Executive Summaries

Rachel Roginsky and Matthew Arrants

Pinnacle Advisory Group provides an update of lodging industry performance in New England, with a focus on Boston for 2013. While the New England region was behind the nation, the story varied from state to state. Only Massachusetts and Vermont achieved RevPAR performance better than the national average. The region as a whole is improving its performance, with RevPAR lagging only 0.2 percent, compared to 1.2 percent the year before. The outlook for the future remains positive as limited supply growth coupled with moderate growth in demand will result in higher occupancy levels and higher revenues.

The Fall and Rise of the Travel Agent
Stephen Jermanok

In the age of online travel agencies, there are questions of whether personal travel agents remain relevant. This article argues that travel agents have never been more necessary because the proliferation of options is overwhelming for many consumers. Travel agents are also much more personal than their online counterparts, providing services that cannot be found online.

Roman Ways: The Endurance of Patterns in Travel and Hospitality from Antiquity
Bradford Hudson

Although it seems clear that multi-unit hotel and restaurant brands proliferated in the United States during the twentieth century, historical research demonstrates that the phenomenon is actually much older. The origins of hospitality chains can be traced back to the Roman Empire. Organizational systems and travel behaviors have remained remarkably similar throughout Western civilization during the past two millennia. The Roman relay station, the medieval post house, the New England inn, the railroad restaurant, and the highway hotel all share a common heritage.

A Conversation with Howard Schultz
CEO of Starbucks
Christopher Muller

At the 12th annual European Food Service Summit in Zurich, Switzerland in September 2011, Professor Christopher Muller sat down with Howard Schultz, the CEO of Starbucks to discuss a wide range of topics. Their discussion touched on best management and business practices and the techniques that Schultz used to bring Starbucks back from the brink of bankruptcy to the international coffee corporation it is today.

Self-Confidence in the Hospitality Industry
Michael Oshins

Few industries rely on self-confidence to the extent that the hospitality industry does because guests must feel welcome and that they are in capable hands. This article examines the results of hundreds of student interviews with industry professionals at all levels to determine where the majority of the hospitality industry gets their self-confidence.