HOST 101 Introduction to Hospitality and Tourism

Gamer's Guide

Student Name: _____ Semester: _____ Points Tracker

Chapter	Total Points	Points Earned	Sub Total
1	15		
2	15		
3	15		
4	10		
5	15		
6	10		
7	10		
8	10		
9	10		
10	15		
11	10		
12	10		
13	15		
14	10		
15	10		
TOTAL	180		

Table of Contents

Торіс	Page
Aloha and Welcome	4
Chapter 1 – Hospitality Spirit	
Quest – Chapter 1 – Hospitality Spirit	5
Search & Find – Sectors of Hospitality and Tourism	6
Reflect – Hospitality Spirit	7
On the Spot – Hospitality Spirit	8
Chapter 2 – Tourism	
Quest – Chapter 2 – Tourism	9
Search & Find – State of Hawaii's Transient Accommodations Tax (TAT)	10
Reflect – Air Travel	11
On the Spot – Tourism by the Numbers	12
Read – Hawaii Tourism Authority Press Release	13-14
Chapter 3 – Characteristics of Tourism	
Quest – Chapter 3 – Characteristics of Tourism	15
Reflect – Going on Vacation	16
Search & Find – World Heritage Sites	17
Read – Tourists will be encouraged to look beyond the beach	18-20
Chapter 4 – Lodging	10 20
Quest – Chapter 4 – Lodging	21
Search & Find – Lodging	22-23
On the Spot – Lodging	24
Read – Hotels revamp look for millennials	25-26
Chapter 5 – Lodging Operations	20 20
Quest – Chapter 5 – Lodging Operations	27
Search & Find – Lodging Operations	28-29
Reflect – Hotel Stays	30
Read – Local residents sought to staff Four Season Resort at Ko Olina	31-32
Chapter 6 – Cruising	
Quest – Chapter 6 – Cruising	33-34
Search & Find – Cruises	35-36
Chapter 7 – Restaurants	
Quest – Chapter 7 – Restaurants	37
Search & Find – Restaurants	38-39
On the Spot – Restaurants	40
Read – Hawaii winners abound in Yelp Top 100 Places to Eat	41
Chapter 8 – Restaurant Operations	
Quest – Restaurant Operations	42-43
Reflect – Restaurant Careers	44
On the Spot – Restaurant Operations	45
Chapter 9 – Managed Services	-
Quest – Chapter 9 – Managed Services	46
Search & Find – Managed Services	47
Chapter 10 – Beverages	
Quest – Chapter 10 – Beverages	48
Search & Find – Alcoholic Beverages	49

Торіс	Page
Reflect – Starbucks	50
On the Spot – Beverages	51
Chapter 11 – Clubs	
Quest – Chapter 11 – Clubs	52
Search & Find – Private Clubs on Oahu	53
On the Spot – Private Clubs	54
Chapter 12 – Theme Parks and Attractions	
Quest – Chapter 12 – Theme Parks and Attractions	55
Search & Find – Theme Parks and Attractions	56
On the Spot – Theme Parks and Attractions	57
Read – Wellness and health ride a wave on Oahu	58-60
Chapter 13 – Gaming Entertainment	
Quest – Chapter 13 – Gaming Entertainment	61
Search & Find – Gaming Entertainment	62
Reflect – Gaming Entertainment in Hawaii	63
Chapter 14 – Meetings, Conventions & Expositions	
Quest – Chapter 14 – Meetings, Conventions & Expositions	64
Search & Find – Meet Hawaii	65
Read – Anime fans attend 12 th annual Kawaii Kon	66-67
Chapter 15 – Special Events	
Quest – Chapter 15 – Special Events	68
Search & Find – Wedding Trends	69
On the Spot – Special Events	70
Notes	71-75

This workbook was created by Kawehi L. Sellers, Assistant Professor, Hospitality and Tourism Education Program at Kapiolani Community College. revised February 2017

Special thanks to Stephanie Nelson and Joyce Tokuda of Lama Library and Helen Torigoe of the Center for Excellence in Learning, Teaching & Technology for their help and guidance.

Aloha and Welcome!

We are honored that you have chosen to take our HOST 101 course and we welcome you to the Hospitality and Tourism program at Kapiolani Community College.

You have selected a course that has been "gamified," meaning it uses game design elements in a normally non-gaming context. This Gamer's Guide was created to accompany the course textbook and will serve as an important tool in your class "game." You are expected to complete each challenge prior to class on the dates indicated in the syllabus, with the exception of the "On the Spot" pages. Please bring this workbook with you when you come to class.

I will collect the workbooks randomly throughout the semester to keep tabs on your progress and to ensure you are completing the course challenges on time. Use this iconology below to help you visually identify the prompts of the included pages.

Challenge Icon	Definition
Chanenge Icon	On the spot! Save these for in-class on-the spot questions, discussions and activities. Again, do not do these at home on your own. Directions will be given in class. "Information Cat" icon by Denis Sazhin from thenounproject.com
STATES OF THE STATES	Your quest is to identify what you understand and learned having read the chapter. Quests correspond with information you just discovered by reading your textbook. These pages allow you to review information and think independently as well. "Cat Phone" icon by Denis Sazhin from thenounproject.com
AL DE CONTROL	Read relevant information about current events in the industry. "Reading Cat" icon by Denis Sazhin from thenounproject.com
REFL Sox or Lox or Lox	Reflect on your own experience(s) and how it relates to the course. "Cat Fail" icon by Denis Sazhin from thenounproject.com
SEARC	As prompted, conduct research using various internet sites and resources. "Cat Search" icon by Denis Sazhin from thenounproject.com



Chapter 1 - Hospitality Spirit

Answer the following questions after reading Chapter 1 of your textbook.

- 1. What is the international symbol of hospitality?
- 2. Which company's mission statement is "we create happiness?"
- 3. Identify the different sectors within the scope of the hospitality and tourism industry as defined in the chapter (check all that apply).
 - \square Construction
 - **D** Lodging
 - □ Healthcare
 - □ Information Technology
 - □ Travel
 - Restaurants and Managed Service

- Non-profit
- \square Recreation
- Assembly and Event Management
- Public Service
- 4. In the hospitality industry, ______ means that a hotel has an unsold room, an airline flies a plane with unsold seats and a restaurant has empty tables.
- 5. In your own words, describe how you think the five sectors of the industry are interrelated.
- 6. In your own words, how do you define the term "guest?"



Sectors of Hospitality and Tourism

Conducting your own Internet research, search and identify at least two different organizations/companies for each sector of the hospitality and tourism industry.

Sectors	Organization/Company	Organization/Company
1)		
2)		
3)		
4)		
5)		



Hospitality Spirit

"Twenty years from now you will be more disappointed by the things you didn't do than by the ones you did do." - Mark Twain

What sector of the hospitality and tourism industry most interests you? Explain your answer. Also, why are you taking this course?

due: _____



Hospitality Spirit

On the Spot question

1.	21.
2.	22.
3.	23.
4.	24.
5.	25.
6.	26.
7.	27.
8.	28.
9.	29.
10.	30.
11.	31.
12.	32.
13.	33.
14.	34.
15.	35.
16.	36.
17.	37.
18.	38.
19.	39.
20.	40.



