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A SYSTEM FOR MANAGEMENT EFFICIENCY  
IN HOTEL GROUP SALES AND CONFERENCE

By

Masabumi Tanabe

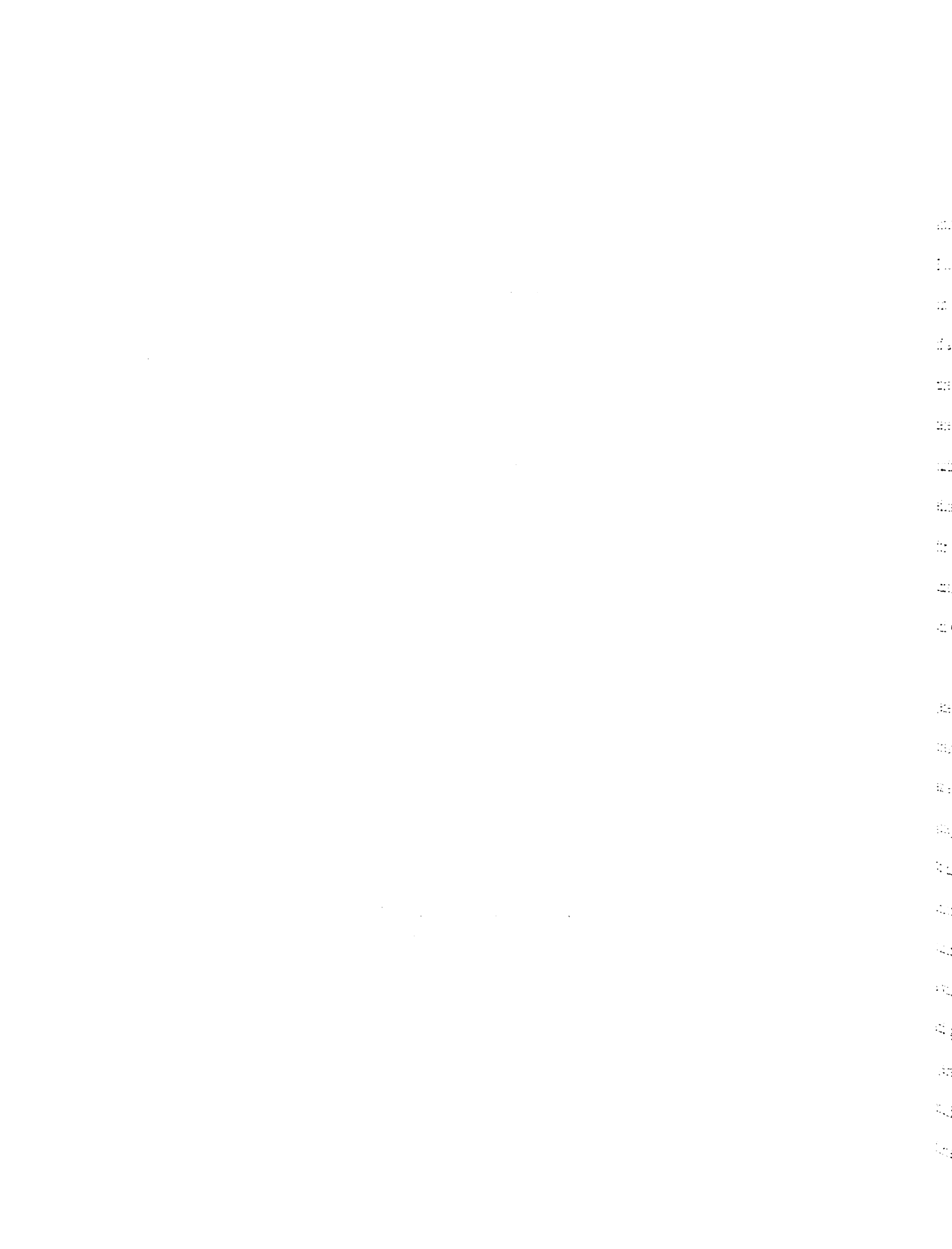
A THESIS

Submitted to  
Michigan State University  
in partial fulfillment of the requirements  
for the degree of

MASTER OF ARTS

School of Hotel, Restaurant and Institutional Management

1962



2/4/11  
1/25/62

## ABSTRACT

In our modern society, the industrial, social, and political activities are carried on by the mass of numerously divided functions. Each function is connected with others and interacts in various ways but in organic relations. In order to achieve its ultimate goals of activities, the functional unit in various levels of organizations or, more precisely, the people concerned with the function, vitally necessitate, frequent meetings with other functions. Many of them--businessmen, county agents, housewives, traders and dealers, and educators--periodically pack suitcases and brief cases and take off for conferences and conventions. There, they discuss the issues, gain understanding and agreement on the situations and proposals, motivate and educate each other, or coordinate on some special project.

The preparation, participation and conducting of such gatherings generate a tremendous amount of direct and indirect expenditure, and create favorable business opportunities with a considerable stream of expected income to hotel concerns. However, to accommodate and to accept such mass flows of guests and money, the hotel management has to have a well organized and efficient system within their physical accommodations. It requires intensive and continuous scheduling of business to get a large share of the group business. The system as a whole must develop an acceptable, and purposeful conference climate and guarantee efficient, cohesive, and flexible services. Unscheduled operation, unsystematized efforts, and unorganized service forces could easily cause soaring operational expenses, wastes of the occupancy, forfeited opportunities, and unfavorable impressions on the guests



by the establishment.

Skills and knowledge for building and administrating such systems are extremely necessary for handling group sales and conferences. Through the system, techniques of planning and scheduling group business will be developed. This thesis was written from the definite point of the managerial view. All details are medias to arrive at the fundamental concepts of the managerial skills. The contents of this thesis may seem rather empirical, however, the ultimate intention of the author is targeted towards the application of the scientific control concepts which are developing in the industrial business. In this sense, this is the foundation of future research.

In the initial chapter, an approach from the economic standpoint is taken to understand hotel business as the supplying side, in relation to the conventions and group meetings as the demanding side. The basic principle of business activity, that is, the pursuit of the greater profit, requires the hotel operation to put more emphasis on the scheduling and the advance selling. The greater feasibility of the group business pushes the sales department into the central function of the hotel operation and increases the coordinating role of the department within the operation.

In chapters two and three, descriptions are given of the actual operations of the group business in two different types of convention hotels; an example of a commercial convention hotel in chapter two, and of an education conference center in chapter three. The information was collected mainly through interviews with persons who were engaged in the conference and the convention business. Conversations concerning the prearranged questionnaire had been recorded by a tape recorder

and summarized later. The main focus is on the function of the sales representative and the coordinator in relation to the entire organization. The reader will be interested in the cyclical nature of their business.

Chapter four is designated to discuss the studies of the conference programming which have been developed and are being successfully used in adult education. It is an organized application of educational techniques, methods of curriculum construction, and studies of group sociology such as group dynamics. The knowledge and techniques of the conference programming have been increasing its popularity among business concerns and institutions; therefore, it deserves to keep the attention of the hotel concern in this area.

Some essence of managerial concepts extracted from the successful operations is discussed in chapter five. The concept of the control cycle of the business management conforms to the activities done by the coordinator and by the sales representative, although the scopes of these two activities are different. Sales meetings could be instrumental for the management to develop and administrate the sales activities as well as significant for conducting the entire system. The balance of flexibility on the sales activities and the pertinence of management control will be one of the key problems in the commercial convention hotels.

In the final chapter, the characteristics and situations of the group activities in Japan are explained against the sociological, traditional, and economic background. The general image of the people of the hotel does not favor for the extension of group business. International conferences, business seminars, in addition to capitalizing

the cultural drive of the middle status group, will be the prime prospects which the Japanese hotels will be able to tackle. Although the situation of their group activities and conferences is entirely different from that of the United States, knowledge and techniques of conference programming will have value in the near future.

## ACKNOWLEDGEMENT

In spite of its significance of the managerial efficiency and the systematization in handling the group business and the conference, there are almost no publications that give a comprehensive explanation of the concepts and techniques of this area. At the preparation of this study, therefore, I installed sets of questionnaires asking general and detailed information concerning the scheduling of the group business. Discussions about these questionnaires were recorded by a transistorized tape-recorder and the contents were condensed in this thesis. For collecting the details of well developed methods and techniques, I am indebted to many specialists and experts in this field.

My special appreciation goes to the following persons who willingly gave of their time and knowledge for many hours of discussions, provided illustrative materials, and showed the actual operations: Mr. Clayton Wells of the Continuing Education Service, Mr. Lloyd K. Stalcup and Mr. Jerome F. Winter of the Detroit Statler Hilton Hotel, Mr. Robert J. Emerson and Mrs. Ellen I. Petermann of the Kellogg Center.

I am grateful to Professor Bernard R. Proulx for his suggestions concerning materials and arrangements of the opportunities for visiting and interviewing Hilton Hotel's staffs.

To Dr. Robert W. McIntosh and Dr. Tunis H. Dekker, I also owe a debt of gratitude for their recommendations and suggestions on this study.

I am particularly indebted to Dr. Joseph W. Thompson, my academic advisor, who always encouraged and motivated me at strategic times and gave me new perspectives. Without his guidance, this study would not have been successful.

I would like to express my appreciation to the Hilton Hotels Corporation for providing materials that helped amalgamate observations of managerial concepts in the hotel business.

Finally, I would like to send my personal thanks to Mrs. Carol Boyd who consulted on my general writings.

Masabumi Tanabe

East Lansing, 1962

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## CHAPTER I

### THE RELATION BETWEEN HOTEL AND CONVENTION BUSINESS

#### 1. The Nature of Merchandise that a hotel can sell

At the outset, it is extremely important to consider the merchandise that a hotel can sell. We will look at it as a commodity, just as we observe a commercial merchandise on the shelves of a store in an inventory.

We find our merchandise is a combination of three basic components:

1. Available accommodations clearly marked off by time dimension.
2. Available foods and beverages produced and arranged to serve.
3. Available service facilitating use of the above mentioned elements and all attached services to give the user (guest) comfort.

One thing we have to keep in mind at this point is the fact that we are handling merchandise which is defined by time and space. Dr. Howard B. Meek once pointed out in his price theory that a hotel room is the most perishable item of all commodities. When we examine this fact of the hotel sales, we might draw an amazing conclusion which is completely rational in the sense. That is, every unoccupied guest room on a particular night or any unused function room at a

certain time of a day, at noon, afternoon or evening, not only indicates unrealized profits, but also perishes the second component--available direct and indirect service possibilities. We never have a chance to recover this lost merchandise since we cannot go back in time.

In this sense, hotel products are entirely different from those of manufacturing industries and other service industries. A hotel is a combination of two resources, manpower and physical settings, at a definite time and there is no salvage value on the unused merchandise.

This becomes clearer when the merchandise is analyzed by its cost. First, the biggest item is the cost of human labors poured into the entire operation of a hotel. This is usually calculated by multiplying the time spent by the quality of the skill or the degree of complication of handling the job and other elements attached to it (such as fringe benefits and all consumable benefits). The hotel has to pay this cost for both the direct service and production, and all other functional departments which execute the entire range of business activities.

The second group of costs is material costs. This group includes all physical materials and utilities that are consumed in food production and in upkeep of the accommodations.

The costs of the two above groups are adjustable or controllable to a certain extent by the management. However, in the third group, a large segment of the cost incurred from the expense

for the fixed assets, including all kinds of property, and the expense of capital invested is almost uncontrollable because of the flow of time. These expenses are expressed as depreciation expense, interest expense, and dividends; they are a return on investment and might be accumulative for payment.

At this point, we have a clear picture of the necessity of proper scheduling and advance selling in the hotel business.

## 2. The trends of convention business flow

Several factors are important in understanding the trends of convention business flow in the United States in this decade.

The rapid improvement of transportation systems after World War II has promoted a mass flow of traveling people throughout the world. Advanced communication systems, including mass media such as television networks, have given the salesmen favorable weapons for expanding their market and have built up nationally recognized brands of the merchandise. Decentralized population has spread out to the edge of the city limits and has gradually enlarged the residential areas, creating enormous suburban zones around old metropolitan cities. The projected population trend indicates the formation of greater suburban areas between the east coast and the midwest, in the south, and along the Pacific Coast in near future.

A movement of population to the Pacific Coast States and the Southwest is inducing new industries which consume raw materials and industrial goods produced in the midwestern and eastern states.

This overall changing picture of the entire economy on geographical dimension naturally creates cultural byproducts--the necessity of the conflux of businessmen, political and other cultural gatherings of people, and traveling salesmen. Whether a meeting is called locally, nationally, or internationally, and whether such meeting is attended by large groups of visitors in a city or a local trading group, such meetings provide hotels with favourable chances for selling both rooms and functions.

The policy of allowing such conventional expense as deduction from taxable corporate income is further pushing forward this trend.

Another factor boosting the convention flow can be found in the operator of downtown hotels. This new frontier can be a potential income source, following the unfavorable competition of the growing motel business. With the improvement of highway systems and the construction of interstate superhighways, the number of travelers driving their own automobiles has been increasing year by year. In addition to this shift in the primary means of transportation from the railroad to the automobile, the public acceptance of the motel was enhanced by its new concept of operation, stressing informality, accessibility, and convenience. Motorists were becoming increasingly inconvenienced by heavy traffic, stoplights, and other congestions in the city, and the main cross-state thoroughfares were rerouted to bypass the city, so that it became a positive nuisance to come into the city to find a place to spend the night. This situation was common nationally in the medium sized cities and even in relatively large cities. The highway motel has siphoned off virtually all of the

tourist business. Hotel occupancies showed a drop year by year against those of the motels.

Because of these unfavorable conditions, some capable hotel operators gradually realized that there was a type of business which the highway motels could seldom compete with. In favor of locational advantage, situated closely to the business center and various city attractions, group business using hotel function rooms could be expanded in proportion to the efforts the proprietors made for accommodations and promotions. The president of the Hotel Roosevelt Corporation commented in an article in The Hotel Monthly that

Such activities as conventions, sales meetings, and displays are not only valuable in themselves but generally produce guest room revenue as well, along with other incomes of minor department. When these functions are held late in the week, it is particularly efficacious in solving our peak and valley problems.<sup>1</sup>

In the meantime, general movement of the urban renewal and slum clearance projects in large cities is creating new civic centers, including large convention halls, office buildings and enormous parking space. This functional city center is beginning to exert a new magnetic power of inducing the convention inflow.

The hotels which saw the economic feasibility of convention business renovated their facilities, especially creating modern function rooms, equipped with up-to-date catering facilities and parking lots. In order to sell and accommodate the convention

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<sup>1</sup>The Hotel Monthly, September, 1959, "Tap the Full Potential of Group Business," Hotel Roosevelt Corporation, Cedar Rapids, Iowa.

guests, however, improvements had to be made in the functional and organizational aspects of the hotel operation as well. In the next section, we will discuss the nature of group business, especially of convention business.

### 3. Characteristics of convention business handling

The operation structure of hotel business has inherent unique characteristics. Under one roof, there are completely diversified, yet coordinated businesses operating simultaneously. This might be compared with the various functions of the human body. Each organ of the body is closely related to every other one so that the entire body functions smoothly. Since we are so accustomed to the entire mechanical operation of our body, we react almost unconsciously to the action and coordination of each organism. However, once something hinders the operation in a certain part of the body, the entire activity of our body is affected, both physically and psychologically. Even a small restraint such as a splinter in a finger restricts the operation of a hand, and mentally we feel uncomfortable.

Practically the same functional relationship can be observed in a hotel operation. Any kind of service offered to a guest requires the joint efforts of two or more departments. The difference is in the degree of complexity of inter-relation. The key objective in the hotel business is a smooth and timely coordination to assure successful and satisfactory service for the individual guest. As in the illustration of the human body, often a small accident or unconscious rudeness on the part of any one employee or department can detract from all the other efforts which the management has carefully

planned, built up, and executed. The dissatisfied guest with his unfavorable impression naturally affects future business.

With convention business, it is extremely necessary to have cooperation. The complexity of handling business increases, since we serve a mass of human beings with various inter-relations between each persons attending a conference. To use the example of the body, we face the full swing operation of physical activities, just as a football player faces an opposing team in a stadium. Every part of the body should be well coordinated with every other part through the nerve system, the oxygen supply, the blood circulation system, and each should be ready to supply energy to any other part of the body. Furthermore, it is important that the sensitivity of the body for expedient action, whether it be by swift communication through the brain or by the stimulus-action relation, should quickly adjust to the changing situation. This vital factor often brought into play is not the result of makeshift activity but of careful planning and training. In serving a convention, the success or failure depends largely on intensive teamwork by all staffs and all departments of the hotel. The degree of communication and adjustability--which is built through careful layout and training--is the decisive factor in better coordination. Every staff of each department from the bellman to the manager should know all necessary information about a particular convention along with the detailed information in his own area of operation. For instance, a bellman should know what is the peak checking-in time; he should also know the location of the functions so that he might direct guests dashing in at the last moment. A

telephone operator can give the opening and estimated closing time of a particular banquet, but she should also know who is the key person for official communication.

