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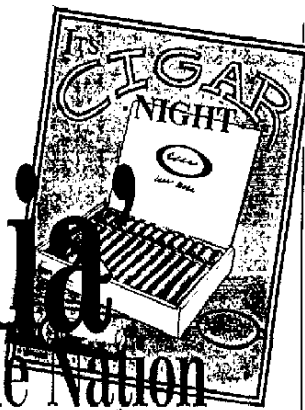
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'Cigarmania' Lighting Up The Nation



"Cigarmania" is sweeping the country! From New York to Los Angeles, the cigar culture is being enjoyed by people everywhere. "Smoker" dinner events, web sites, cigar clubs, and a national media obsession continue to gain momentum. Celebrities and people of all professions can be found in many places permitting themselves the luxury of a few moments with a cigar.

The hospitality industry is at the center of this whirlwind. The industry provides the venues and ambience for thousands of cigar-related affairs and is, consequently, enjoying a measurable increase in business. "A \$15 cigar, a \$25 cognac -- they think nothing of it," remarked restaurant owner Mark McDonnell in a recent article in *Restaurant Business*.

Over the past four years, McDonnell's LaSalle Grill in South Bend, IN, has hosted more than 30 cigar dinners and hundreds of happy customers. McDonnell has witnessed a 15 percent increase in dollar sales. Nationwide, more than 2,000 cigar dinners were held in 1994 alone, estimates the Cigar Association of America. According to *Nightclub & Bar* magazine, there are over nine million cigar smokers in the United States, and women comprise about five percent of that number.

The resurgence of the cigar's popularity can be traced, at least in part, to the growing trend of accommodation in the hospitality industry. A case in point is the Dakota Grill in Amherst, NY. A self-imposed no-smoking policy was costing the Dakota customers. On the advice of a marketing consultant, management opened The Cigar Bar next door. "The Cigar Bar opened for two reasons: to capitalize on the cigar resurgence and to

accommodate smokers -- cigar, pipe and cigarette," explained marketing consultant Susan L. Petrella in *Nightclub & Bar*. "Restaurants are finding out that smoking extends the life of their business," she noted.

Following are several innovative ideas that you may want to consider implementing in your establishment:

Cigar Clubs -- *Esquire* magazine recently featured a group of 16 New York City professionals who call themselves The Free C&C Club. They meet once a month -- by invitation only -- at the West 63rd Street Steakhouse to enjoy the finer things in life: Camaraderie, Cuisine, Coffee, Cognac, and, yes, Cigars!

Smoker Benefits -- The Pittsburgh Hilton and the Pittsburgh Post-Gazette recently sponsored a one-of-a-kind "smoker" to benefit the Dapper Dan Charities of Pittsburgh. This event attracted more than 400 "good-cause smokers."

Cigar Bars -- Many restaurateurs have opened cigar bars catering to the upwardly mobile. Ozio Martini & Cigar Lounge in Washington, D.C., exists for customers who want to take a step back in time. It is "a place where people can relax, wear dazzling clothes, sip martinis, and smoke fine cigars," said Mauricio Frago-Rosenfield in *Nightclub & Bar*.

Electronic Smoking -- For those cigar smokers who enjoy surfing the internet, there are web sites to help stay abreast of the latest cigar craze: www.cigar.com, cigarfictionals.com, and cigrshop.com.

Although "smoker" dinner events continue to be one of the most popular venues for the cigar culture, additional ideas are limited only by the imaginations of proprietors. ☺

MRA Reports

Massachusetts Lost More Than 950 Jobs Due to Local Smoking Bans, New Study Reports

A new study commissioned by the Massachusetts Restaurant Association (MRA) reports that smoking restrictions and bans have caused the loss of more than 950 Massachusetts restaurant jobs in 23 communities during the period January 93 - December 1995. Communities adopting severe restrictions lost, on average, 21 percent of their local restaurant job base.

The study, which was conducted by InContext Inc., a research/polling firm based in Washington, D.C., focused on Massachusetts communities, all of which enacted restaurant smoking bans during that time period.

The survey found that job loss was proportionate to the severity of a community's smoking policy. For example, in Wakefield, which has a total smoking ban, the study showed a decline of 57 percent in restaurant jobs; in Brookline, which also has a total smoking ban, the study showed a decline of 22 percent; in Falmouth, where a less-restrictive smoking ban is in effect, the study showed a decline of nine percent. "The major finding of this study," said study co-author and InContext Chairman William Lally III, "is that if a strict restaurant smoking ban is adopted, then significant numbers of local restaurant jobs will be lost."