Chapter 2 - Tourism

Answer the following questions after reading Chapter 2 of your textbook.

- 1. What is the definition of tourism according to the World Tourism Organization (WTO)?
- 2. Which mode of transportation is becoming more appealing as airports become more congested?
- 3. Which mode of transportation uses the hub and spoke system?
- 4. Which mode of transportation is most convenient for short distance travel?
- 5. Explain what the Multiplier Effect is.
- 6. Identify three different promoters of tourism.
- 7. List two possible careers in *travel* and *tourism*.



State of Hawaii's Transient Accommodations tax (TAT)

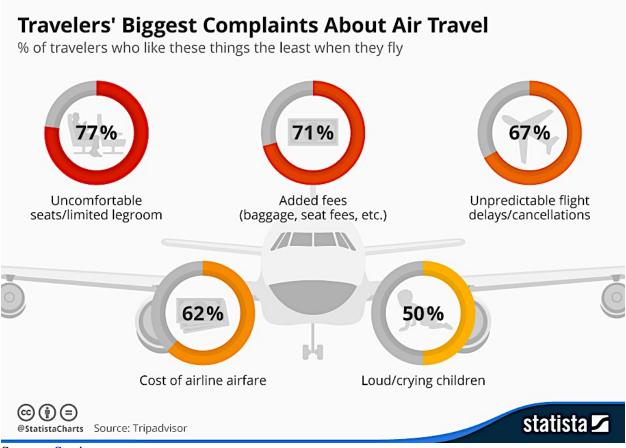
Conduct internet research to learn more about the State of Hawaii's Transient Accommodations Tax. Answer these questions:

- 1. How is the Transient Accommodations Tax defined?
- 2. Where did you find the information for answer #1. Please cite the webpage or article.
- 3. What is the current percentage of the TAT?
- 4. Who is responsible for paying for the TAT?
- 5. In your opinion, why is the TAT important to the State of Hawaii?



<u>Air Travel</u>

If you have been on an airplane, what are *your* biggest complaints? Why? If you have not been on a plane, what is your reaction the information below?



Source: Statista



Tourism by the Numbers

On the Spot Activity

Characteristic	Data
1. Average length of stay for visitors in Hawaii (in days)	
2. Amount spent per person, per day by visitor to Hawaii last year (in	
dollars)	
3. Tourism makes up this percentage of the global workforce	
4. Approximate population of Hawaii (in the millions)	
5. Approximate number of visitors who arrived in Hawaii by air or	
cruise ship last year (in the millions)	
6. Tourism accounts for this percentage of world Gross Domestic	
Product (GDP)	
7. Total amount visitors spent in Hawaii last year (in the billions of	
dollars)	
8. Number of jobs in the US supported by travel expenditures (in the	
millions)	

What is your reaction to these numbers?



Hawaii Tourism Authority Press release

HTA Release (16-09)



For Immediate Release: February 24, 2016

Hawai'i Convention Center 1801 Kalákaua Avenue, Honolulu, Hawai'i 96815 kelepona tel 808 973 2255 kelepa'i fax 808 973 2253 kahua pa'a web hawaiitourismauthority.org David Y. Ige

George D. Szigeti President and Chief Executive Officer

Statement by George D. Szigeti, President and CEO, Hawai'i Tourism Authority

RE: Impact of Reducing HTA Funds on Tourism Marketing, Community Programs

HONOLULU – George D. Szigeti, president and CEO of the Hawai'i Tourism Authority (HTA), issued the following statement on the impact that reducing HTA's funding will have on the State of Hawai'i.

"HTA brings a holistic approach to marketing Hawai'i, showcasing culture, unique experiences and sports events to share our islands with the world. Our budget is primarily allocated to promote Hawai'i tourism in North America, Japan and other markets internationally.

"We are also supporting local nonprofits that present 162 events, festivals and programs statewide to perpetuate Hawai'i's culture, environment and community spirit. These are nonprofits that rely on our funding support.

"Last week, a bill, SB83, was proposed in the state senate to reallocate \$3 million of HTA's tourism marketing funds to subsidize travel expenses incurred by University of Hawai'i athletic teams. The next senate committee hearing on SB83 is scheduled for this Friday at 9:30 a.m.

"Reducing HTA's budget will force us to make funding cutbacks to community programs valued by residents statewide, and to our tourism marketing. Making such cutbacks would put Hawai'i's visitor industry in a more vulnerable position when vying for global travelers, especially when competing against international destinations with far greater tourism marketing funds at their disposal.

"HTA is not requesting additional funding support from the legislature. We appreciate and honor the State's need to be prudent with how taxpayers' funds are expended. We are currently operating with a fixed budget of \$82 million that has remained unchanged for several years. Yet, in each of the past four years, Hawai'i's tourism industry has achieved record high totals in visitor arrivals and expenditures, and, today, we have the most diverse air access network in the State's history.

"Despite this recent record of success, HTA needs to stay aggressive with Hawai'i's tourism marketing and have its entire budget available. Everyone knows how quickly outside forces, such as an economic downturn, can affect how travelers spend their money and where they choose to vacation.

"HTA's sports marketing efforts have consistently contributed to Hawai'i tourism's overall success. In this fiscal year, we have already committed \$9 million in funds to support 19 sports events statewide with a projected economic impact of \$144 million for Hawai'i. We are also evaluating several proposals to support additional sports events that will showcase Hawai'i's brand.

"Cutting HTA's budget will weaken our tourism marketing on behalf of Hawai'i's visitor industry, the State's largest economic driver and provider of jobs. We respectfully oppose any proposal that takes away funds from our budget." Statement: Impact of Reducing HTA Funds on Tourism Marketing, Community Programs Page 2

About HTA

The <u>Hawai'i Tourism Authority</u> (HTA) is responsible for strategically managing the State of Hawai'i's marketing initiatives to support tourism. HTA's goal is to optimize tourism's benefits for Hawai'i, while being attentive to the interests of travelers, the community and visitor industry. Established in 1998 to support Hawai'i's leading industry and largest employer, HTA continually strives to help ensure the sustainability of tourism's success.

For more information about HTA, please visit www.hawaiitourismauthority.org. Follow updates about HTA on Facebook, Twitter (@HawaiiHTA) and its YouTube Channel.

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Source: Chan, C., Dugan, P., & Nagaoka, A. (2016, February 24). Statement by George D. Szegeti, President and CEO, Hawaii Tourism Authority RE: Impact of Reducing HTA Fund on Tourism Marketing, Community Programs. Retrieved March 11, 2016, from http://www.hawaiitourismauthority.org/default/assets/File/022416HTA Impact of Reducing Budget[2][1].pdf



Chapter 3 - Characteristics of Tourism

Answer the following questions after reading Chapter 3 of your textbook.

- 1. Sustainable tourism places a broad-based obligation on ______, while ecotourism is more focused on individual values.
- 2. List at least three *reasons* why people travel for pleasure and business:

<u>Pleasure</u>	Business
1.	1.
2.	2.
3.	3.

