

TECHNOLOGY TRAINING NEEDS OF HOSPITALITY
SALES AND MARKETING MANAGERS
IN OKLAHOMA

By

DEANA LISA MCHOUL

Bachelor of Science

Oklahoma State University

Stillwater, Oklahoma

1994

Submitted to the Faculty of the
Graduate College of the
Oklahoma State University
in partial fulfillment of
the requirements for
the Degree of
MASTER OF SCIENCE
July, 1996

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Thesis Approved:

Neil Sammons

Thesis Adviser

Lynna S. Drake

Joe C. Adair

Thomas C. Collins

Dean of the Graduate College

ACKNOWLEDGMENTS

I would like to thank the many professors in the School of Hotel and Restaurant Administration who have assisted me throughout my studies. They have always made themselves available, especially my committee chair, Dr. Gail Sammons. Her guidance and assistance was a tremendous help to me, and reached well above my original expectations of a committee chair. In Gail, I found not only a generous mentor but a great friend. Her support and encouragement was much greater than I expected.

I would like to extend my sincerest appreciation to Dr. Sylvia Stokes Gaiko and Dr. Lee Adkins, both of whom so gracefully and untiringly served on my committee. A special thanks to Dr. James Groves, who with utmost patience, took time out of his busy schedule many times to read my rough drafts and offer valuable suggestions to my stimulating efforts.

A loving thank you to my husband, Ryan, for his continuous support and understanding of my long hours, continual involvement in study work, and for tutoring me through the statistics class. Lastly and with profound gratitude, I would like to thank my parents who urged me to pursue this degree, and had every confidence that I would attain it.

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INTRODUCTION

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Travel and tourism and information technology are two of the largest, fastest growing, and most dynamic industries in the world. The US \$3.4 trillion travel and tourism industry has been transformed with the use of technologies to help organize, promote, and market tourism products and services (World-Conference @TEN-10.COM, 1995). More than 14 million Americans are employed by the travel industry. The travel industry is the second largest employer in the United States. Throughout the world, travel has increased at an annual rate of five percent for the past ten years (Farmer, 1996).

The forces of expanding global competition, changing of business and political boundaries, new innovative ways of dealing with quality and service, and keeping up with new technology, challenge hospitality managers. This paper examines sales and marketing managers in the hospitality industry and the technology training needs for this segment of the hospitality industry.

Purpose of the Study

Hospitality managers must identify their training and technology needs and implement the information technologies that will provide their organizations with a competitive edge (Collins, Combrink, Van Hoof, & Verbeeten, 1995). The purpose of

this research is to identify the technology that will assist hospitality industry sales managers in their job tasks, and the technology that will assist in training employees in hospitality sales positions. This study will also examine the need of different technology in the sales and marketing managers positions.

Objectives of the Study.

In this study, members of the Oklahoma Hospitality Sales and Marketing Association were surveyed through a mail survey, postcard reminder, and follow-up survey. The specific objectives of this study were to:

1. Identify technology needs for manager's job tasks.
2. Identify technology needed for employee training.
3. Examine and describe the importance of technology for managers and employee training needs.

Research Questions

The following questions were developed for this study:

1. Is there a need for technology in employee training?
2. Is there a need for technology for manager's job tasks?
3. What technology is needed for manager's job tasks and employee training needs?
4. How important is the technology needed by managers and employee for training?

Definitions of Terms

The following terms have been defined so that the researcher's intended use of the terms are understood. For the purpose of this study, the following definitions will apply to the specific terms.

Hospitality Industry The hospitality industry is made up of those businesses that do one or more of the following:

1. Provide accommodation for the traveler
2. Prepare food and beverage service
3. Provide entertainment for the traveler (Bowen, Kotler, & Makens, 1996).

Hotel Sales Managers The hotel sales managers or sales executives are responsible for soliciting and servicing conventions, sales meetings, tours, and other groups requiring public space and room accommodations (Montgomery & Strick, 1995).

Hotel Marketing Managers The director of marketing or the marketing manager coordinates, and supervises the activities of sales department executives. Marketing managers may also help create and implement programs aimed at developing rooms, food, and beverage business from the individual business and leisure traveler (Montgomery et al., 1995).

Training is a "systematic process through which people gain knowledge and develop skills by instruction and practical activities that result in improved performance" (Baum, Go, & Monachello, 1996, p. 317).

Technology is defined to include the following terms:

Internet (net): A gigantic collection of computer networks linking 25 million computer users around the world (Elliott, 1995).

World Wide Web (WWW): The WWW is the fastest growing part of the internet. It is a vast global network of documents that combine text, image, sound, and video. People often go on the internet when looking for information (CKC, 1995A).

Home Page: It is the main page on the Web. Companies and organizations have home pages to serve as virtual brochures; individuals' home pages often share personal passions (Miller, 1995).

Software: Programs that allow computer hardware to perform specific tasks for individual needs.

Information Technology (IT): Enables the sharing of information throughout an organization (Collins et al., 1995).

CD-ROM: Stands for compact disk read only memory. They store large computer files (Wilde, 1995).

Multimedia: The term describes the union of sound, graphics, and video on the computer (Wilde, 1995).

Electronic-Mail (e-mail): The sending of messages from one computer user to another (Miller, 1995).

Voice Mail: an information technology communication tool that allows a detailed voice message to be recorded (Collins et al., 1995).

Video Conferencing: A two-way communication technology allowing people in

different locations to see each other while they talk and to share charts and body language (Collins et al., 1995).

Assumptions and Limitations

1. This study investigated hospitality sales and marketing managers working in the hospitality industry in Oklahoma the time of the study, March through May, 1996.
2. This study was limited by the willingness and ability of individuals surveyed in this study to respond to, or complete the surveys in a timely and/or accurate manner.
3. The participants of the survey were limited to the Tulsa, Oklahoma Chapter of Hospitality Sales and Marketing Association.
4. This study will be limited by the size of properties participating.
5. This study used only one section of a larger survey (See appendix A and B).
6. An assumption was made that the participants would respond honestly when answering survey questions.

Significance of Study

Training needs were identified for managers and employees for the technology section only. The driving force behind this thesis is that managers must be able to identify and implement the information technologies that will provide their organizations with a competitive edge (Collins, 1995). This study was part of a larger study which

encompassed the following areas:

- **Management Skills**
- **Technology**
- **Service Management**
- **Human Resource Issues**
- **Property Management**
- **Financial Management**
- **Marketing, Sales, and Promotion**
- **Legal Aspects (Safety, Laws, etc.)**
- **Food and Beverage Service and Products**
- **Tourism Management**

Chapter one explained the purpose, and objectives of this research. This chapter also presented the research questions, definition of terms, assumptions, and limitations.

The literature review is presented in the following chapter.

CHAPTER II

LITERATURE REVIEW

Introduction

Travel and tourism is the number one employer in 13 states, and ranks as the first, second, or third in 37 states (Leven, 1994). By the year 2010 international tourist arrivals are expected to double, this compounded with the abilities of computer technology to increase the ability to organize, store, manipulate information, and communicate text and images over electronic networks directly to potential customers, makes the application of information technologies necessary to every aspect of tourism (World-Conference @ TEN-10.COM).

The unwritten rule of the international visitor is the farther away from home they are, the more money they are likely to spend (Sanders, 1995). The increase in international visitors will have a significant financial impact on the hospitality industry, and the industry must be able to keep up with the demand for its services. The travel industry has created jobs at twice the average rate of all US industries over the past decade (Leven, 1994). The above information indicates that the hospitality industry will grow at an increasing rate and therefore, will service and employ more people than ever before.

The literature review is divided into five sections: hospitality industry, hospitality sales and marketing managers, training, training with technology, and technology. The first section summarizes the hospitality industry's growth rate, the competitiveness of the industry, and who is included in this industry. The sales and marketing managers section

describes the subjects surveyed, growth in the conference, meeting, and convention sector, and defines the job tasks of sales and marketing managers. The training section emphasizes the importance of training in the hospitality industry. The next section, training with technology examines interactive learning and types of technology training. Finally, the technology section describes the growth rate of technology, the different types of technology, the major benefits that technology has provided for the hospitality industry, and the importance of technology.

Hospitality Industry

Businesses that provide accommodations for travelers, prepare food and beverage services, or provide entertainment for travelers are all part of the hospitality industry (Bowen, et al., 1996). The hospitality industry has grown and is still growing at a competitive pace. Our economy has been provided with many new jobs as a result of the growth of the hospitality industry. According to a study released by the National Certification Commission of the US Department of labor, the lodging industry will be one of the leading industries in terms of new jobs created over the next ten years (Lodging, 1995A).

Hospitality Sales and Marketing Managers

Hospitality sales and marketing managers promote the hotel and bring revenue into the hotel. They serve as the organizations personal link to customers. These managers also negotiate contracts for the hotel, create programs and schedules, supervise meetings, and organize evaluations into a comprehensive over view of the meeting (Weirich, 1992). Hospitality sales and marketing mangers job tasks differ from property to property. Sales and marketing managers job requirements depend highly on the structure and size of the organization.

The national organizations of sales and marketing managers are Meeting Planners International, American Society of Association Executives, and Hospitality Sales and Marketing Association International (Collins, 1983). Hospitality Sales and Marketing Association International (HSMIAI) embraces all segments of the industry from the airlines, cruise lines, car rental companies, etc., in addition to hotels, inns , and resorts. "There are currently 83 chapters around the world, in Europe, the Caribbean, Latin America, and elsewhere in addition to North America" (Inn-Touch, 1996, p. 3).

The sales and marketing profession is becoming more popular with the growth of meetings, conventions, expositions, and incentive travel. The greater the need for these types of professional the greater the need for training for these professionals. A study by the Convention Liaison Council showed conventions, expositions, meetings, and incentive travel, generated \$82.8 billion in the United States in 1993, ranking 22 among domestic industries (Lodging, 1995B).

Technology Helps Sales and Marketing Managers

Sales and marketing managers in the hospitality industry have been taking advantage of the automation that new technology has to offer. Over the past ten years the automation in the hotel sales and catering offices has increased immensely. "Today, nearly 1,000 hotels across the country use some type of automation system in their sales and catering office" (Duncan, 1994, p. 40). Automation helps sales and marketing managers service their customers better. Before automation the average salesperson used to spend 75 percent of their time filling out paperwork and generating reports for management. Since automation sales and marketing managers are now able to spend more time servicing customers and less time with the paperwork. "In short, communications technology allows salespeople to spend more time being salespeople and less time performing tedious administrative and clerical tasks" (Duncan, 1994, p. 42).

Sales and marketing managers time can be used more efficiently with the help of computers. Many sales and marketing managers use computers to handle the details of the meeting planning (Kastiel, 1986). Not only do computers make more efficient use of sales and marketing managers time, but they have also generated a need for more creative meeting programming to meet higher expectations (McGee, 1984). Computers have the ability to help sales and marketing managers in several different areas such as personalized mailings, records of attendee housing, registration for functions, and addresses (Hughes, 1985). Sales and marketing managers no longer consider these programs a luxury but a necessity to complete their required job tasks.

Sales and Marketing Software

Software programs have been developed specifically for meeting applications. These software programs save sales and marketing managers time and effort. This software enables sales and marketing managers to manipulate lists quickly, accurately, and efficiently (Waldrop, 1985). The term user friendly was taken into consideration when most of these sales and marketing software programs were designed. Users simply enter the data into the central processing unit and retrieve the output in a form that is desired. The software programs have also been designed with portability in mind; therefore, making them accessible at meetings to generate last minute reports, update lists throughout the meeting, print name badges, and keep accounts current (Blum, 1985).