(Continued on pg. 5)

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Fisher Charts Proactive Course for



Bill Fisher, President and CEO, AH&MA

Bill Fisher, the new president and chief executive officer of the American Hotel & Motel Association (AH&MA), has a lot on his plate — he's juggling government affairs, education, industry promotion, research, and membership growth among other jobs.

He likes it that way.

Fisher, who is the immediate past president and CEO of the National Restaurant Association (NRA), has a reputation for being confident, proactive, and candid in his approach to issues affecting the hospitality industry.

"From the short-term perspective, I'm still trying to wrap my arms around the many activities, projects, and programs the AH&MA has underway," he said. "But I'm well versed in the public policy issues that are common to both organizations, such as accommodation or the minimum wage."

"Long-range, if there's a first among equals in terms of mission elements we need to address, it's definitely government affairs," Fisher said. "We need to raise the level of visibility and effectiveness at the AH&MA. We're concerned with legislative initiatives in the field of labor law, tax law, immigration, and health care."

For example, Fisher's organization is watching the Clinton Administration and Capitol Hill closely for

signs of renewed interest in a cut in the capital gains tax. "We would be very supportive of such a reduction because we see that as a spur to investment," Fisher explained. "It would positively impact the hospitality industry."

"Now that Congress is in session, we'll be looking for someone — a Senator or a member of Congress — who has such a tax cut as part of his or her agenda," Fisher said. "And if no one does, then we'll work to have someone adopt that mission."

In the coming months, Fisher and the AH&MA also will pursue the regulatory side of the government affairs arena. "We're always concerned about over-regulation," he said. "We worry that there's too much bureaucratic reach into business activities that are best left for the marketplace to decide."

"For example, we're very much opposed to the type of efforts that are made at the federal level — through the Occupational Safety and Health Administration — that attempt to regulate smoking by setting up impossible conditions that are economically impractical to implement," Fisher said.

"To mandate through regulation that capital expenditures must be undertaken to have negative air pressure in hotel rooms, or that there must be a separately ventilated system in smoking rooms to allow air to pass outside — we think this is over-reach, in terms of the potential investment of any property owner," he said. "It just doesn't make good economic sense."

"On the other hand," Fisher said, "we are very much in favor of common sense, of letting business owners decide, given the nature of their clientele, how best to serve that clientele. The Accommodation Program is a perfect example of this idea."

We're in the hospitality business, and we want to be a low-cost business. To do that, we want to be able to accommodate all of our guests, whether they have smoking preferences or not."

Fisher agrees that his 17 years of experience with the NRA is sure to prove useful at the AH&MA. "The labor and tax issues are similar and we have the same positions in areas like immigration and health care," he said. Fisher and his friend Herman Cain, newly installed as chief executive of the NRA, "look forward to working closely together in the government relations arena, in promotion of the hospitality industry, and in the educational arena."

An AH&MA priority in education, Fisher explained, is working with high schools to install school-to-work transition programs that will allow young people to enter the hospitality industry upon graduation with basic skills already in place.

Another key focus of the organization under Fisher will be membership. It's one of his hot buttons. "It is unacceptable to me that someone can operate a business without being a member of the national trade association that represents that business," he said. "Would you trust a lawyer who was not a member of the American Bar Association to handle your legal affairs?"

"Trade and professional associations exist to serve the best interests of the industry," he said. "An operator who does not participate in an association that is looking after his or her best interests is taking advantage of all the other people in that industry."

Fisher holds a master's degree in finance and a doctorate in educational administration from Cornell University, where he has taught in the School of Hotel Administration. He and his wife, Yvonne, have three grown children, all of whom are involved in the hospitality industry. ☉

Busy customers are always frustrated with slow service. For the hospitality industry to prosper, it must meet the needs of every patron. Realizing the potential of this untapped market, National Restaurant Association Chairman W. W. "Biff" Naylor said:

"Our studies show that if restaurants make adjustments and efforts to accommodate the needs of time-pressed patrons, they will be rewarded..."

(Nation's Restaurant News, October 28, 1996)

The mayor of Friendship Heights, MD, a 32-acre suburb outside Washington, DC, failed in his attempt to convince the town council to declare all public places in the entire town — indoor and outdoor — a no-smoking zone. In response to this proposed smoking ban, Richard Berman, a restaurant industry consultant and Washington, DC, attorney, said:

"What happened in Friendship Heights is yet another wake-up call for our industry. We can no longer afford to treat the workings of town councils and local boards of health as a spectator sport. These little skirmishes have big-picture effects on how we operate our businesses and serve our guests."