All supervisory groups must have definite information on each program of a conference so that advanced schedules and arrangements can be made. In addition, he should be ready to adjust the operation timetable either by communication between sales representatives, or informally by his own judgement.

Most convention hotels naturally build up the efficient methods of communication and quick treatment of unexpected situations through experience.

#### 4. Importance of scheduling business

In the first section of this chapter, we concluded with the emphasis on the necessity of proper scheduling and advance selling of hotel business. We saw in the previous section that a high degree of coordination was indispensable in carrying out successful convention business. When these two concepts are combined profitably, one can easily see that the objectives of scheduling are to maximize the sales and minimize the expense because of fluctuations. It is these fundamental objectives which any kind of business aims to achieve.

Let us take up one of these objectives of scheduling-- maximizing of sales. In the hotel business, as opposed to industrial or merchandizing business, we have a definite maximum point of sales beyond which we can sell little or nothing. That point is the full occupancy in guest room and function room business and full capacity



in catering facilities. Our objective of the maximizing of sales is naturally to be directed toward the extent to which we can fill our capacity with prospective business. From the strategic view point of business, this sales effort is aimed at how efficiently we can fill our capacity.

The old established concept of inn keeping emphasized the individual returned guest. These clients still should be the most important source of business for a hotel. However, as far as conference hotels are concerned, the trends are toward more emphasis on advance selling of convention and group business, or the acceptance of advance reservations. In general, the independent across-the-counter business is becoming secondary, not through negligence but in the methods; hotel managers simply put aside a certain percentage of capacity in advance according to the rate of past business.

There is, of course, a tendency within the activities of sales department to adjust or to level off the volume of convention business with individual guests. Both businesses have different peaks and valleys in volume, depending on the location of the premises, climatic conditions, special events, etc. These conditions fluctuate weekly, monthly, and seasonally.

Ideally, for the hotel, a convention should come during a slack period in business, but of course not all business executives desire to hold their conventions at times that are the most suitable for hotels. The sales manager must attempt to sell dates that are the most beneficial to his hotel, but in certain cases he will be forced to choose between losing a convention or booking it for a period when the hotel will be relatively busy with regular business. This is not an easy choice to make. A convention means good revenue, but if booking it means turning down regular customers, the possible loss of their future business must be considered.<sup>2</sup>

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<sup>2</sup>G. W. Lattin, Modern Hotel Management, W. H. Freeman & Co., San Francisco, 1958, p. 128.

With the aid of modern forecasting methods, the tendency is more to avoid the suspended condition of business, minimizing this expectation volume by increased accuracy of forecasting, and booking up all possible rooms in advance. Above all, great emphasis is placed on careful examination of convention potentials of the prospective revenue in the entire hotel operations, magnitude of future business, and relations with overall sales activities.

Another problem of this particular segment is the matching of these two businesses--convention guests and individual guests--because both types of guests have certain characteristics incompatible with each other. For instance, the gay atmosphere of a social function such as informal party might enchant all convention guests, but, on the contrary, it might sound like a chaotic noise to the individual guests.

While nonconvention guests appreciate calm and uninterrupted mornings, conferees are rushing to the dining room early to be on time for their morning session. This becomes a serious problem, especially in a resort hotel. In most resort hotels, the management has a policy of separating the seasons of both businesses. They open all accommodations to their patrons at the best resort seasons. Still, overlap is unavoidable. Distinct separation of both businesses by having a certain type of a hotel for each may be a future trend. I hope that these two businesses can be separated within the hotel with the aid of improved physical accommodations allowing certain flexibility and privacy. Lottin raised an example of this point with a resort operator's remark:

Our regular guests resent the conventions and look upon the delegates as intruders, but they should realize that without the conventions there probably would be no resort to come back to every year.<sup>3</sup>

Let us look at the second objective of scheduling--minimizing expenses. This action has two implications. One is to get maximum effect from a certain expense, and another is by scheduling properly to prevent excessive expense. We might say the first point is proper timing. All sales and promotional activities should be carefully arranged to synchronize, giving a clear path for the prospects which create definite desire with action. Unsystematized sales activities not only lose a big chunk of potential profit to competing hotels, but also interrupt interrelated campaigns by frequent re-adjustment of the function business schedule. The management is also required to train a flexible, yet systematic, operation team ready to host convention guests and to meet the various requirements for arrangements.

In the convention business, it is almost impossible to expect rigidity in operating expenses, since we have to handle a large number of guests at the same time. Nevertheless, as far as we are engaging in a profit-making business, effort should be made continuously, by forecasting, scheduling, and adjusting, to minimize unnecessary idle manpower and materials. The more we schedule properly, the more we can get efficient use of the resources, resulting in sound operation.

##### 5. New sales-operating department relations

In this section, we will discuss the problem of cohesion. At a relatively large convention hotel, the flow of function business

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<sup>3</sup>Modern Hotel Management, p. 129.

continue throughout the year. Since each of these conventions or meetings requires different detailed arrangements according to previous experiences or to certain policies of the groups concerned, it is imperative to have some liaison to coordinate the activities of the entire function from the beginning to the end, including all sorts of follow-up business. In a small hotel, this job is performed by the manager who also acts as sales manager. He supervises sales work and passes on the actual jobs to be done by the people of each department. This situation is ideal, from the point of cohesion, since all contacting, selling, and administrating is done by one person.

In the large hotel, all sales and marketing activities, from direct contact for soliciting conventions to promotional campaigns, become scattered among several departments or sections, and the sales manager can no longer follow individual functions in detail. Therefore, each sales representative follows all the aspects of a certain convention, making a cyclical contact with convention representatives; that is, selling, planning, coordinating, following-up, and selling. This job is held by a conference coordinator in the case of an educational conference hotel such as the Kellogg Center at Michigan State University.

In general, as the volume of business increases, lack of coordination in operation will be visible unless careful consideration is given to the areas of organizational structure, proper installation of liaison meetings, and scope of flexible activities of sales representatives or coordinators.

The most crucial points of convention business are: (1) Proper delegation of authority should be made to avoid poor coordination between departments as, for example, between the manager and the convention manager or between the publicity office and the front office. (2) Various situations of sales conditions and other occasions of judgment should be examined to gain better business decisions.

Proper installation of liaison meeting requires thoughtful consideration on both an inter-departmental and an inner-departmental basis since there is not enough time in day-to-day operations to exchange complete information and creative ideas. Since the entire convention business is initiated, oriented, and directed by the sales department, namely, by a sales representative, or a coordinator, the scope of authority and delegation should be as flexible as possible to allow for the maximum amount of activities in a limited amount of time. Yet these activities are still in the functional structure of the hotel operation as long as the sales representative is a staff member of the hotel.

He acts as a medium in creating the best possible business climate in all elements involved in convention business including convention guests, representatives of convention bureaus, and all internal staffs of the hotel,

The degree of cohesion or consistency is a key problem that every sales representative should master since he has to carry much convention business scheduling in different planning stages at the same time.

## 6. Source of convention business

The hotels stressing group business and conventions have instituted various types of active sales and promotional campaigns. Direct approach by sales representatives result from accumulated business history, local and national files, and analysis. Intensive efforts of solicitation or invitation for banquets are aimed continuously at prospects. The importance of a close relationship with local business bodies including chamber of commerce convention bureaus, city clubs, and over all community organizations cannot be overemphasized. It is commonly noted that, without the support and co-operation of the local community, it is almost impossible for the most hotels to pay off their investments. This, in turn, means that effort should be made by the hotel to create a favorable business climate by extending full cooperation to these organizations through the closest possible communications of detailed up-to-date information.

These efforts ultimately are directed to sell an entire city, including the hotel, for a convention site, because it is the individual enterprises themselves who directly and indirectly benefit through the expenditures of conferees at various functions. Again we draw on the speech of the President of the Hotel Roosevelt Corporation at the open house of the Cedar Rapid premises after the ten year rebuilding and expansion program. Before 1800 guests, he commented:

We feel that it will occur to you that a hotel of this size and quality is a community asset and is worthy of your support. Our yearly gross sales are more than a million dollars, 75% of which is pumped into this community from as many as 106,000 out-of-town guests in one year. Ninety-five per cent of our

revenues stay right here in Cedar Rapids and Marion. We employ 180 persons. We buy all of our insurance locally. We employ Cedar Rapids accountants. Our advertising is planned and placed here in town. We did our financing here. This year we expect to pay over \$47,000 in property taxes for the support of our schools, city and county governments. About the only money we spend out of town is for income taxes, and last year they sent some of it back.

It is not as a civic asset that we beg your indulgence, but rather it is the quality and price of our facilities and services that should attract and hold the convention business upon which our venture depends.<sup>4</sup>

Carl Smith, general manager of the Hotel Louis Joliet, Joliet, Illinois, after the successful transition to a convention hotel, explained:

Conventions require certain facilities. If you've got the facilities and the service that goes with them, and if you sell constantly, with all the local support you can muster, you'll get the business.<sup>5</sup>

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<sup>4</sup>Tap the Full Potential of Group Business," p. 22.

<sup>5</sup>The Hotel Monthly, July, 1959, "You've Got to Keep Selling," p. 20.

## CHAPTER II

### EXAMPLE OF A COMMERCIAL CONVENTION HOTEL --STATLER HILTON HOTEL, DETROIT

#### 1. Outline of establishment

The hotel is located in the center of the Detroit city core, facing Grand Circus Park. The triangle formed by three avenues, Woodward, Michigan and Washington, along which this hotel is situated, is the busiest shopping center in the city. A business office area, two train stations, and a newly-built city convention hall are within a 4,000 foot radius of the hotel. As to the air-transportation, the hotel received incoming guests at its entrance from busses from the city airports.

The main competitor of the hotel is the Sheraton-Cadillac Hotel having 1,200 rooms and being located on the other side of Washington Avenue at the corner of Michigan. Both hotels are regarded as the largest high-class hotels in the city. The Statler Hilton Hotel contains 1,000 guest rooms, twelve meeting and banquet rooms (see attached ballroom floor plan), four restaurants, and bars. The function rooms can accommodate a total of 2,620 people in the usual meeting set-up and 1,765 people for a banquet set-up.

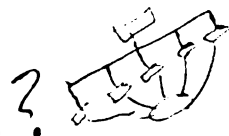
The hotel is one of the twenty six domestic hotel chains under the management of the Hilton Hotels Corporation. Nine of them located in seven cities of the midwest are grouped together under the central division of the corporation. It has a divisional sales office located in the Conrad Hilton Hotel in Chicago. The corporation



also has a national and international sales office in the Waldorf Astoria Hotel in New York.

According to the policy of the corporation, managerial function is decentralized, giving power for the most part to the general manager of an individual hotel. The head office and divisional offices carry only the functions of basic operating budget control, and capital budgeting, such as new acquisition and remodeling of hotels. Divisional and national sales offices have more or less the role of the agency and the information center. These offices are responsible for obtaining convention business nationally by acting as the media of exchange, furnishing up-to-date information to each of the hotel's sales forces, and contacting directly the large potential clients.

The sales manager is directly responsible to the resident manager, the catering manager, the front office manager, the banquet manager, and other operating departments' managers. His office is situated on the mezzanine floor terrace; from there he can look down at the front office area on the ground floor. On the other side of this mezzanine terrace is the catering manager's office; the general manager's and resident manager's offices are also on the same floor. This location set-up seems to facilitate better communication among three functions of the hotel. The Ballroom floor entirely devoted to the group and function business is just one floor above this mezzanine. The Banquet kitchen is located in the center of this floor and serves these rooms exclusively. All function room operation is under the control of the banquet manager.



According to the sales manual of the Hotel Sales Management Association, a hotel should

Arrange the sales office as near to the lobby as possible, so that it may be accessible to prospects.

Sales and Catering should be located side by side with a common receptionist.<sup>1</sup>

## 2. Sales Department

According to the description in the Sales Manual, "The minimum number of staff for an 800 room c onvention hotel should be six persons."

They are:

- 1 - Sales representative
- 1 - Secretary
- 1 - Stenographer
- 1 - Combination typist and file girl
- 1 - Receptionist who can assist with typing.

In the Statler Hilton Hotel, ten staff members work for the department including the sales manager himself. The organization of their staff is somewhat different from that noted above. They have:

- 1 - Sales manager
- 1 - Convention manager
- 3 - Sales representatives

Each of these main sales staff members is assisted by one secretary, who performs all the functions of the last four persons in the model listed above. All five sales staff members are essentially involved in the group business, ranging from a luncheon for ten persons to a large convention, although a few banquets are carried by the catering department.

An important point is the role of the sales manager. He is not only the superior of the department who has to supervise, administrate, advise, and coordinate the sales activities; he is also an active salesman to contact leading business prospects and exchange

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<sup>1</sup> Leonard Hicks (ed.), Hotel Sales Management Association Sales Manual (1952), p. 217.

national file information of prospects among hotels of the corporation.

The team of one sales staff member and one secretary enables the salesman to provide his customers with continuous and thorough service, gives him a more flexible schedule and allows efficient communication both with his customers and with the staff of other departments in the hotel. Each sales staff member uses a dictaphone for preparing most of the written communication.

With this organization set-up, the sales department conducts all group business, from an individual party to corporation parties held in the ballroom. Each sales staff member is responsible for contacts, booking, getting details, following through and following up a function through the entire circle. The follow up procedure includes seeking information about next convention of the same party and related business.

A sales representative disseminates all information regarding the convention to various involved departments, and coordinates activities including changes and special requirements. This procedure involves:

Front office: checking and reserving the number of rooms that will be needed, giving all information of the convention, as to rate, date, and time schedules, special room assignment, adjusting conceivable unoccupied rooms, etc.

Catering Department: reserving the space of function rooms, advising the number of guests expected, type of room, headquarters and press room, function time schedules, etc.

Accounting Department: sending information concerning charge accounts, etc.

All other departments: sending general information which contains key facts on those departments involved.

We will observe these operations more closely in the next section.

### 3. The cycle of convention business

As we noted in the previous section, to insure the efficient operation of convention business, it is necessary to follow certain steps in sales activities:

1. Keep an up-to-date filing system
2. Contact prospects at the right time and with appropriate information
3. Control booking and use standardized communications
4. Adjust situations and use sales meetings
5. Conduct pre-convention meetings with the representatives of the customer, if necessary
6. Coordinate each function and make expedient adjustment
7. Conduct follow up procedures.

#### Area of Filing and Contacting

In his book entitled Profits Through Promotion, C. Dewitt Coffman makes the following observation:

Maintenance of accurate and up-to-date file systems is the single, most important mechanical operation of any sales department. Without minutely accurate file records, the sales department is without ammunition.<sup>2</sup>

In the hotel, all files are classified into two groups: local potentials and national potentials. The hotel naturally has to have closer contact with local potentials since their business is larger both in total quantity and in frequency.

Accordingly, the file is not only arranged by single entity units, but is also sub-divided into a number of units, each concerned

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<sup>2</sup> C. Dewitt Coffman, Profits Through Promotion.



with the convention activities of a section or a department of single entities. Each file contains the information referring to the entities, the histories of past conventions, communication history (a step-by-step story of all of the sales efforts taken on this particular account), important letters from the person in charge, special arrangement required, and so on.

In national file, the nature of business is in less frequency, and extends over a large number of potentials. However, the situation always requires quick action of sales department, the result of which tends to assure a considerable profit. Therefore, the hotel boils down key information of certain potentials into a minimum number of words and classifies this in a form of cardex.

Detailed information is kept in both regional and national sales offices of the corporation and is treated as national accounts. Since each hotel of the corporation has teletype communication, copies of the detailed information are available at any time from these central libraries. This communication system also works if a hotel requires information on some other hotel's local patrons.

However, though hotels have such an efficient filing system, it is meaningless unless the information is kept up every day. All secretaries are in a position to perform this task since they know the details of the business.

Another significant point in this area is "a process for bringing files to the attention of the salesman at the logical time for a follow-up contact," according to the Profit Through Promotion.<sup>3</sup>

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<sup>3</sup>Ibid.

With the cardex system, the card corresponding to each local file number, and the national file card are arranged according to the date on which this group used to hold its function or convention. Every day fifty files are pulled out and receive a close check by sales staffs. They go over this checking process approximately six months before the months of past convention date. However, in many instances the sales staff goes over the advance business more than six months in advance--up to five or six years in the future.

After the precise examination of each file, the sales staff begins contacts by making calls and writing letters individually to the representatives who are in charge of handling conventions for their companies.

In this particular hotel, (the Statler Hilton) the salesmen sell their own function first, but also recommend other hotels of the same concern, assisted by a close communication network. They forward business to these hotels in case the potential shows some interest. By doing so they can get wider information of the group business concerning the hotels in the area and receive the forwarded business in turn. The recommendation of the resort hotels is also included in these sellings.

The national sales office has some staff members looking for the meeting business and information is sent to the related hotels.

The sales representatives should have the correct information regarding their merchandise to be sold. Printed materials are prepared for this purpose, and they are a great help in getting the business when the prospect indicates his preliminary intention of





holding a convention in the future. Written materials include various kinds of suggested menus with definite prices for breakfast, luncheon, dinner, and a special assortment for buffet banquets on different ceremonial occasions; the floor plan of function rooms, with dimensions; a list of available equipment such as a public address system, movie projectors; a calendar covering several future years.