The increase of technology has also increased the suppliers of software companies; therefore, giving buyers more of a selection. There are at least 18 companies who provide software specifically for meeting sales and marketing managers (Kastiel, 1986). There was an alliance this year between Meeting Planning International and Plansoft Holdings to create an interactive industry network and integrate productivity software programs for the hospitality industry (Koss-Feder, 1996). Different organizations have different software needs. A 300 room hotel does not have the same needs as a property with only 50 rooms. To select the most beneficial software package for the organization, the needs of the organization and the needs of the sales and marketing managers should be considered (Waldrop, 1986).

Software Features

Breeze enables the user to merge contracts, banquet and room blocks at the push of a button (LeCompte, 1995).

Noesis Computing Co., created Meeting Track the software program that tracks registrants, speakers, and exhibitors (Kastiel, 1986). A good meeting management program will offer features such as registration, invoicing, participant enrollment in activities, and printing of name badges, mailing labels, and form letter (McGee, 1984). Features that software provides can be of enormous help to individuals. Users must decide which features are most needed in their every day job tasks. Programs also provide sales force rosters, cost analysis, feedback analysis, and comprehensive final reporting (Elvers, 1983). Software that caters to the specific needs of an individuals job tasks has the ability to reduce error, produce quicker results, and in less time.

Delphi sales and catering automation systems was created by Newmarket Software Systems Inc. "The system allow planners to receive accurate and immediate quote rates...and enables catering managers to find out 1. when hotel rooms are already booked or tentatively being held, 2. the number of guests anticipated, 3. the revenues projected, and 4. rates quoted" (Computerization, 1986, p. 120-123). The Park Plaza Hotel in Boston, MA has implemented the Delphi system to increase productivity of sales managers, and to reduce unnecessary expenses for sales and marketing managers to incur.

Newmarket Software Systems Inc., creators of Delphi sales and catering automation system, has also developed a new sales automation product called Breeze. This product replaces manual books such as the group rooms control log. "Breeze will help sales managers keep track of accounts, book group and transient business and

schedule meetings...in addition, Breeze enables the user to merge contracts, banquet to the event orders and form letters at the push of a button" (LeCompte, 1995).

Training

People working in the sales and marketing forces need training. Training is vital to the success of the individual and the company. Training is not a one time process, it is a continual career-long endeavor. Unfortunately, the hospitality industry has had weak, if any training programs in the past. Sales and marketing managers need three types of training:

1. Product/service training
2. Policies, procedures, and planning training
3. Sales technique training (Bowen et al., 1996, p: 605-606).

"Technology creates continuous change within the hospitality industry" (Bowen et al., 1996, p. 605). Reservation systems and other operational systems will continually change on properties therefore requiring frequent and regular training in product/service training. "Sales force members are expected to use computers throughout their career" (Bowen et al., 1996, p. 606). The trend of automation, organizations of increased size and complexity, and as the need for formalized systems and procedures increases, there will be a greater need for continual training of the sales force.

The effectiveness of salespeople can be enhanced with training in prospecting, obtaining initial sales call, conducting sales dialogue, and the follow-up. "Although sales

training is most effective when customized, there are general factors that contribute to the success or failure of a salesperson...these should be considered when developing a sales training program” (Bowen et al., 1996, p. 606).

Training with Technology

Interactive Training

Useful technology tools for businesses are the interactive video training systems. These interactive video training systems provide employees with valuable training information. The employees find the interactive system stimulating, and also entertaining to be able to interact with the terminal. Trainees are provided with a powerful and flexible review tool as well as good primary learning with an interactive film (Rubin, Lofft, & Purification, 1983). By the end of the decade, interactive home learning sales is estimated to be a \$1 billion dollar industry. “In the hospitality industry, interactive training programs and long-distance learning loom on the technical horizon as companies such as Dallas-based Spectradyne Inc., Sioux Falls, S.D.-based LodgeNet Entertainment and Nashville, Tenn.-based Philips explore compact-disk technologies, teleconferencing, and digital delivery of video games in the hotel industry” (Koss-Feder, 1994, p. 26). The benefits of interactive training over classroom training include the following:

1. Reduced learning time
2. Reduced cost
3. Instructional consistency

4. **Privacy** (90 percent more learning in 40 percent less time at 30 percent less cost.)
5. **Mastery of learning** (learning systems" (Perciman, 1990), p. 24-25).
6. **Increased retention**
7. **Increased safety**
8. **Increased motivation**
9. **Increased success**
10. **Learners enjoy interactive learning (Koss-Feder, 1994).**

Rockley Miller, an expert on interactive training and publisher of the *Multimedia Monitor*, suggests that the hospitality industry is the ideal place for interactive learning. The hospitality industry experiences a high turnover rate, and could save money investing in an interactive training program rather than hiring staffs and departments of trainers (Koss-Feder, 1994).

Computer Assisted Instruction (CAI)

Computer-based instruction transforms a computer into an on demand learning device. CAI can be used for computer and non-computer related instruction. For example, a user could look to this computer-based instruction to find out the steps to be taken when replacing a printer cartridge. An employee who has used the computer-based instruction has not taken a supervisor or fellow employee away from any customers, rather they have used only their time and the time of the computer. "This device has the

potential to produce 30 percent more learning in 40 percent less time at 30 percent less cost, compared to traditional training systems” (Perelman, 1990, p. 24-25) are (typically

Source: Collins et al., 1995, p. 10

Technology is a new option for promoting

For the purpose of this research technology has been defined by the following terms: internet, world wide web, home page, meeting planner software, information technology, CD-ROM, multimedia, electronic mail, voice mail, and video conferencing. In these competitive markets, technology may be the difference between staying competitive or organizational demise (Collins et al., 1995). Technology will never replace the personal touch that so many businesses pride themselves on. The purpose of technology is not to replace human contact, but to enhance it (Duncan, 1994). Hospitality sales and marketing managers have the opportunity to promote the hotel and their meeting space with the help of interactive technology.

Internet

The internet was created over 30 years ago and used by the US Department of Defense. The internet was still a private playground of the government, universities, researchers and students up until two years ago. “Now it has captured the imagination of the global hotel industry and most of the rest of the civilized world, and it is poised to impact business operations, reinforce the computer culture, and change human

communication patterns” (CKC, 1995 B, p. 3). For a person to access the internet they must have resources such as a computer, modem, telephone line, and software (typically from CompuServe or America Online) (CKC, 1995 A).

Hospitality sales and marketing managers have a new option for promoting their hotel facilities. Home pages designed for the internet are proving to be very popular among some of the leading technological properties. The costs associated with placing a home page on the internet are minimal. Home pages do not cost anything to place on the internet; however, if no one on the property has the ability or means to develop a home page then the added cost of going to an outside party to develop the home page is the only option. Hotels have more options for promoting their facilities through interactive methods than ever before.

Home pages can be viewed as advertisements on the internet. With the growth of the internet and in particular the world wide web, a home page brings on huge advertising power. The number of visitors each day on the world wide web increases and home pages have the ability to reach them all for little cost.

CD-ROM

Sales and marketing managers in the hospitality industry have been recently exposed to the growth of CD-ROM's and their marketing power. Information such as complete hotel layouts, facilities, and services that hotels provide can be easily stored on CD-ROM's. Potential customers can be mailed the disk and view the property as well as

have any questions answered for them about the property without ever visiting the hotel site. These disks have full multimedia capabilities. When potential customers view the CD-ROM's they will have graphics and video to watch as well as music or sound to hear. These extra sensory devices heighten the experience of viewing the hotel rather than looking over information packets sent in the mail.

With the changing needs of sales and marketing managers in mind, ITT Sheraton has developed a new marketing tool for their property. The ITT Sheraton, based in Boston, MA, has technologically enhanced their sales and marketing professionals by offering a CD-ROM guide. This guide will feature color photography, video, music, and a voice-over narration. Potential customers of ITT Sheraton have the ability to browse through the actual images of the facilities or search for more specific criteria (Hotel and Motel Management, 1995).

Electronic Mail

Information technology communication tools, such as electronic mail, are powerful listening devices. They have facilitated global team building, open door policies, unveiled new ideas, and extended an executive's ability to stay personally involved with employees (Collins et al., 1995). Electronic mail has proved to be an extremely important tool for the exchange of information. The ability of electronic mail to transport vast amounts of information in just seconds is proving to be one of its more appealing qualities. Electronic

mail has been especially useful for setting up meetings and planning meetings (Williams, 1994).

Voice Mail

There are so many advantages of voice mail for the hospitality sales and marketing managers. "Voice mail opens up new channels of communication that reduce communication barriers, improve amplification of executives' messages, and flatten corporate structure" (Collins et al., 1995, p. 86). The hospitality sales and marketing managers of today listen to their voice messages and are able to return calls much quicker, and receive messages much sooner. A detailed voice message can be a more effective tool than playing "phone tag". The voice message alternative provides many individual with a greater sense of security. Sales and marketing managers might find it useful to leave last minute changes on voice messages. Also sales and marketing managers enjoy the capabilities of the machine to save messages, so that they may review them again later (Siegenthaler III, 1995).

Video Conferencing

The popularity of video conferencing rose 300 times the year of the Gulf War. There was a risk of terrorism associated with flying and traveling, especially over seas. Video conferencing also became more affordable because of newer technology. Video

conferencing has had geographically dispersed corporations, organizations wanting to keep their employees informed, and organizations trying to keep their employees working towards the same goals, as their largest consumers. For the future video conferencing will mean increased meetings at hotels. The video conferencing equipment has high costs associated with purchasing so small businesses will not be able to afford it; therefore, they will need hotels to provide that service for them (Rhodes, 1992).

Importance of Technology

A 1990 American Hotel & Motel Association survey conducted found that the number one advantage of technology was that it was the major determinant of guest satisfaction. In this same survey, 92.7% of the lodging managers surveyed agreed that technology enhanced the effectiveness of their property and more than 40% rated their operation's needs for technology as high or very high. A conclusion of this study was that as the size of the property increases, management's need for technology increases (Collins et al., 1995). Following are six benefits of technology in the lodging industry:

1. Improves service quality
2. Increases profitability
3. Increases efficiency
4. Integrates departments
5. Speeds communication
6. Reduces costs (Collins et al., 1995).

Improves Service Quality

The Ritz Carlton Hotel has enjoyed the benefits of their technology's improvement to service quality. Employees of the Ritz Carlton Hotel are trained to interact with the customers and handle any of their complaints. To accomplish this, employees carry with them a guest reference pad in which they keep records of complaints, suggestions and recommendations, and or compliments from their guests. At the end of the day the information found in these reference pads is compiled into an interactive database consisting of information given by nearly a half a million patrons. This database allows the management to study their customers needs and learn about their lifestyles and preferences so that the hotel can better meet the needs of those guests (Collins et al., 1995).

Increases Profitability

Videoconferencing will bring increased profitability to business owners. Customers coming to an establishment to use the videoconferencing facilities will need, in many instances, meeting rooms, meals, and a place to spend the night. All of these things bring revenue to the lodging property.

Increases Efficiency

Technology will increase the efficiency at a property. Express check in/out reduces the amount of time that customers have to spend waiting at the front desk. The double booking problem that formerly used to occur with manual sales, catering, and reservation systems can not happen because automated systems do not allow double booking. Far less mistakes are made with automated systems (Duncan, 1994).

Integrates Departments

Integrated departments help employees function as a team, rather than as individuals. The front desk at a hotel and the housekeeping department utilize some of the same information. When the front desk has determined who the guests will be checking out late are, they should share that information with housekeeping, by computer or whatever means they have. An inefficient use of time would be if housekeeping had to form their own list. These departments are in a situation where they can help each other. When departments are not integrated it is easier to blame other departments for an error, but with integration departments have the ability to help one another.