(Restaurant Business, December 10, 1996)

The Occupational Safety and Health Administration (OSHA) may resurrect a set of Indoor Air Quality (IAQ) proposals for workplaces throughout the United States that could have devastating effects on the hospitality industry. As Don A. Harris, CEO of the Bowling Proprietors Association of America, said:

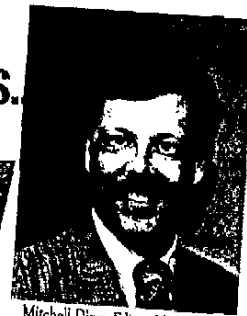
"The OSHA IAQ proposal, as it is written now, is not only unnecessary, but its potential for negative economic impact on the bowling industry is frightening."

(Bowling Center Management, November 1996)

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COMMENTARY

The Best Philosophy for Business Owners. Responsibility



Mitchell Diggs, Editor, Nightclub & Bar

(Sign of the Times invited Mitchell Diggs, editor of Nightclub & Bar magazine, to be this issue's guest commentator on accommodation issues. Diggs specializes in the licensed beverage industry, a critical part of many hospitality businesses.)

"The current buzzword in the licensed beverage industry is responsibility. Owners and operators are realizing that they must act responsibly and regulate themselves. They must take the lead and be proactive about being responsible. If they do, they might head off a lot of potential headaches later. These problems run the gamut from legislated increases in the minimum wage and stricter licensing control to dealing with neighborhood complaints about loud noise and vandalism from customers.

"This is the best philosophy a business owner can take — be a little proactive now, and you don't end up with as many problems later.

"The responsibility issue roughly parallels the 'accommodation' issue. One of the reasons that owners and operators must be proactive about acting responsibly is that no one knows their business — and therefore knows how to act responsibly — better than the owners themselves. Similarly, those same owners know their customers and they know their markets. They are best able to determine how to accommodate the preferences of both their non-smoking and smoking customers. They know how to make appropriate arrangements for accommodation.

"There's no question that smokers represent a significant portion of the hospitality market. Owners and operators have to be concerned about how smoking regulations will affect them. Accommodation is a great way to show legislators and regulators that we, as an industry, are acting in the best interests of our patrons." ☺

RESTAURANT TRENDS

Accommodation Earns Its Wings Customer Service in the Air Travel Industry



Thanks to equal measures of entrepreneurial spirit and hard work, accommodation is fighting its way back into many of America's major airports and onto some international flights.

Three innovators in the air travel segment of the hospitality industry — Anton Airfood, Skyport Companies and Air France — are satisfying customers in the air and on the ground.

When the state-of-the-art T.E. Green Airport opened this past fall in Providence, RI, it featured The Federal Tavern, a creation of Anton Airfood Inc. This upscale, full-service, food-and-beverage establishment warmly embraces accommodation of non-smokers and smokers alike.

"The airport authority asked us to create a separate facility for smoking," said William C. Anton, chairman of Anton Airfood, which is one of the leaders in the airport hospitality industry. "We created a space that's part of the bar and part of the restaurant, and we did it in such a way that customers using the smoking space don't feel as though they're in prison."

Anton designed its smoking space using wood-and-glass partitions. The real secret to its success, however, is the facility's heating, ventilation and air conditioning (HVAC) system. "It's so powerful," Anton said, "that you can be a non-smoker sitting at the same table as a smoker, and you'll be comfortable. The system takes the smoke straight up into the ceiling."

Busy Washington National Airport is opening a new concourse this spring, and airport officials originally planned not to allow smoking anywhere in the facility — until Anton proposed the same system he had just installed in Providence. They changed their minds.

"The bottom line is that the free market system should prevail," Anton said. "If people want to operate restaurants that are in airports or anywhere else, and they choose to have a non-smoking environment, then God bless 'em!"

"We want to accommodate all of our customers," he said, "non-smokers and smokers alike, in a first-class manner —

especially in the airports, where a tremendous amount of our customers are international visitors. These people are tourists and business people from Europe and Asia, where the percentage of smokers is higher than it is here."

With a non-smoking policy in an airport, Anton said, "you're basically telling customers who smoke, 'You're not welcome,' which is not the kind of message anyone in the hospitality business likes to deliver." Patricia Miller, president of Anton Airfood, estimates that at least 30 percent of the company's business would disappear if it could not accommodate its smoking customers.