### Area of Booking

The master control of the hotel guest room sales is in the hands of the Front Office Manager, and the control of function rooms is handled by the Catering Manager. However, the sales department has a right to reserve a certain number of rooms in advance, provided the allowance of rooms for the non-convention guests is set aside previously. This allowance is relatively small in convention months and high in other months. The exact number of rooms required for these non-convention guests at a certain date of a month is forecast by the method called S.C.O.R.R. which was developed in the Statler Hotels. (See Appendices)

When the formal reservation is accepted by the sales department, both departments are notified to block a particular number of rooms of certain types and required function rooms by that date. The function rooms are booked by the particular hour of the date desired. Sometimes this procedure is conducted by means of tentative bookings, and afterward definite bookings. This depends on the particular situation, such as the volume of business in a certain month, the customer's condition of decision making, the size of the convention, expected volume of sales in hotel departments, repetition

of business, and so forth.

The available or saleable capacity of accommodations is projected by each month of the year at the front office, and the day-to-day reservations, individual guests, and convention guests are added on a control board, and in a control book in the case of function rooms. The handling of the booking is like the filling of a bottle by water, little by little. When the entire capacity is filled except the across-the-counter business allowance, managers of both departments notify the sales department and the reservation office.

When the hotel is very critically booked, it is extremely important not to reserve more rooms than the number which will actually be required for the convention. To maximize the room sales, a negotiation is conducted by the sales representative in charge to get the permission of customer to cut off these blocked rooms.

The suspended decision of a group which has tentatively booked in previous dates is also negotiated by the sales representative, who asks their decision when other business prospects show an indication of holding a meeting at the same time. This is done "in the most cordial manner," Mr. Winter, a sales representative of this hotel remarked.

#### Area of Communication

In an organization conducting some business, the degree of standardization of administrative communication has a considerable effect on the efficiency of its operation. Generally speaking, the greater the human element involved in an operation, the more standardized the method of communication required. In the convention business,

this point is vital for efficiency. All personnel of each department involved must be notified and must understand the information necessary to their position, concerning the particular meeting or convention, both in general and in detail. This is crucial because flexibility is also required for handling different needs of different groups that must be considered individually.

The Statler Hilton Hotel uses the following method:

- I. RESUME': The most comprehensive key information is compiled in this resume' by the sales department and sent to all departments shortly before the date of the convention. The contents cover such information as:
- a. Convention Title, Dates, File number
  - b. Hotel headquarters, Room commitment, Room reserved, Number of registered guests, Date of arrival, Date of departure, Last major function
  - c. Person in charge
  - d. Charge instructions
  - e. Complimentary accommodations: Name of the guest, Room number, Arrival date
  - f. Special reservation: Name of the guest, Room number, Room rate, Date of arrival
  - g. Attention and special instruction for room setup (Non-banquet rooms)
  - h. Pre-convention Meetings: Time and date, Place, Expected attendants from each department

- i. Program: Date, Name of functions, Name of rooms to be held, Time, Number of people, Type of room setup

When the number of attendants expected is not clear, it is estimated on the basis of previous convention reports, and the number of registrants at that time.

II. FUNCTION INFORMATION & DIRECT CONTACT: This information is prepared by the sales department, normally at the earliest time after the particular convention was booked. A duplicate on a yellow form is sent to the banquet department for entry in the Diary, then to the Function Files. The original white copy remains in the sales department and is used as a source of the 'RESUME'. Although this form lists detailed descriptions for preparing functions, such as equipment required, special service or entertainment to be held, along with persons requesting further information, in many cases these detailed plans for setup are discussed by the guest representatives and the Maitre d'hotel. Details concerned with food preparation are arranged by the guests and the catering manager, which eliminates miscommunication within the hotel. Brief information should be sent to the sales department to notify the sales representatives in charge.

III. EVENT ORDER: In the office of the catering department, an EVENT ORDER is issued to each section of the department and related offices of the hotel. It contains all administrative orders or agreements, whether verbally or in writing. In case

a banquet is sold on a guarantee basis, the catering department has a certain adjustable allowance above the number of covers guaranteed. Such allowance usually runs 7% or less, and on occasion 8% to 10%. This figure is calculated by the hotel occupancy and the date of convention schedule.

IV. **WEEKLY SALES MEETING:** The weekly sales meeting has at least two objectives: (1) To activate and to coordinate sales campaigns, and (2) To amalgamate and to adjust administrative problems of certain conventions. Through this process, the management can be sure that every key staff member of the hotel understands what is required to handle each particular situation, and it can also develop cohesive work which is difficult to attain by one-way communication. This meeting is attended by all staff members from the sales department, the general manager, the resident manager, the assistant managers, the front office manager, the catering manager and the Maitre d' hotel.

The discussion agenda covers all problems in sales and administration which have come up to this time. Such an agenda includes a report on room blocks at future dates, a report on function business for coming conventions, and a general exchange of information. From the communication viewpoint, all problems which interrupt the efficient operation between departments should be fully discussed at this time.

V. **PRE-CONVENTION MEETINGS:** On an occasion of a large scale convention, which occupies large capacity of guest rooms and function rooms

during a certain number of days, a pre-convention meeting is called for this single convention. The activity chairman or the physical arrangements committee member of the visiting association attends this meeting to pre-arrange the program with hotel sales staff, the banquet manager, the headhouse, the electrician, and the housekeeping houseman. Those who attend may differ on occasion.

VI. OTHER COMMUNICATIONS: All other day to day communications between the sales department and other departments is done through telephone calls, memoranda, and discussion. Significant administrative problems that arise in discussion are confirmed by a memorandum, a copy of which is kept by the issuing department. Every evening, a Bulletin of Events of the following day is distributed to all departments. The content is listed on the schedule board late in the evening.

#### Follow-through Periods

A convention is an activity conducted by a large group of individual participants. Even all preparations are set well in advance by both hotel staffs, and the association's activity chairman, changes will occur in some areas. The only thing that the hotel can do is to be expedient in helping the activity chairman and other conferees in the situation.

For these occasions, this hotel establishes a policy that any changes or adjustments required, for which proper steps can be taken within the department, are committed to each department head for handling. By doing this, the hotel can reduce the burden on the

sales representatives. Otherwise, they will always be tied up with miscellaneous matters about the particular convention during the entire session. To facilitate this method, the sales representative must introduce key persons from each department in charge of the convention to the members of activity committee prior to the opening of the first meeting of the association.

It is also important, when this activity chairman and his committee members arrive, that the sales representative meet them, show them the rooms for functions and offices, and recheck any last minute details in order to assure them that everything possible has been done. All equipment should be ready to use and all staff members ready to serve. The success of this business depends on how well the previous promises of the sales representative are carried out.

After all detailed adjustments are properly committed to department heads or supervisors, the sales representative should still be available to both the activity chairman and the staffs of the operating departments for the duration of convention because he is in a position to coordinate all departments, judge the situation more properly, and talk over the matter with representatives more carefully. However, this policy is not always consistent. He should be ready to act at any time, while he is engaging in other sales activities.

For example, suppose a conferee protests, upon checking out, that his bill is to be treated as a charge account for the convention. When the front office cashier can not find information to identify

this bill, she may call the sales representative to get the approval of the budgeting chairman of the convention. The sales representative should be available to conduct these communications.

#### Area of Follow-up Procedures

The follow-up procedure is actually a part of the filing and contacting area. Any minor problem which has arisen and remained unsolved during the convention must be ironed out after the convention by the sales representative with the assistance of other staff members of all departments, even while he is handling the next convention and looking for future business.

After all the programs of the convention or function have been completed, the sales representative contacts the convention chairman or the host of the function to find out if the client was pleased with the results and to ask if he would like to reserve a future date for a subsequent function or convention. At this point the new business cycle starts with selling further business.



## CHAPTER III

### EXAMPLE OF EDUCATION CONFERENCE CENTER - KELLOGG CENTER, MICHIGAN STATE UNIVERSITY

#### 1. Outline of the establishment

The Kellogg Center is one of the unique educational conference centers in the United States, specially planned for continuing education through programmed educational conferences. The building is not only to facilitate these conferences, but also to accommodate the school of Hotel, Restaurant, and Institutional Management for their class work, laboratories and practical training, to host the official guests and visiting guests to the university, and to contain the offices of the Institute for Community Development.

The underlying concept of the educational conference has been developed in accordance with the University's conference philosophy. This is a remark in the booklet of the University Conference.

It makes possible the advancement and dissemination of knowledge by bringing to bear the thinking of interested groups, the educational resources of the University and other scholars and workers in varied fields, coordinated by the skilled planning and assistance of Continuing Education conference specialists.

By applying the principle of effective program design and administration for adult education, each conference is carefully planned to help the participant, who has clear, definable educational needs, gain the maximum learning of his problems in a residential living situation.

Since these educational conferences are a part of the University's activity, the contents and operations of a program are definitely shaped in accordance with the eligibility requirements and conference policies. For instance the program must be sponsored by a university college, and an appropriate part of the program must be conducted by faculty members of the University. However, this is a broad area, covering such fields as business education, public administration, home economics, agriculture, engineering, and liberal arts. The policies are maintained to eschew commercialism, intoxicants, as well as restrictive conferences, secret or closed meetings, and annual or general business meetings.

The number of conferences exceed 400 annually, and more than 60,000 persons visit to attend these conferences. The size of meetings ranges from a few participants to several hundred, and the methods include lecturers, demonstrations, discussions, workshops, and many other procedures. Some examples of the subjects discussed indicates the wide range of interest: law enforcement, poultry raising, supervisory training. The specialist called a conference consultant works to build the entire program, helping the conferees, interested adults, and people from the academic departments to achieve a worthwhile learning experience.

In order to administrate this multi-purpose establishment, the organizational structure is divided into two parts: Continuing Education Service and the Kellogg Center management. The Continuing Education service conducts all phases concerned with programming, budgeting, coordinating, and evaluating all conferences. The Director

of the Continuing Education Service is responsible to the provost of the entire operation of University Conferences along with the University Extension and the Institute for Community Development.

The Kellogg Center management is an operating unit within the department of Dormitories and Food Services. This division is responsible to the Vice President of Business and Finance and Treasurer. The main duties of the management are to operate the complete facilities of the conference hotel, to arrange non-conference meetings related to the University, and to host visiting University guests. The operation is closely coordinated with the activities of the School of Hotel, Restaurant, and Institutional Management. Since the establishment is designed to be self-supporting, the operation is administrated as a general business system, except that it must follow the general principles of the University. The Center is not a profit-making establishment.

The building has 193 hotel-type guest rooms, an auditorium with seating capacity of 500, 20 completely equipped conference rooms of varying sizes, a library, two large banquet rooms, six smaller dining rooms, and a cafeteria. The total dining capacity at one time is about 1,400. The floors from second to seventh are exclusively for guest rooms except for one meeting room on the second floor. All guest rooms in the Center are twin bed rooms except for two living room suites on each floor. One of the two suites on each six guest-room floors can be divided into two twin bed rooms. Each room has a single bed and a studio bed, with a private bath room, four channel radio, and a telephone. All guest rooms and function

rooms are air-conditioned or air-cooled.

The front office and the conference registration office are located in the center of the first floor with close access to the office of the Director of the Continuing Education Service, Manager's office, and reservation office. The right wing of the first floor contains meeting rooms, with checkrooms, wash-rooms, and a library. The left wing contains dining rooms and a central kitchen. The base floor is occupied by the school facilities of the Hotel, Restaurant, and Institutional Management Department, including class rooms, laboratories, an experimental kitchen, a library, office rooms, and a Cafeteria. The base floor also contains all the offices of the Continuing Education Service, and maintenance shops, mechanical rooms, and storage spaces.

The Center has parking space for 400 cars adjoining the building, and is located in a quiet atmosphere near the Red Cedar River and Jenison Field House, in the northwest section of the Michigan State University campus. The Student Union Building, University library, sports centers, and museum are within walking distance. Michigan Avenue runs to the State Capital of Michigan, and the Civic Center of Lansing is two miles west. Bus Service connects downtown Lansing, and the Detroit Metropolitan Airport. The Capital City airport, and two railroad stations are in a three-mile radius of Lansing.

## 2. Brief explanation of business flow

The entire scope of an educational conference in the Kellogg Center is divided into two phases. In regard to content, the operations

are conducted by a conference consultant of the Continuing Education Center. The cycle includes programming, budgeting, facilitating, promoting, conducting, and evaluating. This cycle covers more than the entire area of the function of both the convention planning committee of an association or a business concern and the hotel sales department, if we compare it with the previously discussed convention in the commercial hotel.

The other phase is the physical arranging and scheduling of facilities and service to accommodate the attendants. A part of this scheduling is performed by the consultant of the individual conference and the Kellogg Center management who help with the actual operation with the assistance and the coordination of the consultant. As previously noted the philosophy of university conference emphasizes that "Its participants live together in a residential situation." Therefore, the function has also some importance, like both wheels of a cart. The conference consultant is normally called a "Coordinator" in the establishment; therefore, we will also use this familiar term since it seems to indicate his function a little more clearly. In the next section, we will discuss the cycle briefly to observe how an educational conference proceeds.

Coordinator's activity cycle

#### Initiating

A group or organization which is interested in holding an educational conference notifies the University Conference staff. Occasionally, the request is channeled through a faculty member who is related to the group, or concerned with an academic department, which



is interested in sponsoring the conference. A coordinator concerned with the particular academic area obtains from the group representative detailed information regarding the occupational characteristics of the group, its conference history, and its geographic scope in the form of a UNIVERSITY CONFERENCE REQUEST. The coordinator helps formulate the statement of the goals and objectives of the proposed conference. He determines whether the goals and objectives meet with the characteristics and eligibility requirements of a University Conference. This information along with a CONFERENCE SPONSORSHIP REQUEST is forwarded to the college of the University which is related in subject matter to the group. In actual practice, two-thirds of the educational conference to be held in the Kellogg Center have a previous conference history in this Center, so that this step is shortened in these cases.

### Planning

Soon after the CONFERENCE SPONSORSHIP REQUEST has been approved by a University College, the consultant starts to help in processing, planning, and directing the conference. He helps form a planning committee which includes as members one or more representatives from both the group being served and the sponsoring college. In the initial meeting thus arranged, they try to define the following matters concerning the proposed conference:

1. General purpose of the conference.
2. Specific needs of those who will attend.
3. Specific objectives or goals.





4. Type of program that will accomplish these objectives.
5. Length and time of the conference.
6. Outline of day-to-day schedule.
7. Principal speakers and program personnel to be contacted.

The consultant may call subsequent meetings to develop these further. He finalizes the details of program, speakers and moderators, budget, promotion, facilities and other matters vital to the conference success. A FACULTY PARTICIPATION REQUEST is forwarded to the sponsoring college. In this planning stage, the coordinator works as a liaison person and a conference architect, between the interested group and the sponsoring college. He has the general administrative responsibility of organizing the various elements of the conference into the most effective educational experience.

#### Budgeting

The Center's building was a gift to the University, and its continuous operation has largely been the result of gifts and its own earnings. Consequently, conferences are expected to be self-supporting. A budget is developed by the consultant of each conference on a WORKSHEET FOR BUDGETING.

The budget includes all the anticipated direct costs which may occur for the particular conference, such as honoraria, travel expenses for speaker, printing and mailing charges, promotional materials, oratorical expenses, communication expense, audio-visual, recording expenses, books and other supplies, and similar conference expenses which are "direct" in nature. It also includes a portion of the indirect costs borne by the University in providing its

services and facilities. The total estimated conference cost is divided by the anticipated number of registrants, to arrive at the amount of the conference cost that should be shared by each conferee. In some cases, a part or all of this cost is paid by the group or the association. A significant point is that the amount is for the conference registration fee, and is not the same as those package plans of the commercial hotels. Individual hotel expenses, and dining and banquet expenses are calculated and paid separately.

Since this procedure requires all accurate information on anticipated expenses, and estimated number of attendants, budgeting is usually done when the program is fairly well constructed. However, promoting is followed after this procedure, and proper timing is necessary in some cases, because a certain amount of time is required for the individual conferees to be selected from various organizations related to the association.

Once the budget has been firmly established and the conference registration fee is determined, the University assumes all risk for financial profit and loss on the conference.

Registration fees are collected through the registration office and purchase orders are dispatched via the coordinator, or other committee members. All bills concerning the conference budget are collected on a LEDGER SHEET in the accounting office and checked by the coordinator before the actual payment is made.

#### Promoting

The promotion of an educational conference might be conducted by either the participating group, the sponsoring college, or the

consultant. Sometimes it is assumed by the co-operation of all three groups. In any event, the coordinator is responsible for seeing that an effective promotional job is performed, and that there is proper preparation and distribution of the material of billing conforming to University standards. The Continuing Education Service has facilities for preparation and distribution of this promotional material including its artwork and supervision of printing.

#### Facilitating

This is the area of reservation, booking, and communication for the physical arrangements in the case of commercial hotel.

