Executive Summaries

Lodging Update: Greater Boston
Rachel Roginsky and Matthew Arrants

Pinnacle Advisory Group provides an update of lodging industry performance in New England and Boston for the first half of 2012. While the New England region outpaced the nation, the specific story varies from state to state. Only Massachusetts and Vermont achieved REVPAR performance better than the national average. A review of the Greater Boston lodging market reveals that a healthy local economy and strong convention calendar, combined with a number of one-time events and limited new supply, boosted the local market in 2012. The outlook for 2013 in Greater Boston remains positive, with expectations of a 4.7% growth in REVPAR.

A Sense of Place
Rachel Black

People increasingly want to know where their food and wine comes from and who produces it. This is part of developing a taste of place, or what the French call terroir. The academic and industry debates surrounding the concept of terroir are explored, and the efforts of Massachusetts wine producers to define their sense of place are discussed.

Hospitality, Tourism, and Politics
Stephen W. Litvin

Government policy has a significant impact on the hospitality and tourism industry, but it is unclear if political leaders fully understand this economic sector when crafting policies. This article offers new research about the direct involvement of industry practitioners in the political process, by analyzing the backgrounds of legislators in the six New England states. The data indicate that only 3% of these legislators have current or former careers related to hospitality and tourism. The author suggests that practitioners should seek election to political office, to better influence government policy.

Paris in Boston
A Photo Essay by Jack Dzamba

It is intriguing how certain scenes of Boston resemble those of Paris. In fact, the architects of some of Boston's most famous buildings of the nineteenth century studied at the École des Beaux-Arts in Paris. The influence of Paris can be found everywhere in Boston, especially among the hotel images in this photo essay.

The Cradle of American Hospitality
Bradford Hudson

An astonishing array of firsts and near firsts in the history of the modern hospitality sector have occurred in and around Boston, and some of the oldest surviving hospitality businesses in the United States may be found in the area today. This article explores the evolution of hotels and restaurants in Boston from 1633 to the present.

Thompson's Spa:
The Most Famous Lunch Counter in the World
Peter Szende and Heather Rule

Thompson's Spa in Boston was one of the most celebrated restaurant companies in America at the turn of the twentieth century. Founder Charles Eaton was a pioneer in production and service methods, who developed a variety of innovative mechanical systems. This article describes the founding, growth, and eventual decline of the company during the period 1882 to 1968.

The Restaurant as Hybrid:
Lean Manufacturer and Service Provider
Christopher Muller

Uniquely positioned as both consumer service providers and tangible finished goods manufacturers, restaurants sell at retail an inventory that is fabricated from raw materials at the site of consumption. This article illustrates how restaurant managers have historically used the fundamentals of just-in-time and lean manufacturing production, often without understanding the power for efficiency and profit each brings. The goal is to encourage restaurateurs to seek a better understanding of where these principles interface with service management theory.