



**SHANNON COLLEGE OF  
HOTEL MANAGEMENT**

**ANNUAL  
88/89**

## LETTER FROM THE EDITOR

Dear Reader,

Welcome to the Annual College Review 1988-1987 from the Shannon College of Hotel Management. Myself and my very talented team have endeavoured to put before you, a delicate mixture of hospitality news and other varied articles. The era of change has brought about this exciting new look to our magazine. Our main aim is to put before you the changing face of this industry and the college.

We would like to once again thank all our sponsors, who have been very generous in their support and have given us all the possible encouragement.

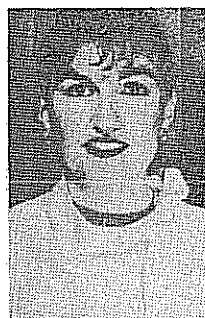
I would finally like to thank our Director Mr. G.B. Hughes, Deputy -Director Mr. P. Smythe and all the staff for their help. Also I would like to thank Aer Rianta for their continuing support and bid Mr. Hughes a fond farewell and all the best for the future. Thank you very much Sir.

Ish Anand  
Editor

### THE COMMITTEE



Ish Anand  
Editor



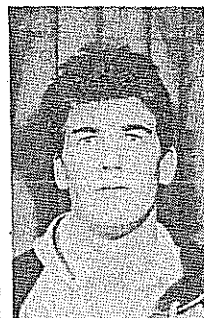
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## MESSAGE FROM THE DIRECTORS DESK

This is to be my final message to you from the Directors office as I step down from that office at the end of May. I would, however, like to record a few points before I depart the scene.

I have always harboured a tremendous admiration for the Shannon training and my years at the helm have not diminished that one whit. I am very happy that many of the objectives I set myself when I joined the Shannon team have been achieved - there are, of course, others that have not yet come the way.

Among the milestones of my period in the College, I would list the following.

- (1) Regularising and streamlining of selection process with the objective of giving every candidate a full and fair hearing and of selecting only the best.
- (2) Placing the College on a sound financial footing (the College is on course this year to produce a surplus for the first time in history).
- (3) Expansion of the course base and strengthening of the academic inputs.
- (4) Broadening the range of industry internships available in second and fourth year to now include Hyatt International, Sheraton, St. Gotthard (Year II) and Holiday Inns, Crown Hotels, Richmond Chicago and Beacon Hotel Corporation (U.S.) in year four.
- (5) Maintaining the traditional disciplinary ethos that has been Shannon but placing fellowship and respect as the motivants as opposed to fear and distrust.
- (6) Building the demand for student places to an unprecedentedly high level (latterly 600 = per annum).
- (7) Increasing industry demand for our graduates to a comparable level (this year we received recruitment visits from Sheraton, Holiday Inn, Marriott, Crown Hotels to name but a few, as well as our traditional partners Movenpick and T.H.F.)
- (8) Increasing the administrative and academic strength in the College and appointment of a Deputy Director.
- (9) Acquisition of the sports and social club and the development of the management of leisure time and a musical ethos in the College.
- (10) Fostering the development and expansion of the 'Nouvelle' approach to food and drink, its preparation and service with the objective of building on the College's traditional strength in this area.

While these would figure as my achievement milestones, there are other objectives that have yet to be brought to fruition. Among these I would list the following.

- (1) Expanded facilities for student training e.g. a permanent 50-60 seat library, an auditorium, a modern production kitchen, students common room and expanded classrooms and laboratories.
- (2) An expanded course base at the College to embrace a wider spread of hospitality industry management training.
- (3) A stronger College commitment to training and hotel industry consultancy in Ireland and abroad.
- (4) Expansion of academic modules of the course without reducing the internship components in order to credibly pursue degree status for the qualification.
- (5) Lubrication of the mechanisms in order to facilitate more regular and longer internships/career openings for students/graduates in the North American and Continental European hospitality industry.
  - (b) To establish strong linkages with finance houses in order to ease access to venture capital for approved graduates with the appropriate experience profile.

I am particularly excited to be taking on the challenge of front line entrepreneurship in the industry once again and I have many innovative projects in mind should market forces prove favourable. I will, nonetheless miss Shannon and the driving seat in education which I have been fortunate enough to command in this country over a number of years. I will most of all miss the vibrancy, enthusiasm, sincerity and unique qualities of young persons recruited to Shannon over the past few years. Let no one mistake the fact - young people are getting better all the time. I have little time for the pompous, self glorifying limelight seekers. Nobody can match for unaffected simplistic brilliance the ordinary native Irish boy or girl. So what will I miss most - you the lads and gals who made it superb!

To my colleagues on the staff I say a sincere thank you and I wish you every success in the coming years. To the Board of management and Aer Rianta who make it all possible, I share your aspiration that Shannon may continue to rank among one of the great Colleges of Europe and hope that your decisions may all be guided to that goal. To industry partners and in particular Felex Jackli in Movenpick and Jerry Knight in THF, our exciting new partners in Europe, the U.K. and the Continent I hope the relationships will grow and prosper.