#### Housing

As soon as the CONFERENCE SPONSORSHIP REQUEST has been approved by a University College, the coordinator reserves housing facilities, the approximate number of rooms required from estimated attendance. The reservation is made on a daily master control sheet, which is kept in the file of the Assistant Director of the University Conference.

The reservation is not on the master control book of the Kellogg Center Management at this state because, the Continuing Education Service has priority use on 173 out of the 193 guest rooms of the center, provided the reservation is made more than thirty days in advance. The daily master control sheets are prepared in the file up to three years in advance, and a tentative reservation can be handled fairly well in advance, while certain changes might occur at a later date if such an arrangement is possible. At the top of the sheet, a simple scale is provided and the amount of rooms already



reserved is to be blocked on this scale to avoid overbooking.

When the expected number of attendants becomes fairly fixed, and prior to thirty days before the conference, the coordinator files a CONFERENCE FACILITIES RESERVATION in triplicate, and one copy is forwarded to the Kellogg Center management (we will call it simply "hotel manager" from now on) through the hotel reservation office. Hotel master control board is blocked at this time. This procedure may be called formal booking.

Completed application forms which were sent to the prospective conferee along with promotional materials are returned to the conference registration office and accumulated in the order of arrival. The hotel reservation office is informed by the registration office of the number of applications received to date, so that they can adjust blocked rooms by formal booking to a certain extent prior to the convention date. Confirmation is sent to the conferee individually from the hotel reservation office.

Single occupancy is discouraged because as many prospective conferees as possible must be accommodated and because living together is an effective educational experience.

#### Dining room and meals

Like housing, dining rooms are reserved on the daily master control sheet in the Assistant Director's office. At a certain date, at least thirty days prior to the conference, the consultant files a MEETING AND DINING ROOM RESERVATION in triplicate. Along with brief information on meeting rooms required, it contains dining room information such as Date and Day, Room, Function-price, Starting Time,

Adjourning time, approximate number of people to be served and type of people. The first copy is sent to the hotel manager, the second copy is forwarded to the hotel director of food service, and the last copy is reserved by the coordinator for the signature of the hotel manager.

Concerning meals, more technical arrangements are necessary to minimize the serving loss, which might occur because of increasing material and labor cost in the hotel operation. Proper timing and punctuality is indispensable to avoid dining room congestion and interference in conducting scheduled programs.

For these various reasons, the Center established policies and methods to facilitate efficient operations. (See appendices.)

The application form for a conference has a column for the conferee to designate the meals which he wishes to attend. Calculating the number of prospective attendants of each meal from this information, the registration office prepares a certain number of tickets for individual meals, and they are sold during the registration of the conference.

A regular meeting is called every Tuesday morning for the Coordinator, Food Service Director and Reservation Office Manager to discuss the detailed arrangement of meals and changes of the dining room service during the coming week, especially checking the time schedule, number of people to be served, and type of people. This information is obtained through applications received to date. However, at this stage, all details are still an estimate.

Actual guarantees for all meals must be made by two o'clock on the day before except for those on weekends and Monday, which must be guaranteed by Friday. This guarantee is done either by the

representative of the participants or by the coordinator, if the University Conference is assuming the financial responsibility. The number thus guaranteed should be billed, regardless of the number of the tickets sold. To absorb the last minute fluctuation, the hotel prepares a certain allowance above the number of covers guaranteed. (See appendices.) If the hotel can not absorb the overflow within this allowance, they coordinate with the hotel dining-room to serve those guests.

#### Meeting rooms

Initial reservation is made in the same way as for dining rooms and meals. However, only the information concerning to the date, day, room, and time is indicated on the MEETING AND DINING ROOM RESERVATION at this time. At a later date, possibly a few days prior to the conference, a copy of this same form is forwarded to the assistant manager of the hotel, who is responsible for the job of night custodian. At this time, the MEETING AND DINING ROOM RESERVATION form contains the information concerning the Number of Attendants, Conference style, Speakers Table, P.A. System, and other miscellaneous information.

To avoid any conflicts, delays, and changes in those arrangements, the consultant communicates frequently before and during the conference with the hotel departments concerned and registration office for preparation and coordination of the meetings and functions. On every Tuesday evening, the information is furnished to the consultant from the registration office regarding the various requests of applicants, number of applications and registrants, and other information on the particular conferences, although he can check on this

whenever he needs the data.

### Other Arrangements

The consultant also assumes the responsibility of preparing and procuring other necessary physical equipment such as audio-visual aids, photography, text books and supplies, certificates, and the like in accordance with the programs and requests of the planning committee. The careful selection of this equipment and materials is a part of the planning stage, and is essential for a fruitful educational experience. For instance, to have an attractive speech during the banquet, the setup of speaker's table in relation to the size of group and the degree of formality of the speech must be considered. Normally, the space allocated to the speaker's table is not to exceed 10% of the table space required for the attendants. As the group size increases, the percentage decreases. In another example, the selection of the public address system, namely the kind of microphone, is vital for effective discussion. Several different kinds of microphones have different usages for lecture, forum, symposium panel, committee discussion, and group interviewing. It is commonly noticed that a careless arrangement of the P.A. system can easily destroy the effect of a good speech in any kind of group meeting.

### Conducting

While the conference is in progress, the coordinator assists in hosting the function, namely, speakers, moderator, or demonstration people, to insure the proper performance and to see that all program



1. The first part of the document discusses the importance of maintaining accurate records of all transactions and activities related to the business.

2. It is essential to ensure that all financial statements are prepared and reviewed regularly to identify any discrepancies or errors.

3. The second part of the document outlines the various methods and techniques used to collect and analyze data for research purposes.

4. These methods include both qualitative and quantitative approaches, each with its own strengths and limitations.

5. The third part of the document provides a detailed overview of the theoretical framework and models used to guide the research.

6. This section also discusses the research objectives and the specific hypotheses being tested throughout the study.

7. The fourth part of the document describes the research methodology, including the selection of participants and the procedures used for data collection.

8. It also details the statistical and analytical techniques used to process and interpret the collected data.

9. The fifth part of the document presents the results of the study, including the findings from the data analysis and the discussion of their implications.

10. This section also addresses the limitations of the study and suggests areas for future research to further explore the findings.

11. The sixth part of the document provides a conclusion and summarizes the key findings and contributions of the research.

12. Finally, the document includes a list of references and a bibliography to acknowledge the work of other researchers in the field.

13. The overall structure of the document is designed to provide a clear and comprehensive overview of the research process and findings.

14. It is intended to serve as a valuable resource for researchers and practitioners alike, providing insights into the complexities of the study.

15. The document is organized into several sections, each focusing on a specific aspect of the research, from the theoretical background to the practical implications.

16. This layout ensures that the information is presented in a logical and easy-to-follow manner, facilitating a deeper understanding of the research.

personnel and special guests are ideally introduced to the group. His coordinating function should be exerted fully at this stage with the active help from other members of the conference planning committee, so that all pre-conference plans work toward the enrichment of the conference.

### Evaluating

As with the follow-up procedure of the commercial convention hotel, it is important to evaluate the effectiveness of the educational conference and to use the information thus obtained for future planning. The goal of the evaluation is to define the effectiveness of the program in achieving objectives, the advantages and limitations of the conference pattern, and the degree of reactions of conferees. The method differs in each situation; however, a minimum evaluation can be obtained by a canvass of the members of the planning committee concerning their reactions to the conference. The coordinators conduct this canvass, using a standard questionnaire. Returns are analyzed and the information is placed in a permanent file for reference.

The educational purpose of the conference is the planned change of the individual's behavior. Therefore, the focal point of this evaluation is to see to what extent this planned change occurs, and to what extent the motivated interest is obtained through the educational experience, and carried over to the future experiments of each individual in his own field.

All operational data is forwarded to the consultant from the hotel and accounting office concerning the particular conference. The information helps the coordinator make estimates in planning



future conferences.

### 3. Kellogg Center management activities

The managerial activities in the Kellogg Center differ considerably from those of commercial convention hotels. First, the living accommodations for the conference are a part of the means of building upon effective educational experience. For example, in the commercial hotel, single occupancy may be encouraged if there are ample guest rooms available. In the Center, two gentlemen who are going to attend a same educational conference are encouraged to share a room, whether or not additional rooms are available.

Second, the hotel facilities are so planned to provide the training of the hotel students. The management is continuously coordinated with the hotel school to achieve this purpose without sacrificing the efficiency of the business activities as entities.

So far as the operation of the educational conference is concerned, the management mainly accommodates and serves the conference, in accordance with the frame work already laid out by a coordinator. Both the management and the coordinator are required to assist each other to make the conference a success. Those who attend are a group of individuals, who have different personal tastes, desires, and other psychological factors different from each other except the common interest in the conference objectives. Even a minor physical disturbance can tend to reduce the effect of carefully planned educational experiences. To provide the ideal atmosphere for education is the goal of the management of the Kellogg Center.

The hotel also handles non-conference meetings and individual guests visiting the University campus. This segment of the business is conducted entirely by the management from the initial contact and reservations through all necessary set-up of the meetings. However, one basic difference from the operation of the commercial hotels is that they are more rigidly directed by the operation policies than Kellogg Center and thus less flexible.

Non-conference guests who can use the Kellogg Center are of four types: 1) Guests to University approved or sponsored functions. 2) Guests in connection with University programs or functions. 3) Parents and relatives who are visiting students or faculty members. 4) Some traditional groups.

Under the first three categories there are such groups as department meetings, luncheons, and dinners; invited groups such as the Michigan Florist Association; East Lansing organizations of community service nature; Lansing school groups; placement interviewers; Alumni groups; and State of Michigan Departmental functions.

The last category includes such groups as Career Carnival, Commencement weekends, Parents weekends, High school Basket-ball tournaments, Michigan Press Association Annual Conference, Farmer's Week, Governor of Michigan Staff dinner and monthly meetings. Because of the adjustment between the Continuing Education groups, all reservations of these groups are not confirmed until thirty days prior to the date of the function.

Repeated notations are made in the previous section about the self-support management of this center. In spite of the rigidity

of the policy on conducting their operations, the Kellogg Center management must be active and business-minded to make the accommodation break even. Naturally, emphasis is placed on the better control of expenses according to the volume of business: namely, housing, catering, and servicing the function rooms.

The control of expenses is another reason for proper scheduling of human resources and other materials. Let us take a look how this scheduling is performed in the reservation office - housekeeping departments. The number of rooms reserved for a certain conference is blocked in color classification on the hotel master control board, which is hung over the wall of the reservation office. This master control board is a kind of a pin-board, with a number of pin holes in horizontal lines. Each hole identifies single occupancy a day, and each horizontal line contains 193 holes, the total number of guest rooms. All holes on two horizontal lines identify a day of the month in maximum double occupancy. As soon as a completed application is received from a prospective conferee, a pin is put in one hole on the horizontal line of the day, and a confirmation card is sent to the conferee. The board covers six months' time. On the board, the number of expected guests for all conferences of a particular date is counted from the left edge to the right up to where the pin is planted. The number of non-conference guests starts from the right edge to the left up to the different colored pins. The string along the upper left of the board identifies the number of guests who wish to stay over to the next day.

Every first Tuesday of the month, a forecast is made from this board and forwarded to the housekeeping office. The housekeeping office then schedules the shift of housemaids, housemen, and other temporary helper, in relation to the weekly and monthly schedule of housekeeping routine.

The reservation office also keeps a daily master control book for all functions to be held in the center. Space to fill in the name of the association, kind of functions, scheduled time and number of guests expected is provided for each function room by date. This information is transferred from the MEETING AND DINING ROOM RESERVATION of the Continuing Education Service and the ROOM RESERVATION APPLICATION of non-conference group meetings which is filed at the reservation office.

In the regular meeting every Tuesday, the food director can obtain almost enough information to call extra help needed in the kitchen, and schedule the dining room staffs for a certain time of a day for the coming week. The reservation office also furnishes a form on which the details of arrangements for the non-conference meeting are described to help the food director order the exact amount of various ingredients needed for the function.

## CHAPTER FOUR

### ADULT GROUPS AND THE LEARNING PROCESS

In this chapter, I would like to go a little further into the concepts of adult group activities, especially those related to the educational conference. It is by means of these concepts that the conference program is developed in the Kellogg Center. The objective of this chapter is to recognize how proficiency in conference design can be developed in the educational conference, by applying the basic principle of curriculum development and the methods of group activities. These concepts and techniques make the learning process effective in any kind of meeting--educational, governmental, welfare, health, farm, religious, industrial, community or whatever the group may be. By using these techniques properly, a hotel concern may step forward to selling and facilitating convention business.

Let us look first at the objectives of business conferences in general.

1. To promote comprehension of projected plans and activities
2. To reach some agreement on past, present, and future activities
3. To make decisions on proposed plans and activities
4. To adjust the situation which the organization is facing
5. To train or to educate people
6. To exchange and to create ideas in and around the particular field or problems



7. To establish a good relation with the public or people concerned
8. To promote understanding within a group on a particular subject.

In any of these goals or combination of them, the group aims not only to get the job done but also to affect the attendants with outer stimulus, such as giving them new perceptions. In some cases, the conference is a kind of planned change of individual participants behavior towards certain objectives.

As far as the educational conference is concerned, it is clear that the goal is to bring a planned change in individual behavior to meet the need of attendants to learn specific topics. Education is a process of changing behavior patterns of people. However, in adult education, this process is more complex than in a regular school, since each student is an adult who has a certain degree of balanced maturity, preoccupied ideas through individuals' past education and experiences, a wider but certain degree of formalized social contacts, plus the limitation of time that can be allocated for this conference. Thus, to get acquainted with this field, we must know the group activities of adults as well as the general principles of the learning process. A program carefully organized by a specialist who is skilled in the area is vital for the successful educational conference, and this specialist is the conference consultant, simply called the coordinator in the example of the Kellogg Center.

In pamphlet issued by the Continuing Education Center, six steps are listed as essential in designing an effective conference.

1. Determine who will attend, and obtain information to answer allied questions about the level of experience of the probable participants and about previous meetings.
2. Review the long-range purposes of the groups and determine the specific goals of the conference.
3. Determine the subject-matter content and learning experiences needed to accomplish the proposed goals and to resolve problems.
4. Select resource people to serve as speakers, discussion leaders, panel members or in other ways to implement the learning experience.
5. Select facilities, promotional and other service required. Plan a budget for the conference and determine method of financing.
6. Assignment of definite responsibilities to specific individuals with a time table for completion.

#### 1. Conference Goal and Educational Experience

Most people in the day to day operation of their businesses are required to have a variety of assumptions and ideas or beliefs. They hold these concepts as being the only true measurement. Therefore, if any new thinking were to occur or any new understanding were to come upon them, it would have to be caused by some strong motivation from outside which would stimulate them into raising such questions as, "What do others believe?", "Why do they think as they do?", or "What is the relationship of this idea to that fact?" Raising this kind of question gives him a chance to reconsider old information and preoccupied ideas. Furthermore, he may put them into new or different kinds of relationship from which more satisfactory conclusions can be drawn.<sup>1</sup>

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<sup>1</sup>Adult Education Assoc. of the U.S.A., Planning Better Programs, 1955, p. 12.

This is a typical process of learning for adults. In scheduling an educational conference, we have to expect and plan that this kind of transition must occur through the designed program. At least part of this changing behavior is planned to occur through the selected educational experiences so that the participants return with a recognition of the problem and the relationship of the information. Ideally, the goal is to have some new understanding develop and some action take place. When the conference is over, a well planned program does not end; rather it sets the beginning of a new surge of activity. The value of a conference is the extent to which it stimulates individuals to do more things better than before.

The programmer or conference consultant's job is then to select those educational experiences which are likely to be useful and to result in the planned change of behavior in the conferee. The term "educational experience" is referred to as "the interaction between the learner and external conditions in the environment to which he can react."<sup>2</sup> Learning will process through the active behavior of the conferee. The important thing is that the programmer must have some understanding of the kind of interest and background the conferees have so that he can make some prediction as to what action by the conferees should follow from the given experience.

Some general principles in selecting educational experiences are as follows:

1. To give some opportunity for the learner to practice the kind of behavior implied by the educational experience.

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<sup>2</sup>Ralph W Tyler, Basic Principle of Curriculum and Instruction, The University of Chicago Press, Chicago, 1961, p. 41.

2. To make the learner obtain satisfaction from carrying on the kind of behavior implied by the objectives. Although this sounds ideal, if it is unsatisfying or distasteful, the designed learning is not likely to take place.
3. To be sure that reactions desired in the experience are within the range of possibility of the learner.
4. To be careful of the fact that the most experience is likely to bring about some sub-products reaction more than the desired objectives.
5. To realize that there are many particular experiences that can be used to achieve the same learning objectives.<sup>3</sup>

## 2. Group Activities and Individual Behavior

When we participate in group life, our individual behavior is affected by some forces which often suggest that we change our behavior, ideas, attitudes, or even beliefs. We, as individual participants, may affect others through these forces. As a whole, a group is always moving, doing something, changing, interacting and reacting, although the group has static aspects such as its name, constitutional structure, ultimate purpose and other fixed characteristics. The nature and direction of these dynamic aspects is determined by forces being exerted on it from within the group itself and from outside. This phenomenon, the interaction of these forces and their resultant effect, is commonly called "group dynamics." To consider the effectiveness of changing the behavior of individuals through conference,

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<sup>3</sup>Ibid., 42-44.



it is extremely necessary to understand this force that causes individuals to behave the way they do in groups. Therefore in this section I would like to collect some basic concepts relating to this force.