3. Identify at least two tourism destinations that you think are focused on attracting pleasure travelers.

- 4. Identify at least two tourism destinations that you think are focused on attracting business travelers.
 - \triangleright

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[⊳]



Going on Vacation

Where have you gone on vacation? List as many vacations as you can remember. What did you do during that vacation? Who did you go with? How did you get there (plane, train, automobile, bus)?

Source: Statista Website



due: ____



World Heritage Sites

According to UNESCO "to be included on the World Heritage List, sites must be of outstanding universal value and meet at least one out of ten selection criteria" (found at <u>Unesco Website</u>). Go to <u>Unesco List Website</u>. Review the list of World Heritage Sites and select one that is of interest to you. Answer the following questions:

- 1. Indicate the World Heritage site you selected.
- 2. What country is it located in?
- 3. What category of site it is?
 - Oultural site
 Oult
 - ⑧ Natural site
 - ⑧ Mixed site
 - ⑧ Cultural site in danger
 - Natural site in danger
 - Mixed site in danger
- 4. In your own words, describe the site.
- 5. Why do you think this site is of importance to its country?



Tourists will be encouraged to look beyond the beach

By Allison Schaefers, Honolulu Star Advertiser

What will bring visitors back to Hawaii once they've experienced its famous sun, sand and surf? And, how can the state get first-timers to visit if they aren't beachgoers?

The Historic Hawai'i Foundation and the Hawaii Tourism Authority aim to answer those questions and more during a one-day inaugural forum on heritage tourism scheduled Friday at the Hawai'i Convention Center. There some 150 travel industry professionals, cultural stewards, nonprofit organizations, ecotourism groups and other community stakeholders will explore ways to preserve Hawaii's unique sense of place while providing a high-quality visitor experience that goes beyond Hawaii's traditional leisure branding.

"We are proud to facilitate this discussion dedicated to preserving Hawaii's diverse and unique history," said Kiersten Faulkner, executive director of the Historic Hawai'i Foundation. "This is the first time that the visitor and heritage industries will come together. While Hawaii has done an outstanding job in explaining the aloha, culture, nature and beauty that makes it different than other places, we really have room to grow in explaining the history of this place."

The forum includes plenary presentations, concurrent educational sessions and a luncheon with keynote speaker Andrew Te Whaiti, managing director of The Department of Discovery, a New Zealand-based brand tourism company. Andrew Witt, executive director of the St. Johns Cultural Council in Florida, will deliver the plenary talk. In addition, an exhibition will be held for participating heritage sites and travel industry operators to showcase their services.

While some of Hawaii's cultural and heritage charms like those pertaining to Pearl Harbor are widely known, others like Iolani Palace don't come readily to mind, said Witt, who draws parallels between the opportunities and challenges shared by Hawaii and his home of St. Augustine, Fla., the oldest city in the U.S.

"I've never been to Hawaii, and I didn't know much about it (except for)what I've seen on television such as Waikiki Beach, the golf courses, the agriculture," Witt said. "So I did a Google

due: _____

search, and I discovered that one of the facts about Hawaii is that it has the only royal palace in the U.S. That's the equivalent of the White House. ... I think that's a wonderful story. It's probably not marketed as a significant heritage site."

Faulkner agrees, adding that there are potentially thousands of cultural and heritage sites throughout Hawaii that have stories that should be shared, but in a context that isn't overwhelming.

"Many are well known such as the USS Arizona, the USS Bowfin, Punchbowl and the Pacific Aviation Museum. Others are not as appropriate for people to visit in large scale, and then we have everything in between," she said. "We'll talk about carrying capacity, discussing what places could accommodate more visitors and which sites really shouldn't be open to the public. It's not a one-size-fits-all model; we have to find the right balance."

There's more money to be made if Hawaii's visitor industry works with the state's heritage industry to better develop its cultural and heritage brands, said Frank Haas, principal of Marketing Management Inc.

"Product news is the lifeblood of marketing. We can't build new hotels as often as Las Vegas, so we need to reinvent the destination in other ways," Haas said. "One of the biggest advantages of cultural and heritage tourism is that the people who participate tend to spend more money and stay longer than a typical visitor."

Promoting heritage tourism also creates opportunities to more effectively market Hawaii to repeat travelers, who comprise about 70 percent of the state's total visitors annually, and first-time visitors from emerging markets.

"Chinese are not beach people. They want to see sites and understand the place," he said. "It might surprise you to know that visiting Chinatown is one of their favorite things to do. In the case of the Chinese, we have a very specific thing to talk about in our relationship with Sun Yatsen, who is known as the father of modern China."

In addition to growing tourism, Witt said heritage tourism builds community.

"These assets are a hallmark of pride in communities. If we can monetize them by appealing to heritage travelers who will pay to visit the sites, we are addressing the preservation side by creating a revenue stream for that effort," he said.

For more information on heritage tourism initiatives, visit www.hhh.historichawaii.org. Attendance at the forum is closed; however, it will be rebroadcast Nov. 27-30 on Olelo Community Media.

HERITAGE TOURISM BY THE NUMBERS

- Seventy-eight percent of all U.S. leisure travelers, or 118.3 million adults, participated in cultural and/or heritage activities while traveling.
- Cultural and heritage travelers from the U.S. spent an average of \$994 per trip, contributing more than \$192 billion annually to the U.S. economy. In comparison, the average leisure traveler spent \$611 per trip.
- Forty percent of all leisure travelers in the U.S. alone can be classified as those who actively engage in cultural and heritage travel. They contributed nearly \$124 billion to the U.S. economy.
- Twenty-four percent of U.S. leisure travelers, or 36 million adults, were planning on taking a cultural/heritage trip within 12 months.
- U.S. cultural/heritage travelers took an average of five trips in a year compared with slightly less than four trips for noncultural/heritage travelers.

Source: Mandala Research, 2010

Source: Schaefers, A. (2014, October 31). Tourismts will be encouraged to look beyond the beach. *Honolulu Star-Advertiser*. Retrieved May 10, 2016.



Chapter 4 - Lodging

Answer the following questions after reading Chapter 4 of your textbook.

- 1. Which best describes a casino hotel?
 - a. Has a one-time purchase price and yearly maintenance fee
 - b. Offers a home-like atmosphere
 - c. Revenue is from gaming operations, rather than rooms
- 2. Which best describes motels?
 - a. Cozy atmosphere, home-like atmosphere where owner usually prepares breakfast for guests
 - b. Clustered near freeway off-ramps on the outskirts of towns
 - c. Has banquet areas and facilities for large groups
- 3. Which best describes convention hotels?
 - a. Almost all have courtesy shuttles to and from the airport
 - b. Offers a home-like atmosphere
 - c. Has banquet areas and facilities for large groups
- 4. Which best describes a vacation ownership property?
 - a. Offers a home-like atmosphere
 - b. Has a one-time purchase price and yearly maintenance fee
 - c. Has banquet areas and facilities for large groups
- 5. In your own words, define franchising in the lodging industry.
- 6. Identify at least two benefits to a franchisee.
- 7. Identify at least two drawbacks to the franchisee.