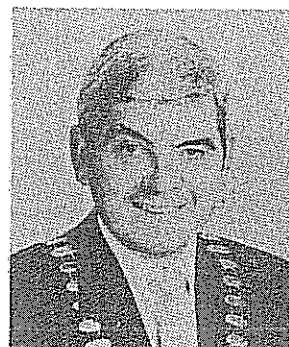
To all of you out there I say a simple "au revoir". The horizon of Carrygarry House is brightened by the backdrop of the unique experience that is Shannon. For this I thank you all.



## A CAREER PROFILE

### Mr. Peter Malone - Shannon Graduate (66 - 70)

1966	Joined Shannon.
1968	Was placed at Carlton Elite Hotel, Zurich, for his Swiss stage.
1969	Was awarded scholarship to go and study in The Sullivan County Community College, America.
1970	Worked at the Grossinger Hotel.
1970	Appointed as Manager of Hillgrove, Co. Monaghan.
1971	Appointed Catering Manager of The Hotel Shelbourne.
1973	Worked at Pat Quinn's Club for a period of 6 months.
April '74	Appointed Reception Manager of Jury's Hotel, Dublin.
August '74	Appointed F & B Manager Jury's Hotel, Dublin.
1979	Appointed G.M. of Jury's Hotel, Cork. Here he oversaw two extension programmes worth £7 million.
1987	Appointed to the Board of Jury's Hotel Group p.l.c.
1st March '88	Appointed G.M. Jury's Hotel, Dublin.
April 1989	Appointed Managing Director designate of Jury's Hotel Group p.l.c.



Happily married to Mrs Mary Malone who used to work at Sales and Catering , Shannon Airport. They live in Dublin with their three daughters.

Mr. Malone is also the National President of The Irish Hotels Federation for a period of two years and acts on the Board of The Shannon College of Hotel Management.

The following are excerpts from an interview conducted by Ish Anand on 8th April, 1989 at Jury's Hotel, Dublin:-

- Ish: "Your comments on the future of the Shannon College of Hotel Management."
- Mr. P. Malone: "I am delighted at the commitment Aer Rianta has shown in the college and The Shannon International Hotel, by making a phased investment of £1 m in the refurbishing and upgrading of facilities at the hotel. The integration of the college and the hotel are also very good steps as this will enable the students to gain more hands-on experience in the hotel i.e. work in the various hotel areas like Reception, Housekeeping etc. One man being in charge of the hotel and hotel school will also make co-ordination easier."
- Ish: "Your future plans for the Jury's Hotel Group p.l.c."
- Mr. P. Malone: "To take Jury's into the next century as a living international hotel group. We would like to expand outside Ireland into Britain, the Continent and the U.S.A. We are currently looking at properties in Britain and the Continent. We aim for Jury's to be bigger and also expand into other sections of the leisure industry. Another important development in the tender we have put in for the site of Christchurch Place. We would like to build a Budget Hotel there. A place for people who cannot afford to stay at our present hotels."
- Ish: "Your comments on the exodus of young hotel managers from Ireland to other parts of the world."
- Mr. P. Malone: "I feel that Ireland is still lacking the high quality product compared to international standards. An average Irish hotel is approximately 30 bedrooms and very F & B orientated. The hotel colleges today are training managers of too high a quality for the Irish industry to attract, and there just aren't the jobs for them. I feel that the colleges must first look at the Irish industry and then gear the courses towards its needs. Ireland is a small country and the opportunities are very limited, but they do come up and timing is a very important factor here."
- Ish: "How would you compare Shannon with the other Hotel Colleges?"
- Mr. P. Malone: "I feel that all the Hotel Colleges are of a very high quality, but the difference is that they teach hotel keeping of different types. So it is very hard to make a comparison and I would rate them at par."



*From Right to Left:  
Mr. Philip Smythe, Mr. Peter Malone,  
Amanda Moran, at the Jury's Weekend  
for 3rd Year Students.*

## AER RIANTA WELCOMES MIKHAIL GORBACHOV TO SHANNON

The arrival of the Soviet President, Mikhail Gorbachov at Shannon Airport to conduct bilateral discussions with the Prime Minister of Ireland, An Taoiseach Charles J. Haughey, allows Aer Rianta the opportunity to celebrate nearly ten years of successful Soviet business with the U.S.S.R.'s Civil Airline, Aeroflot.

Aer Rianta is Ireland's State Airport Authority which manages and develops the country's three main civil airports at Cork, Dublin and Shannon. Irish legislation set up Aer Rianta as an airport management company in 1968. Today the company fulfils this role and is involved in a number of tourism interests, including a Hotel Management College, an Aviation Fuel retailer, and a Hotel at Shannon Airport among others.

The company has been involved in a number of overseas consultancies, including training airport personnel and the setting up of new duty free shopping facilities.

On 6th July, 1979, Aer Rianta and Aeroflot signed an agreement whereby the giant Soviet airline would store fuel oil at Shannon to refuel Soviet aircraft travelling between Moscow, Leningrad and points in South and Central America. This arrangement provided savings for Aeroflot who had to purchase large amounts of expensive western fuel for their transatlantic services. Aer Rianta benefited by the extra transit business through Shannon which increased landing and handling charges as well as buying catering and some duty-free service.