Speeds Communication

The faster the communication is at a property, the faster a problem could be solved. Sales and marketing managers need to be easily accessible to customers. If the task of tracking down assistance is too difficult, then the customer may go elsewhere. E-mail and voice mail are two examples of technology that reduce response time. The more popular this technology becomes the more efficient the existing technology becomes.

Reduces Costs

Technology reduces costs. When technology is used in training, money is saved on the cost that would otherwise be spent on a trainer. Sales and catering automation systems provide the information needed for salespeople to make the most cost efficient, productive, and profitable use of rooms and function space (Duncan, 1994). Computers make less mistakes, and mistakes cost hotels money.

Barriers to the Successful Use of Technology

There are a lot of barriers that exist which makes it difficult to implement and successfully operate technology. The following are a list of barriers which are important to this study:

1. **Initial cost**
2. **Skills of the user**
3. **Lack of management understanding**
4. **Management inertia**
5. **Lack of training**

The number one barrier to the use and implementation of technology, as found by the 1990 American Hotel and Motel Association survey, was cost. Some of the smaller lodging properties simply do not believe they can afford the initial investment cost in technology. Technology, by itself, will not increase the productivity of the user. Technology is a tool to be used by the individual. Much of the outcome depends on the skills of the individual. Individuals need to be skilled to be able to operate the technology at the most efficient level. If the skill is not present in an individual, additional training should be required by the property.

Management is poorly informed about the benefits that training provides. This lack of management understanding becomes a barrier when management decides the property technology needs. Management also decides what technology the property would benefit most from. Management inertia happens when old management becomes too set in their ways to learn new methods. When management refuses to change a behavior because in the past it always worked, then that is when management lack of understanding becomes a barrier to successful use of technology. The full capabilities of

technology are underutilized when management becomes too set in their old ways to move onto new and efficient methods of doing things.

Lack of training is a barrier to the effective use of technology. Some form of training must exist to ensure proper and more efficient use of technology. Training must accomplish four things:

1. Improve the students awareness of technology
2. Improve their appreciation for the value of technology
3. Enhance the users understanding and use of technology
4. Educate management and executives so they can understand strategic and practical values

Conclusion to the Literature Review

This chapter has emphasized the growth and need for technology in hospitality sales and marketing managers job tasks, and employee training needs. This literature review examined the following areas: hospitality industry, hospitality sales and marketing managers, training, training with technology, technology, importance of technology, and barriers to the successful use of technology.

The purpose of this study was to examine the technology being used in the hospitality sales and marketing managers job tasks and employee training, and to examine the perceptions of technology's importance in the hospitality sales and marketing managers positions.

METHODOLOGY

Introduction

This chapter is divided into five subsections of research design: population and sample, questionnaire development, confidentiality, data collection and coding, and data analysis. Population and sample describes the subjects who participated in this study. Questionnaire development examines the manner in which the questions were chosen to be used in the survey. Survey Scale explains the Likert scale that was used in this study. Data collection and coding describes the method used to collect and code data. The last section pertains to data analysis and statistics that were used to help analyze data.

Research Design

The research design employed was a survey in the form of a mailed questionnaire. Surveys are used in research to describe and quantify characteristics of a defined population (Monsen, 1992). This research survey was designed to identify technology needs for hospitality sales and marketing manager's job tasks, for employee training, and to examine and describe the importance of technology for managers and employee training. The dependent variables in this study were the technology needs for manager's job tasks, and employee training. The independent variables in this study were the

demographic characteristics, technology experience, and technology availability at individual properties.

Population and Sample

The population used in this study was all sales managers in Oklahoma. A sample was drawn from members of the Oklahoma Hospitality Sales Managers Association. This association was chosen for the sample because they were the most representative of the Oklahoma population.

This study included 53 subjects who were members of the Hospitality Sales Managers Association in Tulsa, Oklahoma during the months of March, April, and May 1996. A telephone call made to survey participants revealed that six of the original members were no longer with the company; therefore, did not receive a survey. The sample size was then adjusted to include 47 subjects.

Questionnaire Development

The questionnaire was developed through the literature review and the expertise of a panel. Another panel of experts pre-tested the instrument to check for validity, clarity, content, formatting, and the average length of time to complete the survey.

Confidentiality

Confidentiality was assured in the cover letter that was mailed with the survey. This cover letter (Appendix) was developed and included instructions on how to complete the questionnaire. Subjects were informed that all the information recorded on the questionnaire would remain confidential. The surveys were coded so a second mailing could be sent to those subjects who had not already returned the questionnaire. The Hospitality Sales and Marketing Association members names were not on the survey. The member names appeared only on the cover letter.

Survey Scale

Respondents were asked to rate the importance of technology, using a Likert scale one to four. One represented the highest need, two represented moderate need, three represented a low need, and four represented no need for technology. There was also another category provided for questions that were not applicable. Respondents were asked to rank their top five training priorities for all managers in the hospitality industry based on need and importance of each task (see Appendix B).

Data Collection and Coding

The Dillman method was used to collect data. The initial survey was mailed out with a cover letter and return envelope in March, 1996. One week later, a postcard reminder was mailed to the entire sample. After two weeks, a second survey was mailed to the individuals who had not yet returned the initial survey. During April, the Hotel Sales and Marketing members who had not yet submitted their surveys were contacted by telephone. The call reminded them to fill out the survey, if they had not already done so, and to mail an additional survey when necessary.

Data Analysis

Responses to the questionnaire were tabulated and coded for analysis. SPSS for MS Windows was used to analyze the data. The statistical procedures used were means, frequencies, and groupings of variables for ranking purposes.

Response Rate

The survey was sent to 54 potential participants. The response rate for the survey was 26 percent (see Table 3.1). Over 11 percent of the surveys were unusable due to job relocation, termination, or quitting.

Table 3.1

Response rate information

	<u>N</u>
Surveys Mailed	54
Unusable Responses	6
<u>Returned Surveys</u>	<u>14</u>

CHAPTER IV

PRESENTATION AND ANALYSIS OF DATA

The results of the study are reported in Chapter IV. It is divided into the following sections: demographic characteristics of respondents, property characteristics, technology background of respondents, training program preferences of respondents, and training needs for managers job tasks.

Demographic Characteristics of Respondents

Descriptive Statistics were used to analyze demographic characteristics of respondents. Tables 4.1 and 4.2 were constructed to give the reader a better understanding of the general demographic characteristics and job positions held by respondents at the time of the study.

Age and Education

This group ranged in age from 21 to 51 years old (see Table 4.1). The majority of respondents, 64.3 percent, were in the 31 and 41 year old group. The next largest percentage of respondents were in the 21 to 31 year old group.

The respondents had a very high level of education. Over 70 percent of the respondents had either a two or four college degree. (see Table 4.1).

Table 4.1

Demographic information

	Frequency	%
Education		
Completed high school or GED	1	7.1
Some college or Vo-Tech training	1	7.1
2 year college degree or Vo-Tech Certificate	2	14.3
4 year college degree	8	57.1
Graduate degree (or working toward a degree)	1	7.2
Other	1	7.2
Age		
Less than 20 years	0	0.0
21-30 years old	4	28.6
31-40 years old	9	64.3
41-50 years old	1	7.1
51-60 years old	0	0.0
Over 61 years old	0	0.0

Note. N = 14.

Job Position Currently Held in the Hospitality Industry

The majority of the respondents, 92.9 percent, held sales or marketing managers positions at the time of the study (see Table 4.2). All of the respondents worked in sales and marketing positions except for one respondent who held the title of hotel general manager.

Table 4.2

Respondent's job position within industry

Position	Frequency	%
Hotel Manager	1	7.1
Sales or Marketing Manager	13	92.9

Note: N = 14.

Amount of Work Experience in the Hospitality Industry

The mean number of years of hospitality experience was close to ten years (see Table 4.3).

Table 4.3

Number of years worked in the hospitality industry

N	Minimum	Maximum	Mean	Std. Dev.
14	5	24	9.93	4.92

Property Characteristics

Descriptive statistics were used to analyze property characteristics. Tables 4.4 and 4.5 were constructed to describe the respondents properties and report the number of supervisors, assistant managers, and employees on the property.

Property Size

The average property size of our respondents was almost 264 rooms. Of these properties, all had restaurants seating at least 100 customers, and some properties had as many as 250 seats. Seven of the properties had lounges averaging 87 seats per lounge.

As a determiner of property size the study also looked at the amount of meeting space that each property had available. The minimum amount of meeting or banquet space available was 400 square feet with the average meeting and banquet space available reaching close to 10,000 square feet.

Table 4.4

Description of property

Descriptors	N	Minimum	Maximum	Mean	Std. Dev.
Rooms	10	81	417	263.40	126.05
Seats in restaurant	7	100	250	170.71	62.61
Seats in lounge	7	40	140	87.14	37.40
Number of acres	7	2	240	47.43	87.28
Banquet or meeting space	9	400	24000	9744.44	8906.05
Other	2	15	79	47.00	45.25

Number of Supervisors or Assistant Managers and Employees at Properties

There was an average number of 14.21 supervisors or assistant managers on property (see Table 4.5). The average number of employees at a given property was 102 employees.

Table 4.5

Number of supervisors or assistant managers and employees

	N	Minimum	Maximum	Mean	Std. Dev.
Supervisors/Assistant Managers	14	2	80	14.21	20.26
Total # of Employees	14	12	400	102.43	121.50

Technology Background of Respondents

Descriptive statistics were used to analyze the technology background of respondents. Table 4.6 and 4.7 were constructed to describe respondents personal computer experience, and the technology available on respondents properties.

Personal Computer Experience

All of the respondents have had some computer experience at one time or another (see Table 4.6). More than 15 percent of respondents had taken a computer course and had their own computer at their home. Over 30 percent of respondents have taken a computer course. Also over 30 percent of respondents have a computer at home. Over 30 percent of participants have had some form of on the job training with computers. The next largest category, 23.1 percent, were those respondents who had taken a computer course, on the job training, and had a computer at home. All participants had some computer experience.

Table 4.6 Available at Respondents' Properties

Personal computer experience available at all of the respondents properties (see Table 4.7)

Computer Experience	Frequency	%
Computer course(s) taken	1	7.7
On the job training / experience	2	15.4
Personal computer at home or self taught	0	0.0
No experience	0	0.0
Other	1	7.7
Computer course(s) taken & On the job training / experience	4	30.7
Computer course(s) taken & Personal Computer at home	2	15.4
Computer course, OJT & Personal Computer at home	3	23.1

Technology Available at Respondents' Properties

Fax machines were available at all of the respondents properties (see Table 4.7). Most of the properties, 11 out of 13, had stand alone personal computers. Eight properties networked their personal computers. Property Management Systems were located at eight of respondents properties. Conferencing facilities and industry specific software both were present at six of the respondents properties.

Table 4.7

Types of technology that are currently available on respondents' properties

Technology	Frequency %
Conferencing facilities	46.2
Stand alone PC's	84.6
Notebook computers	7.7
Modem	53.8
Fax	100.0
Internet Access	77.0
Networked PC's	61.2
Point of Sale	7.7
Property Management Systems	61.2
Industry specific software	46.2

Note. N = 13.

Respondents Training Program Preferences

The most preferred day for attending training programs for managers and employees

Descriptive statistics were used to determine the types of training programs needed as well as the time, place, and length of those programs. Tables 4.8, 4.9, and 4.10 were constructed to examine the most convenient day, time, and length of the optimal training seminar according to respondents.