Hospitality is a business that Anton knows well. He started in the fine dining arena 25 years ago. Three of his restaurants in Washington and Detroit were recipients of the coveted Travel Holiday Award, the precursor to the DeRoNA Award. He's been specializing in airports for the past seven years and has been a participant in The Accommodation Program since its inception.

Anton Airfood also practices accommodation at its establishments at LaGuardia and John F. Kennedy airports in New York, Washington National Airport in Washington, DC, and at Meadowsfield Airport in Bakersfield, CA. The company has eight new airport properties planned for the next three years, and they'll be accommodating "whenever smoking is permitted," Anton said.

The Aviator's Club smoking lounges, soon to celebrate their second anniversary at Denver's \$5 billion International Airport, prove that accommodation can generate significant results. The two Aviator's Clubs, which are operated by Skyport Companies, have already been named among the top revenue-producing concessions at the terminal.

David Mosteller, president of Skyport Companies, developed the smoking lounge concept at Denver International Airport. He estimates that about 2,000 people visit the establishments each day. Like Anton's facilities, Mosteller's Aviator's Clubs are upscale, full-service venues which provide a comfortable environment for non-smokers and smokers who are waiting for flights or incoming passengers.

(continued on pg. 7)

ASHRAE Proposes Tough New Indoor

Air Quality Standards for Operators Proposal Could Mean Increased Costs, Added Responsibility

If enacted, a new industry standard for ventilation proposed by the American Society of Heating, Refrigeration, and Air Conditioning Engineers (ASHRAE) could significantly increase the responsibilities of every restaurant, hotelier, and bowling center proprietor to provide acceptable indoor air quality.

Last year, ASHRAE released a draft revision of its 1989 standard, "Ventilation for Acceptable Indoor Air Quality." The revision, known as PRD 62R (Public Review Draft 62R) would drastically change the requirements for satisfying the existing standards, potentially increasing costs during building construction, renovation and daily operations. Here's how the proposed revision would alter the current ASHRAE requirements:

- Unlike the 1989 standard, which primarily set requirements for heating, ventilation, and air conditioning system design, PRD 62R would cover construction activities as well as start-up and day-to-day operating and maintenance requirements.
- The revision would classify certain kinds of air as acceptable and would restrict what air can be recirculated, potentially requiring some business operators to purchase expensive air cleaning systems.
- Because it is written in building code language, the standard could be easily applied to state and local building codes, giving authority to local officials to hand out violations.

• Despite the complexity of the proposed revision, no concrete guidelines for compliance are provided.

What would these changes mean to hospitality businesses? Basically, PRD 62R would carry the force of law in localities where applicable. PRD 62R would also make operators responsible for meeting its criteria for acceptable indoor air, rendering them vulnerable.

What's more, a significant increase in costs could result from attempts to comply with the new standard—not just in complying with construction and renovation guidelines, but for air treatment and ventilation system maintenance as well. Conceivably, business owners could incur added costs of several dollars a square foot for construction, and increases of 10 to 20 percent for operations.

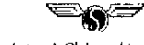
Although ASHRAE's public comment period for the revision has ended, every hospitality business owner should be aware of this threat. For more information on PRD 62R, please call the "Innovation™" HOTLINE, toll free, at 800-722-9003. An engineer will assist you with your questions. ☺



Bill Anton, Chairman, Anton Airfood



David Mosteller, President, Skyport Companies



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Tasty Tidbits

from The National Restaurant Association

Here are some highlights from The 1997 Restaurant Industry Forecast, prepared by the National Restaurant Association:

- **The test is in the training.** To meet consumers' high expectations, about three in four tableservice operators say that they have improved training for hourly employees in the past year. Almost two-thirds of these operators also offer incentive and recognition programs.
- **More, please.** When consumers do dine out, their levels of expectation have increased. Today's diners associate a great place to eat a sit-down meal with good food and friendly service.
- **Regulations and more regulations.** Bars and taverns can expect to see a decline of 4.6 percent in real sales in 1997, primarily because of regulatory constraints and societal pressure regarding alcohol consumption.

To order a copy of The 1997 Restaurant Industry Forecast, call the National Restaurant Association at 1-800-424-5156.

Look for More NRA tidbits in this issue.

The Keys to Recognition?

and More Marketing!



How's business? Are you satisfied with your customer base? Could you stand an increase in traffic?