By 11th June, 1980, the first Soviet tanker full of aviation fuel made its way up the Shannon estuary to unload its cargo. On 3rd July, 1980, Aeroflot flights started coming into Shannon at the rate of 5 per week. Eighteen months later Shannon was receiving 20 Aeroflot flights weekly.

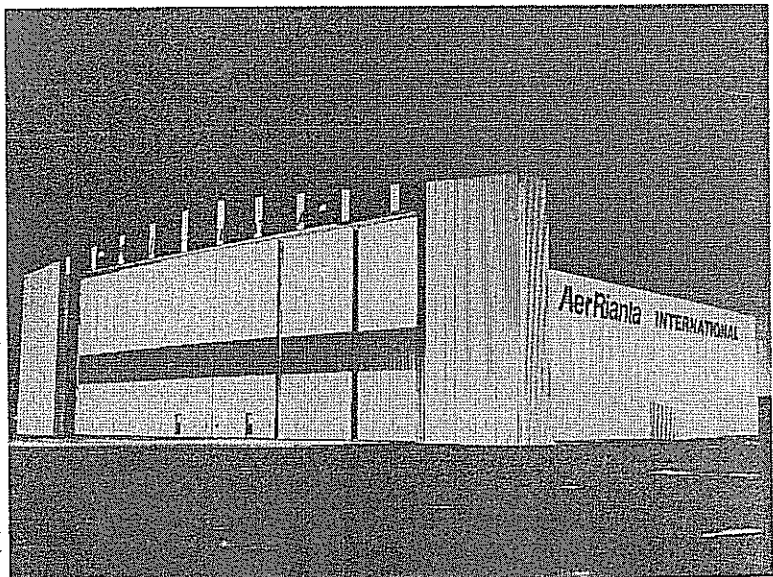
In May, 1983, Shannon's Soviet business allowed Aer Rianta to set up Shannon Aviation Fuels. The airport's transit business had been seriously affected by the high price of aviation fuel from the major companies. But through a unique barter arrangement Aer Rianta took payment for its services in the form of aviation fuel and was able to offer this fuel on a competitive price to western airlines seeking a transit point in Western Europe.

By July 1987 Aer Rianta was receiving 1,200 Soviet flights through Shannon annually, had won a five year extension of the Aeroflot contract and saw over 100 million gallons of Soviet fuel pumped into aircraft. Their business was worth in excess of £5 million to the Shannon region annually. It was however in 1988 that Aer Rianta's Soviet business took a very traumatic and exciting turn.

By 1988 Aeroflot and Aer Rianta had developed a close and successful relationship at Shannon, fostered on the Irish side by Shannon Airport General Manager Liam Skelly and his deputy Michael Guerin, and on the Soviet side by Aeroflot Station Manager, Boris Krivchenko.

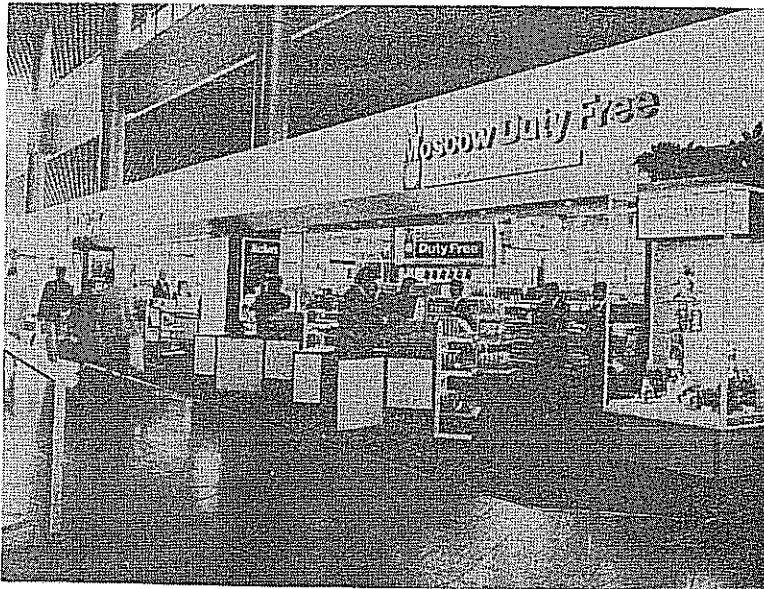
With the advent of Perestroika, the Soviet wished to open and be open to outside influence and culture, and a joint venture between their national airline and a friendly Western company seemed only natural.

Long impressed by Shannon's reputation for being the first, biggest and best duty free airport shopping facility - Aeroflot decided that a similar facility could be successful for them. On the 18th February 1988, Aerofirst, the joint company set up between Aer Rianta and Aeroflot was formed. Among a number of exciting projects, was the operation of a Duty Free Shop at Sheremetyevo II in Moscow, which was scheduled to open in a few months on May 1st, 1988.