In their publication of the Introduction to Group Dynamics<sup>4</sup> Malcolm and Hulda Knowles noted the possessions of a group distinguishing its identity from a mere collection of individuals as:

1. A definable membership--a collection of two or more people identifiable by name or type.
2. Group consciousness--the members think of themselves as a group, have a (collective perception of unity), a conscious identification with each other.
3. A sense of shared purpose--the members have the same (object model) or goals or ideals.
4. Interdependence in satisfaction of needs--the member needs the help of one another to accomplish the purposes for which they joined the group.
5. Interaction--the members communicate with one another, influence one another, react one another.
6. Ability to act in a unitary manner--the group can behave as a single organism.<sup>5</sup>

They also pointed out that group activities are affected by its own characteristics, such as group's historical background, participation pattern, communication, cohesiveness, atmosphere, standards, sociometric pattern, structure and organization, procedure and goals. These characteristics are, in turn, some source of the strong impact which a group has upon its members. Some groups are appealing or

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<sup>4</sup>Malcolm S. Knowles & Hulda F. Knowles, Introduction to Group Dynamics, Association Press, N.Y., p. 39.

<sup>5</sup>Jane Warters, Group Guidance, Principles and Practices, McGraw-Hill Book Co., N.Y., p. 11.



irritating to their members which depends largely on the contents of the characters the group carries.

An analytical study of sociometrics revealed another aspect of character and direction of group activities in relation to the individual's desires.<sup>6</sup> According to this study, the group's need are directed in two different dimensions: psyche and socio. A group like the bridge circle which is highly informal with no definite goal, with few rules and procedure, is called a psyche group. Individuals join to the party for the emotional satisfactions they get from belonging. Since such groups as committees, boards, and discussion groups have defined goals, they have some procedures and rules. The group exists to accomplish some task, such as work, education, or some volunteer service. Members are sometimes brought together out of compulsion or a sense of duty more than out of free choice. This kind of group is said to be directed towards the socio dimension. However, there is no extreme group in either of these dimensions. Rather, most groups require both dimensions in their activities. They need the psyche dimension to have emotional involvement, morale, interest and loyalty. The socio dimension provides stability, direction, and a sense of accomplishment. The group member may become dissatisfied and feel guilty without the former dimension. He may feel that the group is cold, unfriendly, and not pleasant to be with, if the group lacks the latter dimension.

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<sup>6</sup>Knowles, Introduction to Group Dynamics.



The member's individual behavior is affected by the group forces, implicitly as well as explicitly. The implicit psychological pressure may never be consciously recognized, nevertheless if we belong to a certain group, we may find ourselves beginning to behave according to the group image. However, the important point is that changes on the part of individuals do not always accord with the desire of the group. Thus, people can join the same group for different reasons, and these reasons may not coincide with those of the group. If a member is only slightly interested in the group's activities, he is not likely to be affected by the efforts by which the group tries to achieve their common goal. Also the group climate or atmosphere, which comes from the characteristics of the group, may produce counter currents in an individual's feeling and prevent or distort the direction of the force for change, even if he has considerable interest in the activities and the goals. The leadership function has an important task in diagnosing these problems and advancing the group operation. We might even say that when leadership changes, the whole pattern of a group can change, although the degree and direction of reactions may differ individually.

There are two basic issues in the area of leadership function. One is the contents of leadership functions and the other is the distribution of leadership. The leadership functions are classified into two parts, according to Kenneth Benne and Paul Sheats:<sup>7</sup>

"Group-building and maintenance roles

such as, encouraging, mediating, gate keeping, following, relieving tension, initiating, information seeking, information

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<sup>7</sup>Knowles quoted, in Introduction to Group Dynamics, pp. 52-55.

giving, opinion giving, clarifying, elaborating, co-ordinating, testing, summarizing.  
 Maintaining the group against blocking, aggression, seeking recognition, special pleading, withdrawing, dominating.

Group task roles--those which help the group do its work.

In a group, there must be both leadership and fellowship. The distribution of leadership varies in each group, and even within the same group. Confusion always tends to arise when the extent of leadership activity in any one position is not clear to the group members. Once the distribution is settled, all members should have common expectations as to what kind of leadership behavior is expected from whom and under what conditions. If there is no clear-cut agreement on certain leadership positions each person reacts to the matter in his own way and the same thing will have a different meaning for each person. In this situation the group loses the teamwork and cohesiveness in its activities.

The comparison of three types of leadership behavior in different degrees of distribution was explained in the classic experiment of Ralph White and Ronald Lippitt.<sup>8</sup>

- a. Authoritarian-led group: (policy determined by the leader) produced a greater quantity of work over a short period of time, but experienced more hostility, competition, and aggression--especially scapegoating, more discontent beneath the surface, more dependence, and less originality.
- b. Democratically-led groups: (all policies a matter of group discussion and decision; encouraged and assisted by the leader) slower, in getting into production, were more strongly motivated, became increasingly productive with time and learning, experienced more friendliness and teamwork, praised one another more frequently, and expressed greater satisfaction.
- c. Laissez-faire groups: (complete freedom for group or

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<sup>8</sup> Knowles mentioned in Introduction to Group Dynamics, pp.57-58.

individual decision, with a minimum of leader participation) did less work and poorer work than either of the others, spent more time in horseplay, talked more about what they should be doing, experienced more aggression than the democratic groups but less than the authoritarian, and expressed a preference for democratic leadership.

### 3. Steps to Activate the Group Towards a Planned Change

In the previous section, we were concerned mainly with the general characteristics of interaction between individual behavior and group activity. In this section, we will focus on the socio dimension to see what sort of techniques are applied by leaders to activate the members, and to let them take part in a situation that will achieve the planned change.

The initial job starts before the first meeting. This is done by sending out questionnaires to get information on the members' interests, real problems they are faced with, questions on their minds. It is also done by asking some members to serve on a planning committee to work out the programs. This step of getting members to participate before the first meeting is valuable both for self-directing the coming meeting and motivating the members.

Selection of resources and patterns should be carefully carried on to build the proper educational experiences, in reference to the previous meeting history of the group. The method of presentation of materials, speakers, various mechanical aids, material contents, and field trips, and the mixing of these resources with physical resource arrangements affects greatly the involvement of the participants.

In a meeting, several steps are considered as key points to be developed for the successful planned change. These are briefly divided into four segments.

- 1) launching out a meeting and setting attendants
- 2) stimulating the attendants
- 3) giving support
- 4) consolidating and reinforcing the experience.

Launching out the meeting and setting attendants. As it is vital to set a rocket in its proper orbit, this first step of setting the participants on the road in a common direction and activating them to the same situation is very vital. When this job is properly done, contagion feeling works almost simultaneously among the audience. At the first few moments of the meeting, the leader may need to get all members' attention focused on him. Then, he must start setting an atmosphere or mood in which the meeting can go forward. Since the leader is in a central position, his attitude, voice, tone, the particular words he expresses, will quickly affect the mood of the meeting just as well as all the physical arrangements do. Because the initial mood or atmosphere is developed gradually in the emotional climate over the entire meeting time, it is the leader's significant responsibility to direct the group towards a psychologically suitable atmosphere for the purpose of the meeting. This importance of emotional climate should be emphasized for learning groups, since the individuals are easily affected with the climate of the situation when they learn. For instance, in a discussion group, they must feel that it is psychologically safe for them to

express their own attitudes, values and concepts. They must be in such an atmosphere that they are not hesitant to express opposition to new ideas or to discuss their doubts of certain problems. In the learning situation, the climate should be accepting, permissive, and non-evaluative.

As the meeting progresses, the individual participant tends to raise questions about the brief outline of the destination, the process, his tasks and required behavior. Unless he is given some answers to these questions, he can not relax. The leader should give the guideline for this purpose, and let the group have some recognition of where they are at the moment.

Stimulating the attendants. Let us take an example of a discussion group. To carry the discussion in the most effective way, the group must eventually be self-directing and self-governing. The leader's effort should continuously be directed towards this. The problem is, however, that the people are so used to a leader's assuming responsibility for locomoting the group, that they will resent any attempt by the leader who tries letting the group take full responsibility for itself from the beginning. Some authorities suggest that the leader gradually transfer this responsibility as the group becomes more mature. Another approach emphasizes giving the group some assignment for hastening members' participation. Some techniques are indicated for carrying out this method.<sup>9</sup>

- a. Providing an initial problem for discussion, breaking up into small groups to consider different aspects of the problem and reporting conclusions to the total group.

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<sup>9</sup>Adult Education Association of the U.S.A., How to Lead Discussions, Leadership pamphlet No. 1, 1960, p. 18.

- b. Presenting a film, a case study, a provocative problem, a radical proposition, and so on.
- c. Asking members to contribute something from their own experience.
- d. Role-playing some pertinent situation that has experimental meaning for the group.

Giving support. An individual's participation in an educational program is inclined to be intensified at the point where he discovers the personal meaning in the program. It is the role of leadership to arrange the program that will remind him of his own job or home problems so that he will discover some personal identification with this educational experience.

A phenomenon concerned with the change of personal behavior was revealed in some sociological studies.<sup>10</sup> A changed person is more likely to stay changed if he can recognize that his associates are changed too. People feel at ease in holding new attitudes, when they feel that other people whom they like and respect also hold the same point of view or behavior. This is a kind of rationalization of the new attitude inside the individual. The program is more effective if it gives the people an opportunity to see the other people's agreement with the new behavior.

Consolidating the experience and reinforcing the new behavior. When attendants have a clear feeling of the success or achievement of the program, it gives them satisfaction and they are inclined to think the experience deserved their time and expense. Therefore, making this kind of recognition in the program and defining the amount that the group

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<sup>10</sup> Adult Education Association of the U.S.A., Planning Better Programs, Leadership pamphlet No. 2, 1955, p. 13.

accomplished towards the goal is worthwhile to the participants. Finally, this is done by summarizing the experience or the change they have achieved. This summary also helps in clarifying the resultant knowledge and information which is related to the following actions or changes to be developed. This reinforcing procedure is worked out in testimonial fashion, rephrasing, charting, and the like by each member or the leader. The final atmosphere of the meeting would be ideal if the individual felt the achievement of common goal with all fellow participants. This feeling of brotherhood among the members helps impress the new behavior firmly within the individual and assures the feeling of the success of the meeting.

#### 4. Some Principles for Organizing the Learning Experience

Changes in human behavior, such as in the way of thinking, fundamental habits, major operating concepts, attitude and the like are developed slowly through various learning experiences. Organization of these learning experiences therefore has prime importance in curriculum development. The program--blueprinting of an educational conference is a vital part of the entire process of the planned change. It not only influences the efficiency of conducting the process, but also affects the degree of learning. The following are some basic principles of curriculum construction applicable to programmed educational conferences. When the entire meeting and other programs are to be unified, there is the relationship among selected educational experiences over time from one area to another. Three criteria for effective organization in this respect are:<sup>11</sup>

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<sup>11</sup>Basic Principle of Curriculum and Instruction, pp. 54-55.

- i. Continuity In the educational experience to improve or develop scientific knowledge, it is important to deal with one concept again and again so that a person can make use of the knowledge whenever it is necessary.
- ii. Sequence While each successive experience builds upon the preceding one, the content must go more broadly and deeply into the matters involved. In other words, each successive experience should have greater breadth and depth.
- iii. Integration The whole program is so organized to help the learner increasingly get a unified view and to unify his behavior in relation to the element dealt with. This is to expand the learner's total capacity applicable to the various situations.

When a school builds curriculum, it is necessary to identify the elements of that curriculum which serve as organizational threads in a certain subject. Concepts, skills, and values are examples of the thread in the subject of mathematics in the formal school. Although the degree is different, all educational experiences of a conference should be inter-related to each other with this kind of thread, which directs the group towards the ultimate goal of the conference or sometimes to the long-range purpose of the group.

There are some selective organizational principles that can serve as a basis for planning in each situation. The most commonly



used principles are:<sup>12</sup>

- " a. chronological organization
- b. increasing breadth of application
- c. increasing range of activities included
- d. use of description followed by analysis
- e. development of specific illustrations followed by broader and broader principles, to explain the illustration."

As a whole, the organization procedure will include the following steps, when these above mentioned concepts are taken into consideration, and each step deserves attention for efficient programming.

1. Deciding on a general scheme of organization, whether specific subjects, broad fields, or core programs are to be used.
2. Deciding on an organization principle, it is especially indispensable in building long range programs.
3. Breaking objectives into program units; deciding whether to use some theme or independent units; grouping objectives that can be handled in a meeting.
4. Determining priorities and sequences among program units; organizing relationship between each meeting, proper order to increase interest and decrease the fatigue of participants; meeting sequence and integration appropriate to the process of active thinking of participants.
5. Determining program style and methods; various methods produce varying patterns of participation among members.

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<sup>12</sup>Basic Principles of Curriculum and Instruction



The method should be related to the objectives it is to serve. It is worthwhile to use a combination of several patterns and methods to achieve single objectives.

6. Selecting and preparing resource people and other materials. All kinds of resources should be aids to the group in an educational experience.

7. Rehearsing each meeting, if necessary, especially if the group is going to use a panel, symposium, dramatization or the like.

#### 5. Evaluation of the Effectiveness of the Learning Experience

The evaluation process has two important tasks, measurement and feedback. It is the process of finding to what extent the learning experiences which were developed and organized are actually producing the planned change. The extent is not only measured by the degree or depth of the change, but also by the direction and the contents of the change against the originally targetted goals. From this measurement, we can identify the strength and weakness of the entire program as well as of the details. This is the check of the validity of the basic hypotheses upon which the entire program has been built and developed. It is also the check of effectiveness of the particular patterns and methods that have been used in relation to the specific educational objectives. However, the same educational experience does not always bring a single outcome; rather it is likely to bring about several outcomes as subproducts. Some of them might be undesirable for the overall change of behavior. For this reason, the attendants' reactions should be carefully traced through the evaluation process.

Three methods are commonly used for the evaluation.<sup>13</sup> One of them is the questionnaire sheet or card which is distributed to each participant at the end of the meeting. Questionnaires contain columns to evaluate the methods, patterns, content, sequence, and degree of participation of individuals at each meeting and activity. They also ask the group to fill in one's interests, suggestions, and other feelings. The questionnaires are collected and analyzed by the programmer in the form of a report. Ideally it is a better indication to the members of the range of reactions of the previous meeting and how these reactions should be taken into account in planning the following meeting.

Another method of evaluation is interviewing some participants after the meeting. Interviews may be arranged in groups so as to facilitate free opinions and suggestions on the previous meeting. The same kind of questions should be asked if the interview is arranged on an individual basis so as to get comparable information. The result might be treated in the same way as that of the questionnaire.

The third method is the evaluation by a small group discussion. Participants in a conference are divided into informal buzz groups at the last part of the program; they discuss the contents of programs and methods to produce evaluation. The more participants that are involved in the program, the better evaluations and constructive suggestions can be collected by this method.

Evaluation is the process by which the group can improve their methods of operation through the actual result. Therefore, this process should be built right into the program.

