TOUR GROUPS	
70.00 %	108.02 %	SERIES	64.46 %
40.00 %	81.07 %	ONE TIME	62.78 %
50.00 %	94.49 %	TOTAL TOUR GROUPS	79.28 %
		CORPORATE MEETINGS	
15.00 %	41.36 %	LOCAL	39.17 %
10.00 %	25.25 %	NATIONAL	36.95 %
20.00 %	-	INTERNATIONAL	14.17 %
12.17 %	27.99 %	TOTAL CORPORATE MEETING	36.86 %
		ASSOCIATION	
40.00 %	33.33 %	STATE	35.20 %
30.00 %	-	REGIONAL	46.72 %
37.49 %	44.72 %	NATIONAL	45.48 %
20.00 %	46.51 %	INTERNATIONAL	38.76 %
36.76 %	44.72 %	TOTAL ASSOCIATION	45.00 %
		INCENTIVES	
-	-	SERIES	30.00 %
90.00 %	-	ONE TIME	78.24 %
90.00 %	-	TOTAL INCENTIVES	78.86 %
		AIRLINE CREWS	-
33.46 %	48.48 %	TOTAL PERCENTAGE OF DOUBLE OCCUPANCY	42.71 %

APPENDIX 8.
LEISURE OPTION SURVEY FORM

R E S E A R C H I N F O C U S
HOTEL BRIEFING PACK

AMERICAS AND EUROPE



INTER·CONTINENTAL®
HOTELS AND RESORTS

FOCUS

Research In Focus,
The Old Creamery, Lovel Road,
Winkfield, Windsor, Berkshire,
SL4 2ES, ENGLAND.

tel: +44 (0) 1344 894894
fax: +44 (0) 1344 894800
email: focus@focus-group.co.uk

Contacts:
Edward Sharp
Zoe Wright
Victoria Ball



INTER·CONTINENTAL®

HOTELS AND RESORTS

INTRODUCTION

- **PURPOSE OF THIS STUDY**

Inter-Continental Hotels and Resorts are keen to develop their representation in the short leisure break market. As a means of achieving this goal, the company intends to undertake a research project in a number of Hotels across the world, and your Hotel has been selected to assist the Corporate Office in generating vital research information.

We are asking you to carry out a limited number of interviews with Guests in the Hotel using the enclosed questionnaires and this briefing pack.

- **HOTEL BRIEFING PACK**

We would like you to carry out a total of 50 interviews using the questionnaires enclosed in this pack; a total of 100 copies of the questionnaire are enclosed to cover spoilage, wastage etc. Also included are three sets of Cards which are to be used during the interviews themselves and their role will be described more fully in the 'Interview Instructions' section.

INSTRUCTIONS

The Hotel General Manager will appoint a member of the Hotel Staff to carry out, or be responsible for carrying out the interviews; the person/persons who are asked to conduct the interviews should read this manual carefully before the interviews are undertaken.

It is also very important that those responsible for carrying out the interviews should read the questionnaire carefully before any interviews are undertaken in order to fully understand the following:

- The meaning of each question
- How to ask each question
- How to record the answers

Record of Guest Interviews

Respondent Number	Member of staff to tick when number is allocated
01	
02	
03	
04	
05	
06	
07	
08	
09	
10	
11	
12	
13	
14	
15	
16	
17	
18	
19	
20	
21	
22	
23	
24	
25	

Respondent Number	Member of staff to tick when number is allocated
26	
27	
28	
29	
30	
31	
32	
33	
34	
35	
36	
37	
38	
39	
40	
41	
42	
43	
44	
45	
46	
47	
48	
49	
50	

QUOTAS

	TARGET	ACHIEVED
TOTAL NUMBER OF INTERVIEWS	50	

Sex.	Male	35	
	Female	15	

Age	Under 30 years	5	
	31-40 years	15	
	41-50 years	15	
	51+ years	15	

Country of Permanent Residence	North America	13	
	Other Countries	37	

- **SHOWCARDS**

Enclosed in this pack are 3 sets of cards labelled 'Card A' to 'Card J'. These cards are provided to help simplify and speed up the interview process as they contain lists of answer options for certain questions. You should hand the cards to the guest being interviewed and prompt them where indicated in the questionnaire to read the relevant card and choose their answer(s) from the given list.

For example

Question 12 reads as follows:

Q12 What was the main factor which prompted you to select your last short leisure break destination?