There aren't many hospitality operators who would turn down an opportunity to generate more business, but the path to increased profits is not always clear. While most successful restaurateurs understand that marketing is a positive tool that can lead to growth, it's not easy to identify that "special something" about a business that separates it from the competition — the innovation that could, if incorporated in a marketing campaign, make a difference to the bottom line.

"Half the battle in creating a successful marketing program is discovering what makes you different, exciting, and better than the rest," said David Armanasco, administrative director of Armanasco Public Relations, which represents Distinguished Restaurants of North America (DRNA). DRNA, which is supported by The Accommodation Program, is an organization that gives awards to fine dining restaurants for exemplary food quality, customer service, and ambience. Their award, the DiRoNA, is a marketing windfall for the 553 establishments in the United States, Canada and Mexico that currently hold the coveted prize.

When an establishment wins an award of any kind, or is recognized by an outside organization, it's a marketing no-brainer: you simply run a campaign featuring the award. In many cases, however, the point of differentiation may not be so obvious. For instance:

- You offer a unique menu item or customer amenity
- Your staff knows 80 percent of regular patrons by their first names
- You've enhanced your heating, ventilation, and air conditioning system to accommodate both non-smokers and smokers effectively

These examples, and there are many others, would clearly be of interest to consumers. What's more, they are permanent aspects of your business that can be branded and added to any and all communications to the outside world. Obviously, there are varying degrees of marketable elements. But there's sure to be something about your operation that can be leveraged to your advantage through marketing — something that may not be immediately apparent.

Look around, and when you discover that special trait, consider the following marketing tips:

- **Branding** — Whether you've won an award or received a glowing consumer or peer review, give your point of differentiation a name and a sentence or two of description (called a "tag line," or "descriptor"), draw up a logo if applicable, and create official signage and display it in a prominent place
- **Printed Materials** — Add your descriptor and logo to menus, brochures, cocktail napkins, matchbooks, and other items
- **Staff Training** — Tell all staff members about your marketing efforts and make sure they inform customers of the achievement
- **Print Ads** — Make sure any advertising in local newspapers, magazines, or other publications features your point of differentiation

Those restaurateurs with a DiRoNA Award as part of their marketing efforts are reaping the rewards. "I've definitely seen customers respond to my marketing," said Frank Catania, vice president of Dan'l Webster Hearth and Kettle in Hyannis, MA. "Our promotional brochure lists the DiRoNA Award and our radio advertising carries the DiRoNA tag line."



Le Mont's newspaper ad

According to James A. Blandi, president and owner of Le Mont in Pittsburgh, PA, the DiRoNA Award specifically creates the perception of highest quality. "The award sets us apart from our competition and we've got to take that differentiation to the dining public," he said.

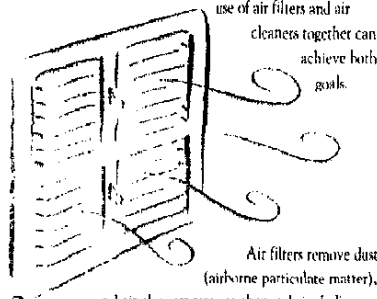
The DiRoNA example is a good one but remember that, whether you've got the presidential seal of approval, or simply a local reputation for great customer service, you have marketing potential to influence your existing customers and win new ones. ☺

ASK THE HVAC EXPERT

Q: Air Filters and Air Cleaners — What's the Difference?

A: One of the questions that owners of hospitality businesses frequently ask about Heating, Ventilation, and Air Conditioning (HVAC) systems is, "What's the difference between air filters and air cleaners?" To understand the answer, you've first got to know what an HVAC system is supposed to accomplish.

Your HVAC system must not only circulate air — it must remove dust and chemicals as well. Effective use of air filters and air



cleaners together can achieve both goals. Air filters remove dust (airborne particulate matter), and air cleaners remove chemicals including gases and vapors. Air cleaners are vital to a restaurant, for example, because they remove chemicals which typically produce odors.

When considering HVAC systems, make sure that the air filters are rated at least at 65-85 percent by the ASHRAE dust-spot method (probably the best and most widely recognized rating standard).

Choosing air cleaning devices is a bit more complicated. The most reliable type of air cleaners utilize activated carbon to remove chemical air contaminants. You'll need to seek specific information on the projected service life of the cleaner you choose and make sure that it is appropriate for your needs.