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<sup>13</sup>Adult Education Assoc. of the U.S.A., Planning Better Programs



## CHAPTER 5

### SOME MANAGERIAL CONCEPTS FOR EFFICIENT OPERATION OF GROUP AND CONFERENCE BUSINESS

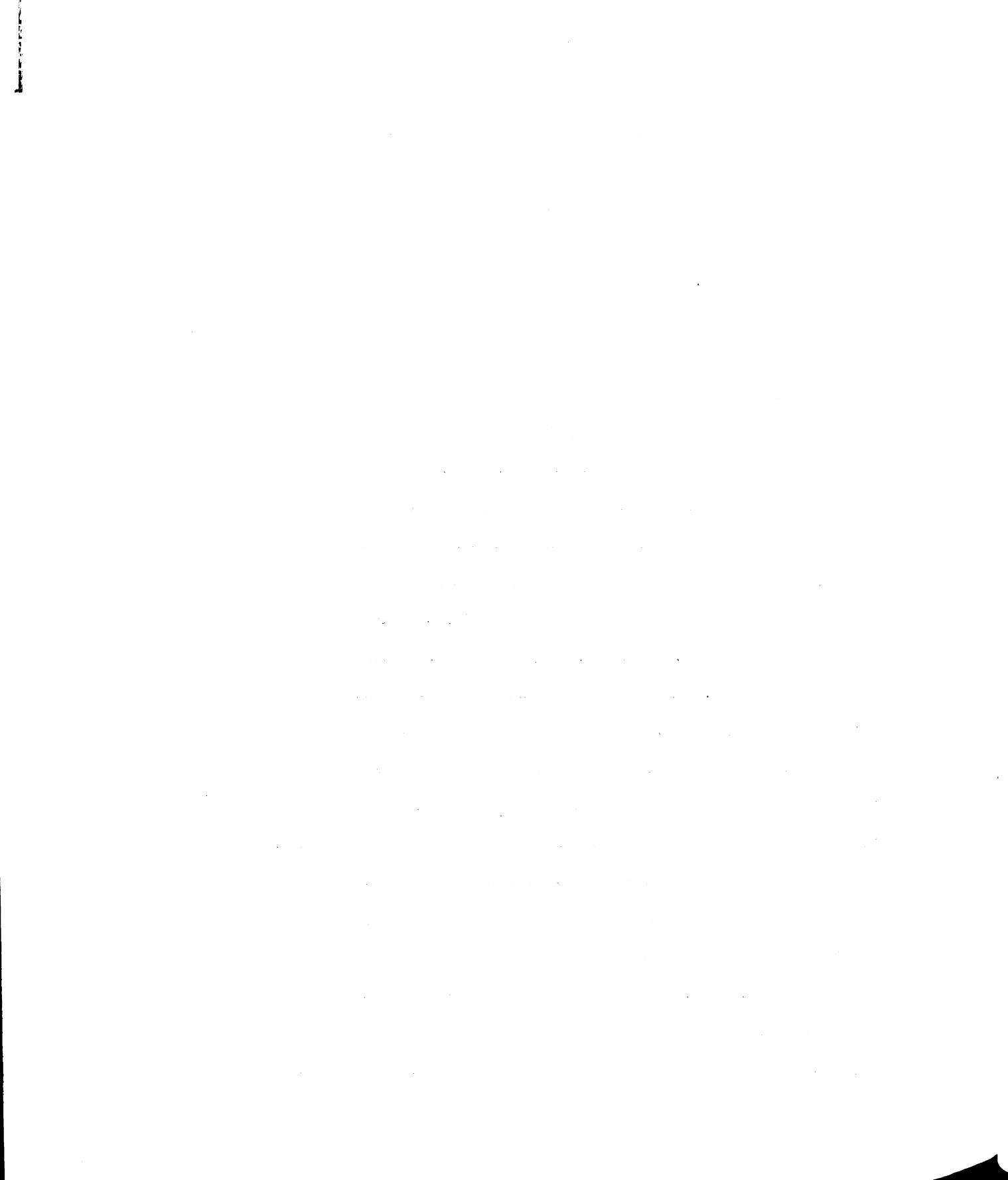
Through the close observation of efficient systems which are employed in two different entities, one may realize that there are some strategic concepts which make successful operation of those managements possible. However, we must not generalize these observations as a model of the best system or of a typical system of efficient operation, applicable to any situation, since both operations are in unique surroundings. Our objective of this chapter is to extract some essence that might be useable for management as concepts for carrying efficient group business.

#### 1. Management Cycle

Studies of the management principle in general business often indicate five major functions attributable to the management. A business is conducted properly when these five functions are duly performed by the management. These functions are planning, organizing, directing or communicating, controlling or supervising, and coordinating. When a firm embarks a new venture, it plans carefully the objective to be achieved. The plan is developed to organize functional systems, select human resources and those physical facilities necessary for the operation, and set policies. The financial and operational budgets are drawn up and then the operation set out. Since the actual operation seldom follows the projected details of the

original plan, the management is required to control the operation through the functional system with various instrumental methods and built-in mechanisms. In many cases the operation causes the situation to deviate from the planned contents, which necessitates proper adjustment by the management; thus the coordinating function is requested to set the adjusted operation. Planning for the next steps is considered through these activities. All in all, these five functions working in rotation throughout the activities of business are commonly called a management cycle, or a controlling cycle.

When we review and evaluate those two hotel examples, it becomes clear that their operations are properly implemented with these functions to facilitate the business that was sold or programmed far in advance. A worked out format of advance scheduling helps reduce the expense of deviating as much as possible. The proper delegation and concentration of authority smooths the directing and controlling functions. The sales representative or the conference coordinator is in the position of the management. In the planning stage, he carefully plans and examines the customers requests towards their objectives of the proposed conference or convention, with the assistance of customer's representatives or some members of conference group. According to the planned chart, the resume or program, all human resources or forces are scheduled and organized. Physical facilities are arranged. Various meetings and communications provide necessary instructions to each department to insure cohesiveness. Appropriate control and supervision of each department expediently adjusts the situation with the coordination of the sales representative





or the consultant. The concept of the management cycle thus furnishes the base upon which the efficient system can be developed.

## 2. Sales Meeting

In the example of the commercial convention hotel, we observed the tasks of the weekly sales meeting. Although it was discussed there as a step in coordinating and communicating in cyclical activity, the prime importance of the meeting naturally is in motivating and coordinating sales activities.

Through the meeting, management can indicate the sales representatives the situation of advance selling of a certain future period, such as the amount they have sold up to that date and the available capacity that can be sold. In the case of the Palmer House, Chicago, they determine the par that the sales department would have to achieve in order to make their contribution to the 80% occupancy of the hotel, for instance. This goal implies selling 313,000 room-days for a month, or 40% of the over all occupancy at the hotel.<sup>1</sup> The number of rooms booked for the future months is always compared with figures of the same month of the previous two years.

The management can diagnose overall sales situations and individual group selling through this meeting. One of the crucial points of advance selling is to make the tentative booking into a formal booking. As the market of the area is more competitive, and other hotels have so much extra capacity this job becomes more difficult to handle at an early date. The undecided capacity

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<sup>1</sup> Harvard Business School, Hilton Hotels Corporation (K-7) BP 599, p. 24, 1958.

tentatively booked must be set aside until the potential makes a decision. In some case, a political approach by the management may push forward this situation. In other cases, a complimentary plan may stretch out the situation.

Management may mediate the exchange of information and stimulate ideas. Although each individual selling situation is different, better solutions can usually be worked out during the discussion of the particular situation among all representatives. Sometimes they may discover that one potential is closely related to another group they have handled.

Management can expose a new perspective and thus let the sales representatives work toward new goals. As we noticed in the first chapter, hotel sales have an almost definite maximum limit in capacity in the time and space dimension. The sales goal, therefore, should be oriented by this maximum capacity rather than by previous sales records, when the business trend is on the upswing. A good example of this situation is shown in the following sales meeting record excerpt of the Palmer House.<sup>2</sup>

DelComa: (Resident Manager) The next item on the Agenda is the Private Dining Room occupancy for November. Bob (Robert George, Assistant to the General Manager), will you handle that?

George: Yes, sir.

Our report for the month of November is ready. (1956)  
As you know, this report is broken down into three periods. Our report is based on the occupancy during a 24 hour period; then, the 9 AM to 9 PM period; and finally, just the evening period.

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<sup>2</sup>Hilton Hotels Corporation (K-7) BP 599, p. 10.

You will notice in studying the section devoted to the 24 hour period, that all of our private dining rooms were vacant 18% of the time. During the 9 to 5 PM period, our space was vacant 28% of the time; in the evening periods, that is, after 5 o'clock, all of the space was vacant 46% of the time; i.e. almost every other evening. . . .

. . .But let us examine the number of times each of the individual rooms were vacant--take the Grand Ballroom, for instance. There were three 24 hour periods when the room was dark during the month. During 9 to 5 period, there were 13 times--13 days--during the month when there was nothing in the room. For the evening period, there were 8 times--8 nights--when the room was empty. Referring to the smaller rooms, we find that almost half of the time these rooms were sitting vacant for the evening periods. Even though we did average 41 functions per room, you can see how far we are from reaching our potential, that which might be achieved if we were to sell these rooms properly.

Sales staffs must always be alert to the business climate.

They should be expedient to adjust situations and decide quickly what they can offer in the situation. Through the sales meeting, management may equip them with the latest information for this purpose. Available rooms for a certain period, complimentary room allowance, available extra services and special arrangements, and general sales forecasts are some of these examples.

From all of these managerial purposes, frequent sales meetings would be ideal to exert coherence in sales activities. However, we have to keep in mind that the sales forces should not be unnecessarily tied up with meetings. The amount of clerical work will also increase, if the frequency of the meetings increase. Sales meetings must be timely in this respect.

### 3. Flexibility Principle

The sales department of a hotel is becoming the mobility center of the total hotel business activity. The more weight placed on the activity of the department, the more the other departments become dependent on the leadership of the department, and their responsibility of directing may increase. This tendency often causes slowing down of the sales activity, unless the management resorts to some means to satisfy sales and other departmental requirements.

The introduction of efficient communication methods is one way to ease this problem. The sales representative of the Detroit Statler Hilton Hotel, which I mentioned before, said:

"Strangely enough sales representatives are tied down in their offices more than they would like because of the large amount of communication. All information must go out to each department and customers of different committees of a convention and all want different hospitality."

Improvements in the mechanics of communication such as the dictaphone, telephone recorder, teletype, personal call system, trace and copy machines and the like will aid them a considerable extent. In the future, closed circuit TV and video tape will possibly be introduced.

Proper delegation of authority and coordination should be worked out to share the burden of the sales forces.

Above all, the degree of flexibility in the sales representatives' activity is the key problem in the commercial convention hotels. The general rules, procedures and framework of the activity should be there, yet a certain range of allowance for flexibility

should also be provided on all rules and procedures. In actual practice, though it might be more subjective, they are depending upon personal judgement to a greater extent. The sales representative above mentioned explained this in the following way,

"In a larger operation, the only thing consistent or definite about hotel work is that it is inconsistent. To be consistent to the convention business, we should be flexible. Everyday you are dealing with so many individuals, so many different groups that if you are going to remain inflexible, then you are due for a breakdown. Flexibility is the whole key to the successful operation of convention business."

Management has to have some means of controlling their activity from the viewpoint of staff-management relation on one hand, but it should also provide them enough room for flexible activities on the other hand. The personnel management of this area might be one of the focal points of future studies of this field.

#### 4. New Horizons of the Group Business

Under the title of The Next Decade in Management,<sup>3</sup> Peter F. Drucker noted the personnel management problem as an important change for business patterns in the coming decade:

"Managerial, professional, and technical people are by now the largest single group in the American labor force, far outnumbering the hourly paid machine operators. They are also the fastest-growing group and may well double in number within the next decade. By the end of the 1960's, they will account for the bulk of American business' wage and salary bill..... The manager faces equally difficult and even more

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<sup>3</sup>Dun's Review and Modern Industry, LXXIV, 6, (1959), pp. 52-53, 57-59.

subtle problems in respect to treatment, pay, and promotional opportunities for the knowledge worker. Most of them are specialists concerned with a single field of knowledge. Yet, they must direct their work toward the common end of business performance and business result. They have to work as individuals; yet they must work together as a team. To be effective, they need a manager, just as the manager needs their knowledge and dedication to be effective in his work.

This forecast of future management problems is enough to remind us of the greater need of highly skilled people in the field of group activities, conferences, and adult education. Various methods and techniques developed by the conference architect will help solve a large amount of these management problems. While with this kind of operation it is possible to exert the real force of planned change, this happens only when the proper combination of human resources and physical facilities are available.

The convention business of the hotel will be able to find new horizons in this field, if they properly institute this new function into their facilities.

## CHAPTER SIX

### THE CHARACTERISTICS OF THE JAPANESE HOTEL MARKET AND THE PROSPECTIVE FUTURE CONFERENCE AND GROUP SALES

In considering the possible application of the system and concepts of group business management to the situation of the Japanese hotel industry, at least the following five steps must be taken into consideration.

1. The inn-keeping industry in the present business structure of Japan.
2. The hotel image and Ryokan (Japanese inn) image.
3. The sociological aspects of Japanese people in group activities.
4. The economic and custom aspects of convention and group activities.
5. The prospects of future group businesses and the contribution that should be made by the hotel industry in developing such prospects.

#### 1. The Inn-Keeping Industry In the Present Business Structure of Japan

The tourist industry in Japan has a dual structure. Since the habits, customs of life, patterns of leisure pursuit, recreational motives, and the general behavior of social contacts of Japanese people differ greatly from those of visitors from foreign countries, the industry has to accommodate and serve to international visitors and native people in different ways. Another reason which makes this

classification necessary is the national economy. Business serving international tourism is regarded as a contributing industry which brings dollars into the national economy, while domestic tourism is viewed as a business to stimulate money circulation among the various local communities which are attractive to tourists.

The international tourist business has been ranked as the seventh largest industry in Japan.<sup>1</sup> Both the number of international travellers and their expenditures are increasing at an annual rate of 15 to 20 per cent. In 1958, 152,000 people visited Japan from overseas including 90,000 tourists.<sup>2</sup> The total expenditures of all visitors amounted to \$76 million. Tourists were estimated to have spent \$61 to 67 million and business travellers spent \$16 million.<sup>3</sup> Fifty-seven per cent of the total visitors were U.S. citizens, and American businessmen consisted of 61 per cent of the total business travellers, being followed by those from Britain, 7 per cent. The total average stay is 15 days; businessmen stayed 45 days, and tourists stayed 7 days. Tourists allocated 4 days out of 7 to seeing Tokyo and spent 70 per cent of their total expenditure around this world's largest city. However, the net contribution of this industry to the national income was less than one percent on a per capita basis in 1958, briefly amounted to \$195 to \$214 million.<sup>4</sup>

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<sup>1</sup>Fumikai Irisawa & Masanobu Hata, Tourist Industry (in Japanese) 1960 pp. 9-10.

<sup>2</sup>U.S. Dept. of Commerce, The Future of Tourism in the Pacific and Far East, 1961, pp. 261-262.

<sup>3</sup>Ibid., p. 262.

<sup>4</sup>The Future of Tourism in the Pacific and Far East, pp. 262-265.



The domestic tourism is expanding at a revolutionary high rate. Although no detailed data are available in recent years, the amount of expenditure for tourism was estimated at roughly \$180 million in 1957.<sup>5</sup> Tourism has been promoted by the increased disposable income of the average Japanese families, the improvement of transportation systems, especially with the striking popularity of the chartered bus services, the economic stability of middle income people, and the national drive towards recreational pursuit.

The inn-keeping business or the lodging facilities for tourism in Japan can be divided into several categories, generally classified into four groups: hotel, ryokan (Japanese inn), national vacation lodge, and youth hostel.<sup>6</sup> The national vacation lodges and youth hostels are promoted and developed mostly by the government agencies and local public bodies for the public welfare. They provide inexpensive lodging accommodations and service for small and intermediate enterprise workers, agricultural and fishery people and young people. The prime forces of the Japanese inn-keeping business are hotels and Japanese inns. By January 1962, 118 hotels have 11,225 rooms and a total capacity of 20,598 people overnight.<sup>7</sup> The hotel business is in the process of expansion towards 1964, the year of the Olympic Games, and by that time, they will have an additional 7,500 rooms with a total capacity of 13,200 guests.

In spite of such expansion, the financial and operational pictures of the hotel business is not so bright. Almost 80 per cent

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<sup>5</sup>Tourist Industry, pp. 51-52.

<sup>6</sup>Ibid., pp. 123-136.

<sup>7</sup>Tadashi Otsubo, Hotel Management and Service (Japanese), 1962, p. 4.

of their total business comes from international tourists that have high seasonal fluctuation. The seasonal ups and downs of occupancy are the main handicap to the stability of hotel operation in Japan. In the spring and fall seasons, the international tourists overflow the existing capacity, and in other seasons, the occupancy rate drops tremendously. High construction costs and high interest rates put further burden on their operation. Since the capital investment for new construction and expansion of hotels is highly dependent on borrowed funds, interest payments are of considerable importance. Such hotel financing costs 8 to 9 per cent annually, but is compounded every other month. A typical example showed that a hotel acquired one-third of its construction funds from the Japan Development Bank at the interest rate of 9 per cent for 5 to 9 years, one-third from commercial banks, and the remaining came from private sources. This is the basic reason for high room rates of hotels in comparison with other market commodity prices. Hotel concerns are strongly requesting possible financial assistance with long term loans at low rates of interest, and other protections of waiving property tax and real estate tax. The present registration provides only a limited amount of tax relief at the local level for a hotel which meets the minimum standards of the hotel code as an international tourist hotel.

Ryokan or a Japanese inn is a peculiar tourist accommodation seen only in Japan. Approximately 50,000 ryokans have been registered in the operation of lodging facilities, and about 8,000 of them have more than 7 to 10 guest rooms and proper facilities of kitchen

and bathrooms. The registration code of the international tourist inn requires an applying ryokan to have minimum European style accommodations such as bathroom and toilet so that the ryokan can accept international tourists. The registered inn will be benefitted by getting special industrial loans for such remodelings and additions.

Several peculiar features of the ryokan are:

1. The overall size of accommodation is relatively small in comparison with that of the hotel.
2. The capacity of a room is more flexible than a hotel room, since it is not limited by the number of beds in a room. This is important for accommodating student excursion groups, ladies' groups, and gentlemen's groups.
3. More family-type personal service is offered to the guests than in a hotel.
4. Most of the guest rooms are in pure Japanese style and constructed with expensive materials.
5. Meals are served in the individual guest rooms, unless the guest requests to attend a banquet party.
6. A small garden attached to a guest room is an important attraction to a guest.