- **SHOW CARD D**
- **ONE ANSWER ONLY**

Newspaper advertisement / article	1	(54)
A friend / colleague recommended it to me	2	
Magazine advertisement / article	3	
Internet	4	
Holiday programme on television	5	
Radio broadcast	6	
None of these	7	

Card D lists these options and it is therefore unnecessary for the member of staff carrying out the interview to read them out. You may, however, need to help some guests with any words or phrases which they do not understand from a language perspective.

- **TIMING**

We would like you to commence the interviews as soon as possible and we suggest that a total of 5 interviews per day is a reasonable target to achieve. This means that your target of 50 interviews in total would be completed within ten working days.

It is important that the interviews are carried out on each day of the week in order to achieve a satisfactory sample.

We would like you to return the completed questionnaires direct to Research In Focus by ~~FRIDAY 6TH NOVEMBER 1998~~. Full instructions for dispatch to Research In Focus are included in the next section.

Monday 16TH NOVEMBER

LEISURE OPTIONS, OCTOBER 1998

NAME OF GUEST

HOTEL LOCATION (WRITE IN NAME OF CITY)

DAY OF WEEK

(12)

MONDAY	1
TUESDAY	2
WEDNESDAY	3
THURSDAY	4
FRIDAY	5
SATURDAY	6
SUNDAY	7

HOTEL NUMBER

(1-2)

RESPONDENT NUMBER

(3-4)

CARD NUMBER

(5-6)

SURVEY NO

(7-11)

SECTION A

RECRUITMENT

QA We like to talk to a cross section of people. Could you tell me whether you or any close member of your family are working in the following areas:

Catering	}CONTINUE
Advertising	}CLOSE INTERVIEW
Marketing / Market Research	}CLOSE INTERVIEW
Hotel Industry	}CLOSE INTERVIEW
Teaching	}CONTINUE
Other	}CONTINUE

QB How often do you take short leisure breaks, that is, between one and three nights away in a hotel for leisure purposes?

• ONE ANSWER ONLY

(13)

Never	1	}CLOSE INTERVIEW
Less often than once a year	2	}CLOSE INTERVIEW
About once a year	3	}CLOSE INTERVIEW
2 times per year	4	}CONTINUE
3 or 4 times per year	5	}CONTINUE
More often	6	}CONTINUE

QC Are you staying in this hotel?

Yes }CONTINUE
 No }CLOSE INTERVIEW

QD Are you a member of the Six Continents Club?

Yes }CLOSE INTERVIEW
 No }CONTINUE

Q1 Which of the following reasons best describes why you are here?
• **ONE ANSWER ONLY**

On business / conference

On a long break / holiday (4+ nights)

On a short leisure break (1-3 nights)

(25)

1	}GO TO SECTION B (GREEN)
2	}GO TO SECTION B (GREEN)
3	}GO TO SECTION C (PINK)

SECTION B**BUSINESS OR LONG LEISURE BREAK/HOLIDAY**

Q2 Did you choose this hotel yourself? (26)

Yes	1
No	2

} GO TO Q3
} GO TO Q4

Q3 How important were the following when choosing your hotel for this trip?

- **SHOW CARD A**
- **TICK ONE ANSWER PER STATEMENT**

	Not at all import- ant	Not very import- ant	Neither import- ant nor unimport- ant	Quite import- -ant	Very import- -ant	
Good price	1	2	3	4	5	(27)
Location - near city centre / leisure attractions	1	2	3	4	5	(28)
Children's facilities	1	2	3	4	5	(29)
Special discount for children	1	2	3	4	5	(30)
24 hour room service	1	2	3	4	5	(31)
Swimming pool	1	2	3	4	5	(32)
Sports facilities	1	2	3	4	5	(33)
Loyalty Points / Air Mileage Points for leisure stay	1	2	3	4	5	(34)
Inclusive price (room, breakfast, tax and service)	1	2	3	4	5	(35)
Room with a view	1	2	3	4	5	(36)
Recommended to me	1	2	3	4	5	(37)
Excellent world-wide reputation	1	2	3	4	5	(38)
A separate check-in desk for leisure travellers	1	2	3	4	5	(39)

SHORT LEISURE BREAKS

Q4 When was the last time you took a short leisure break?

- **ONE ANSWER ONLY**

In the last 6 months	1	(40)
In the last year	2	
More than one year ago	3	
Don't know / can't remember	4	

• **QUESTIONS 5-14 WILL BE ASKED ABOUT THAT SHORT LEISURE BREAK**

Q5 Where did you take your last short leisure break?