Preferred Time, Place, and Length

The optimal training program, according to respondents, would be held on Thursday between eight and noon, and would last for one to three hours long (see Table 4.8, 4.9, and 4.10).

Table 4.8

The most preferred day for attending training programs for managers and employees

Preferred Day	Frequency	%
Monday	2	16.7
Tuesday	1	8.3
Wednesday	2	16.7
Thursday	4	33.3
Friday	2	16.7
Saturday	1	8.3
Sunday	0	0.0

Note. N = 12.

Table 4.9

The most preferred time for attending training programs for managers and employees

	Time of Day	Frequency	%
Morning	8 am - noon	9	69.2
Afternoon	1 pm - 5 pm	3	23.1
Evening	6 pm - 9 pm	1	7.7

Note. N = 12.

Table 4.10

Optimal or ideal length of a training program

Seminar Length	Frequency	%
1 - 3 hours	5	35.7
3 - 6 hours	6	42.9
6 - 8 hours	3	21.4
More than 8 hours	0	0.0

Note. N = 14.

Ranked Preferences of Manager Training Programs

When respondents were asked to rank their preferences of training programs for managers, seven of the eleven respondents considered the preferred location to be the most important factor (see Table 4.11). When the same question was asked about employee training programs, only six of 11 respondents rated site location as their number one preference (see Table 4.12). Five of 11 respondents agreed that it was most important to have the seminar at the work site.

Table 4.11

Ranking of preferences for training programs for managers

Managers	N	1	2	3	4	5
Seminar in preferred location	11	7	3	1	0	0
Seminar at work site	11	3	5	2	1	0
Self-paced learning module (CD-ROM Training, Interactive Training)	7	0	0	0	1	6
Video-tape training materials	10	0	1	3	5	1
Workshop/seminar at a vo-tech, college or university	12	1	3	6	2	0
Independent learning through correspondence study	2	0	0	0	0	2
Compressed video	3	0	0	0	1	2
Internet / on-line service training modules	3	0	0	0	2	1
Other	1	1	0	0	0	0

Note. Respondents were asked to use **1** for the most preferred method, **2** for second most preferred method, **3** for third most preferred method, **4** for fourth most preferred method, and **5** for fifth most preferred method.

Table 4.12

Learning Needs for Managers Job Tasks

Ranking of preferences for training programs for employees

Employees	N	1	2	3	4	5
Seminar in preferred location as listed in	11	6	4	0	1	0
Seminar at work site	12	5	4	3	0	0
Self-paced learning module (CD-ROM Training, Interactive Training)	6	0	0	1	0	5
Video-tape training materials	10	0	2	2	4	2
Workshop/seminar at a vo-tech, college or university	12	0	2	5	3	2
Independent learning through correspondence study	1	0	0	1	0	0
Compressed video	4	0	0	0	2	2
Internet / on-line service training modules	3	0	0	0	2	1
Other	1	1	0	0	0	0

Note. Respondents were asked to use **1** for the most preferred method, **2** for second most preferred method, **3** for third most preferred method, **4** for fourth most preferred method, and **5** for fifth most preferred method.

Training Needs for Managers Job Tasks

Descriptive statistics were used to analyze the training needs for managers job tasks. Table 4.13 shows the frequency ratings of job tasks, while 4.14 shows the mean ratings.

High or Moderate Training Needs

Computer skills was considered to be a high to moderate training need (see Table 4.13). Four of thirteen respondents rated computer skills as a high training need, while eight rated it as a moderate training need. Meeting planning and sales management systems were rated as a high training need by five of the thirteen respondents and as a moderate training need by seven of the respondents. Operating system training was considered a high training need by four of the 13 respondents, and a moderate training need by seven of the respondents. Develop a request for proposal rated high training need by four of thirteen respondents, and a moderate training need by eight of the respondents. Financial computer applications was rated as a high training need by four of thirteen respondents, and a moderate training need by eight of the respondents.

Electronic mail was rated as a high training need by six of the 13 respondents and moderately three of the respondents. Voice messaging was also considered a high training need by six of 13 respondents. A communication fax modem had a high training need by seven of the 13 respondents, and a moderate training need by two respondents.

Table 4.13

Frequency ratings of job tasks

Job Tasks	N*	High	Moderate	Low	No	Not Applicable
Identify available technology systems	13	7.7	69.2	23.1	0.0	0.0
Analyze property technology needs	13	23.1	38.4	30.8	0.0	7.7
Develop request for proposals (i.e., specifications)	13	30.8	61.5	0.0	0.0	7.7
Specific industry and application software systems						
- Food service management / POS	13	7.7	46.1	15.4	0.0	30.8
- Meeting planning / sales management systems	13	38.5	53.8	7.7	0.0	0.0
- Property management systems (i.e. call accounting, energy management)	13	23.1	53.8	7.7	15.4	0.0
- Inventory, purchasing or production systems	13	0.0	69.2	15.4	0.0	15.4
- Operating systems (i.e. Windows, DOS, OS/2)	13	30.8	53.8	15.4	0.0	0.0
- Database, word processing or spreadsheet programs	13	30.8	46.1	23.1	0.0	0.0
Portable computer usage (laptop)	13	23.1	15.4	46.1	7.7	7.7
Video-conferencing	13	7.7	15.4	53.8	7.7	15.4
Electronic mail	13	46.2	23.0	23.1	7.7	0.0
Voice messaging	13	46.2	30.7	23.1	0.0	0.0
Communications (fax / modem)	13	53.8	15.4	23.1	7.7	0.0
Desktop video-conferencing	13	15.4	7.7	46.1	15.4	15.4
Distance learning capabilities	12	8.3	41.7	33.3	8.4	8.3
Network (i.e. LAN's)	12	16.7	8.3	41.7	16.6	16.7
Internet - Cyberspace sites	13	23.1	30.7	30.8	7.7	7.7
Internet - Create web / home pages	13	30.8	30.7	7.7	23.1	7.7
Internet - Download files	13	23.1	15.4	38.4	7.7	15.4
Internet - Bulletin boards	13	23.1	15.4	38.4	7.7	15.4
Computer skills	13	30.8	61.5	7.7	0.0	0.0
Interactive CD-ROM training	14	7.1	28.6	35.7	14.3	14.3
Interactive video training systems	14	0.0	35.7	50.0	7.2	7.1
Computer-assisted instruction	14	14.3	35.7	42.9	7.1	0.0
Financial computer applications	14	28.6	57.1	7.2	7.1	0.0
Advertising/marketing on Internet	14	14.3	64.3	7.1	7.1	7.1
CD-ROM marketing	14	14.3	42.8	28.6	7.2	7.1
Multimedia touch screen kiosks	14	7.1	21.5	35.7	21.4	14.3

Note. Respondents were asked to evaluate the training need of each task for a manager in their industry.

Advertising or marketing on the Internet were considered to be a high training need by only two of fourteen respondents; however, nine respondents rated it as a moderate training need (see Table 4.13). CD-ROM marketing training was not perceived as being quite as important at that point in time. Two of fourteen respondents considered CD-ROM marketing to be a high training need, while six respondents rated it as a moderate training need. Of the 14 respondents, eight of them responded to Internet questions as moderate to high training need for creating web pages.

Low or No Training Needs

Videoconferencing was considered to be of low training need by seven of thirteen respondents, and no training need by one respondent. None of the respondents chose low or no training need for any of the industry specific software systems. While over 70 percent of them believed there was a high or moderate training need for these industry specific software systems.

Mean Ratings for Job Tasks

The coding for the mean ratings were changed from the original survey for data analysis purposes. The mean ratings were based on a four point scale (4=high training need, 3=moderate training need, 2=low training need and, 1=no training need for managers).

Advertising/marketing on the Internet, according to survey participants, rated the highest need for training (see Table 4.14). Other job tasks that had a high training need were develop request for proposal, meeting planning/sales management systems, voice messaging, and computer-assisted instruction.

Table 4.14

Overall Rankings of Job Tasks

Mean ratings of job tasks

Job Tasks	N	Mean	Std. Dev.
Identify available technology systems	13	2.85	0.55
Analyze property technology needs	12	2.92	0.79
Develop request for proposals (i.e., specifications)	12	3.33	0.49
Specific industry software systems - Food service management / POS	9	2.89	0.60
- Meeting planning / sales management systems	13	3.31	0.63
- Property management systems	11	3.18	0.60
- Inventory, purchasing or production systems	11	2.82	0.40
- Operating systems (i.e. Windows, DOS, OS/2)	13	3.15	0.69
- Database, word processing or spreadsheet programs	13	3.08	0.76
Portable computer usage (laptop)	12	2.58	1.00
Video-conferencing	11	2.27	0.79
Electronic mail	13	3.08	1.04
Voice messaging	13	3.23	0.83
Communications (fax / modem)	13	3.15	1.07
Desktop video-conferencing	11	2.27	1.01
Distance learning capabilities	11	2.55	0.82
Network (i.e. LAN's)	10	2.30	1.06
Internet - Cyberspace sites	12	2.75	0.97
Internet - Create web / home pages	12	2.75	1.22
Internet - Download files	11	2.64	1.03
Internet - Bulletin boards	11	2.64	1.03
Computer skills	13	3.23	0.60
Interactive CD-ROM training	12	2.33	0.89
Interactive video training systems	13	2.31	0.63
Computer-assisted instruction	14	2.57	0.85
Financial computer applications	14	3.07	0.83
Advertising/marketing on Internet	14	3.50	0.52
CD-ROM marketing	13	2.92	0.76
Multimedia touch screen kiosks	13	2.69	0.85
Other Technology Issues	12	2.17	0.94

Note. Mean ratings were based on a four point scale (4 = high training need, 3 =

moderate training need, 2 = low training need and 1 = no training need for managers).

Overall Rankings of Job Tasks

The respondents were asked to rank by number the top five training priorities for all managers in the hospitality industry based on the need and the importance of each task. The respondents were then grouped for the purpose of analyzing job tasks.

Managers Job Tasks

The technology training area priorities for the respondents were financial computer applications, develop request for proposals, meeting planning/sales management systems, operating systems, and basic computer skills (see Table 4.15). Overall, technology job tasks that ranked as a top priority for training by managers was meeting planning/sales management systems, develop request for proposals, and a communication fax modem. When grouped together meeting planning/sales management software was chosen as a training priority for managers the most number of times. When grouped together communication fax/modem was chosen the most amount of times as a training priority for employees.

Table 4.15

Technology job tasks ranked as a top priority for training

Job Tasks	N	%
Managers ($n = 12$)		
Meeting planning / sales management systems	8	66.7
Develop request for proposals (i.e. specifications)	5	41.7
Communications (fax / modem)	5	41.7
Employees ($n = 12$)		
Communications (fax / modem)	9	75
Voice messaging	8	66.7
Database, word processing or spreadsheet programs	7	58.3
Electronic mail	6	50
Operating systems (i.e. Windows, DOS, OS/2)	5	41.7

Note. Includes job tasks that were listed as the first, second, third, fourth or fifth

highest training priority for managers and employees in the industry.

Employees Job Tasks

The overall technology job tasks that ranked as a top priority for training employees was communication fax modem, voice messaging, database word processing or spreadsheet programs, electronic mail, and operating systems (see Table 4.15).

SUMMARY, RECOMMENDATIONS AND CONCLUSIONS

Summary

With the increased role of technology in the hospitality industry, the need for a study of technology needs has become that much more important. The purpose of this research was to identify the technology that will most assist hospitality industry sales and marketing managers in their job tasks, and the technology that will assist the most in training employees in hospitality sales and marketing positions. This research examined the need for different technology in the hospitality sales and marketing managers positions.