## 2. The Hotel Image and the Ryokan Image

There is a distinct difference (existing among Japanese people) between the image of the hotel and the ryokan. The hotel business in Japan was started as the accommodation where the people hosted visitors from foreign countries. A historical record marked that in 1688, Genemon Nagasaki-ya furnished western furniture in his

inn located in Edo (present site of Tokyo) to provide room for merchants from Holland. After the opening of international trade between the United States by Commodore Perry in 1866, the shogunate government felt the necessity of having a western hotel for the increasing number of visiting merchants. They built the Hotel-Kin (namely hotel house) in Edo at government expense. The building was constructed by an engineer, called J. B. Brigens, and had 102 guest rooms, billiard room, and banquet room. The construction cost was reported as 10,000 dollars and the room rate was 3 dollars a day with meals.<sup>8</sup> For many years, in fact, up around to 1938, the hotel in general had been regarded as a sort of house of distinction. This concept made people imagine the hotel as the place where a strict formality of **behavior** and special western manners were required. Even in the present day, many people feel some kind of hesitation about this kind of formality or simply about presentiment, when they plan to stay in a hotel or dine in a hotel restaurant. Another reason which made Japanese people isolated from the hotels was the relatively expensive rates of room and meals in comparison with those of ryokans.

The traditional ryokan is considered to have developed from travelers' inns and pilgrims' inns more than 1,000 years ago. It also has its origin due to the self-service spa houses in the countryside. As a byproduct of volcanic action, there are 1,330 natural hot springs throughout Japan at the present time. Some of them were recorded to have been found more than 1,300 years ago. The natural hot springs have been utilized by patients and by farmers in their slack

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<sup>8</sup> Hotel Management and Service, pp. 18-19.



seasons, and used to be a self-service resort for farmers. For that reason, the present accommodation of hotspring resort ryokans possess the strong appeal of a recreational place, as well as travelers' lodging facilities. Most Japanese people feel and expect an informal and relaxed atmosphere when they stay in a ryokan. In addition, the pure Japanese surroundings create an image in the ryokan opposite to that of the hotel. Banquet parties held in hotels, such as buffet, cocktail, and garden parties are still considered formal in some ways, and the attendants do not feel as relaxed in this atmosphere as that found in a Japanese style dining room. The difference of image between the hotel and the ryokan is an important problem to be worked out in the future by the people concerned with the hotel business.

### 3. The sociological aspects of Japanese people in group activities.

In talking over the characteristics of a nationality, we must avoid drawing any generalizations as much as possible. However, here we need some explanations of the characteristics of the Japanese, in respect to their pattern of social contacts, for the purpose of finding the possible applications of modern concepts and techniques of the conference and group meetings. To avoid any sport of misconceptions, I must clarify that this is my personal observation on the emergent pattern of the huge iceberg of a nationality, and by no means the generalized pattern of their customs or the characteristics of their social behavior.

In my observation, the characteristics of social contact of the Japanese people differ somewhat by social status, sex, and generation. Since the end of the second world war, the Japanese have had no social classifications in their lives as they had before.

Yet the economic conditions, the traditions of a family, the educational background, and other cultural factors helped individuals create a social status, and they tend to behave with the status conforming to their social contacts. The income levels are almost parallel with this sort of social status. The trend is toward a spreading middle income group more extensively year by year. One of the interesting findings about the middle income people, especially about those in the upper middle group is a prominent inclination and enthusiasm toward hobbies and cultural practices which not only nourish the taste of life, but also might lead one into a higher social status group. Peoples of this caliber have relatively high morality and self consciousness compared with that of upper class people. Those who are in a comparatively low status group often create a more friendly atmosphere in informal contacts with their own group than with any other groups, yet they show peculiar Japanese characteristics when they attend to a rather formal place and have formal contacts. In a discussion group, they strongly hesitate to speak up in front of the audience, because they are simply afraid of the reactions of other people or they estimate and weigh the small impact they might create by expressing their opinion and give up before they have actually done so. One might say that this is the result of an inferiority complex, but another might deny such an observation.

The women are generally more conservative in expressing their own ideas and opinions, especially in a mixed group of social contacts. This is mainly because of the long traditional custom. Women

used to be given educations to behave in that way so that they would be regarded as more feminine. They usually possess a sensitive perception in judging the surrounding atmosphere. They are delicate in the reaction of other people to their attitude, when they try to express opinions.

The young generation which has grown up in the post war years seems to be headed toward diluting and wiping out those distinctions of social behavior among elder generations. The young people were given more unrestricted opportunities to express their own ideas and opinions through their school lives. The large circulation of mass medias help provide the chance. A significant change shown in the post war years is the development of the climate to accept free expression of individuals' ideas on any kind of use in public place. Young people are accustomed to discussing a matter without hesitation as older generations use to have; however, in my opinion the change is still not great enough to accept the basis of the democratic and constructive group activities in many cases, such as in club activities. We often observe the failure of parliamentary procedure in such voluntary group activities and even in formally organized group activities. For instance, in my personal observation, discussions of a volunteer group could generate lots of critical opinions by the participants, but often failed to extract a constructive conclusion and develop a feeling of achievement at the end of the meetings. Besides, inactive participants tended to depend on the leader's view or on some active member's suggestion without much consideration. In other group meetings, an assembly for discussion was for no more than



getting a stereotyped consent of the participants on a planned agenda. The group members simply believed in the meeting as a kind of a procedure they had to take in order to arrive<sup>at</sup> democratic decision making. It was the place for submitting their final consideration on a specific issue, or the place simply for voting. In some groups, two or more conflicting opinions never reached a compromised plan for a decision until the end of the meeting, when the participant simply agreed on the postponement of the agendas to the next meeting. The training and the education of leadership and fellowship in group activities are extremely necessary in present day Japan, particularly to help young people develop sound techniques and morals. The direction of such an education will be accorded with the ultimate goal of democracy and the democratic method of social activities.

As an additional point, we often recognize in group activities the lack of intelligent humor which is effective in easing the formal atmosphere in a group meeting and other social contacts. This might be the most difficult point for the Japanese to become accustomed to in such situations as group discussions, even though they realize and agree on its necessity.

The methods and techniques of adult education and its overall concepts seem too advanced to apply directly to the present situation of Japan and may be useful only on limited occasions. Nevertheless, we can consider the great usage of these methods in the near future, when the young generation becomes the adults with the proper education and the training in democracy. By that time, these concepts will be increasingly important in their social contacts.

#### 4. The Economic and Custom Aspects of Conventions and Group Activities

Because of the geographical size of the country, conventions on the national and regional level of Japanese domestic business are not numerous like those of the United States. Rather, they have been restricted by a counter trend of the centralization of the brain function of industries, politics, and cultural activities into the metropolitan Tokyo. Traders associations and other non-profit associations are not in as large networks as those of the United States, and naturally, are not financially strong enough to hold regular meetings frequently even on the local basis. For promotional campaigns, industries are likely to emphasize entertainment and service to their dealers and retailers for fastening the ties, rather than holding exhibitions of selling products. It is favorable to the host to hold such group meetings in a ryokan rather than in a hotel, since the banquet in a ryokan has a strong attraction to most of the customers.

The geographical size also make the conference situation different from that of the United States. Except for large conferences held in Tokyo and in a few other big cities, the local conference does not require the lodging facilities, because the attendants live around the city in which the conference is taking place.

The dining with the group members often is not directly related to the formal part of a meeting as it is with many luncheon parties and speeches in the United States. Dining is generally regarded as an entertainment function which follows the formal meetings, rather than an occasion of social contacts. However, we can not define this point strictly, since even during such entertainment

functions social contacts may be made.

A significant difference in the economic situation of the conference between Japan and the United States comes from the government consideration of the corporate tax. In the United States, the government assesses 52 per cent of the net income of a concern as the corporate tax, while on the other hand, they are allowed to account for such expenses they have spent for conventions as a deduction from taxable income. However, in Japan, such expenses are not allowed to be included into the deductible expense.

As a custom of the United States, a man who attends a convention is accompanied by his wife as a matter of course. It is customary for the ladies to have an important role in social contacts. In Japan, the majority of business functions and gatherings do not require their participants to be accompanied by their wives. It is a traditional custom, therefore, that even if the conferees could bring their wives many of them might not if the conference is for business purposes. In case such a function is an entirely recreational or personal gathering, chances are more men may bring their wives. The role of the Geisha, who customarily attends as a hostess at such banquets for business people, therefore, is to mediate people and to cheer up the atmosphere of the function. A group of Geisha greet people, help create a flowery atmosphere, and entertain with dance and music in behalf of the host of the function.

The patterns of gathering and socializing are changing year by year with the introduction of western methods through international conferences and conventions, and through a new domestic trend of group

travel. The number of international conferences is increasing every year, and most of the functions are usually carried on in the western manner. Since attendants from foreign countries attend with their wives, the Japanese people have to follow suit to be in accord with their guests. The cocktail party, buffet party and garden party-type of functions are becoming popular in these days even in domestic group meetings. The group traveling by a chartered bus is strikingly popular among ladies groups, community groups, religious groups, and farmers and workers groups. The main attraction of this traveling pattern is its mobility as a group; it also creates a large volume of banquet business. From the nature of the banquet, these groups tend to be the guests of the ryokan because they prefer the informal atmosphere.

5. The prospects of Future Group Businesses and the Contributions that Should be made by The Hotel Industry in Developing Such Prospects

Three points can be raised as significant prospects in future group business for the hotel industries. The first is the favorable location of Japan as an international convention and conference center. In Japan, there is every necessary facility and surrounding for conferences in Asia, with high cultural and exotic attractions, safety for traveling around, and a number of interested Japanese who are associated with such conferences. Most business and academic conferences will be held in Japan on an international basis, especially as business ties with other countries, particularly with the United States and southeast Asian countries, are intensified in the near future. The construction of the National Convention Hall was started



early this year in Kyoto by the funds of the government. In other major cities, convention halls may be constructed with the hotel projects and the office building projects. A new technique of simultaneous translation of one language into another language through transistorized earphone systems resolved the basic problem of international conventions.

The second point is the expanding enthusiasm of people on the business seminars and improvement programs. Management development programs held in various places of the country were always filled with enthusiastic audiences. In most cases, the participants are top and middle class businessmen attending either individually or through some sort of management association. These programs presently held generally aim to provide participants with new ideas and techniques to satisfy their needs of keeping up with the new knowledge. Although, from the quantitative point of view, the number of the seminars is only a small segment of group business, practical application of the concepts and techniques of the adult education will be useful to test in such programs. In the near future, the demands of such programs will increase considerably. The organization of conference consultants, management consultants and educational resources are the immediate requirement to initiate such programs.

The last point that we may possibly mention in group business is the prominent inclination of people toward cultural improvement. Wives of upper middle income group families are gaining more free time by the introduction of various electric household equipment, ranging from rice cookers to washing machines. Their daughters no more need to

work in stores and offices merely for the income to buy cosmetics and dresses. The drive to nourish their high cultural taste in the middle social status group is exceedingly great. Some of this is shown by the popularity of the tea ceremony, flower arrangement, calligraphy, classic single dancing, Utai (classic chanting of noh drama), musical instruments, and Zen. The hotel could offer opportunities related to some of these group activities by arranging facilities and human resources.

For the introduction and the development of this new group business, the hotel industry must make an effort at public relations and orientation. Such efforts must be directed to this goal along the following lines:

1. Building a new image of hotel business as an informal place of social contact and as a center for activity.
2. Developing methods and techniques of meaningful conference conduction. Organizing business seminars to provide skills, knowledge, and philosophy to businessmen and making the program worthwhile for the expenditure of business concerns.
3. Promoting a time-conscious and time-minded atmosphere of conducting such programs and all other functions. This helps build the feeling of maturity in the program among attendants. Furthermore, this will have significant effect on the volume of future business by increasing the turnover of facilities, measuring the cost of physical labors, and allocating the expense of accommodations and equipment used in a particular conference. The time-conscious

thinking of the guests help make long-range planning of hotel business possible. In the United States, time consumed for certain activities can be rigidly measured by a monetary standard. In Japan, it is still not so rigid because of the low labor cost pressure.



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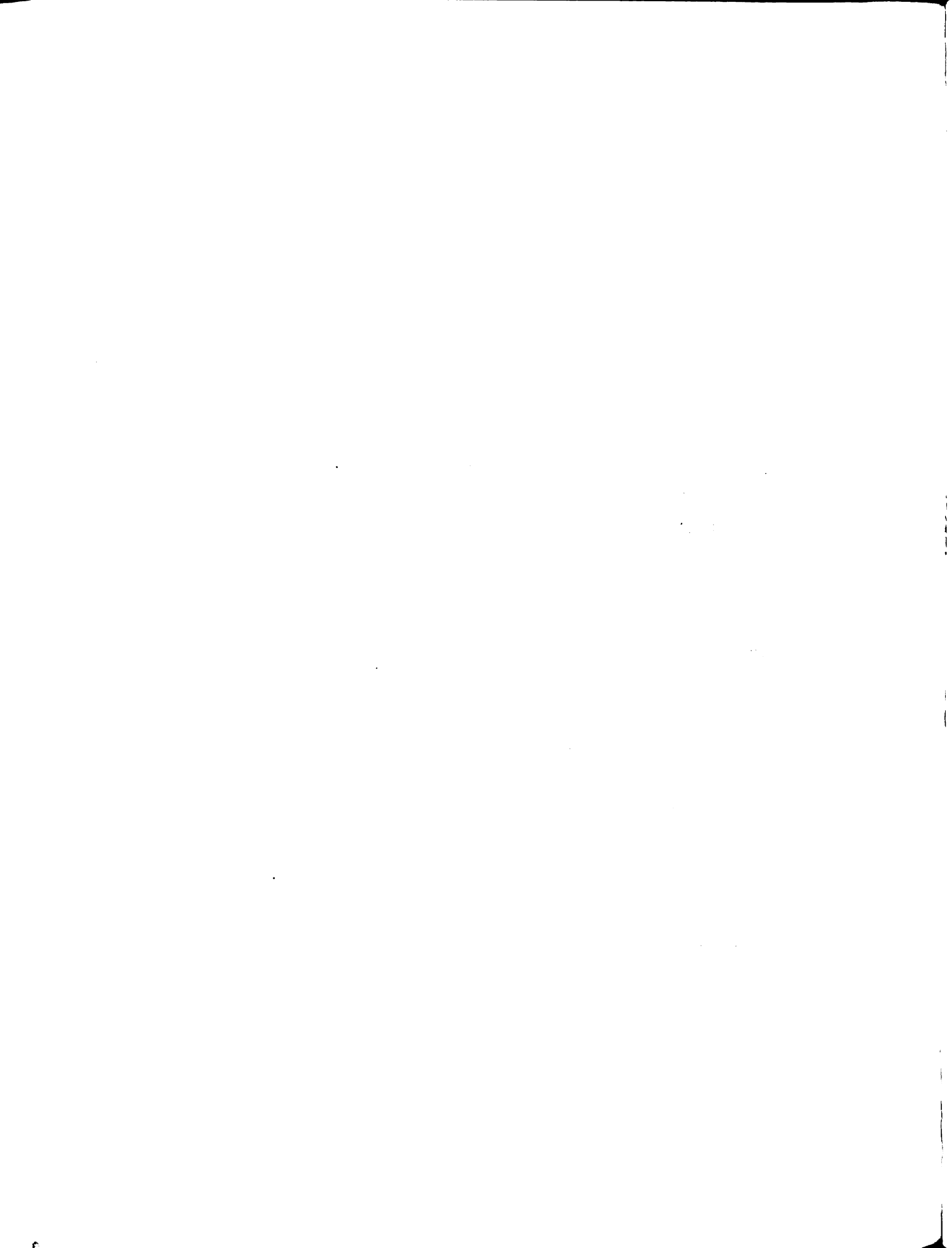
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## APPENDICES

1. S.C.O.R.R. (Scientific Control of Rooms and Reservations) of the  
Hilton Hotels.

This method of forecasting formula was worked up by Mr. Armani of the Statler Hotels and it has been used in the Hilton Hotels. It is based on the theory that for any given per cent of occupancy they will have a per cent of supposed check-outs that will not leave and that for a given percent of reservations they will have so many of "no shows." These percentages vary with each day of the week and with the per cent of occupancy of the individual hotel. So with the use of historical data based on the number of people who make reservations and do not show, and the per cent who are slated to check out and did not, a manager can tell how many reservations he will be able to accept the next day, based on his occupancy for the current day.

Source: Harvard Business School. Hilton Hotels Corporation (B),

2. The Method of Menu Selection For a Conference Group at the Kellogg  
Center.

If a group wishes to discuss menu detail at the time of menu selection, the coordinator who is in charge of the group arranges for them to meet with the Director of Food Service of the Center. This should be done at least three weeks prior to the meal date. If the group does not wish to select a menu, the Kellogg Center Food Service will plan a suitable menu. All conferees are served the same menu except on Friday and other days of religious observance. A suitable fish or

other appropriate choice of entree is provided.

