



# Hospitality Hotline

Connecting the industry through  
Advocacy, Education and Partnerships

November 2015

News from...

## THE BOARD OF DIRECTORS

Welcome new  
Allied Member

Hot Steam Carpet Clean

### EARN Grant Extended

After two successful hospitality training classes, our Association and the Chamber, will continue to work with Wor-Wic Continuing Education to develop the next round of classes. Maryland's EARN grant is an industry led workforce training program. Stay tuned for details on the upcoming Hospitality Bootcamp.

### MD Tourism Director Coming to OC

We are looking forward to hosting Maryland's newest Director of Tourism, Liz Fitzsimmons. She will be our guest speaker at the upcoming dinner meeting on November 19th at the Clarion Fontainebleau Hotel. Hope to see you there!

### Creepy Creatures

The issue of pesky bed bugs was discussed recently, as a case in Maryland was brought forth and a woman won a lawsuit against a motel. It is imperative that the issue not be tossed under the covers so to speak, but that lodging owners have a pre-planned course of action should the need arise. Ignoring the issue won't make it go away.

## MGH SEASON SUMMARY



Mark your calendars to join us for an open discussion covering trends, advertising, marketing initiatives and more at the annual Season Summary. The Town's ad agency, MGH, will be on hand to review the advertising and PR campaigns, several statistics and future direction. Members of the OCHMRA, OCCVB and the Chamber are invited to share their thoughts and ideas so we can collectively continue to move Ocean City forward. It is important that we continue to share information and brainstorm as a community. The meeting is scheduled for Monday, November 9th at 1:30pm in the Convention Center Room 215. Please RSVP to [inquire@ocvisitor.com](mailto:inquire@ocvisitor.com) or call 410-289-6733.

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## PAST PRESIDENT SPOTLIGHT: ADAM SHOWELL



Past President, Adam Showell, has deep roots in Worcester County dating back to 1683 when his family was in the crop and lumber business. Here is a fabulous story outlining that history. <http://www.oceancity.com/the-castle-in-the-sand-and-the-legacy-of-the-showell-family-part-one/> Upon graduation from Worcester Country School (now Worcester Prep) in 1976, Adam went on to Univ. of South Carolina and majored in Accounting. He has served as President of OCVCB and OCHMRA (1990-91) and as Vice Chair of the Blue Ribbon Committee during the first Convention Center expansion. His love for tourism led him to organize two events built around giant sand castles, one which was 56 feet high,

while promoting OC's expansive clean family beaches. These made CBS Sunday Morning with Charles Osgood!

In addition to tourism, Adam served on many Board's, including Atlantic Bank, Worcester Prep and 9 yrs with Atlantic General Hospital. During his time with AGH, he served as Finance Chairman, Chairman of the Board, and Chairman of the Fundraising which led to the expansion of the Emergency Room and Imaging Center. These were all paid for with zero borrowing, thanks to the support of the community and donors!

In the late 60's, a vision of Adam's father and Jim Caine was to have a West OC marina. After many years, Adam worked to help his mother and others develop what is now Sunset Marina. Adam and his late sister, Ann, had plans to build a hotel there too; however, instead they sold the property to the Gudelsky family and purchased the Green Turtle Club Resort and Marina on Green Turtle Cay, Abaco Bahamas.

Adam has 3 children and a new daughter-in-law. Adam Jr., 25, graduated in Int'l Business with a dual Degree from Unibe in Santa Domingo and Florida Int'l Univ Bilingual. He is an Asst Manager at the family's Castle in the Sand Hotel. Adam married Leticia who is also in management at the hotel. Sarah Ann, 24, received her undergraduate and MBA from Rollins and is the COO at the family's Bahamas hotel. Hannah, 19, is at the College of Charleston studying Education and Business and she rides for the college Equestrian Team.

Adam has always had a love for boating and fishing, and really loves doing that from The Green Turtle Club. His passion is also surfing and the good life of Delmarva, spending time with his kids and their great friends, and his childhood friend, Dr. William T Greer and wife Bonnie.



## Diversity in the Workplace

By: Dr. George Ojje-Ahamiojie,

Department Head and Associate Professor, Hotel-Motel-Restaurant Management, Wor-Wic Community College

The hospitality industry is the most diverse industry in the world; and the food service sector is the most diverse within the hospitality industry. Understanding and managing diversity within this industry is then a necessity for every management and hospitality operator. Diversity in the workplace means identifying the differences between people within the organization, and using these differences to achieve organizational goals and objectives. Diversity has two dimensions; primary and secondary dimensions.