This may sound like a lot of work, but keep in mind that both air filters and air cleaners are vital to an effective HVAC system, and an effective HVAC system is key to any accommodating business. ☺

George Benda is chairman and CEO of Chelsea Group, Ltd., an environmental quality consulting firm based in Illinois. For detailed answers to your own HVAC questions, call The Accommodation Program's free INvironment!™ HOTLINE at 1-800-722-9093. Or, to receive a free copy of the HVAC Technical Bulletin, call The Accommodation Program at 1-800-929-1414.

Southern Hospitality

As Accommodating as the Name Suggests



Bob Slater, President, Southern Hospitality, Inc.

Since his early beginnings as a busboy in the hospitality industry, Robert Slater's name has been synonymous with top-notch guest service. As Slater climbed the industry ranks, he developed what has become a lifelong business philosophy of providing outstanding accommodations for all his guests.

Now president of Southern Hospitality, Inc., and the current secretary of the American Hotel & Motel Association (AH&MA), Slater also attributes much of his success to developing personal, long-term

relationships with his guests.

"They've taken time to build, but now I have relationships with hundreds of business and recreational travelers across the country," he said. "Building personal relationships has been a guiding principle throughout my career and is reflected in the customer service policies I institute in my properties," said Slater, whose company owns and manages 14 hotel properties throughout the United States.


Slater explained that guests today expect more of the comforts of home than ever before — especially those who are frequent business travelers. This may mean providing non-smoking and smoking guestrooms as well as similar areas within restaurants and lobbies; in-room amenities; expanded in-room dining selections; business services and conference facilities. "Offering these types of comforts helps to develop strong relationships with guests and keeps them coming back," said Slater.

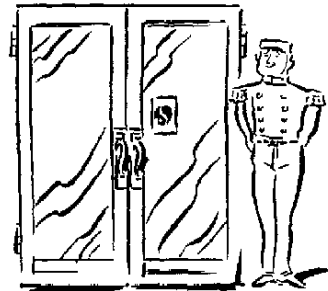
One way to attract repeat business that leads to solid relationships is to promote a smoking policy that welcomes the preferences of all guests. Southern Hospitality has accomplished this with help from The Accommodation Program.

"Guests who choose to smoke are one segment of my business that I cannot afford to lose," said Slater, who estimates that approximately 20 percent of Southern Hospitality's guests are smokers. "This is a critical piece of my business that I am not willing to give up."

Slater views indoor air quality as a top component of an accommodating environment. Through the heating, ventilation and air conditioning technical information it received from The Accommodation Program, Southern Hospitality, Inc. was able to assess the effectiveness of ventilation across all properties.

"In addition, The Accommodation Program has provided us with the tools to train our employees on how to effectively address guest complaints that might arise over our smoking policy," said Slater.

Southern Hospitality's properties include: Doubletree Hotel, Detroit, MI; Four Points by ITT Sheraton, Fort Smith, AR; Four Points by ITT Sheraton, Lubbock, TX; Hampton Inn, Landover, MD; Hampton Inn, Casper, WY; Holiday Inn, Elk City, OK; Holiday Inn, Tulsa, OK; Holiday Inn, Columbia, SC; Northwest Inn, Woodward, OK; Radisson Suites Inn, Augusta, GA; Ramada Plaza, Sky Harbor Airport, Phoenix, AZ; Ramada Plaza Metrocenter, Phoenix, AZ; Ramada Inn Palo Verde, Tucson, AZ; and Sheraton Inn, Charlottesville, VA. 




MRA Reports

(continued from pg. 1)

According to MRA Executive Vice President Peter Christie, the Association decided to commission the study to demonstrate the negative economic impacts associated with adopting severe smoking restrictions. Christie said that localities that are either currently under these restrictive smoking bans, or are considering passing severe bans, should carefully review these findings.

"This study convincingly shows that jobs are down dramatically in most of the municipalities that have enacted severe smoking bans," he added.

The study included the following communities: Andover, Arlington, Attleboro, Boxborough, Brookline, Danvers, Easthampton, Falmouth, Gardner, Greenfield, Holyoke, Lee, Lenox, Lexington, Marblehead, Montague, Oak Bluffs, Plainville, Reading, Sharon, Tewksbury, Wakefield and West Springfield. 


Survey Shows Workplace Smoking Ban Would Hurt Restaurant, Bar Operators

A recent survey by the National Licensed Beverage Association (NLBA) indicates why restaurant and tavern operators cannot afford nationwide smoking restrictions like those proposed by the federal Occupational Safety and Health Administration (OSHA).