Lodging

Conducting your own research, search for 15 different lodging properties (not all need to be in Hawaii) and include the property's complete name, location and type of lodging you think it is based on the types provided in the textbook. Try to challenge yourself and find different types of properties. An example is provided for you.

Name	Location	Property Type
Example: Turtle Bay Resort	Kahuku, HI	Resort
1.		
2.		
3.		
4.		
5.		
6.		
7.		
8.		
9.		
10.		
11.		

Name	Location	Property Type
12.		
13.		
14.		
15.		



Lodging

On the Spot Activity

- 1. Name of the lodging company.
- 2. Names of their different brands within the company.
- 3. Did any of you include these brands in your list on the previous page? If so, which one(s)?
- 4. How many properties do they have in their entire portfolio?
- 5. Name at least five locations of their properties.
- 6. What makes their lodging company unique?
- 7. Do they have a loyalty program? If so, what is it called?
- 8. What sustainability efforts does the lodging company practice or strive for?



Hotel revamps look for millenials

By Allison Schaefers, Honolulu Star Advertiser

Waikiki Beach Marriott Resort &Spa has completed a \$22 million transformation, its first major renovation to the hotel main lobby and porte-cochere since 2002.

The renovation, which is geared to satisfy technology-driven millennial travelers, encompasses the newly named Nanea Lobby, the porte-cochere, front desk, main ballroom and special-events rooms. These areas feature new interior design and furniture, lighting fixtures and water features.

"Full of light, full of life and full of energy is what sums up the completion of our beautification project," said Chris Tatum, general manager of the 1,310-room resort. "Every aspect of the transformation was made to keep in mind the next generation of travelers, the millennials. We are adapting to new travel trends. We want to position this property to be at least five years ahead of its time."

Tatum said the renovation is the property's first major common-area redesign since Marriott International Inc. purchased the former Hawaiian Regent from Otaka LP in 2000 and re-branded it to the Waikiki Beach Marriott Resort &Spa. Through the property is now owned by Alpharetta, Ga.-based Atrium Hospitality, it is managed by Marriott International.

Pattie V. Herman, Marriott's director of sales and marketing, said the company researched travel trends to develop the property's latest design concept. Through customer feedback the company learned that technology and authenticity were important.

Herman said the redesign seeks to improve guest experience by showcasing Hawaii's culture and values in a modern way. She said the visual focus of the investment is a 60-by-20-foot carved wooden staircase facing made by artist Kaiwi Nui Yoon of Honolulu. The concept of the artwork called "Ka Maka Hinu," or "The Bright Face," is intended to reflect the love that Hawaii's last reigning monarch, Queen Liliuokalani, had for the people of her kingdom. It also aims to connect

the property, which is on Kalakaua Avenue across from Waikiki Beach on land owned by the Queen Lili'uokalani Trust, to its legacy.

"This hotel is where Queen Liliuokalani's summer home used to be," Tatum said. "People want to know that. They want a genuine experience."

Herman said Hawaiian music will be played in the lobby at major check-in times to provide a more welcoming feel. Drone-captured images of Oahu's coast will be displayed on media screens. Incorporating the principle of "Travel Brilliantly," a Marriott corporate campaign designed to improve the guest experience by providing venues for them to meet and engage in discussion, will expand the cordial atmosphere.

"Marriott is good with baby boomers, but we are changing our approach to become more appealing to the millennials, our next generation of travelers," Herman said. "In our lobby we have private and communal seating similar to (Chinatown restaurants) Livestock Tavern and The Pig and the Lady where people who don't know each other can meet."

Free Wi-Fi and large TVs and media screens have turned the lobby into an informational hub, she said. Communal and private seating areas cater to leisure and business travelers, who can also rent out portions of the lobby for private functions.

"I grew up in Hawaii," Tatum said. "I'm familiar with traditional design and this isn't it. It's more what my 22-year-old daughter thinks is neat and relevant. If you look in the lobby, everyone has a laptop. No one seems to want to sit in their room and work."

Indeed, frequent business traveler Eric Sutter of Ohio was sprawled out with his laptop in one of the new open-air lobby pods Monday.

"It's so nice to sit outside and work," Sutter said. "It's better than being in a cramped hotel room - especially when I came from 30-degree weather."

Tom Bersson, a Platinum guest who stays at 20 different Marriott properties a year, said Monday that the Waikiki renovations compare favorably across the spectrum.

"I miss the canoe, but the renovations are probably better for business," said Bersson, who has stayed at the Waikiki Beach Marriott about seven times. "Marriott is known for catering to the business traveler."

Source: Schaefers, A. (2015, December 8). Hotel revamps look for millennials. Honolulu Star-Advertiser. Retrieved March 30, 2016.



Chapter 5 - Lodging Operations

Answer the following questions after reading Chapter 5 of your textbook.

- 1. What does ADR stand for?
- 2. How is ADR calculated?
- 3. What does RevPAR stand for?
- 4. How is RevPAR calculated?
- 5. What does ROP stand for?
- 6. How is ROP calculated?
- 7. What is rack rate?
- 8. The General Manager is responsible for three main constituents. Who are they?
- 9. What area of operations in lodging sounds appealing to you and why?



Lodging Operations

Using the hotels' and resorts' careers sites, search for 10 different jobs/careers in lodging operations (must be different jobs from different properties). Indicate the job title, property name and basic job duties.

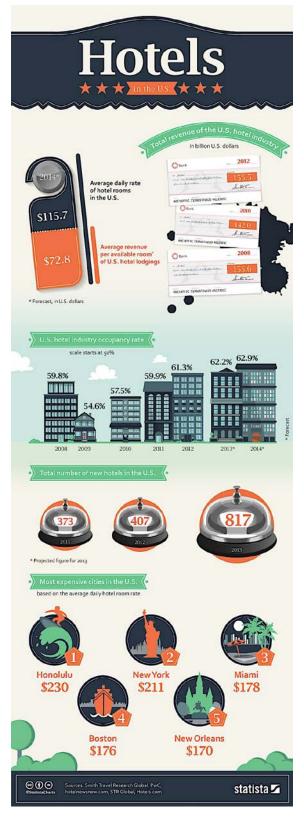
Job Title	Property Name	Basic Job Duties
Example: Part-Time Hawaiian Speaking F&B Server	Aulani, A Disney Resort & Spa	Deliver food and beverage orders to guests, interact with guests. Ability to speak Hawaiian is required.
1.		
2.		
3.		
4.		

Job Title	Property Name	Basic Job Duties
5.		
6.		
7.		
8.		
0.		
9.		
10		
10.		



Hotel Stays

Have you ever stayed at a hotel? If so, which one(s)? If you have not, what hotel would you like to stay at? Do you know how much you paid per night? If not, check on their website to see how much a standard room costs per night. Do you think it was a reasonable room rate? Explain.



Source: Statista



Local residents sought to staff Four Seasons Resort at Ko Olina

By Allison Schaefers, Honolulu Star Advertiser

Four Seasons Resort Oahu at Ko Olina is ramping up hiring with the hopes of having 750 employees on staff by an anticipated May 27 opening.