The primary dimensions of diversity can be as simple and identified as race, sex, ethnicity, culture, age, religion, and nationality; the secondary dimensions can be complex and not easily identified. These can be social status, marital status, family status, education, experience, differently abled, gender, and knowledge. Diversity is not only about people, it is also about the organization's culture and function, objectives, beliefs, values, norms, and purpose. Diversity can thus be defined as "the recognition of the differences that makes each and every one of us unique."

For employees of different backgrounds and cultures to work together efficiently and function well, the management and human resources team must deal with issues such as bias, stereotype, ethnocentrism, communication, flexibility,



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transformation, and relearning.

For diversity to be embraced fully by all employees, management must be an integral part of the process. While it is not always advisable for management to initiate diversity issues, it should however encourage formation of affinity groups within the organization, and support each group equally and fully. Finally, allowing employees to champion diversity in the workplace places ownership in the hands of the employees.

## Tips for building a diverse organization

- Management should assess the diversity of talents available within the organization. Then, management and employees must show some sense of urgency to work together to accomplish organization goals and objectives, by using these talents.
- In the process of accomplishing organizational goals, any errors or mistakes made should be considered opportunity for learning and improvements.
- Empower employees to make decisions and allow free thinking. While employees must be held accountable for their actions and mistakes, they should not be punished nor penalized for honest mistakes or their opinions.
- Breakdown rigid rules and standards; encourage free thinking and innovation. Reward excellence, encourage good practices and good behavior modeling.
- Benefits of diversity in the workplace.
- Provides different solutions to service, training, communication, and resource allocation issues.
- Employees from different backgrounds provide variety of talents and experiences to problem solving.
- Allows a company to provide varied services to multiple customers using the wide range of its diverse employees.
- Organizations can draw from the wide range of viewpoints to meet business strategies, tactics and decision making.
- When employees recognize that their talents are acknowledged, they are motivated to perform at higher peak.
- Diversity fosters the creativity, ingenuity and innovative spirits of the employees.
- Employees are more enlightened and educated about other cultures.

## Challenges with diversity in the workplace

- Language and communication barriers may still exist, despite the acknowledgement of differences.
- Some employees maybe resistant to these changes because they see diversity as unnecessary burden.
- Attitudes and perceptions may not change even if management shows support and positive results to diversity initiatives.
- Social group when formed, may not want to interact with others; thus creating cliques, group norms and divide.
- If not fully embraced and integrated into the organizations culture and norm, it will not be successful.

The effect of diversity can be seen and measured from the organization's bottom line. Customers like to stay and dine at places where they recognize and identify with those that are like them. Progressive companies should strive to create a workforce that is like a "toss salad" and not a melting pot. If managers and employees are open-minded and willing to work together for a better understanding of diversity, they will be better prepared to meet the challenges of diversity. Make diversity a success by validating, acknowledging, legitimizing, and understand everyone's (VALUE) culture and differences.

Until next time, let the muzik play .....



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## CHIP CARD 101: For Merchants Concerned with Liability

Here is a video link created by the Electronic Transaction Association, with the National Restaurant Association and the National Lodging Association. Both organizations share the position that they recognize the need to start accepting, but due to cost to the merchants they anticipate slower adoption rates as they have not seen much counterfeit card fraud in their industries. That being said MPI has seen increases in card declines for merchants who do not accept the chip cards and an increase in demand from the consumers to use the chip cards. We are recommending all merchants budget to upgrade within the next year, not due to the liability shift, but due to the customer experience.

[Click here to watch the video.](#)

Thank you to **Helen Ball at Mercantile Processing Inc.**, for sharing this information.



## THE DISH: *Restaurant industry trends*

### RESTAURANT MENU ENGINEERING IS NOT OPTIONAL

*By Henry Pertman, Director, Hospitality Consulting at CohnReznick in Baltimore, Md.*

For the 30 years I was in the restaurant business, there was no such thing as “menu engineering.” The menu was the menu.

Examining what was selling and what wasn’t was something you did every few years. There was a pretty easy formula for calculating the price of a menu item. Assume a food cost, labor cost, overhead, etc., and if you sold a lot, you made a little money. It was tough and time consuming, but simple.

To say everything has changed is quite the understatement. Ingredient costs keep increasing. More and more, people want to spend less time in their kitchen and more time in a restaurant. The choices of where your customers go to eat have increased, and continue to increase every single day.

So, where do you start to deal with it? “It” in this case, is your menu.

Menu engineering is a reality which needs to be addressed a minimum of twice a year. The reality is that the prices of commodity items, particularly poultry-related ones, are rising while you read this. You can subsidize these increases from your bottom line, also known as your pocket. If it is a temporary increase, that may be prudent.