*The Aer Rianta International Hangar housing the painting of the Aeroflot International fleet at Shannon Airport.*

Every part of the shop was transported from Ireland and built within the airport at Sheremetyevo and on the 1st May 1988, at 12 noon, the first sale was rung up. The shop which was officially opened later that month by the Irish Minister for Tourism and Transport, Mr. John Wilson, T.D., and the Soviet Minister for Civil Aviation, Mr. V. Volkov, was one of the two shopping units set up in the airport. Carrying an assortment of quality Irish and European goods including clothing, jewellery, liquor and tobacco products, giftware and electronics, the shopping facility has taken in \$12 million in revenue during its first year of operation.



The success of this venture, staffed by 50 Irish men and women, led to others at a fast and furious pace. On the 8th August 1988, Aer Rianta started Duty Free Sales upon selected Aeroflot International flights, shortly followed by an announcement that the Irish company would soon provide these in-flight sales on all international Aeroflot flights - over 5,000 flights a year. Annual sales are expected to reach \$2 million.

Also in August 1988, back home in Shannon, Aer Rianta International opened a new hanger which was custom built as a facility to paint and refurbish the international Soviet fleet. It is expected that over 30 Aeroflot aircraft would be painted there each year and that this work would be worth approximately £2 million per year in revenue while creating additional much needed employment in the Shannon area.

By October, 1989, Aer Rianta announced that it had secured the exclusive contract to manage and promote advertising signs and locations at Sheremetyevo II Airport in Moscow Duty Free venture and at the International Tax Free Trade Fair at Cannes, when the industry chose Aer Rianta as the Duty Free Retailer of 1988.

In November there was more news as Aer Rianta secured agreement to operate Duty Free Shopping at Leningrad's Pulkova Airport. The agreement covered shopping facilities for both arriving and departing passengers as well as in-flight sales out of Leningrad and airport advertising.

At the same time Aer Rianta announced a contract with the Leningrad Regional Council to set up a Duty Free Sales outlet on the Soviet / Finnish border at Vyborg, a revolutionary concept which, if successful, could lead to a proliferation of shopping facilities along the long Soviet border.

In 1989, Aer Rianta's Soviet business success continues. On 21st March, Aer Rianta announced that additional Aeroflot aircraft would be coming through Shannon for the first time to destinations in North America - New York and Washington. This additional business would mean that over 1,800 Aeroflot flights are now transiting through Shannon every year. Business also has expanded into other Eastern European countries as Balkanair, the Bulgarian national airline, will send two transit flights through Shannon each week from Sofia to Havana in both directions.

Next Tuesday, 4th April, Aerofirst will see the opening of the first Soviet Arrivals Duty Free Shop and indeed the first Duty Free Arrivals Shop that Aer Rianta itself has operated. It is anticipated that revenue may amount to \$6 million in the first year of operation at Moscow Airport.

The arrival of President Gorbachov and his elegant wife, Raisa, at Shannon is the high point in a very warm and successful Irish/Soviet relationship which Aer Rianta and Aeroflot have developed over the last decade. As the foremost Irish company doing business with the Soviet Union, Aer Rianta is delighted to welcome the Soviet President and his distinguished party and look forward to many long years of cordial and successful contacts, not only between itself and the Soviet airline, Aeroflot, but also between all Irish and Soviet people.

AER RIANTA

## AN dTAGANN TU ANSEO GO MINIC?

An bhfuil aon rud níos foinnteaca nó bustaísteach na oíche caitheamh ar cheilf? (Ní ghlacaim freagraí fírinneach.) Dáiríre, ba nós coitianta é an cheilf cupla bliain ó shin, ach is trua mór nach é sin an scéal sa lá atá inniu ann, nó an bhfuil s'?' Is áit iontach é an cheilf chun "macasamhail" a fháil. Cén fáth go rachfá go dtí disco nuair is feidir leat fear (?) mór, glanánta le £80,000 nar "cion" a fháil ar cheilf? A cháilíní, táimid san áit míceart chun fear a greim. Níl aon rud níos aille nó feachaint ar lenún grá ag damhsa le cheile ar cheilf. Nach bhfuil sé fíor a rá gurb é "Na Ballaí Luimní" an rince don croí? (Tá fios agaibh sé sin an ceann a dheánaimid an t-am go léirs!) Caitheann siad an oíche ag damhsa don ceoil cosúil le "Tulla Cheilf Band" agus tá fios againn gurb é sin an áit is fearr chun taithí ar Nósanna ól na Gael a fháil! Ag deiridh na h-oíche tá mhaith le fear an lanun an taithí sin ar ól, a fháil freisin. Mar thoradh, fiafraíonn an cailín ceist amháin agus is é "an bhfaca tú mo Sheámasín?" Agus cé bhfuil s' - ag an beár!!

# INDUSTRY NEWS

## From September 1988 to February 1989

### SEPTEMBER 1988

#### 1. ACTONS HOTEL, KINSALE OPEN NEW CONFERENCE CENTRE

The Minister for Tourism and Transport, John Wilson, opened a major new conference centre at Actons Hotel, Kinsale.

The new centre is part of Trusthouse Forte Hotels ongoing plans to develop its hotels in Ireland, which has been Trusthouse Forte spend over £7m in the past five years, with a further £3m to be spent in the near future.