- **ONE ANSWER ONLY**

In own country of residence	1	(41)
Abroad (WRITE IN COUNTRY)	2	(42-43)

AUSTRIA

- Q9 Who were you with?
 • **MORE THAN ONE ANSWER POSSIBLE**

Husband / Wife	1	(50)
Girlfriend / Boyfriend	2	
Children	3	
Parent(s)	4	
Friend(s)	5	
Other relative(s)	6	
Work colleague(s)	7	
Alone	8	

- Q10 How did you book your last short leisure break?

- **SHOW CARD C**
- **ONE ANSWER ONLY**

By letter / post to Hotel	1	(51)
Telephoned Hotel	2	
By fax to Hotel	3	
Through Hotel Central Reservations	4	
At the Hotel itself	5	
Through a Travel Agent / Tour Operator	6	
Via the Internet	7	
Through Airline Package	8	
Don't know / can't remember	9	
Someone else booked it	0	
Other (WRITE IN)		(52)

- Q11 How far in advance did you book?
 • **ONE ANSWER ONLY**

Six months or more	1	(53)
2-5 months	2	
1 month	3	
1-2 weeks	4	
Less than a week	5	
The day before	6	
On the day	7	

- Q12 What was the main factor which prompted you to select your last short leisure break destination?

- **SHOW CARD D**
- **ONE ANSWER ONLY**

Newspaper advertisement / article	1	(54)
A friend / colleague recommended it to me	2	
Magazine advertisement / article	3	
Internet	4	
Holiday programme on television	5	
Radio broadcast	6	
None of these	7	

SECTION C

SHORT LEISURE BREAKS

Q2a Are you aware of Inter-Continental Hotels' Leisure / Summer / Weekend Options Breaks? (7)

Yes	1
No	2

}GO TO Q2b
}GO TO Q7

Q2b Are you currently on an Inter-Continental Leisure / Summer / Weekend Options Break? (8)

Yes	1
No	2

}GO TO Q3
}GO TO Q7

Q3 Which options did you choose?

- **ONE ANSWER ONLY IN ALL HOTELS EXCEPT IN ASIA PACIFIC**
- **TWO ANSWERS IN THE FOLLOWING HOTELS:
SEOUL, SINGAPORE, TOKYO BAY, SYDNEY AND MANILA**

Upgrade to Club Inter-Continental, Business Room or Junior Suite	1	(9)
Additional Guest Room at Half Price	2	
Full American Breakfast	3	
Double Frequent Flyer Miles - 1,000 Miles per Stay with Participating Airlines	4	

Q4 How likely would you be to take another Inter-Continental Leisure / Summer / Weekend Options Break in the future?

Not at all likely	1	(10)
Not very likely	2	
Neither likely nor unlikely	3	
Quite likely	4	
Very likely	5	

Q5 What do you like about Inter-Continental Hotels' Leisure / Summer / Weekend Options Breaks?

(11-18)

Q6 And what do you dislike about them?

(19-26)

Q11 How far in advance did you book?

- **ONE ANSWER ONLY**

Six months or more	1	(33)
2-5 months	2	
1 month	3	
1-2 weeks	4	
Less than a week	5	
The day before	6	
On the day	7	

Q12 What was the main factor which prompted you to select your last short leisure break destination?

- **SHOW CARD D**
- **ONE ANSWER ONLY**

Newspaper advertisement / article	1	(34)
A friend / colleague recommended it to me	2	
Magazine advertisement / article	3	
Internet	4	
Holiday programme on television	5	
Radio broadcast	6	
None of these	7	

Q13 Why are you taking this short leisure break?

- **SHOW CARD E**
- **MORE THAN ONE ANSWER POSSIBLE**

A break from the kids	1	(35)
Theatre trip / to see a show	2	
To pamper myself	3	
A special occasion (anniversary, birthday, wedding etc.)	4	
To forget about work	5	
A romantic break / to be with partner / spouse	6	
Sight-seeing / cultural weekend /tour	7	
Surprise / treat / prize	8	
Family break	9	
To go shopping	0	
To relax / relieve stress	X	
To see that city	V	
As an extension of a business trip	1	(36)
For health reasons	2	
A gourmet weekend with special food and wine	3	
A special event (air show, exhibition, festival etc)	4	
A sporting event (football, tennis, golf etc)	5	
Other reasons (WRITE IN)		(37)

SECTION D**HOTEL USAGE**

- **RECORD ANSWERS TO QUESTIONS 15 TO 17 IN THE TABLE BELOW**

Q15 Which hotels have you ever stayed in for any purpose - business or leisure?

- **SHOW CARD B**
- **TICK ALL THAT APPLY UNDER Q15 'EVER STAYED'**

Q16 Which hotels have you stayed in on a short leisure break in the past?