Sanjiv Hulugalle, general manager of Four Seasons Resort Oahu at Ko Olina, said transformation of the resort from the former J.W. Marriott Ihilani Resort and Spa into the first Four Seasons on Oahu is nearly complete. The Ihilani, which was the first hotel built at the Ko Olina Resort, closed in January 2015 to make way for renovations and its re-branding as a Four Seasons. About 500 workers lost their jobs.

"We are anxiously counting down the days to our opening," Hulugalle said. "Today there are somewhere between 550 and 600 construction workers on-site working seven days a week. We are very much on track for our May debut."

The Four Seasons will open with 371 ocean and lagoon rooms and suites. The resort has added three pools for a total of four complex pools, including family-friendly and adults-only facilities. Six new restaurants and and lounges are under development. A spa and fitness center have been expanded. Jim Courier, a former No. 1 tennis player who won multiple Grand Slam titles, will operate a tennis academy, which will be open to the community and guests. The resort's top-tier guests may also have access to the resort's 75-foot-yacht, private jet and helicopter service.

"The former Ihilani was a beautiful resort. We couldn't have asked for a better location. Now we are working on making it even more magical. We are in full flight, and the coast is clear for a landing," Hulugalle said. "We began taking reservations in September due to overwhelming interest. It's been very encouraging to see the demand."

CAREER FAIR

Four Seasons Resort Oahu at Ko Olina

- When: 9 a.m. to 5 p.m. Feb. 26 and 8 a.m to 1 p.m. Feb. 27
- Where: University of Hawaii West Oahu, 91-1001 Farrington Highway, Kapolei
- How: Apply online for posted openings at Jobs at Four Seasons Website.

Now that the resort is nearing completion, Hulugalle said the focus is on finding the right mix of employees. The resort, in partnership with Honolulu City Councilwoman Kymberly Pine's Hire Leeward initiative and the Kapolei Chamber of Commerce, will host a career fair Feb. 26-27 at the University of Hawaii West Oahu. Four Seasons is expected to hire employees for a range of hospitality positions, including culinary, engineering, front desk, housekeeping, pool, recreation, restaurant, security and spa. Applicants who apply online at Jobs at Four Seasons Website will be eligible to schedule career fair interviews.

"We have a team of 30 employees already on-site and are looking to expand rapidly. We have already held a career fair for former employees of the J.W. Marriott Ihilani, and we are getting ready to hold our first public career fair, which will be the first of many. Even after opening we will continue to grow our talent base," Hulugalle said. "Obviously, we believe our greatest asset and the success of our property rests with its people. The team will play an integral part in shaping the guest experience and will be the seed of all the success that we experience for Four Seasons on Oahu."

Hulugalle said the company likes to promote and develop employees from within the organization. However, local hires will fill the bulk of the Ko Olina positions. Hulugalle said the company wants isle residents to help create a local sense of place that distinguishes the resort from other luxury properties.

"The Hire Leeward initiative is all about connecting Leeward residents with Leeward jobs," said Pine. "The Four Seasons hotel has made a serious commitment to hire as many Leeward residents as they can. They have already hired many Leeward residents who were working in Waikiki. These residents are happy to have their life back now that they are not fighting traffic three hours a day. I encourage any hardworking resident to apply whether they have hotel experience or not as the Four Seasons has made it very clear that they are hiring by attitude first."

Hulugalle, who just celebrated his 20th anniversary with Four Seasons, said the company also offers tremendous career opportunities.

"I started as a health club supervisor and have been globe-trotting ever since," Hullugale said. "In addition to the pride that comes from working at Four Seasons, the company offers medical, paid time off and much more. One of the most popular perks is that all employees annually get a group of complimentary room nights that they can use at any Four Seasons anywhere in the world. You save a lot of money on family vacations, that's for sure."

Source: Schaefers, A. (2016, February 14). Local residents sought to staff Four Seasons Resort at Ko Olina. *Honolulu Star-Advertiser*. Retrieved April 1, 2016.



Chapter 6 - Cruising

Answer the following questions after reading Chapter 6 of your textbook.

- 1. Which type of cruise is most popular, sailing in the Caribbean and the Mediterranean?
 - a. Regional Cruises
 - b. River Cruises
 - c. Steam Boating
 - d. Crossings
- 2. These can be found in Europe, Russia, China (Yangtze), Egypt (the Nile) and Australia (River Murray).
 - a. Regional Cruises
 - b. River Cruises
 - c. Coastal Cruises
 - d. Crossings
- 3. This cruise is unique to the United States and travels along the Mississippi River and other rivers America's Heartland.
 - a. Regional Cruises
 - b. River Cruises
 - c. Steam Boating
 - d. Crossings
- 4. Which of the following cruise lines is not identified as one of the top three key players in the industry according to our textbook?
 - a. Carnival Cruise Lines
 - b. Royal Caribbean
 - c. Disney Cruises
 - d. Norwegian Cruise Line
- 5. In the ship's organization, this person is the highest-ranking position on a cruise ship, ultimately responsible for everything on the ship.

- 6. This person is in charge of all onboard entertainment and activities.
- 7. Identify at least three differences between cruising and hotels.



Cruises

Conducting your own research, search for and list 10 cruise ships and their itineraries. Try to challenge yourself and find different types of cruises. Indicate the ship's itinerary and what type of cruise you think it is based on the categories in our textbook.

<u>Cruise Company and Ship's Name</u>	<u>Itinerary</u>	Type of Cruise
<i>Example</i> : Disney Wonder	3-night Bahamian Cruise from Port Canaveral	Regional Cruise
1.		
2.		
3.		
4.		
5.		
6.		

Itinerary	<u>Type of Cruise</u>
	Itinerary Itinerary



Chapter 7 - Restaurants

Answer the following questions after reading Chapter 7 of your textbook.

- 1. In ______ restaurants, the menu, food, quality, level of service and atmosphere are the same regardless of location.
- 2. _____ restaurants have no affiliation with a national brand or name. One or more owners are usually involved in the daily operations.
- 3. Denny's can be considered a _____restaurant.
 - a. Casual dining restaurant
 - b. Fine dining restaurant
 - c. Independent restaurant
- 4. McDonald's, Burger King, KFC, Taco Bell, In and Out Burger, Chipotle and Panda Express are all considered.
 - a. Fine dining restaurants
 - b. Quick service restaurants
 - c. Ethnic restaurants
- 5. Identify at least two current trends in the restaurant business according to our textbook.
- 6. What is the percentage of food budget spent away from home?
- 7. What is the most popular meal eaten away from home?
- 8. On a typical day in the United States, how many millions of people are guests in restaurants and food service operations?
- 9. Where is your favorite place to eat? Explain what category of restaurant you think it is.



Restaurants

Conducting your own research, search for and list 15 restaurants. Try to challenge yourself and find different types of restaurants in various locations (not all need to be in Hawaii). Indicate what type of restaurant you think it is based on the categories in our textbook.

Restaurant Name	Location	Type of Restaurant
Example: Hard Rock Café Honolulu	280 Beach Walk Honolulu, HI	Themed
1.		
2.		
3.		
4.		
5.		
6.		
7.		
8.		