Trusthouse Forte owns five hotels in Ireland - Actons in Kinsale, The Old Ground in Ennis, The Shelbourne in Dublin, The International at Dublin Airport and The Conway in Belfast. The group is setting out to actively promote these as conference venues.

Through the international hotel and reservations network, all Trusthouse Forte hotels will be specifically advising clients of the conference facilities available at the five hotels in Ireland.

The Actons conference centre is a key marketing element of the group's 'Meeting Point' programme, which the group introduced in early 1988. 'Meeting Point' offers an all inclusive package to conference clients for whom specially trained Trusthouse Forte staff handle all the organisation work, from accommodation work to flights, if necessary, audio/video, public address facilities and every detail down to notepads, pens and place settings.

In 1986 a leisure complex, incorporating a swimming pool and fully equipped gymnasium was built at Actons. This new Conference Centre will give Actons a total facility to meet all the needs of any conference organisers.

Ireland is seen as having great potential for conference business, and Trusthouse Forte intends to govern a good proportion of it.

Set on the waterfront in Kinsale, Actons offers the ideal base for the holidaymaker or conference goer. It makes West Cork and Kerry readily accessible, while also offering the wide range of restaurants and gastronomic delights for which Kinsale is renowned.

#### 2. MARRIOTT HOTELS LOOKS AT DUBLIN

Marriott Hotels in the latest U.S. chain to look at Dublin. The company has plans to spend £100m in the U.K. and is considering the allocation of some of this money to an Irish project. This project is reported to be one in the range of its latest Courtyard hotels. Vice president Paul Novak visited Dublin in July to look at sites.

### OCTOBER 1988

#### 1. C.E.R.T. TO FURTHER EXPAND SMALL BUSINESS SCHEME

C.E.R.T. is expanding its development programme for Small Businesses following the success of a pilot project. Nine tourism businesses participated in the pilot project and developed strategic plans which created 30 new employment opportunities and added £1m in projected sales. The businesses included a general merchant, bar and lounge in addition to hotels and restaurants.

The 1989 scheme is to focus on a group of small companies which have identified growth potential. Over a certain period twelve businesses are to be recruited and their owners are to attend monthly seminars, secure individual advice and get involved in project work.

#### 2. PRIVATE FISHING TOURS IN 1989

The requirement for a fishing licence is enshrined in the laws of the country and will not be removed in any foreseeable future. Many hotels and guest houses were devastated by the impact of the fishing ban this year. The emphasis in 1989 is however to fishing with a changed emphasis of location.

The main areas of concentration are private fisheries in the region and sea angling. Hotels with these facilities are understood to have had a good season. Connemara even had an increase in European mainland business this year.

### 3. YEAR OF TOURISM

The E.C. has declared 1990 as a Year of Tourism, during which special programmes will be launched to develop tourism in member states. Ireland will hold the presidency of the Community for the first six months of the year.

## NOVEMBER 1988

### 1. GOLD AND BRONZE FOR IRISH CHEFS AT CULINARY OLYMPICS IN FRANKFURT

The Irish chef's team was pipped for a team medal at the Culinary Olympics in Frankfurt. The team was placed 4th in the Hot Kitchen section. Each member of the team was, however, awarded a gold medal for exceeding the 400 points standard. In addition Eddie Sheridan of Blakes and John Kelly of Ardilown House each won a bronze medal in the regional competition. Switzerland took the World Championships title. Ireland's best score was in the Hot Kitchen section with 76.13 in which America scored 81.54. In the Cold Buffet, Ireland's 121.6 was well down on the Swiss 158.6. In the Restaurant Dishes section, Ireland scored 131.6 compared with 153.84 for winners Germany. In the Desserts section, Ireland's score of 82.6 was well below the 117.69 for winners Switzerland.

### 2. DOYLE SELLS U.S. HOTEL

The Doyle Hotel Group has sold the Stratford Inn Hotel, in Connecticut, U.S.A., for about £5m. the hotel was put on the market in late 87 and the purchaser, for an undisclosed sum, was Senator George McGovern & Partners.

The Doyle Group was also reported to be negotiating the purchase of two other properties, one in up-state New York and the other in Pennsylvania. The Doyle Group already own seven hotels in Dublin, The Normandy Inn, Washington D.C., and one, The Clifton Fard, in central London.

### 3. NEW KENMARE HOTEL

Kenmare is to have a new luxury hotel if the plans of a Danish businessman bear fruit. Bent Hoyer, who has extensive interests in shipping, has brought the Sheen Falls sporting estate near Kenmare for £700,000 and plans to spend a similar amount of money in converting the 19th century house into a luxury hotel. The estate comprises 310 acres and includes a salmon river and salmon netting rights in the Kenmare estuary.

### 4. FOOD FORUM FOR KINSALE

An international forum on food will be held in Kinsale, Co. Cork in April 1989. Its objective will be to attract to Kinsale well known national and international food writers, to apprise them of the quality of Irish food and to use the occasion to promote Ireland and Kinsale in particular, as a major international gourmet food centre.