OSHA has proposed a new Indoor Air Quality standard for the nation's workplaces that would constitute a virtual smoking ban for hospitality establishments.

The NLBA survey asked owners or operators of 650 restaurants and 650 bars to anticipate the impact of such a smoking ban in the workplace. Eighty-three percent of tavern/bar owners and managers and

39 percent of restaurant owners and managers expected revenues to decline if smoking is virtually banned. Of those who said they expected revenues to decline if smoking were virtually banned, 61 percent of restaurant owners and managers and 66 percent of bar owners and managers said they would anticipate having to lay off employees.

On the issue of government intervention regarding smoking, a whopping 91 percent of bar owners and managers and 72 percent of restaurant owners and managers said that rules regarding customer smoking should be left to the discretion of an establishment's owner. 

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NEWS UPDATE

CMAA Joins Our Club!

The Accommodation Program extends a hearty welcome to the Club Managers Association of America (CMAA), which has recently offered the program as a resource to its members.

CMAA is the professional association for over 5,000 managers of private membership facilities, including country, city, athletic, faculty, yacht, town, and military clubs. CMAA relies on customer service tools like The Accommodation Program to provide value-added services directly to its member clubs and indirectly to the clubs' members, who expect to be treated like "the best of the best."

"We try to educate club management on issues that affect the lives of members," said Jim Singerling, executive vice president of the CMAA. "The Accommodation Program gives our members a comprehensive yet flexible approach to creating a comfortable atmosphere for both non-smokers and smokers in a non-intrusive way."

The Club Managers Association of America has 50 chapter associations in the United States and abroad. For more information, contact the CMAA at 703-739-9500. 

LATEST READS


Leadership is Common Sense



The road to success begins with leadership skills.


In his new book, *Leadership is Common Sense*, Herman Cain, founder of Godfather's Pizza, Inc., examines the three essential ingredients and the three key actions of a leader, which he has dubbed the "Three Plus Three" principles. Cain believes that — through practice — these principles eventually become common sense to the user. Cain's book reflects his own diverse leadership experiences and illustrates to readers how to achieve their ultimate leadership potential. The author urges all of us to seize leadership opportunities by possessing the motivation to accomplish our dreams.

Heralded as one of today's most influential business leaders, Cain, affectionately known as "The Hermanator," boasts a reputation for making things happen in troubled business situations despite overwhelming odds. Although he possesses an impressive list of accomplishments, Cain is perhaps best known for the turnaround of Godfather's Pizza, Inc. and for serving as volunteer president of the National Restaurant Association from May 1993 to April 1994. Cain now leads the industry as chief executive officer and president of the Association.


Leadership is Common Sense is published by Van Nostrand Reinhold. 



The Accommodation Program would like to "Welcome Aboard" the following hospitality and bowling associations:

- Club Managers Association of America
- Arizona State Bowling Proprietors' Association
- Idaho Bowling Proprietors' Association
- Tennessee Hotel & Motel Association
- Washington State Hotel & Motel Association 

The Stars of Accommodation

A salute to accommodation champion
Greg Kline, general manager of Brenneman Enterprises,
 a bowling center management company with seven centers in central Pennsylvania.
 "The Accommodation Program is the model of how a training management tool should perform," said Kline. "Our centers have definitely benefited from this program."
 Greg has not only incorporated The Accommodation Program's educational materials into his employee training regimen, but he also provides additional program signage at every managers' meeting.
 Congratulations, Greg! 

Tasty Tidbits
 from The National Restaurant Association

The National Restaurant Association is initiating an important change in terminology based on recent industry research. The terms "restaurant" and "restaurant services" more effectively communicate the scope of the industry than the traditional "foodservice." From now on, the NRA will use the term "restaurant industry," defined as "encompassing all meals and snacks prepared outside the home, including all take-out meals and beverages."

look for **More NRA tidbits** in this issue.

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Accommodation Earns Its Wings (continued from pg. 3)

Skyport Companies is a participant in The Accommodation Program. They have installed superior HVAC systems with powerful exhaust fans in the Aviator's Clubs. The air is replaced four times every hour. Specialized air cleaning units integrated into the ventilation system effectively reduce smoke in the lounges. Mosteller believes it is simply good business to provide comfortable accommodations for all of his customers and to meet the preferences of both non-smokers and smokers.

