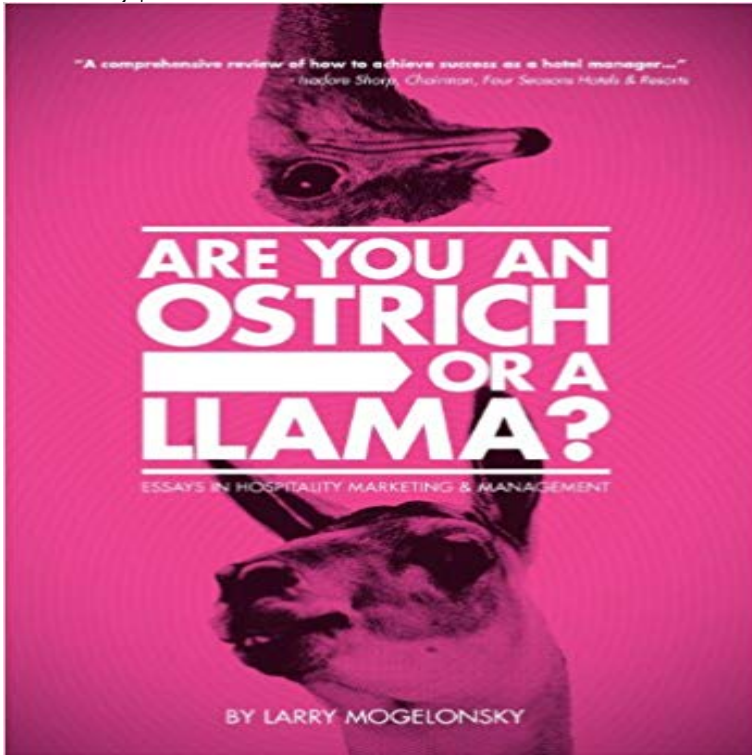


# Are You an Ostrich or a Llama?: Essays in Hospitality Marketing and Management



Are You an Ostrich or a Llama? Written by one of the worlds most published authors in the field of hospitality, this book represents a radical departure from traditional texts in the industry. Targeted at hotel management, this book is intended to serve as a platform for discussion on current issues relating to the performance of hotels and resorts. Through a combination of real life examples and an examination of current challenges facing the hotel industry, the book comprises approximately one hundred individual segments each dedicated to a single thought or concept. These stand alone articles are then combined into ten chapters, each dedicated to a specific topic. The book has been written so that hoteliers of any level, from apprentice to seasoned general manager will be able to gain value from the contents. While the bulk of articles deal with marketing aspects, many of the items relate to core operational issues. A theme common throughout is to recognize the importance of guest service as it relates to the industry. For those who are not involved in the hotel industry, but have careers that involve customer service, s the practical hints provided throughout the text, serve as excellent training pointers. So, why the title? Ostriches are classically known as avoiding conflict by putting their head in the sand. While probably not true, the stigma remains, and those who are considered an ostrich, are living in the past. Llamas, on the other hand, are considered utilitarian, hardworking and reliable. This is what you want to strive for. By reading this book, and digesting the contents, the hope is to move from ostrich to llama.

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