The international food forum will provide the occasion when international experts writers and broadcasters will see and appreciate the standard and excellence that now exists in the Irish Catering Industry.

## DECEMBER 1988

### 1. RONAY MERITS FOR IRELAND IN 1989

The 1989 Egon Ronay Guide has awarded a star for outstanding cuisine to the Park Restaurant in Blackrock, Dublin, Drimcong House near Oughterard, Co. Galway, and Shiro, a small Japanese restaurant at Ahakista, West Cork.

The guide has also nominated Rory Murphy of Ashford Castle among the six top hotel managers in the U.K. and Ireland.

### 2. SMURFIT BUYS STRAFFAN HOUSE

Michael Smurfit completed the purchase of Straffan House for about £4 million and intends developing the Kildare mansion as an exclusive country club. The mansion has five reception rooms, entertainment suite, bathroom, dining-room and staff accommodation, kitchen and six bedrooms. It stands on a 320 acre estate which includes a 120 acre stud farm with 32 boxes. It has been owned by Alan Ferguson who bought the estate for £1.5 million and has invested heavily in its restoration, adding luxury apartments.

### 3. RYAN'S ACQUIRE PROPERTY IN BRUSSELS.

Ryan's now offer business people accommodation in Brussels in the Belson Hotel which it has purchased for £2.38m. The purchase is funded by the £4.64 which the company will raise from shareholders in a rights issue. The Belson returned a profit of £363,000 last year and is likely to contribute to Ryan profits further which the company in forecasting at around £1.55m for 1988.



#### **4. HOTELS JOIN CONFERENCE**

A few hotels joined hands with the Convention Bureau of Ireland in a programme aimed at encouraging business and professional people to attract conferences to Ireland. "Conference Ambassador" promotions were held in Galway, Cork, Killarney, Limerick and Dublin.

In 1988 65,000 delegates attended 245 conferences in Ireland and spent more than £31m. The Bureau plans to double the number of conferences and international delegates in the five years to 1992.

#### **5. LISA HOTEL'S OPEN KILL HOTEL**

Lisa Hotel's opened their seventh hotel on December 1st 1988 at Kill, Co. Kildare, under the management of Tony Sweeney. The group owned by Yash Malhotra, an Indian businessman, is one of the biggest in Ireland.

Renovating the old hotel Cill Dara, cost over £1m and the hotel will re-open on the Ambassador, Kill. the hotel has 40 en suite bedrooms and an a la carte restaurant employing about 50 people. There will also be a night club, function rooms and lounge and many of the jobs will go to locals. Renovations meant practically demolishing the inside of the hotel and rebuilding, total refurbishment and extensive landscaping of the grounds.

#### **6. CERT WINS FOREIGN CONTRACT**

CERT won a contract to provide the Singapore Tourist Authority with a plan for co-ordinating its catering training programme. The contract involves field work in Singapore by a team of CERT specialists. This contract follows an earlier successful one undertaken in the Carribbean.

## **JANUARY 1989**

#### **1. DEMAND FOR CERT ACTIVITIES WORLDWIDE**

The present growth trend in tourism and an increased demand for trained personnel in pushing some of the worlds leading tourism establishment to draw on external expertise. Ireland through CERT has gained various consultancy projects which include work on The Q.E.2 (Cunard Shipping Line), The Maltese Ministry of Tourism and The Carribbean Hotel Association . Also added to this list now is the Singapore Tourist Authority.

#### **2. MINISTER PERFORMS CONRAD HOTEL TOPPING OUT CEREMONY**

The topping out ceremony for the new Conrad International Hotel, Dublin, was performed by the Minister for Tourism and Transport, Mr. John Wilson, TD.

The luxury 200 bedroom hotel is located in The Earlsfort Centre opposite the National Concert Hall and is funded by a consortium of Irish pension funds and institutions. It will be managed by Conrad International Hotels, a wholly owned subsidiary of the Hilton Hotels Corporation of the United States, which has also taken an equity interest.

The hotel will be fully air conditioned and will include 20 de-luxe bedrooms and suites, a speciality restaurant, a brasserie, a traditional bar and a lobby cocktail lounge. There will also be function and conference rooms to accommodate groups of from 5 to 300 people. A business centre will be provided to serve the needs of the travelling businessman. There will be car parking in the basement.

Construction should be completed before the end of 1989 - in time for Ireland's presidency of the European Community in the first half of 1990. Approximately 175 permanent jobs will be provided in the hotel when it is operational and during construction more than 300 people are employed directly on the site. The total cost of the project will be £18m.

The Conrad International Hotel, Dublin will have full access to Hilton's reservations and marketing systems. Conrad International and Hilton Hotels, U.S.A., will assistance form Bord Failte, have already commenced marketing the new hotel worldwide.

## **FEBRUARY 1989**

#### **1. DINE OUT '89**

February '89 saw the start of the National Dine Out '89 - That's Entertainment, promotion. This promotion was launched by the Minister for Food, Joe Walsh TD, at a launch reception in the CERT Training Centre in Roebuck, Dublin. More than 140 hotels, restaurants and pubs nationwide are taking part in this promotion.