The research questions were developed to determine if there was a need for technology in employee training or in manager's job tasks, what technology is needed for manager's and employee training needs, and how important the technology is considered to be for managers and employee training. The results of the data collected from the questionnaires completed by members of the Hospitality Sales and Marketing Mangers Association were presented in Chapter IV. Chapter IV also reported technology that required training for employees and managers. The need for technology training for employees and managers appeared to be stronger for some facets of technology than others.

The majority of the respondents were between the ages of 21-31 years old. The average age of the respondents appears to be young; however the following data on hospitality industry experience and education will support evidence that the respondents are very qualified on paper to be in hospitality sales and marketing positions.

The Hospitality Information Technology Association (HITA), in conjunction with hospitality consultants PKF Consulting, conducted a nationwide survey to assess needs and perceptions regarding technology as they exist among lodging managers in the United States. The HITA project surveyed 3,000 hotel properties in the United States during the final months of 1994. With a 18 percent response rate, 550 returned questionnaires, most of the managers were between the ages of 36 and 45. The average age of HITA/PKF survey respondents was five to ten years older than the respondents of this particular study (Collins et al., 1995).

The average respondent for this study had ten years of hospitality industry experience and was highly educated. The education of respondents combined with their industry experience make for a well rounded and informed individual in the hospitality sales and marketing managers position.

Managers Training Needs

The hospitality sales and marketing managers of Oklahoma rated meeting planning/sales management systems as the top priority for managers training. The mean ratings of job tasks were based on a four point scale (4=high training need, 3=moderate

training need, 2= low training need and 1=no training need for managers). The highest training need on table 4.14 was advertising/marketing on the Internet, voice messaging, and also the meeting planning/sales management systems. In the frequency ratings of job tasks table, meeting planning/sales management systems ranked in the top five high training needs (see Table 4.1).

Less than 50 percent of respondents had industry specific software available at their properties (see Table 4.7). Even though most respondents properties did not yet have industry specific software, the ratings of meeting planning/sales management systems was ranked overall as a high training need. The high training need would indicate that survey respondents were concerned with the future training needs of meeting planning/sales management systems. Once the hospitality sales and marketing managers have used the meeting planning/sales management systems they will no longer consider them a luxury, but a necessity. These programs have not only made more efficient use of hospitality sales and marketing managers time, but they have also generated a need for more creative meeting programming to meet higher expectations (McGee, 1984).

All of the participants from this research study had some form of technology available at their properties. Automation is assisting hospitality sales and marketing managers to service their customers better (Duncan, 1994). In a 1990 AH&MA survey of lodging executives, improved guest satisfaction was rated as the biggest advantage of technology by respondents. More than 90 percent of participants in the HITA/PKF survey agreed that technology did enhance the effectiveness of their operations (Collins et al., 1995).

Overall Priorities of Managers Training Needs

Overall, technology job tasks that ranked as a top priority for training for managers were the following:

1. Meeting planning/sales management systems
2. Develop request for proposals
3. Communication fax modem (see Table 4.15).

Meeting planning/sales management systems, request for proposal, and the communication fax/modem were all listed in the top five of the mean ratings of managers job tasks (see Table 4.14). The respondents chose as their first priority for training managers meeting planning/sales management systems. The second priority for training managers, according to respondents, was develop request for proposals. Respondents chose communication fax modem as their third priority for training managers.

According to the HIT A/PKF technology survey, over 40 percent of management rated their own technology awareness as high or very high. In the same survey only 23.3 percent of management rated their employees technology awareness as high or very high (Collins et al., 1995). The management responses in the HIT A/PKF study are parallel with those of this study's findings. Management rated themselves as needing less training than that of their employees.

Employee Training Needs

The hospitality sales and marketing managers rated communications fax/modem as a top training priority for their employees (see Table 4.15). This may be due to the fact all of the respondents had fax machines available on their properties (see Table 4.7). The overall technology job tasks that ranked as a top priority for training employees were the following:

1. Communication fax modem
2. Voice messaging
3. Database, word processing, or spreadsheet programs, electronic mail, operating systems (see Table 4.15).

This research study was part of a larger survey sent out. The overall training needs for employee job tasks for the complete survey included:

1. Human relations
2. Resolve service problems/customer complaints
3. Computer skills.

Basic computer skills was considered to be an important training need for employees by hospitality sales and marketing managers. When technology is passed down from one employee to another the likelihood of a miscommunication increases. With a training program established at a property, employees are more likely to receive accurate information.

The popularity of video conferencing has yet to be fully developed at Tulsa, more Oklahoma hotel properties. When videoconferencing becomes more popular the need for training in videoconferencing will increase.

All of survey participants for this project had some form of technology available at their properties and also had computer experience (see Tables 4.6 and 4.7). In the HITA/PKF survey, nearly all of the lodging properties, 95.3 percent, had some computer technology. The American Hotel and Motel Association (AH&MA), in their 1980 technology survey, reported that fewer than ten percent of America's lodging properties were using computer technology (Collins et al., 1995). These statistics show a sharp increase in the use of technology over the past 16 years.

Recommendations

Evidence from this study suggests that at this time more general computer skills are valued for hospitality employees in Oklahoma, rather than more technical skills. Employees need to know basic computer skills and how to run operating systems. The knowledge of financial application software would also help employees keep up in the dynamic world of technology. In the future, there may be a need for more technical computer knowledge; however, at this present time training is needed in the general technology area. The 1990 AH&MA survey revealed that 54 percent of lodging executives viewed the lack of management understanding of technology as an important barrier to the successful use of technology (Collins et al., 1995).

Hospitality sales and marketing managers in Oklahoma may need training in more specific software than their employees. On the mean ratings of job tasks table, and those advertising/marketing on the internet had the highest training need score. The importance of training in these areas will increase as the popularity of the internet and CD-ROM marketing increases. The average person making hotel accommodation or looking for meeting facilities may be on network in the very near future; however, the average person still uses the telephone and looks at advertisements on the television and in printed material.

Limitations

A limitation to this study was the fact that hospitality sales and marketing managers rated the training technology needs of their employees. Another limitation was in the demographic variable. All of our respondents were located at Tulsa properties. Not all hospitality sales and marketing managers belong to the Hospitality Sales and Marketing Managers Association. This group may not be well representative of the Oklahoma hospitality sales and marketing managers community.

Future Research

The prospect of a survey given to hospitality sales and marketing employees, instead of managers, and inquiring as to their own training needs would be a possibility for

future research. Future research to determine the differences and similarities between the hospitality sales and marketing managers belonging to the primary association, and those who are not members of the association would add a stronger foundation to this research study. The demographics of this study focused on Tulsa, Oklahoma. Future research would benefit from a study done with a wider demographic area.

Conclusions

The purpose of this study was to determine if training needs existed in the area of technology for hospitality sales and marketing managers. This paper also determined the need for technology training for hospitality sales and marketing employees. It was determined that a need exists for some technology training. The HITA/PKF survey respondents identified lack of training as a barrier to the use and implementation of technology. This paper also examined which technology assisted hospitality sales and marketing managers in their job tasks. More than 40 percent of HITA/PKF survey participants rated their operation's overall technology needs as high or very high. The technology needs rated higher on the HITA/PKF survey than on with this study. The expressed need for technology in the lodging industry may lead to increased technology expenditures over the next few years (Collins et al., 1995).

Finally, this paper set a foundation for establishing a training program for hospitality sales and marketing managers. The ideal training program, according to survey participants, would be held on a Thursday, between eight am and noon, and last for a

period of one to three hours (see Table 4.8, 4.9, and 4.10). According to this study, the training program most needed for employees of sales and marketing managers would be basic computer skills. The training most needed by hospitality sales and marketing managers was specific industry software such as meeting planning/sales management systems. Other training programs for hospitality sales and marketing managers could consist of advertising/marketing on the Internet and CD-ROM marketing. In conclusions, this research served as a foundation for future research to utilize.

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APPENDIXES

APPENDIX A: THE DEED INSTRUMENT FIRST MAILING

APPENDIX A

COVER LETTER FOR SURVEY INSTRUMENT: FIRST MAILING



College of Human Environmental Science
 University Extension and Development
 123 Human Environmental Science
 Stillwater, Oklahoma 74078-0113
 405-744-6577 FAX 405-744-6840

**The Oklahoma
 Industry Needs
 Assessment Partners**

- OSU University Extension
- College of Human Environmental Sciences
- Oklahoma Restaurant Association
- Oklahoma Dietetic Association
- Oklahoma Hotel & Motel Association
- Oklahoma Travel Association
- Club Managers of America Association
- Hotel Sales & Marketing Association - Oklahoma Chapter

Advisory Committee

- Umi Chahal
- Amy Craft
- Marilyn Kanoski
- Kathleen Marks
- Kevin O'Leary
- LaWana Parker
- Sandy Price
- Dick Stubbs
- Robert Watson



Name
 Business/Title
 Address
 City, State, Zip

March 15, 1996

Dear Name,

You have been selected to complete a questionnaire that will be used to define management training needs of hospitality and health care professionals in Oklahoma. This survey is funded by the Oklahoma Restaurant Association and University Extension at Oklahoma State University. It is administered by the School of Hotel and Restaurant Administration and the Nutritional Sciences Department in the College of Human Environmental Sciences.

We realize this is a lengthy survey. However, your effort will result in training programs for you and your staff that you believe are important. Therefore please take the time to complete it. Should it fit into your busy schedule better, do a section at a time. We estimate it will take you approximately an hour to complete this survey. We would appreciate it if you would complete the survey and return it by April 1, 1996.

This is the first study of its kind that has surveyed 1000 hospitality professionals and management dietitians in Oklahoma. Please help us achieve over a 50% response rate and complete the survey today. You may be assured of complete confidentiality. The questionnaire has an identification number for mailing purposes only. This is so that we may check your name off of the mailing list when your questionnaire is returned. Your name will never be placed on the questionnaire.

Thank you for your assistance in this very important step towards identifying the training needs of professionals in the hospitality and health care industries. We will all benefit from your effort. From your comments, training and educational programs will be developed by the OSU and the hospitality and Health care associations. If you have questions about the study, you can contact us at the numbers below.

Sincerely,

Gail Sammons, Ph.D. CHA
 Assistant Professor
 School of Hotel and Restaurant Administration
 (405) 744-8483

Gail Gates, Ph.D. RD, LD
 Associate Professor
 Department of Nutritional Sciences
 (405) 744-5032



APPENDIX B

COVER LETTER FOR SURVEY INSTRUMENT: SECOND MAILING



3772 N

College of Human Environmental Sciences
University Extension and Development
1000 Management Building
Oklahoma State University
Stillwater, Oklahoma 74078-1000
(405) 744-5032 Fax: (405) 744-5032

April 1, 1996

Manager
Company
Address
City, State Zip

Dear First Name or Manager,

About three weeks ago we wrote to you seeking your opinion on management training needs of hospitality and health care professionals in Oklahoma. This survey is funded by the Oklahoma Restaurant Association and University Extension at Oklahoma State University. It is administered by the School of Hotel and Restaurant Administration and the Nutritional Sciences Department in the College of Human Environmental Sciences.

We are writing to you again because of the significance each questionnaire has to the usefulness of this study. In order for the results of this study to be truly representative of the opinions of hospitality and health care professionals, it is essential that each person in the sample return their questionnaire.