### 3. A Food Serving Method Applying at the Kellogg Center.

In a full served meal the conferee is seated and the waiter serves each course. For groups able to guarantee 100 covers or more, a modified served meal is available. In the method, the conferee goes through a serving line and receives a plate with entree and vegetable. He carries these to the table. The salad and dessert are on the table, and the waiter pours coffee. For large groups of 300 or more the modified service is faster. It is possible for 500 conferees to pass through the serving line in about 15 minutes. To maintain high quality foods, it is important for served and modified meals to start at the scheduled serving time, and conferees will be served for thirty minutes after start of the serving time. Those who arrived later will be asked to dine in the State Room (the main dining room of the Kellogg Center) or Cafe.

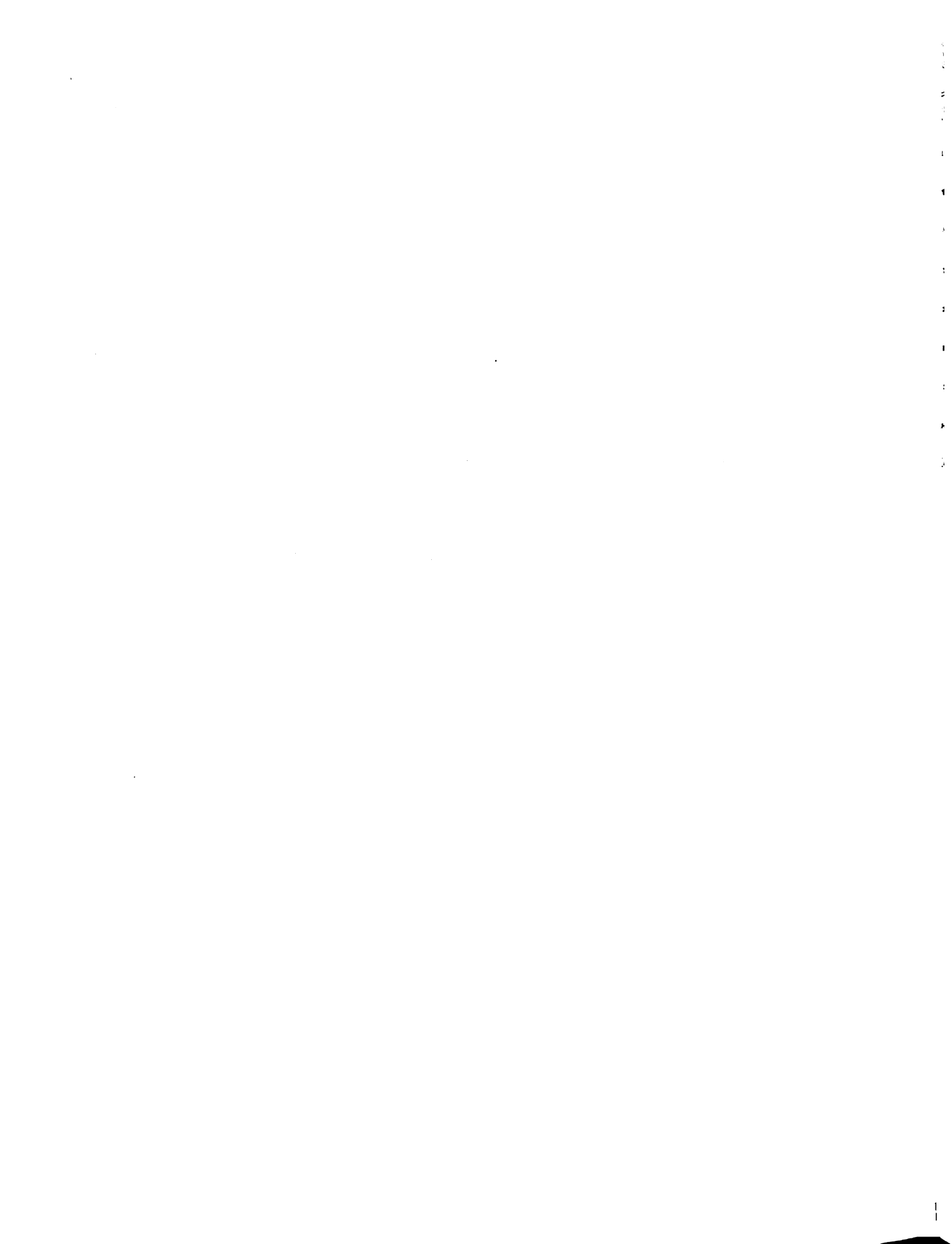
### 4. Meal Guarantee Method of the Kellogg Center.

Guarantees for the number of all served and modified meals must be made by 2:00 p.m. on the prior day except guarantees for weekend and Monday meals which are submitted on Friday. Guarantees for meals following a holiday are made on the last working day prior to the meal. The Kellogg Center will set for and be prepared to serve a certain percentage above the number of meals guaranteed. This percentage varies with the number of people and with first and second meals and may be determined by the chart on the following page.

<u>Number Guaranteed</u>	<u>First Meal</u>	<u>Second and Subsequent Meals</u>
less than 75	20%	15%
75-200	15%	10%
over 200	12%	7%

The conference group is responsible for the number guaranteed though fewer tickets may be sold. If the University Conferences assume financial responsibility, the coordinator in charge must determine the guarantee number.

Source of appendices 2, 3, and 4: A manuscript of Continuing Education Service of the Kellogg Center





# FUNCTION INFORMATION

R45-23 F1438A

DATE \_\_\_\_\_

Personal Inquiry    
  Telephone Inquiry    
  Definite Booking    
  Tentative Booking    
  Information Inquiry Only

To.....

File No.....  
IF NO FILE HAS BEEN ESTABLISHED, MARK N. F.

From.....

Booked By.....

NAME OF ASSOCIATION.....

Function..... Date.....

Room..... Time..... Adjournment.....

Person in Charge..... Telephone.....

Address..... Price <sup>/ Per Plate</sup> | Rental.....

Set-up..... Number of Persons.....

**REMARKS:**

- Registration Desk.....
- Telephone Service.....
- Blackboards.....
- Easels.....
- Screen.....
- Projector.....
- Operator.....
- Speakers Platform.....
- Lectern and Light.....
- Microphones.....
- Bar Set Up.....
- Cigars.....
- Cigarettes.....
- Flowers.....
- Orchestra.....
- Photographer.....



Entered in Diary by .....

**Yellow Copy to Banquet Department for Entry in Diary . . . then to Function File. White Copy to Sales Department.**



HOTEL \_\_\_\_\_

PREPARE SUFFICIENT COPIES SO DISTRIBUTION CAN BE MADE TO DEPARTMENTS INDICATED

Maitre  Auditor  Bakery   
 Chef  Manager  Pastry   
 Steward  Sales  Ice Cream

Head Waiter   
 Banq. Captain   
 Banq. Steward

Pantry   
 Food Controller

Food Checker   
 Wine Room   
 Main Bar   
 Exec. Officers

FOR Individual or Organization

DATE

DESCRIPTION OF EVENT

Chairman of Function

ROOM

Billing Address

DAY, DATE and TIME

HANDLE PROMPTLY

List ALL details available. See that information is complete.

CHECK EACH ITEM

Attendance Expected

MENU

No. of Covers Guaranteed

Set-up

Price per Cover

\$

Amount of Food

\$

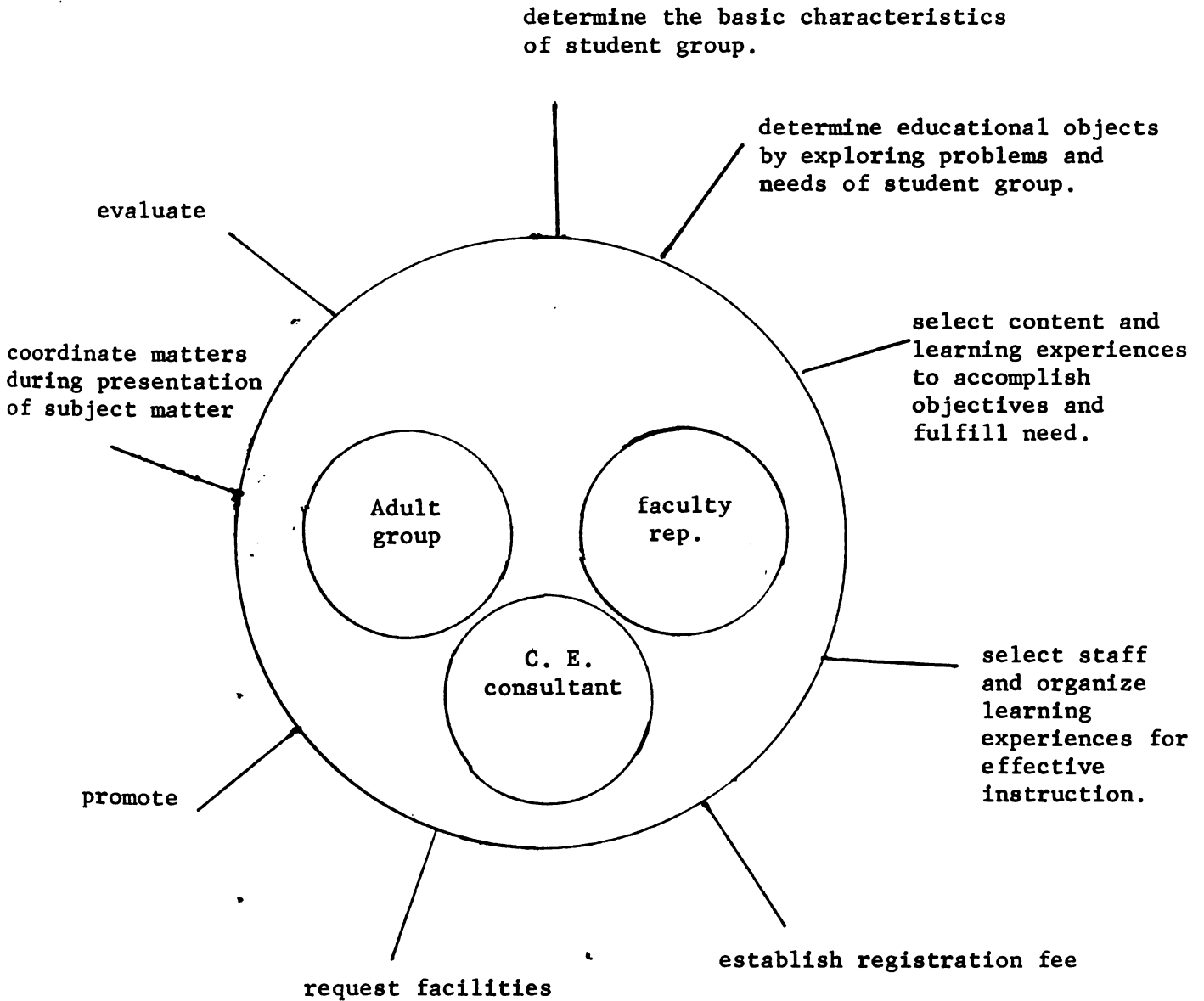
Rate of Room

\$

Decorations

\$

CONFERENCE CYCLE OF ADULT EDUCATION (KELLOGG CENTER)



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CONFERENCE FACILITIES RESERVATION

(date reservation made) \_\_\_\_\_ (Conference Consultant or Coordinator) \_\_\_\_\_

(program number & conference title) \_\_\_\_\_

(date of conference) \_\_\_\_\_

Housing: Kellogg \_\_\_\_\_ Dormitory \_\_\_\_\_ Off-Campus \_\_\_\_\_

Day of Conf.

Prior							
Day of Week							
Day of Month							

Overnight Rooms

--	--	--	--	--	--	--	--

Actual No. of rooms used

--	--	--	--	--	--	--	--

Meeting Rooms

	M	A	E	M	A	E	M	A	E	M	A	E	M	A	E	M	A	E
Auditorium - 355																		
Lincoln A - 175																		
Lincoln B - 175																		
106 - 125																		
101 - 100																		
110 - 60																		
107 - 55																		
Vista - 50																		
210 - 50																		
102 - 50																		
103A- 50																		
103B - 50																		
104A - 50																		
104B - 50																		
105A - 50																		
105B - 50																		
Heritage - 28																		
108 - 20																		
109 - 20																		
Elev. Land. - 12																		

Dining Rooms

	B	L	D	B	L	D	B	L	D	B	L	D	B	L	D	B	L	D
Big Ten - 645																		
Centennial - 240																		
Red Cedar A- 76																		
Red Cedar B- 108																		
Galaxy - 30																		
Michigami - 14																		
Voyageur - 12																		

CAPACITY

CAPACITY

(This form should accompany a University Conference Request)

NOTE: The Continuing Education Service reserves the right to change room assignments to make maximum use of facilities.





# WORKSHEET FOR BUDGETING

Exact Name and Date of Conference \_\_\_\_\_

Program No. \_\_\_\_\_

	amount
1. Honoraria – <i>Speaker, Instructor, Consultant, Entertainer</i>	
a.	
b.	
c.	
2. Travel – <i>Transportation of Item #1</i>	
a.	
b.	
c.	
3. Comp. Meals & Housing	
a. planning	
b. housing	
c. lunches	
d. dinners	
4. Refreshments – <i>Coffee, Punch</i>	
a.	
b.	
5. Printing	
a.	
b.	
6. Mimeographing	
a.	
b.	
7. Postage	
a.	
b.	
8. Clerical – <i>Mailings, Programs</i>	
a.	
b.	
9. Mailing list	
10. Buses and Guides	
a.	
b.	
11. Flowers, Decorations	
a.	
b.	
12. Telephone-Telegraph	
a.	
b.	
13. Photography	
a. publicity	
b. personal	

	amount
14. Audio-Visual, Recording	
a.	
b.	
15. Supplies – <i>notebooks,</i>	
a.	
b.	
16. Signs	
a.	
17. B&U, Radio Shop, P.A.	
a.	
b.	
18. Miscellaneous	
a.	
b.	
c.	
d.	
19. Resource Reserve	
20. Overhead charges _____ per person per day	
21. Registration Costs _____ per person	
<b>TOTAL EXPENSES</b>	

ANTICIPATED ATTENDANCE	
SERVICE FEE TO SHARE CONFERENCE EXPENSES	

<b>NOTES</b> <i>(Billing Information, etc.)</i>	

Coordinator

**CONFERENCE ROOM DATA - THE KELLOGG CENTER FOR CONTINUING EDUCATION**

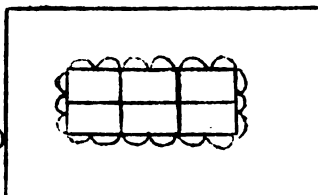
Name or Number	Approx. Size in Feet			Style of Set-up & Capacity			Type of Chair
	Length	Width	Ceiling	Conference	Theater	Workshop	
Auditorium	60	60	20	---	355	---	Theater
Heritage	40	20	9.5	28	---	---	Leather Seat & Arms
Lincoln A & B	56	56	12	30	350	160	Leather Seat
Lincoln A	56	28	12	30	160	80	Leather Seat
Lincoln B	56	28	12	30	160	80	Leather Seat
Vista	28	16	9.5	28	50	30	Leather Seat & Arms
101	35	30	9.5	---	100	---	Leather Seat & Arms
102	28	22	9.5	28	50	30	Leather Seat & Arms
103 A & B	28	40	9.5	46	100	60	Leather Seat & Arms
103 A	28	20	9.5	26	50	30	Leather Seat & Arms
103 B	28	20	9.5	26	50	30	Leather Seat & Arms
104 A & B	28	40	9.5	46	100	60	Leather Seat & Arms
104 A	28	22	9.5	26	50	30	Leather Seat & Arms
104 B	28	18	9.5	26	50	30	Leather Seat & Arms
105 A & B	28	40	9.5	46	100	60	Leather Seat & Arms
105 A	28	22	9.5	26	50	30	Leather Seat & Arms
105 B	28	18	9.5	26	50	30	Leather Seat & Arms
106	37	26	9.5	36	100	60	Leather Seat & Arms
107	28	16	9.5	28	50	---	Leather Seat & Arms
108	16	12	9.5	12	20	---	Leather Seat & Arms
109	16	12	9.5	12	20	---	Leather Seat & Arms
110	30	16	9.5	28	55	32	Leather Seat & Arms
210	34	18	8	36	45	30	Leather Seat

**Note:**

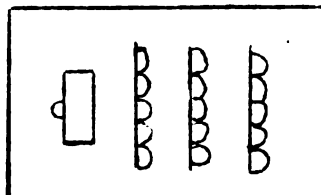
All rooms, other than Auditorium & Heritage, have blackboards.

Rooms 106, 107, 110 & 210 have projection screens.

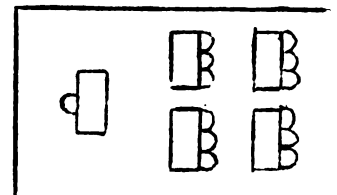
**Conference Set-up**



**Theater Set-up**



**Workshop Set-up**





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~~DEC 2 1965~~

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