The Dine Out concept was conceived by members of the Irish Hotels Federation, Restaurants Association of Ireland, Licensed Vitners Association and Vitners Federation of Ireland, three years ago in an effort to promote dining out as a form of entertainment and to try and break down the perception that eating out in Ireland was not good value.

Participants were offering fixed price menus of either a three course meal for £6 or £12 which would include a glass of house wine or mineral water. Besides the fixed price menus many other promotions were also planned.

## 2. BEWLEYS SEEKS FRANCHISEES IN IRELAND AND ABROAD

Campbells Catering Group which owns Bewleys launched Bewleys Franchising, a new company headed by Frank Down the former managing director Bewleys Cafes and Shops.

The new company plans to sell Bewleys franchises for self-service cafes and retail shops to independent operators in Dublin, Belfast, Derry and other locations. It is also looking at franchising prospects in the U.K., U.S.A. and Canada.

Franchisees of the Bewleys name will be asked to pay an initial fee of £10,000 to licence the name and have staff trained and then to invest about £150,000 in setting up a 120 seater self service restaurant and retail shop. Franchisees are expected to have about £60,000 of the total sum in cash assets. When the franchise is operating, the operators will be required to pay an average of 6.5 percent of turnover for management services and an advertising campaign. Franchisees will in return inherit the Bewleys name, style and tradition.

## WHAT IS MATURITY ?

- MATURITY is the ability to control anger and settle differences without violence or destruction.
- MATURITY is patience. It is the willingness to pass up immediate pleasure in favour of long term gain.
- MATURITY is perseverance. The ability to sweat out a project or a situation in spite of heavy opposition and discouraging setbacks.
- MATURITY is the capacity to face unpleasantness and frustration, discomfort and defeat, without complaint or collapse.
- MATURITY is humility. It is being big enough to say, "I was wrong", and when right, the mature person need not experience the satisfaction of saying, "I told you so".
- MATURITY is the ability to make a decision, and stand by it. The immature spend their lives, exploring endless possibilities, then they do nothing.
- MATURITY means dependability. Keeping one's word, coming through in a crisis. the mature are masters of the alibi. Their lives are confused and disorganised. Their lives are a maze of broken promises, former friends, unfinished business and good intentions.
- MATURITY is the art of living in peace with that, which we cannot change. The courage to change that which should be changed and the wisdom to know the difference.

This poem on maturity, provides much food for thought, whether the person is 16 or 60, teacher, politician or construction worker.

Unfortunately, society has accepted the myth that maturity grows with age. This is correct. An individual maturity level is gained through his/her intelligence, moral values and past experiences. It is an ongoing experience, which can always be improved upon.

One of the most impressive ways of testing our own level of maturity is to think of moments in your past, where your actions seemed ignorant and outrageous; if you find yourself laughing at your "childish actions", you have matured considerably.

I challenge you to test your own maturity level. Ask yourself if you can yet be considered a mature individual, remembering however, that the ultimate level of maturity takes a lifetime to achieve.

Yvette Simone  
(Poem found in Nassau Guardian, by Anonymous)

## JURY'S HOTEL, DUBLIN - OPENS NEW TOWER BLOCK

The Tower at Jury's Hotel, Dublin, billed as a "hotel within a hotel" opened for business on 13th February following a series of "previews" during which the facility was on show to potential customers and the media.

Guests will pay a premium of £30 per night on Jury's standard room rate to stay in the Tower whose 360 sq. ft. guest rooms are among the most spacious in Ireland. They are also larger than the 300 sq. ft. rooms planned for the new Conrad Hilton Hotel in Dublin.

Jury's is aiming at the top end of the market with this new property and is offering customers a high level of comfort, together with an element of exclusivity and quietness which is not available in the main hotel. Three out of every four rooms have six-foot king coil beds, and the remainder have five foot double beds, plus a single. Rooms are also fitted with a computerised mini-bar, three telephones (including a dial-out facility from the bathroom), tv, video, a computer socket and a modern style rocking chair. There is a walk-in wardrobe with trouser press and the bathrooms are equipped with a bidet and hairdryer.

The facility also has two 'presidential' and two 'standard' suites and a small number of special end-rooms.

Guests staying at the Tower block will register at the main reception desk and will receive a computerised key card which will also serve as an identity card. They can avail of the public rooms in the Tower block which include a small board room, residents lounge and a foyer area where a light breakfast will be served each morning and is included in the room rate. The rate does not include breakfast taken in the room or in Jury's other dining areas. There is a small kitchen in the Tower block which will provide room service.

Access to the Tower block is through a widened ground floor corridor of the main hotel, which has been achieved by reducing the floor area of some ground floor rooms. Work is also in progress on the refurbishment of the 300 rooms in the main hotel.

The new Tower block at Jury's is targeted at a segment of the market which promises to become highly competitive as the Berkeley court (the recognised market leader) is taken on by Jury's, the Conrad Hilton, the expanded Westbury, the refurbished Shelbourne and Gresham and the proposed new hotel on Thomas Prior House site at the R.D.S.