In the event that your questionnaire has been misplaced, a replacement one is enclosed. If you have already completed and returned it to us please accept our sincere thanks. Your effort in completing this questionnaire will result in training programs for you and your staff that you believe are important. Therefore please take the time to complete it. We estimate it will take you approximately 30 minutes to complete this survey. We would appreciate it if you would complete the survey and return it by April 15.

Thank you for your assistance in this very important step towards identifying the training needs of hospitality and health care professionals in Oklahoma. From your comments, training and educational programs will be developed by OSU and hospitality and health care associations. If you have questions about the study, you can contact us at the numbers below.

Sincerely,

Gail Sammons, Ph.D. CHA
Assistant Professor
School of Hotel and Restaurant Administration
(405) 744-8483

Gail Gates, Ph.D. RD/LD
Associate Professor
Department of Nutritional Sciences
(405) 744-5032



APPENDIX C
Assessment Study
SURVEY INSTRUMENT

Training and Education Needs Assessment Study of Managers in Oklahoma's Hospitality and Health Care Industries

This survey includes 10 major areas identified as **primary responsibilities** of a manager in the hospitality or health care industry. Under each area is a list of job tasks.

Please complete the following steps:

1. Review each of the following areas and job tasks listed under each area.

A	Management Skills
B	Technology
C	Service
D	Human Resource Issues
E	Property Management
F	Financial Management
G	Marketing, Sales and Promotion
H	Legal Aspects
I	Food and Beverage Service and Products
J	Tourism
2. Read each job task and evaluate the training need of each task for a manager in your industry. Circle the number that best describes the degree of training needed for each task. If the task warrants a rating of a high degree of training need, *circle 1*, if a moderate training need *circle 2*, if a low training need *circle 3*, and if no training need *circle 4*. If the task is not related to your area, please *circle NA* (not applicable).
 - a. Rank the top five (5) **management** training needs in each area
 - b. Rank the top five (5) **hourly employee** training needs in each area
3. After completing the 10 major areas, select and rank the top five (5) training needs **overall** for both managers and hourly employees.
4. Next, complete the background information and questions about membership in professional associations.
5. Please return the survey within one week in the postage-paid envelope provided. If you think the survey is lengthy, you may want to complete it in sections over a few days.

PLEASE TURN THE PAGE TO BEGIN THE SURVEY.

*PLEASE DO NOT LEAVE ANY PAGES OR LINES BLANK.
IF THE AREA OR TASK DOES NOT APPLY TO YOU, CIRCLE NA.*

For the following job tasks, evaluate the training need for a manager in your industry. Circle the number that best describes the degree of training needed for each task.

A.	MANAGEMENT SKILLS	Training Need				
	JOB TASKS	High	Moderate	Low	3	NA
001	Problem solving / decision making skills	1	2	3	4	NA
002	Negotiating skills	1	2	3	4	NA
003	Conflict management	1	2	3	4	NA
004	Organizational skills	1	2	3	4	NA
005	Priority / action planning	1	2	3	4	NA
006	Long range planning (i.e. strategic planning)	1	2	3	4	NA
007	Time management	1	2	3	4	NA
008	Communication - Internal (employees and managers)	1	2	3	4	NA
009	Communication - External (customers, members, and/or community)	1	2	3	4	NA
010	Communication - Telephone skills	1	2	3	4	NA
011	Communication - Writing skills	1	2	3	4	NA
012	Presentation skills/public speaking	1	2	3	4	NA
013	Communication with government and/or professional associations	1	2	3	4	NA
014	Leadership	1	2	3	4	NA
015	Human relations	1	2	3	4	NA
016	Management ethics	1	2	3	4	NA
017	Delegation	1	2	3	4	NA
018	Policy or procedure development	1	2	3	4	NA
019	Financial management	1	2	3	4	NA
020	Crisis management	1	2	3	4	NA
021	Computer skills	1	2	3	4	NA
022	Professionalism and appearance	1	2	3	4	NA
023	Program evaluation	1	2	3	4	NA
024	Process management	1	2	3	4	NA
	Other Management Skills (Please specify)					
025		1	2	3	4	NA
026		1	2	3	4	NA
027		1	2	3	4	NA

In your opinion, please **rank** by number the top 5 training priorities for all managers in your industry based on the need and importance of each task

Next, please look over the list again and **rank** by number the top 5 training priorities for hourly employees in your industry based on the need and importance of each task

Column A#

Highest Priority _____

Second Highest Priority _____

Third Highest Priority _____

Fourth Highest Priority _____

Fifth Highest Priority _____

Column A#

Highest Priority _____

Second Highest Priority _____

Third Highest Priority _____

Fourth Highest Priority _____

Fifth Highest Priority _____

For the following job tasks, evaluate the training need for a manager in your industry.
Circle the number that best describes the degree of training needed for each task.

B.	TECHNOLOGY	Training Need				
		High	Moderate	Low	5	NA
	JOB TASKS					
028	Identify available technology systems	1	2	3	4	NA
029	Analyze property technology needs	1	2	3	4	NA
030	Develop request for proposals (i.e., specifications)	1	2	3	4	NA
	Specific industry and application software systems					
031	- Food service management / POS	1	2	3	4	NA
032	- Meeting planning / sales management systems	1	2	3	4	NA
033	- Property management systems (i.e. call accounting, energy management)	1	2	3	4	NA
034	- Inventory, purchasing or production systems	1	2	3	4	NA
035	- Operating systems (i.e. Windows, DOS, OS/2)	1	2	3	4	NA
036	- Database, word processing or spreadsheet programs	1	2	3	4	NA
037	Portable computer usage (laptop)	1	2	3	4	NA
038	Video-conferencing	1	2	3	4	NA
039	Electronic mail	1	2	3	4	NA
040	Voice messaging	1	2	3	4	NA
041	Communications (fax / modem)	1	2	3	4	NA
042	Desktop video-conferencing	1	2	3	4	NA
043	Distance learning capabilities	1	2	3	4	NA
044	Network (i.e. LAN's)	1	2	3	4	NA
045	Internet - Cyberspace sites	1	2	3	4	NA
046	Internet - Create web/home pages	1	2	3	4	NA
047	Internet - Download files	1	2	3	4	NA
048	Internet - Bulletin boards	1	2	3	4	NA
	Other Technology Issues (Please specify)					
049		1	2	3	4	NA
050		1	2	3	4	NA
051		1	2	3	4	NA

In your opinion, please **rank** by number the top 5 training priorities for all managers in your industry based on the need and importance of each task.

Next, please look over the list again and **rank** by number the top 5 training priorities for hourly employees in your industry based on the need and importance of each task.

Column B#

Highest Priority _____

Second Highest Priority _____

Third Highest Priority _____

Fourth Highest Priority _____

Fifth Highest Priority _____

Column B#

Highest Priority _____

Second Highest Priority _____

Third Highest Priority _____

Fourth Highest Priority _____

Fifth Highest Priority _____

For the following job tasks, evaluate the training need for a manager in your industry. Circle the number that best describes the degree of training needed for each task.

C.	SERVICE MANAGEMENT	Training Need				
		High	Moderate	Low	No	NA
	JOB TASKS					
052	Develop service policy and procedures	1	2	3	4	NA
053	Analyze and monitor service problems	1	2	3	4	NA
054	Resolve service problems / customer complaints	1	2	3	4	NA
055	Serve customers with disabilities	1	2	3	4	NA
056	Conduct customer service training	1	2	3	4	NA
057	Measure customer satisfaction	1	2	3	4	NA
058	Serve different types of customers	1	2	3	4	NA
059	Establish Quality Assurance (QA) / Continuous Quality Improvement Programs (CQI) / Total Quality Management (TQM)	1	2	3	4	NA
060	Maintain and evaluate QA / CQI programs	1	2	3	4	NA
061	Empower employees	1	2	3	4	NA
	Other Service Management Skills (Please Specify)					
062		1	2	3	4	NA
063		1	2	3	4	NA
064		1	2	3	4	NA

In your opinion, please **rank** by number the top 5 training priorities for all managers in your industry based on the need and importance of each task.

Column C#

Highest Priority _____
 Second Highest Priority _____
 Third Highest Priority _____
 Fourth Highest Priority _____
 Fifth Highest Priority _____

Next, please look over the list again and **rank** by number the top 5 training priorities for hourly employees in your industry based on the need and importance of each task.

Column C#

Highest Priority _____
 Second Highest Priority _____
 Third Highest Priority _____
 Fourth Highest Priority _____
 Fifth Highest Priority _____

For the following job tasks, evaluate the training need for a manager in your industry.
 Circle the number that best describes the degree of training needed for each task.

D.	Human Resource Issues	Training Need				
		High	Moderate	Low	N	NA
	JOB TASKS					
065	Organizational structure	1	2	3	4	NA
066	Job analysis	1	2	3	4	NA
067	Job descriptions	1	2	3	4	NA
068	Employee recruiting	1	2	3	4	NA
069	Interviewing	1	2	3	4	NA
070	Employee selection	1	2	3	4	NA
071	Perform hiring procedures / paperwork	1	2	3	4	NA
072	Employee orientation	1	2	3	4	NA
073	Employee training	1	2	3	4	NA
074	Performance standards and evaluations	1	2	3	4	NA
075	Personnel laws	1	2	3	4	NA
076	Disciplinary action review	1	2	3	4	NA
077	Assignment of tasks	1	2	3	4	NA
078	Determine labor / staffing needs / scheduling	1	2	3	4	NA
079	Employee recognition and retention programs	1	2	3	4	NA
080	Management development / training	1	2	3	4	NA
081	Professional development	1	2	3	4	NA
082	Train the trainer	1	2	3	4	NA
083	Remedial skills (reading, writing, math)	1	2	3	4	NA
084	Multi-cultural work force issues (i.e. cultural diversity)	1	2	3	4	NA
085	Collective bargaining	1	2	3	4	NA
086	Interactive CD-ROM training	1	2	3	4	NA
087	Interactive video training systems	1	2	3	4	NA
088	Computer-assisted instruction	1	2	3	4	NA
	Other Human Resource Issues (Please specify)					
089		1	2	3	4	NA
090		1	2	3	4	NA
091		1	2	3	4	NA

In your opinion, please **rank** by **number** the top 5 training priorities for **all managers** in your industry based on the **need** and **importance** of each task.

Next, please look over the list **again** and **rank** by **number** the top 5 training priorities for **hourly employees** in your industry based on the **need** and **importance** of each task.

Column D#

Highest Priority _____

Second Highest Priority _____

Third Highest Priority _____

Fourth Highest Priority _____

Fifth Highest Priority _____

Column D#

Highest Priority _____

Second Highest Priority _____

Third Highest Priority _____

Fourth Highest Priority _____

Fifth Highest Priority _____

For the following job tasks, evaluate the training need for a manager in your industry.
 Circle the number that best describes the degree of training needed for each task.

E.	PROPERTY MANAGEMENT	Training Need				
		High	Moderate	Low	Not	NA
JOB TASKS						
092	Evacuation procedures	1	2	3	4	NA
093	Safety procedures (gas, water, electricity)	1	2	3	4	NA
094	Equipment maintenance policies and procedures	1	2	3	4	NA
095	Evaluate new equipment needs	1	2	3	4	NA
096	Purchase new equipment (writing specifications)	1	2	3	4	NA
097	Maximize facility productivity	1	2	3	4	NA
098	Design or renovation of physical facilities	1	2	3	4	NA
099	Atmosphere / decor of environment	1	2	3	4	NA
100	American Disabilities Act (i.e. retrofitting, accessibility)	1	2	3	4	NA
101	Energy conservation management	1	2	3	4	NA
102	Waste environment, recycling management	1	2	3	4	NA
103	Property amenity management (i.e. tennis court, fitness center, swimming pool, golf course, business center services)	1	2	3	4	NA
Other Property Management Issues (Please specify)						
104		1	2	3	4	NA
105		1	2	3	4	NA
106		1	2	3	4	NA

In your opinion, please **rank** by number the top 5 training priorities for all managers in your industry based on the need and importance of each task.