But cost of goods sold (COGS) is not the only important component to menu engineering. Menu pricing needs to reflect your cost of labor, which is rising from a wage perspective. It would be an expensive mistake to not incorporate additional costs due to increased HR

requirements introduced by the Affordable Care Act.

The final consideration is to examine the menu mix and whether it makes sense or not to customers and to your profits. Why did it ever make sense to sell menu items, keep items in inventory (and regularly throw them away) because of that ONE occasional customer who would have cried if their favorite item wasn’t available? No more! Make the greatest number of customers happy, and keep them coming back.

Due to increased competition in the restaurant market, menu engineering is not something that should be done. It is something that must be done!

Utilizing the point of sale, analyzing the data and making changes seasonally or based on costs is essential. Use your technology. Always hold on to the best sellers, making sure they are priced properly. Will selling a Chicken Caesar Salad for \$7 or \$8 will result in lower sales? Pricing a Chicken Alfredo for \$19 instead of \$18 might not result in any fewer sales, but it will make a big difference in your bottom line.

Get rid of the dogs that are on your menu and look at the specials that had good margin and sold well throughout the year. Replace the underperforming dishes with those menu items, feature them prominently on the menu and keep the menu fresh, lively, exciting – and profitable. If you need any tips on how to accomplish a well-engineered and profitable menu, I am a phone call or email away.



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## Condolences

Condolences to **the Schultheis Family & the Sysco community** on the tragic loss of **Rob Schultheis**. There is a scholarship fund set up for his two children, Benjamin & Savannah. For more information, go to [www.youcaring.com/benjamin-and-savannah-schultheis-453057](http://www.youcaring.com/benjamin-and-savannah-schultheis-453057).

## Member Highlights

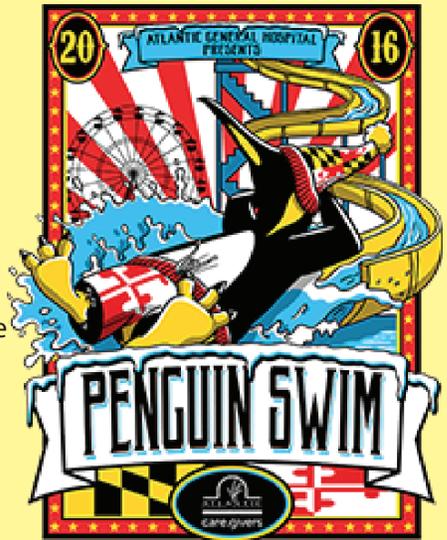
Congratulations, **D3Corp**, on celebrating 20 years of business! Welcome to the new Director of Marketing and Business Development at **Queenstown Premium Outlets, Lisa Gardner**. Congratulations to **Mary Susan Jones & the team** at **Howard Johnson OF Plaza** for their highest score to date on their Annual Q/A! Welcome to **Matthew Freeman**, the new territory sales manager who replaces **Carla Dekker**, who moved departments at **Oracle MICROS**. Congrats to **Mike Lawson, Barn 34**, on his engagement. Congratulations to **Ieva & Joe Jobson, Beach Getaways**, who are expecting their new addition in the beginning of December. Congratulations to **Merry Mears**, who is the new Economic Director for **Worcester County**.

## 2016 Penguin Swim

Its hard to believe that the 2016 AGH Penguin Swim is just around the corner! Here is a message from the cochairs, Sal Fasano & Madalaine How.

The main new aspect this year will be a carnival themed event with actual carnival games like ring toss, ball toss, etc like you see down at the inlet. I am reaching out to you in hopes of helping us get the word out to the membership. We need of course volunteers as always. Most of all any leads to help us create our carnival games would be much appreciated. For further info please contact, Allison Justice at the info below:

Allison Justice, MAMC -Event Coordinator/ Development Assistant  
410-641-9671 (Phone) | 410-641-0954 (Fax)



## Planet Maze 20th Annual Anniversary Photo Contest in its last few months

Planet Maze continues its yearlong 20th anniversary celebration with a photo contest commemorating special moments and memories over the years. From now until December, submit photos into a monthly contest for a chance to win a month of free admission. Photos can be submitted online at [www.planetmaze.com](http://www.planetmaze.com). Every submission receives a "Buy one, Get one Free" coupon. Monthly winners are entered into a grand prize contest. The grand prize winner will be selected by the public in December and will receive an Apple iPad sponsored by Comcast Spotlight and one year of free admission for four people. Voting is currently taking place on their website.

Additionally, customers can enter into a drawing during every visit to Planet Maze (no limit to the number of visits). Weekly winners are selected at random and receive one full day of free admission. Click here to visit the website.

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