- **SHOW CARD B**
- **TICK ALL THAT APPLY UNDER Q16 'LEISURE BREAKS'**

- **ASK THIS QUESTION ONLY ABOUT EACH OF THE SHADED HOTELS**

Q17 How likely are you to take a short leisure break in each of these hotels in the future?

- **SHOW CARD F**
- **TICK ONE ANSWER PER SHADED HOTEL**

	Q15	Q16	Q17				
	Ever stayed	Leisure breaks	Short leisure breaks in future				
			Not at all likely	Not very likely	Might / might not	Quite likely	Very likely
Crowne Plaza	1(7)	1(10)	1(13)	2	3	4	5
Forte	2	2					
Four Seasons	3	3					
Hilton	4	4	1(14)	2	3	4	5
Holiday Inn	5	5	1(15)	2	3	4	5
Hyatt	6	6	1(16)	2	3	4	5
Inter-Continental	7	7	1(17)	2	3	4	5
Leading Hotels of the World	8	8					
Mandarin Oriental	9	9					
Maritim	0	0					
Marriott	X	X	1(18)	2	3	4	5
Meridien	V	V					
Novotel	1(8)	1(11)					
Radisson	2	2	1(19)	2	3	4	5
Ramada	3	3					
Regent	4	4					
Renaissance	5	5					
Ritz-Carlton	6	6					
Shangri-La	7	7					
Sheraton	8	8	1(20)	2	3	4	5
Sofitel	9	9					
Southern Sun	0	0					
Westin	X	X	1(21)	2	3	4	5
Other international hotel	V	V					
Other independent / local hotel	1(9)	1(12)					

GLOBAL LEISURE CLUB

Q19 How much do the following 'leisure activities' appeal to you?

- **SHOW CARD G**
- **ONE ANSWER PER ACTIVITY**

	Not at all	Not much	Don't know	Quite a lot	Very much	
Golf	1	2	3	4	5	(42)
Tennis	1	2	3	4	5	(43)
Badminton	1	2	3	4	5	(44)
Sauna / Steam Room / Massage / Facial	1	2	3	4	5	(45)
Theatre	1	2	3	4	5	(46)
Shopping	1	2	3	4	5	(47)
Museums	1	2	3	4	5	(48)
Art Galleries	1	2	3	4	5	(49)
Gourmet Restaurants	1	2	3	4	5	(50)
Special Events (festivals, shows etc)	1	2	3	4	5	(51)
Water Sports	1	2	3	4	5	(52)
Horse-Riding	1	2	3	4	5	(53)
Skiing	1	2	3	4	5	(54)
Local Attractions / Exhibitions	1	2	3	4	5	(55)

- **SHOW CARD H**
- **READ OUT THE FOLLOWING WHILE GUEST LOOKS AT SHOWCARD**

Inter-Continental Hotels and Resorts are proposing to launch a GLOBAL LEISURE CLUB. This would mean that you would gain access to top quality and convenient sports and leisure clubs when staying at an Inter-Continental Hotel or Resort Property. The Club would give you entry to golf, tennis, health and fitness clubs, museums, galleries and local attractions with substantial savings.

All your bookings would be made on your behalf by the Hotel's Leisure Desk and a Global Leisure Club Directory would provide full details of what was available in each area.

Q20 How likely would you be to join the Inter-Continental Global Leisure Club?

(56)

Not at all likely	1	} THANK GUEST AND CLOSE INTERVIEW
Not very likely	2	
Neither likely nor unlikely	3	
Quite likely	4	
Very likely	5	