Next, please look over the list again and **rank** by number the top 5 training priorities for hourly employees in your industry based on the need and importance of each task.

Highest Priority _____ **Column E#**
 Second Highest Priority _____
 Third Highest Priority _____
 Fourth Highest Priority _____
 Fifth Highest Priority _____

Highest Priority _____ **Column E#**
 Second Highest Priority _____
 Third Highest Priority _____
 Fourth Highest Priority _____
 Fifth Highest Priority _____

For the following job tasks, evaluate the training need for a manager in your industry.
Circle the number that best describes the degree of training needed for each task.

F.	FINANCIAL MANAGEMENT	Training Need				
		High	Moderate	Low	N	NA
	JOB TASKS					
107	Uniform system of accounts	1	2	3	4	NA
108	Creation of budgets	1	2	3	4	NA
109	Capital budgets	1	2	3	4	NA
110	Operating budgets	1	2	3	4	NA
111	Operational and financial benchmarking	1	2	3	4	NA
112	Operational audits	1	2	3	4	NA
113	Financial analysis (including break even, cost-benefit)	1	2	3	4	NA
114	Calculating product (i.e. food, linens) and labor costs	1	2	3	4	NA
115	Cost management	1	2	3	4	NA
116	Financial computer applications	1	2	3	4	NA
117	Financial record keeping	1	2	3	4	NA
118	Security of cash	1	2	3	4	NA
119	Cash handling procedures	1	2	3	4	NA
120	Grant writing	1	2	3	4	NA
	Other Financial Management Issues (Please specify)					
121		1	2	3	4	NA
122		1	2	3	4	NA
123		1	2	3	4	NA

In your opinion, please **rank** by number the top 5 training priorities for **all managers** in your industry based on the need and importance of each task.

Next, please look over the list again and **rank** by number the top 5 training priorities for **hourly employees** in your industry based on the need and importance of each task.

Column F#

Highest Priority _____
 Second Highest Priority _____
 Third Highest Priority _____
 Fourth Highest Priority _____
 Fifth Highest Priority _____

Column F#

Highest Priority _____
 Second Highest Priority _____
 Third Highest Priority _____
 Fourth Highest Priority _____
 Fifth Highest Priority _____

For the following job tasks, evaluate the training need for a manager in your industry. Circle the number that best describes the degree of training needed for each task.

G.	MARKETING, SALES & PROMOTION	Training Need				
		High	Moderate	Low	N	NA
JOB TASKS						
124	Develop marketing plans	1	2	3	4	NA
125	Conduct market research	1	2	3	4	NA
126	Survey techniques	1	2	3	4	NA
127	Master mailing lists / database marketing	1	2	3	4	NA
128	Maintain current sales	1	2	3	4	NA
129	Increase sales (i.e. check average, REVPAR, customer counts)	1	2	3	4	NA
130	Creativity	1	2	3	4	NA
131	Public relations (i.e. media, publicity)	1	2	3	4	NA
132	Crisis communications (i.e. food poisoning, outbreak of Hepatitis B)	1	2	3	4	NA
133	Community relations	1	2	3	4	NA
134	Recruit / attract new customers or members	1	2	3	4	NA
135	Advertising campaigns	1	2	3	4	NA
136	Advertising / marketing on the Internet	1	2	3	4	NA
137	CD-ROM marketing	1	2	3	4	NA
138	Multimedia touch screen kiosks	1	2	3	4	NA
139	Group marketing	1	2	3	4	NA
140	Special events planning (i.e. anniversaries, festivals)	1	2	3	4	NA
141	Volunteer coordination	1	2	3	4	NA
142	Fund raising	1	2	3	4	NA
143	Consumer preferences and trends	1	2	3	4	NA
144	Conduct product preference surveys	1	2	3	4	NA
145	Product / merchandising presentation	1	2	3	4	NA
	Other Marketing, Sales & Promotion Issues (Please specify)					
146			2	3	4	NA
147			2	3	4	NA
148		1	2	3	4	NA

In your opinion, please **rank** by number the top 5 training priorities for all managers in your industry based on the need and importance of each task.

Column G#

Highest Priority _____
 Second Highest Priority _____
 Third Highest Priority _____
 Fourth Highest Priority _____
 Fifth Highest Priority _____

Next, please look over the list again and **rank** by number the top 5 training priorities for hourly employees in your industry based on the need and importance of each task.

Column G#

Highest Priority _____
 Second Highest Priority _____
 Third Highest Priority _____
 Fourth Highest Priority _____
 Fifth Highest Priority _____

For the following job tasks, evaluate the training need for a manager in your industry.
Circle the number that best describes the degree of training needed for each task.

H.	LEGAL ASPECTS (Safety, Laws, etc.)	Training Need				
		High	Moderate	Low	N	NA
	JOB TASKS					
149	OSHA	1	2	3	4	NA
150	Right-to-know law (HAZCOM)	1	2	3	4	NA
151	Disability Act Compliance (ADA)	1	2	3	4	NA
152	Legislation (federal and state)	1	2	3	4	NA
153	State licensing	1	2	3	4	NA
154	National licensing (JCAHO)	1	2	3	4	NA
155	Health and safety laws (i.e. inspection and enforcement)	1	2	3	4	NA
156	Sanitation codes	1	2	3	4	NA
157	Liquor laws	1	2	3	4	NA
158	Business / tax laws	1	2	3	4	NA
159	Laws affecting personnel (i.e. EEO, I-9, Affirmative Action)	1	2	3	4	NA
160	Labor and other contracts	1	2	3	4	NA
161	Liability laws affecting customer/guest	1	2	3	4	NA
162	Personnel safety	1	2	3	4	NA
163	Accident procedures	1	2	3	4	NA
164	Emergency procedures (i.e. fire, bomb, flood)	1	2	3	4	NA
165	First Aid	1	2	3	4	NA
166	CPR	1	2	3	4	NA
167	HACCP (Hazard Analysis of Critical Control Points)	1	2	3	4	NA
	Other Legal Aspects Issues (Please specify)					
168		1	2	3	4	NA
169		1	2	3	4	NA
170		1	2	3	4	NA

In your opinion, please **rank** by number the top 5 training priorities for all managers in your industry based on the need and importance of each task.

Next, please look over the list again and **rank** by number the top 5 training priorities for hourly employees in your industry based on the need and importance of each task.

Column H#

Highest Priority _____
 Second Highest Priority _____
 Third Highest Priority _____
 Fourth Highest Priority _____
 Fifth Highest Priority _____

Column H#

Highest Priority _____
 Second Highest Priority _____
 Third Highest Priority _____
 Fourth Highest Priority _____
 Fifth Highest Priority _____

For the following job tasks, evaluate the training need for a manager in your industry. Circle the number that best describes the degree of training needed for each task.

I.	FOOD AND BEVERAGE SERVICE AND PRODUCTS JOB TASKS	Training Need				
		High	Moderate	Low	No	NA
171	Menu planning, pricing and design	1	2	3	4	NA
172	Determine product need	1	2	3	4	NA
173	Write specifications for products	1	2	3	4	NA
174	Establish vendor base	1	2	3	4	NA
175	Purchase appropriate products (include request for bids in the selection process)	1	2	3	4	NA
176	Receiving, storage and issuing	1	2	3	4	NA
177	Inventory control	1	2	3	4	NA
178	Standardized recipes/portion control in preparation (i.e. yield)	1	2	3	4	NA
179	Cost control management	1	2	3	4	NA
180	Production and distribution systems	1	2	3	4	NA
181	Test / evaluate new products	1	2	3	4	NA
182	Conduct sensory evaluation	1	2	3	4	NA
183	Forecasting customer counts	1	2	3	4	NA
184	Suggestive selling techniques	1	2	3	4	NA
185	Preparation of meals / drinks	1	2	3	4	NA
186	Serving alcohol responsibly	1	2	3	4	NA
187	Sanitation / safe handling practices	1	2	3	4	NA
188	Proper use and care of equipment	1	2	3	4	NA
189	Cultural diversity (i.e. vegetarianism, ethnic food)	1	2	3	4	NA
190	Promotion of dietary guidelines, low-fat, low-sodium meals	1	2	3	4	NA
191	Current nutrition issues (i.e. MSG, additives, irradiation)	1	2	3	4	NA
192	Food labeling	1	2	3	4	NA
193	Room service, takeout or delivery service	1	2	3	4	NA
194	Banquet service	1	2	3	4	NA
195	Lounge operations	1	2	3	4	NA
196	Catering	1	2	3	4	NA
	Other Food and Beverage Service and Products (Please specify)					
197		1	2	3	4	NA
198		1	2	3	4	NA
199		1	2	3	4	NA

In your opinion, please **rank** by number the top 5 training priorities for all managers in your industry based on the need and importance of each task.

Next, please look over the list again and **rank** by number the top 5 training priorities for hourly employees in your industry based on the need and importance of each task.

Column 1#
 Highest Priority _____
 Second Highest Priority _____
 Third Highest Priority _____
 Fourth Highest Priority _____
 Fifth Highest Priority _____

Column 1#
 Highest Priority _____
 Second Highest Priority _____
 Third Highest Priority _____
 Fourth Highest Priority _____
 Fifth Highest Priority _____

For the following job tasks, evaluate the training need for a manager in your industry. Circle the number that best describes the degree of training needed for each task.

J.	TOURISM MANAGEMENT	Training Need				
		High	Moderate	Low	N	NA
	JOB TASKS					
200	Destination marketing and management	1	2	3	4	NA
201	Event management and marketing	1	2	3	4	NA
202	Group marketing management	1	2	3	4	NA
203	Database marketing	1	2	3	4	NA
204	Attraction specific sites (small or large)	1	2	3	4	NA
205	Preservation techniques for cultural resources	1	2	3	4	NA
206	Preservation of natural resources	1	2	3	4	NA
207	Cultural art sites management	1	2	3	4	NA
208	Systems management (i.e. organizational processes)	1	2	3	4	NA
	Other Tourism Management Skills (Please Specify)					
210		1	2	3	4	NA
211		1	2	3	4	NA
212		1	2	3	4	NA

In your opinion, please **rank** by number the top 5 training priorities for all managers in your industry based on the need and importance of each task.

Next, please look over the list again and **rank** by number the top 5 training priorities for hourly employees in your industry based on the need and importance of each task.

Column J#

Highest Priority _____
 Second Highest Priority _____
 Third Highest Priority _____
 Fourth Highest Priority _____
 Fifth Highest Priority _____

Column J#

Highest Priority _____
 Second Highest Priority _____
 Third Highest Priority _____
 Fourth Highest Priority _____
 Fifth Highest Priority _____

Now look over the complete survey and list the TOP THREE (3) TRAINING NEEDS you believe to be most important for hospitality or health care managers and employees during the next five years. Example 1 202 (if your choice is Group marketing management) 2 010 (if your choice is Communication - telephone skills) and 3 046 (if your choice is Create web/home pages)

Manager

Employee

1. _____
 2. _____
 3. _____

1. _____
 2. _____
 3. _____

PLEASE PROCEED TO THE FINAL SECTIONS OF THE SURVEY!

BACKGROUND INFORMATION

Circle the letter(s) or fill in the blank(s) that represents your best response.