Restaurant Name	Location	Type of Restaurant
9.		
10.		
11.		
12.		
13.		
14.		
15.		



Restaurants

On the Spot Activity

- 1. Name of the restaurant
- 2. Location(s)
- 3. Type of restaurant (using the categories in our textbook)
- 4. What do they serve? Signature menu items.
- 5. Average menu prices
- 6. What are customers saying about the restaurant (look at Yelp, Trip Advisor and other customer review sites)?
- 7. Visit the State of Hawaii's Department of Health Inspection Health Portal at <u>Hawaii's</u> <u>Department of Health Inspection Health Portal Website</u>. Find out what color placard this restaurant has most recently earned. Have they had any violations in the past? What were the inspector's comments?



Hawaii winners abound in Yelp Top 100 Places to Eat

By Erika Engle, The Honolulu Star-Advertiser

Ten Hawaii restaurants, from casual to white tablecloth, are listed among award-winning restaurant royalty in the annual Top 100 Places to Eat in the U.S., released this morning.

At the top of the list for Hawaii is Marukame Udon, in Honolulu, at No. 10. Also in Honolulu, Ono Seafood is 14th, and Da Poke Shack in Kailua-Kona, is No. 15, ranked above 19th-ranked Alinea in Chicago, considered a temple of molecular gastronomy in the U.S. and one of only 13 restaurants in the country to receive three Michelin stars.

Mama's Fish House Restaurant in Paia on Maui, also a favorite on rankings of high-end restaurant lists, is 35th; and at No. 56, Lahaina Grill, also on Maui, ranked one spot higher than the exclusive French Laundry in Yountville, Calif.

Local favorite Helena's Hawaiian Food in Honolulu is 63rd; also in Honolulu, Musubi Cafe Iyasume ranks at No. 76; Shark Pit Maui in Lahaina made the list at No. 84; Umeke's in Kailua-Kona is 89th, and Leoda's Kitchen and Pie Shop in Lahaina is No. 92.

Researchers for online review site Yelp.com analyzed which food establishments were the mostpopular and well-reviewed on the site. They were compared using a system that examines restaurant ratings and the number of reviews, taking quality, popularity and statistical fluctuations into account.

Only reviews written by users whose profiles list their home location as within the same country as the business, were considered.

Source: Engle, E. (2016, February 10). Hawaii winners abound in Yelp Top 100 Places to Eat. *The Honolulu Star-Advertiser*. Retrieved April 1, 2016.



Chapter 8 - Restaurant Operations

Answer the following questions after reading Chapter 8 of your textbook.

- 1. What are the two general areas in restaurant operations called?
- 2. The _____ manager is responsible for running the restaurant and like in hotels, is ultimately responsible for the establishment.
- 3. The ______ or greeters are responsible for greeting guests, seating guests and ensuring an even and timely distribution of guests throughout the restaurant.
- 4. The back of the house is generally managed by the kitchen manager, or in some cases the
- 5. Average guest ______ is calculated by dividing total sales by the number of guests.
- 6. In your own words, define suggestive selling and explain how the technique is used in restaurants.
- 7. What is the highest cost in operating a restaurant?

.

- 8. Guest ______ or counts are the number of guests patronizing the restaurant over a given time period.
- 9. What does FIFO stand for and how is this system used in restaurants?
- 10. What is par stock?

11. How is food cost percentage calculated?



Restaurant Careers

What do you think are the benefits of working in a restaurant? Think about it from various perspectives. If you were an executive chef? If you were a server? If you were a barista? How about a bartender?



Source: National Restaurant Association. (n.d.). Number of employees in the restaurant industry in the United States from 2010 to 2025 (in millions). In Statista - The Statistics Portal. Retrieved April 12, 2016, from <u>Statista Website</u>.



Restaurant Operations

On the Spot Activity

- 1. Name of the restaurant
- 2. Location
- 3. What sustainability efforts do they practice? Provide specifics.



Chapter 9 - Managed Services

Answer the following questions after reading Chapter 9 of your textbook.

- 1. Feeding ______ personnel includes feeding troops and officers in clubs, dining halls and hospitals, as well as in the field.
- 2. ______ education programs are now a required part of the nation's school lunch program.
- 3. In a restaurant, the challenge is to please the guest. In managed services, it is necessary to meet both the needs of the guests and the ______ (the institution itself).
- 4. The main focus of hospital food service is the ______.
- 5. ______ are part of the leisure and recreation managed services where several points of service are provided.
- 6. As airlines have ______ their in-flight foodservice, airport restaurant business has
- 7. Have you eaten airport or airlines food before? Explain your experience.



Managed Services

First, select one of the managed services companies from the list below. Then, conduct your own research to learn more about the company. Answer the questions below.

- a) Sodexo
- b) Aramark
- c) Compass Group
- d) Legends Hospitality
- e) Gate Gourmet
- 1. What industry/industries does the managed services company serve?

2. What countries, states, and/or cities do they operate?

3. What specific companies/organizations are they hired by to provide services?



Chapter 10 - Beverages

Answer the following questions after reading Chapter 10 of your textbook.

- 1. Wine is fermented juice of freshly gathered ripe:
 - a. Grapes
 - b. Malt
 - c. Potatoes
 - d. Grains
- 2. By law, champagne may only:
 - a. Come from the Armagnac region of France
 - b. Come from the Champagne region of France
 - e. Come from a vineyard that makes sparkling wine
- 3. Explain wine pairing.
- 4. Beer is made mostly of
 - a. Hops
 - b. Water
 - c. Barley
 - d. Malt
- 5. What is proof?
- 6. What is dram shop legislation?
- 7. Explain the benefits and challenges of service alcoholic beverages in restaurants, bars and nightclubs.



Alcoholic Beverages

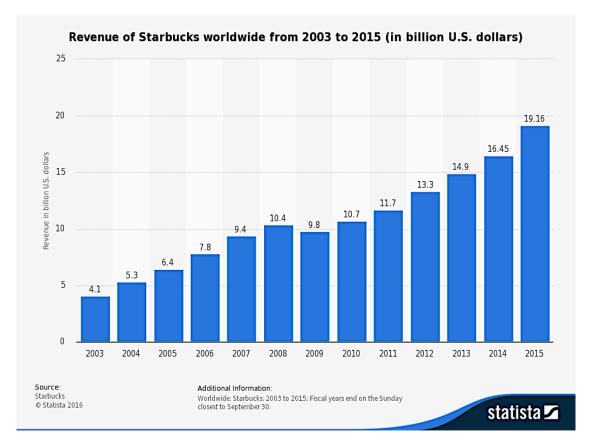
In any food and beverage career, product knowledge is key. To expand your knowledge in beverages, find and list at least ten brands of each.

Beer	<u>Spirits</u>	Wine
example: Red Stripe Lager	example: Bacardi Rum	example: Yellow Tail Chardonnay
1.		
2.		
3.		
4.		
5.		
6.		
7.		
8.		
9.		
10.		



Starbucks

As we read in the textbook and as apparent in the graph below, Starbucks is very popular. Do you go to Starbucks or a Starbucks competitor? If so, why do you go? What do you buy there? Do you have a favorite drink or menu item? If you do not go to Starbucks, explain why you don't go.