} GO TO Q21

} GO TO Q21

APPENDIX 9.
SIX CONTINENTS CLUB STATUS
AND PRODUCTIVITY REPORT

SIX CONTINENTS CLUB STATUS AND PRODUCTIVITY REPORT												
MONTH	ROOM NIGHTS		ROOM RATE			HOTEL REVENUE		SCC FOLIOS		SCC MEMBERSHIP		
1998	MONTH	Y-T-D	MONTH	AVERAG RATE	Y-T-D	MONTH	Y-T-D	MONTH	Y-T-D	NEW \$100	RENEW \$35.00	
JANUARY	435	435	77057.15	\$ 177.14	\$ 177.14	98684.53	98684.53	185	185	1	4	
FEBRUARY	402	837	73384.88	\$ 182.54	\$ 179.74	99344.08	198028.6	166	351	17	0	
MARCH *automate	426	1263	63399.6	\$ 148.82	\$ 169.31	81631.43	279660	178	529	9	1	
APRIL	335	1598	50632.5	\$ 151.14	\$ 165.50	74807.63	354467.7	167	696	6	0	
MAY	409	2007	69507.32	\$ 159.96	\$ 166.41	92450.53	446918.2	186	882	7	3	
JUNE	324	2331	41533.02	\$ 123.80	\$ 161.10	60213.95	507132.2	158	1040	21	2	
JULY	351	2682	44735.93	\$ 127.45	\$ 156.69	61828.46	568960.6	132	1172	12	3	
AUGUST	364	3046	40590.1	\$ 111.51	\$ 151.29	56271.35	625232	170	1342	3	1	
SEPTEMBER	424	3470	56321.47	\$ 132.83	\$ 149.04	79510.76	704742.7	179	1521	5	1	
OCTOBER	0	3470	0	\$ -	\$ 149.04	0	704742.7			0	0	
NOVEMBER	0	3470	0	\$ -	\$ 149.04	0	704742.7			0	0	
DECEMBER	0	3470	0	\$ -	\$ 149.04	0	704742.7			0	0	
TOTAL		3470			\$ 149.04		704742.7			81	15	
CC:	LELAND M. LEWIS ANDREW BOYNE											

STATUS AND PRODUCTIVITY REPORT

**HOTEL INTER-CONTINENTAL
NEW ORLEANS**

GLOBAL II CODE: HMSY

MONTH/YEAR: SEPTEMBER 1998

Description	Current Month	Year-to-Date
Hotel Occupancy	69.90 %	74.50 %
Six Continents Club Occupancy	4.19 %	3.53 %
Hotel Average Rate	\$ 127.69	\$ 139.26
Six Continents Club Rate	\$ 132.83	\$ 149.04
Hotel Revenue	\$ 2156252.73	\$ 21018483.83
Six Continents Club Room Revenue	\$ 79510.76	\$ 704742.70
Hotel Room Nights	10109	98064
Six Continents Club Room Nights	424	3470
Six Continents Club Average Spend per night	\$ 187.52	\$ 203.09
New Enrolments	5	81
Renewals	1	15
Six Continents Club Manger:	Andrea Raith	
Completed by:	Andrea Raith	

Please complete this form and send it by fax to London (44) 171 355 6592, or by cc: mail to Sarah Scarr on the 7th day of each month. The form should reflect the results for the preceding month and the year to date totals.


To assist with the completion of the form, please refer to page II.27, section 5.2.2 for guidance.

MIA (305) 377 2005

APPENDIX 10.

CLUB FLOOR ROOMS VIP SET UP

HOTEL INTER*CONTINENTAL NEW ORLEANS**MEMORANDUM**

FROM: ANDREA RAITH 
GUEST SERVICES

CC: LELAND M LEWIS
AERNOUT DE JONG

TO: VICTORIA SHCHERVAKOV

DATE: 10/09/98

RE: CLUB FLOOR VIP SET-UP

All Club Floor Rooms and Suites (including 502, 510, 520, 527, 532, 539, 550, 555, 1117, 1142) should be set-up with:

- ✓ Silver amenity tray
- ✓ Comb
- ✓ Emery board
- ✓ Mouthwash
- ✓ Potpourri bowls in closet
- ✓ Garment bag (1)
- ✓ Bathrobes
- ✓ Slippers
- ✓ Large bath towel
- ✓ Club floor stationery on 14th floor
- ✓ Jogging maps
- ✓ Inspected with tissue embosser
- ✓ 2 roses/ or orchids in room (bedroom & bathroom)
- ✓ Shoe polish bag and shoe horn in closet

Turn-down service with additional:

- ✓ Bed step-out map
- ✓ Slippers
- ✓ Bathrobe folded on bed

BIBLIOGRAPHY

- Bartol, Kathryn M.** *Management*. McGraw Hill, New York, 1992.
- Brigham, Eugene F.** *Fundamentals of Financial Management*. Dryden Value Press, Miami, Florida, 1994.
- Kasavana, Michael.** *Managing Front Office Operations*. Educational Institute, New York, 1996
- Lewis, Chambers, Chacko.** *Marketing Leadership in Hospitality*. Van Nostrand Reinhold, New York, 1993.
- McIntosh, Robert W.** *Tourism Principles, Practices, and Philosophies*. Wiley, New York, 1995.

VITA

Su Jung Shin was born in December 24, 1970 in Chonju, Republic of Korea. She graduated with a Bachelor degree of Arts in Spanish Literature from Chonbuk National University in Korea. She was enrolled in the Graduate School of the University of New Orleans to pursue the degree of Master of Arts in Arts Administration in September, 1996 and successfully completed this course of study in December, 1998.