- 1 Please check (✓) the most preferred location attending for training programs for managers and employees

- | | |
|---------------------------------------|--|
| <input type="checkbox"/> Ardmore | <input type="checkbox"/> Muskogee |
| <input type="checkbox"/> Bartlesville | <input type="checkbox"/> Oklahoma City |
| <input type="checkbox"/> Enid | <input type="checkbox"/> Stillwater |
| <input type="checkbox"/> Guymon | <input type="checkbox"/> Tulsa |

- 2 Please check (✓) the most preferred day for attending training programs for managers and employees

- | | |
|------------------------------------|-----------------------------------|
| <input type="checkbox"/> Monday | <input type="checkbox"/> Friday |
| <input type="checkbox"/> Tuesday | <input type="checkbox"/> Saturday |
| <input type="checkbox"/> Wednesday | <input type="checkbox"/> Sunday |
| <input type="checkbox"/> Thursday | |

- 3 Please check (✓) the most preferred time for attending training programs for managers and employees

- | | |
|------------------------------------|-------------|
| <input type="checkbox"/> Morning | 8 am - noon |
| <input type="checkbox"/> Afternoon | 1 pm - 5 pm |
| <input type="checkbox"/> Evening | 6 pm - 9 pm |

- 4 Rank in order your **TOP 5** preferences for the following training programs for you, your managers and your employee(s). Use 1 for the most preferred method, 2 for second most preferred method, 3 for third most preferred method, 4 for fourth most preferred method, and 5 for fifth most preferred method

(Rank Top 5 for Each)

	Manager	Employees
Seminar in preferred location as listed in question 1		
Seminar at work site		
Self-paced learning module (CD-ROM Training, Interactive Training)		
Video-tape training materials		
Workshop/seminar at a vo-tech, college or university		
Independent learning through correspondence study		
Compressed video		
Internet / on-line service training modules		
Other (please specify) _____		

- 5 What do you feel is an optimal/ideal length of a training program? Please check (✓) your answer

- 1-3 hours 3-6 hours 6-8 hours more than 8 hours

- 6 Approximately how many supervisors or assistant managers and employees do you have at your property? If you do not have any supervisors/assistant managers or employees, write a 0 (zero) in the blank

Supervisors/Assistant Managers _____ Total # of Employees _____

- 7 How many years have you worked in the hospitality or health care industry? _____ years

8 What is the highest level of education that you have completed? Please check (✓) your answer

- Completed high school or GED
- Some college or Vo-Tech training
- 2 year college degree or Vo-Tech Certificate Major _____
- 4 year college degree Major _____
- Graduate degree (or working toward a degree) Major _____
- Other, please specify _____

What is your present age? Please check (✓) your answer

- Less than 20 years
- 21-30 years old
- 31-40 years old
- 41-50 years old
- 51-60 years old
- Over 61 years old

What is your present position? Please check (✓) your answer

- Club Manager
- Hotel Manager
- Restaurant Manager
- Lounge Manager
- Sales or Marketing Manager
- Dietitian
- Consultant
- Hotel Owner
- Restaurant or Lounge Owner
- Attractions Manager
- Other _____

Please describe the size of your property or institution by completing the appropriate blanks

Rooms or patient beds _____ Number of members _____
Seats in restaurant _____ Banquet or meeting space _____ (Sq Ft)
Seats in lounge _____ Other (please describe) _____
Number of acres _____

Please check (✓) the answer(s) which best describe(s) your personal computer experience

- Computer course(s) taken
- On the job training / experience
- Personal computer at home or self taught
- No experience
- Other (please specify) _____

Please check (✓) all of the types of technology that are currently available on your property or institution

- Conferencing facilities
- Stand alone PC's
- Notebook computers
- Modem
- Fax
- Internet Access
- Networked PC's
- Point of Sale
- Property Management Systems
- Industry specific software (please specify) _____

Do you have any other comments?

We appreciate the time you have taken from your busy schedule to complete this survey. The final section is information that is being gathered for the participating associations in the study.

Please complete the following questions regarding membership in professional associations in the hospitality and health care industry. We appreciate your responses.

1 Please check (✓) all of the following associations in which you are a member

- | | |
|--------------------------------|--|
| <input type="checkbox"/> ORA | <input type="checkbox"/> CMAA |
| <input type="checkbox"/> OH&MA | <input type="checkbox"/> HSAHA |
| <input type="checkbox"/> OTHA | <input type="checkbox"/> No longer a member of an Association (Skip to Question 2) |
| <input type="checkbox"/> ODA | <input type="checkbox"/> Never a member of an Association (Skip to Question 2) |

2 What is your PRIMARY Association? _____

(Please answer the following questions in regard to your PRIMARY Association.)

3 Overall, how satisfied are you with the services/products provided by your organization? Please check (✓) your answer

- | | |
|---|--|
| <input type="checkbox"/> Very Satisfied | <input type="checkbox"/> Dissatisfied |
| <input type="checkbox"/> Satisfied | <input type="checkbox"/> Very Dissatisfied |

4 Approximately, how often do you attend Association events? Please check (✓) your answer

- | | |
|------------------------------------|---|
| <input type="checkbox"/> Weekly | <input type="checkbox"/> Annually |
| <input type="checkbox"/> Monthly | <input type="checkbox"/> Other (please specify) _____ |
| <input type="checkbox"/> Quarterly | |

5 Did you attend the Association's annual conference / event during 1995? Please check (✓) your answer

- Yes No Association did not have one

6 Why did you initially join the Association? Rank your top three choices (1 = first choice, 2 = second choice and 3 = third choice)

- | | |
|---|---|
| <input type="checkbox"/> Contact with other professionals | <input type="checkbox"/> Attended an association conference / seminar |
| <input type="checkbox"/> Sense of belonging | <input type="checkbox"/> A good place to meet people socially |
| <input type="checkbox"/> Networking opportunities | <input type="checkbox"/> Job hunting |
| <input type="checkbox"/> Improve industry knowledge | <input type="checkbox"/> Line on my resume |
| <input type="checkbox"/> Improve leadership skills | <input type="checkbox"/> Member benefits / insurance programs |
| <input type="checkbox"/> Government affairs lobbying | <input type="checkbox"/> Member benefits / credit card processing |
| <input type="checkbox"/> Encouraged by my employer | <input type="checkbox"/> Other (please specify) _____ |
| <input type="checkbox"/> My company pays my dues | |
| <input type="checkbox"/> Business development | |

7 What are the three major reasons you continue your membership in the association? (1 = first choice, 2 = second choice and 3 = third choice)

- | | |
|---|---|
| <input type="checkbox"/> Contact with other professionals | <input type="checkbox"/> Attended an association conference / seminar |
| <input type="checkbox"/> Sense of belonging | <input type="checkbox"/> A good place to meet people socially |
| <input type="checkbox"/> Networking opportunities | <input type="checkbox"/> Job hunting |
| <input type="checkbox"/> Improve industry knowledge | <input type="checkbox"/> Line on my resume |
| <input type="checkbox"/> Improve leadership skills | <input type="checkbox"/> Member benefits / insurance programs |
| <input type="checkbox"/> Government affairs lobbying | <input type="checkbox"/> Member benefits / credit card processing |
| <input type="checkbox"/> Encouraged by my employer | <input type="checkbox"/> Other (please specify) _____ |
| <input type="checkbox"/> My company pays my dues | |
| <input type="checkbox"/> Business development | |

- 8 How satisfied are you with the following services offered by the Association? Please check (✓) your response

Services	Very Satisfied	Satisfied	Dissatisfied	Very Dissatisfied	Not Applicable
Association Publications					
Association Bulletins					
Association Education					
Association Conferences					
Other (Please Specify)					

- 9 How satisfied are you with the personal benefits you obtain through membership and participation in the association?

Very Satisfied *Satisfied* *Dissatisfied* *Very Dissatisfied*

- 10 How much value do you receive for your investment in the Association?

Excellent Value *Reasonable Value* *Needs Improvement* *Waste of Money*

- 11 If you are no longer a member of a professional association, why did you drop your membership? Check (✓) all of the reasons that apply

- No longer in the profession*
 Company stopped paying dues
 Local chapter meetings inconvenient
 Not interesting
 Not enough specialized information
 Members did not invite my participation
 Lack of networking opportunities
 Not applicable
 Lack of benefits received from membership

Please explain your reasons: _____

- 12 If you have never been a member of an Association, why? Check (✓) all that apply

- Too expensive*
 Not familiar with association
 Too far to travel
 Not convenient to work schedule
 Do not see the benefits
 Not applicable
 Other (please specify): _____

Thank you for your responses to the association membership questions. Do you have any other comments in regard to the hospitality or health care professional associations? If so, please write your comments below.

Please return this survey in the postage-paid envelope today.

VITA

Deana McHoul

Candidate for the Degree of

Master of Science

Thesis: TECHNOLOGY TRAINING NEEDS OF HOSPITALITY SALES AND
MARKETING MANAGERS IN OKLAHOMA

Major Field: Hospitality Administration

Personal Data: Home in North Attleboro, MA, the daughter of Donald Arthur and
Barbara Jane McHoul.

Education: Received Bachelor of Science degree in Business Economics from Oklahoma
State University, Stillwater, OK in May 1994. Completed the requirements for Master
of Science degree with a major in Hotel and Restaurant Administration at Oklahoma
State University in July 1996.

Work Experience:

Marriott: Oklahoma City, OK. 1995-present. Front office position.

Oklahoma State University: Stillwater, OK. 1995-present. Research graduate
assistant under Dr. Gail Sammons. Responsibilities: Literature searches & reviews,
grading & recording grades, assisted with computer lab, and assistant and contact of
Hospitality Days 1996 Event.

Oklahoma State University: Stillwater, OK. 1996-present. Graduate Assistant under
Mr. Jim Anderson. Responsibilities: Helping with the planning and orchestration of
the Chef Event Series at the School of Hotel and Restaurant Administration, and
coordinating the W.E. Davis Benefit Dinner's Silent Auction.

Scholarships and Honors: Chef Event Scholarship Recipient, 1995. Dean's List: 1994-
1995. Most Outstanding Senior in Alpha Delta Pi by alumni and chapter. Alpha Delta
Pi Philanthropy Award, 1994. Chaminade Musical Competition, 1990-1991.

Additional Information: Excel as a free-lance piano soloist 1986-present. Promote
personal career through negotiating and securing concert engagements.

OKLAHOMA STATE UNIVERSITY
INSTITUTIONAL REVIEW BOARD
HUMAN SUBJECTS REVIEW

Date: 02-15-96

IRB#: HE-96-037

Proposal Title: TRAINING AND EDUCATION NEEDS ASSESSMENT STUDY OF MANAGERS IN OKLAHOMA'S HOSPITALITY AND HEALTH CARE INDUSTRIES

Principal Investigator(s): Gail Sammons, Gail Gates, Amy Craft, Deana McHoul

Reviewed and Processed as: Exempt

Approval Status Recommended by Reviewer(s): Approved

ALL APPROVALS MAY BE SUBJECT TO REVIEW BY FULL INSTITUTIONAL REVIEW BOARD AT NEXT MEETING.

APPROVAL STATUS PERIOD VALID FOR ONE CALENDAR YEAR AFTER WHICH A CONTINUATION OR RENEWAL REQUEST IS REQUIRED TO BE SUBMITTED FOR BOARD APPROVAL.

ANY MODIFICATIONS TO APPROVED PROJECT MUST ALSO BE SUBMITTED FOR APPROVAL.

Comments, Modifications/Conditions for Approval or Reasons for Deferral or Disapproval are as follows:

Signature:


Chair of Institutional Review Board

Date: February 22, 1996