Source: Starbucks. (n.d.). Revenue of Starbucks worldwide from 2003 to 2015 (in billion U.S. dollars). In Statista - The Statistics Portal. Retrieved April 15, 2016, from <u>Statista Website</u>.



Beverages

On the Spot Activity

- 1.
- 2.
- 3.
- 4.
- 5.
- 6.
- 7.
- 8.
- 9.
- 10.
- 11.
- 12.



Chapter 11 - Clubs

Answer the following questions after reading Chapter 11 of your textbook.

- 1. In a private club, this person reports to the board of directors.
- 2. Sometimes members pay up to \$250,000 for this.
- 3. Veteran's of Foreign Wars, Elks, Shriners are all organizations considered to be this type of club.
- 4. These are regular fees charged to members for use of some or all of a clubs facilities and programs:
 - a. Initiation fees
 - b. Admission fees
 - c. Monthly dues
 - d. Moorage
- 5. This is the most popular type of club and often includes golf courses, swimming pools, tennis courts, club house and locker rooms:
 - a. Athletic club
 - b. University club
 - c. Country club
 - d. City club
- 6. In your opinion, what are at least three differences between private clubs and hotels?



Private Clubs on Oahu

First, select one of the Oahu Private Clubs from the list below. Then, conduct your own research to learn more about the company. Answer the questions below.

- a) The Pacific Club
- b) The Plaza Club
- c) Waialae Country Club
- d) Outrigger Canoe Club
- e) Waikiki Yacht Club
- 1. Where is the club located?
- 2. Provide a brief history of the club.
- 3. What features/amenities/programs does the club have for their members?



Private Clubs

On the Spot Activity
1.
2.
3.
4.
5.
6.
7.
8
9.
10.
+1



Chapter 12 - Theme Parks and Attractions

Answer the following questions after reading Chapter 12 of your textbook.

- 1. Name at least two Disney theme parks and their locations.
- 2. Which theme park is known for its "behind the scenes" movie theme?
- 3. Although shrouded in controversy, which theme park is the leader in marine conservation and education?
- 4. Which park was originally opened for the company's employees to enjoy and relax?
- 5. What do you think is the most important aspect of theme park management?
- 6. In your opinion, which theme park (include those in the chapter and others) is the most appealing to you and why?
- 7. Identify one career or job available in the theme park industry.



Theme Parks and Attractions

Conducting your own research, search for and list 10 different theme parks. Try to challenge yourself to find parks in Hawaii, the United States and in international locations. In addition to indicating the full name of the theme park, indicate its location and find out what makes it special or unique.

Theme Park Name	Location	What makes it special?
Example:		
Disney's California	Disneyland Resort in	Disneyland Resort's "2 nd gate" featuring
Adventure	Anaheim, California	Pixar characters and the California story
1.		
2.		
3.		
4.		
5.		
6.		
7.		
8.		
9.		
10.		



Theme Parks and Attractions

On the Spot Activity

- 1. Which park did you pick?
- 2. Location (City, State, Country)
- 3. What is the overall theme of the park? What makes this park special?
- 4. What are the different "lands" or areas in the park?
- 5. What are the names of at least five different rides/attractions?
- 6. Cost for one-day admission?
- 7. Find a recent news article/current event about your park. What does it say?
- 8. One awesome thing you learned!



<u>Wellness and health ride a wave on Oahu</u> By Allison Schaefers, Honolulu Star-Advertiser

Green vistas. Farm-to-table dining. Wave action spread far and wide.

Add access to scenery that some say boosts spiritual well-being and increases cultural connectivity, and a growing pool of yogis and other sports and wellness practitioners offering a range of feel-good activities, and you've got Oahu's new North Shore.

While the North Shore is hardly an undiscovered paradise, a rush of wellness visitors has begun to broaden the scope of its visitor market beyond the summer family crowds and winter big-wave tourists.

"We've got tourists year-round now," said Spencer Deavila, who has been a surf instructor for Hans Hedemann Surf School at Turtle Bay for nearly four years. "I've seen my business triple in activity since I started. We were slammed this Christmas. Before, we only needed about four instructors to handle our peak seasons. This year we needed 10 surf instructors to handle the holiday crowds."

Repositioning Turtle Bay Resort to capitalize on the health-minded visitors has improved hotel performance, said General Manager Danna Holck.

"In 2012 we averaged 88 percent occupancy, and in 2013, when one-third of our rooms were out of inventory for renovations, we were running occupancies above 90 percent," Holck said.

Demand also has lifted Turtle Bay's average room price by about \$50 from last year and put it ahead of its competitive set, which includes the Kahala Resort and beachfront Waikiki properties like Hilton Hawaiian Village, Sheraton Waikiki, the Westin Moana Surfrider and the Royal Hawaiian Hotel.

"People are really looking for a place where they can chill out and retreat from the stress in their life," Holck said. "We aim to give that to them."

The success of Turtle Bay Resort in pulling a strong base of visitors nearly year-round also has provided new direction for other North Shore visitor industry leaders, like Polynesian Cultural Center and Kualoa Ranch, and has created startup opportunities for smaller North Shore farms and businesses.

The Polynesian Cultural Center recently revised its Hawaii Village to focus on showing how the sustainability of the ahupuaa land utilization system used by ancient Hawaiians was essential to their wellness, said Alfred Grace, PCC president and CEO.

"Finding wellness is an escape from the worries of daily life. We provide that by having visitors immerse themselves in the cultural experiences and natural elements of our island villages. They interact with the native people of Polynesia and through this interaction learn about their heritage and the values that have been ingrained in their culture for thousands of years," Grace said. "It's stimulating emotionally and invigorating for the spirit and, for many visitors, reminds them of what matters most in their lives."

Kualoa Ranch also has begun catering to the North Shore's wellness crowds. The ranch, which was once the war crafts training ground for Hawaii's royalty, is developing a celebrated cultural site for group wellness events. It also has planted a crop of Buddha's hand, a medicinal fruited tree, for eventual use on wellness hikes and tours. The fruit of the shrub, which is a fragrant citrus, resembles a closed hand symbolizing the act of prayer.

"I recently led a Jungle Expedition tour with 10 Buddist monks. They didn't bring cameras because they don't have that stuff, but they were in awe of the mountains and the valleys. They recognized that this is a very special place. I find that a lot of tourists connect to the spiritual side," said Brandon Allen, a Kualoa Ranch sales representative. "We even hosted a luncheon for the Dalai Lama on his trip to Oahu."

Valerie King, Kualoa Ranch's director of marketing and business development, said that the kind of moments Allen described align with the company's mission to enrich people's lives.

"We feel when they come here that they get a feeling of being connected to the land, and that's very healing," King said. "We are getting a lot more requests from groups to plan wellness types of excursions for them."

Skip Taylor, a consultant for RePlay Resorts, Turtle Bay Resort's asset and hotel manager, said health and wellness are at the core of some \$40 million in recent hotel renovations.

"Although we like people who sit by the pool and drink mai tais, that shouldn't be their primary activity," Taylor said. "We've seen a pickup in people who have a different sense of core values, and they come here because they know that health and wellness permeate everything that we do."