"We viewed this as a major business opportunity," said Mosteller. "As in all such ventures, the success of the lounges was dependent on many factors, including the high percentage of the traveling public who smoke, the locations, competitive pricing, the overall atmosphere, and a good core of top-notch employees."


"By successfully addressing all of these elements and providing accommodations for both our non-smoking and smoking clientele, the Aviator's Clubs have exceeded our expectations and have proven that similar facilities can thrive elsewhere," he said.

Skyport Companies is actively exploring other airport locations for The Aviator's Club concept.



Some airlines are also embracing the accommodation trend. On many Air France flights between U.S. cities and Paris, passengers can now enjoy a smokers' bar — a space enclosed by curtains, serviced by an exhaust fan, and stocked with magazines, snacks and alcoholic and non-alcoholic beverages.

The smokers' bar is available to all first and business class passengers on all Air France Boeing 747-400, 767 and Airbus A340 flights to Paris from Newark, New York, Washington, Houston, Los Angeles and San Francisco.

"The service is a big success with our customers," said Bruce Haxthausen, an Air France communication official in New York. "We're planning to introduce the smokers' bar on additional flights in the near future." 



Mailbox What Do You Think?

This section of *Sign of the Times* is reserved for you. Share your thoughts with other readers by sending your ideas or anecdotes about issues relating to customer service, The Accommodation Program, or this newsletter. We may print your letter in an upcoming issue.

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Or fax: 412-394-6620

We look forward to hearing from you. 

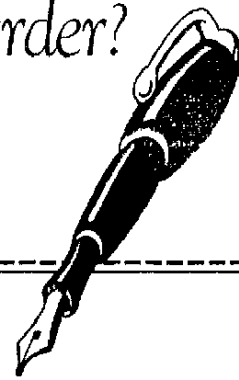
ORDER MATERIALS



May We Take Your Order?

1-800-929-1414

It's easy to get materials from The Accommodation Program.
To order, please call 1-800-929-1414.



QUICK SURVEY

Let Us Know!

The Accommodation Program wants to provide you with useful resource materials that help you implement a reasonable accommodation policy to meet the preferences of both non-smokers and smokers. But we need your feedback. Please complete this short survey on the existing program materials and resources available. Let us know what's working in your establishment, what's not, and what additional resources may be helpful.

Please rate the usefulness of the following resources, provided FREE courtesy of Philip Morris, Inc., by checking the appropriate box (Please check only one box per line.):

Source Books

Restaurant Useful Somewhat Useful Rarely Useful Never Used
Hotel/Motel Useful Somewhat Useful Rarely Useful Never Used
Bowling Center Useful Somewhat Useful Rarely Useful Never Used

By The Book Training Videos

Useful Somewhat Useful Rarely Useful Never Used

Which resource has been the MOST helpful to you? _____

HVAC Technical Bulletins

Restaurant Useful Somewhat Useful Rarely Useful Never Used
Hotel/Motel Useful Somewhat Useful Rarely Useful Never Used

Is there another resource, not currently offered, that would help you to implement a policy of accommodation? _____

Signage

Wall Plaques Useful Somewhat Useful Rarely Useful Never Used
Window Decal Useful Somewhat Useful Rarely Useful Never Used
Table Tents Useful Somewhat Useful Rarely Useful Never Used

Check all that apply:

Restaurant: Fine Dining Midscale Quick Service
 Hotel Bowling Center Bar/Tavern Private Club
 Other (please specify) _____

Name _____
Your Title _____
Business Name _____
Business Address (no P.O. boxes, please) _____
City _____ State _____ ZIP _____
Phone _____
Fax _____

Please complete and mail to:
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Pittsburgh, PA 15222
or fax: 412-394-6620

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CONTACTS & DATES

How to reach us

If you have questions or would like to order additional FREE materials, call 1-800-929-1414.

The Accommodation Program

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Phone or Mail

Coming Attractions

February

25

"The Buck Starts Here"
Seminar
Panama City, FL
(In cooperation with the
Educational Foundation of the
National Restaurant Association)
To register, please call the
Florida Restaurant Association
at 904-224-2250.

March

25

Pizza Expo Las Vegas
Las Vegas, NV
Visit our booth #959.

April

12-14

Northwest Foodservice
Show
Portland, OR
Visit our booth.

13-15

1997 Northeast Foodservice
and Lodging Exposition and
Conference
Boston, MA
Visit our booth.

16-18

AHS&MA 86th Annual
Convention and Show
Washington, D.C.
Visit our booth #1124.



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Jobs Lost in
Massachusetts

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