The resort is adding a solar power system that will produce 8 percent of its energy, and revising its lighting and cooling systems, which will save \$1.2 million in energy costs annually.

Reducing tourism's carbon footprint is important to wellness guests like the 1,500 or so yogis who will descend on Turtle Bay for the Wanderlust festival from Feb. 27 to March 2.

"We have a big greening program at all of our events," said Sean Hoess, who along with business partner Jeff Krasno launched the first Wanderlust events in California in 2009. "Travel is travel, so obviously there'll be carbon, but we do offsets."

Wanderlust participants will partner with Sustainable Coastlines Hawaii to volunteer at a giant beach cleanup, and Hoess is looking for a local solar company to supply the event's electrical needs, Hoess said. The event emphasizes farm-to-table food and will bring in local yoga, fitness and wellness instructors and vendors, he added.

Turtle Bay Executive Chef Conrad Aquino said the resort serves about 60 percent local food with a goal to increase that to 70 percent.

"Ultimately our goal is for the hotel and restaurant to be self-sustaining," Aquino said. "We are also working to make all of our menus more wellness-oriented. I'm a local boy, so it was a real wake-up call to see the direction that people are going, even the surfers."

Aquino said the resort shut down Leonardo's, an Italian restaurant, in February and reopened it in June as Kula Grille, which relies on about five local farms to supply produce for its signature menu items. In May the resort opened Paakai, a sea-to-table restaurant that replaced the resort's former 21 Degrees dining experience.

Turtle Bay also upgraded its lobby and guest rooms; introduced Surfer, the Bar; and transformed an underutilized ballroom into a fitness center with panoramic ocean views. The overhaul also doubled the space of the hotel's spa, which reopened in April as the Nalu Kinetic Spa and even boasts Hawaii's first "wave" table, which tilts 7 degrees to the left and right and 7 degrees to the front and back, simulating the bounce of the ocean.

Source: Schaefers, A. (2014, Jan 13). Wellness and health ride a wave on oahu. *Honolulu Star-Advertiser*. Retrieved April 1, 2016.



Chapter 13 - Gaming Entertainment

Answer the following questions after reading Chapter 13 of your textbook.

- 1. According to our textbook, what is the definition of gambling?
- 2. What is the handle?
- 3. What is the win?
- 4. Name the only two states in the US with no form of legalized gambling.
- 5. Define gaming entertainment.
- 6. List the five operations in gaming entertainment.
- 7. What is the most popular gaming entertainment destination in the United States?



Gaming Entertainment

Conducting your own research, search for and list 10 different Las Vegas or Atlantic City casinos that you think are gaming entertainment establishments.

Casino/Resort Name	List some of its features
Example:	
MGM Grand, Las Vegas	Garden Arena (concerts and fights), M Life, Jabbawockeez
1.	
2.	
3.	
4.	
5.	
6.	
7.	
8.	
9.	
10.	



Gaming Entertainment in Hawaii

Currently, there is no form of legalized gambling in Hawaii. Based on your own ideas and opinions, write at least three pros (argument for) and cons (argument against) for legalizing gambling in Hawaii.

Pros	Cons
1.	1.
2.	2.
2	2
3.	3.



Chapter 14 - Meetings, Conventions & Expositions

Answer the following questions after reading Chapter 14 of your textbook.

- 1. What does CVB stand for?
- 2. List the five primary responsibilities of a CVB.
- 3. What does MICE stand for?
- 4. Name two different types of venues for meetings, conventions and expositions.
- 5. The textbook profiles the Hawaii Convention Center. Have you ever been there? If so, why did you go and what did you think about the facility?



<u>Meet Hawaii</u>

Visit and browse the website meethawaii.com. Take time to watch videos and discover new information by clicking on the many links provided and reading through the site. Then, identify at least five new things you learned about meetings, conventions, incentives and expositions.

1.

2.

3.

4.

5.



Anime fans attend 12th annual Kawaii Kon By Steven Tonthat, Honolulu Star-Bulletin

Thousands of anime and comics fans met at the Hawaii Convention Center for the 12th-annual Kawaii Kon animation convention over the weekend.

From Friday through Sunday, fans were treated to a series of events, including a panel with YouTube celebrity Jessica Nigri and a meet-and-greet with Korean pop group Pungdeng-e.

Since the first event in 2005, Kawaii Kon has become one of Hawaii's most popular fan conventions. It drew more than 10,000 attendees in 2015.

This year's Kawaii Kon drew 11,597, according to Joshua Pugh, Director of Media Relations for Kawaii Kon.

A big feature of the convention is the encouragement of its attendees to come dressed as their favorite characters, a term known as "cosplay."

Cosplay is the art of dressing up like characters movies, video games, television shows or comic books.

Since Kawaii Kon focuses mostly on Japanese anime and manga, most of the cosplayers came dressed as anime characters.

But Jon Minami and his friends saw the event as an opportunity to do something different.

"I was thinking, 'What would be a great costume for all of us to do?' and I thought, 'Why not dress as the characters from "Mulan"?' " he said.

Decked out in various pieces of homemade foam with green, yellow and purple fabric, Minami and his friends walked the halls of the Hawaii Convention Center looking like the characters Chien Po, Ling and Ping from the 1998 Disney animated film, grabbing the attention of many photographers and fans.

Patrick Olson had the same idea when he came to Kawaii Kon dressed as a paladin knight from the video game "World of Warcraft."

"It's so darn cool looking," he said. "The armor was amazing, the sword is big ... and you get to hide behind a mask at the same time. You can't beat it."

Most costumes are homemade from various household items. But for more elaborate costumes that require wigs or other removable pieces, cosplayers can buy them or, in Olson's case, commission their costumes to be made by another artist.

When asked why he decided to commission his costume, Olson said, "I've tried to do bits and pieces before and I just spend more money on the material than the actual finished product. I wanted it to be done right."

However, many cosplayers, including Olson and Minami, would agree that how a costume is created is less important than why.

"I think it's just a nice relief from reality," Minami said.

"To really become someone else," Olson said. "To get out of your comfort zone, to get behind the mask and be able to see the look on little kids' faces when they see you and the joy in their eyes and the photo opportunities with the kids, it just doesn't get any better than that."

Source: Tonthat, S. (2016, Apr 11). Anime fans attend 12th annual kawaii kon. *Honolulu Star-Advertiser*. Retrieved April 23, 2016.



Chapter 15 - Special Events

Answer the following questions after reading Chapter 15 of your textbook.

- 1. Explain the difference between event management and event coordination.
- 2. What three things define a special event?
- 3. What do you think are the challenges of being a wedding planner?
- 4. What mega event would you consider the most difficult to execute and why?
- 5. What skill do you think is most important for an event manager to have? Explain your answer.



Wedding Trends

As you read in Chapter 15, weddings are the most popular social function. Being a good planner requires you to know the hottest and latest trends. Through your own research, find 10 wedding trends for the year and list them.

1.		
2.		
3.		
4.		
5.		
6.		
7.		
8.		
9.		
10.		

Cite your source(s):



Special Events

On the Spot Activity





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