*Mr. Peter Malone and Mrs. Mary Malone  
at Jury's Hotel.*



*Mr. Michael McCarthy and Mrs. McCarthy  
at Jury's Hotel.*

## QUALITY OF SERVICE

"ANY ESTABLISHMENT IS ONLY AS GOOD AS THE PROPRIETOR RUNNING IT AND THE CALIBRE OF STAFF EMPLOYED". This is the foundation for building of a quality service in any restaurant. There is a large degree of myth shrouded around "SERVICE". One is led to believe that it is something unobtainable, that to provide a consistent quality of service cannot be achieved. I stress the word consistent because it is only too apparent that on many occasions establishments seem to ride on the crest of a wave one moment and are totally overwhelmed the next. They have the potential to provide an excellent service but cannot maintain the quality throughout.

The vast majority of us enjoy our food and look forward to the main meal of the day. However with the increase in the pace of life many people are impatient; time is money and many establishments have succumb to a conveyor type of style of service, where the emphasis is on quantity and not quality. The attitude is get it out as quick as is physically possible in any shape or form. many establishments start out initially with quality to the fore of their minds however with time an insatiable greed sweeps over them because they are soon trying to seat 50 guests whereas before they were only seating 30 guests. The kitchen is under pressure, the chefs are quick to loose their tempers, the customer is left waiting for a ridiculously long period of time. On top of all of this, your waiters are trying to liaise between chef and customers. This is a real recipe for disaster. Your guests leave disgruntled. The reputation of the restaurant can only but suffer and all because of your quality service.

It is extremely important that proprietors, when taking bookings from guests, stress that if they are making a booking for half past eight that they arrive on time. It should be emphatically stressed that if they are late, they will have to wait. You are trying to provide a quality service, if guests are punctual the kitchen can take the situation in hand and plan accordingly. You may say that this is a bit extreme, but I assure you if a guest arrives late and has to wait, he will think twice before he does it again. This insures that a group of guests will not arrive together in so doing, they would totally overcome the capabilities of the kitchen and service staff. many guests seat the guests in a foyer where aperitifs are served. A browse through the menu and wine list informs them as to the culinary delights to be expected. If the restaurant is busy or if a number of clients happen to arrive together, this is an ideal area to seat the guests until the restaurant is ready to accommodate them. They should only be seated when the head waiter or waitress feels they can provide the client with his meal in an efficient and effective manner i.e. with quality. To many restaurants try to rush the guest into the restaurant, with the attitude "let's get them in as quick as is possible and out even faster", this only leads to turmoil. Control is the name of the game and with this you provide the basis for a good service. It is vital for the proprietor in order to maintain a top class quality service to enforce rigid controls.

1. By insisting on guest arrival at the correct time he can provide them with a better service.
2. If the restaurant cannot accommodate the guests they should not be allowed to be seated, under any circumstances.
3. It is better to provide a service with the emphasis on quality and not quantity, keeping this in mind he must try to keep a tight rein on bookings and not over book.

By adhering to these points he lays the foundation for providing a consistent service.

The calibre of staff is the best area to be examined. There is no point in providing all of the above unless you have the high quality of staff to complement the aforementioned points. If you implement rigid controls i.e. insuring customers arrive on time you will be charging a substantial amount per head, in doing this an equally good service must be provided. A waitress must have one important attribute and that is a good attitude. With this ingredient he or she has the potential of providing an excellent service. I say attitude because he/she has to deal with a wide variety of clientele. They must be able to focus in to the individual requirements of the particular client. Each client will have a different and varied need with one basic common denominator present in all, to receive their meal in a professional manner. It is very important to build up a rapport between guests and waitresses. "Good Evening, Sir" helps to relax the guest. It breaks the initial barrier many waiters do this. The guest then suddenly turns around and makes an awkward request. It is at this point many waiters fall down. they appear slow and sluggish to act. You are providing a service and part of this service is to accommodate the guest to the best of your ability. By doing this, going out of your way for a guest, it will be appreciated and even if it isn't, you are still providing a quality service. By accommodating one awkward guest in a civil and friendly manner, you are in affect providing yourself with new custom because this guest will tell his friends and as they say good news travels fast, while on the other if you were obstreperous with a guest, bad news travels like wild fire. ATTITUDE, conditioning you staff to be helpful, to handle guests efficiently without giving them cause for complaint.

To provide a quality service in an establishment requires the working of proprietor and staff as one unit. Each complements the other, they are totally dependant upon one another, there is a symbiotic relationship (one will die without the other). By adhering to the points already mentioned a quality of service can be achieved which will be second to none, not only that, but it could be maintained consistently and effectively. In so doing your restaurant could establish itself as a HOUSE of excellent quality food and wine. IT will be renowned far and wide for its quality of service.

Edward Bracken  
(Joint Winner Bank Of Ireland Essay Competition)



## KILRUSH CREEK MARINA Integrated Development

Shannon Development Company was given responsibility from January 1st, 1988 for all industrial and tourism development in the Mid-West Region and West and South West Offaly. It continues its responsibility for the promotion of traffic through Shannon Airport. Shannon Development Company's extended remit has an in-built regional dimension, which if to be successfully implemented, calls for an integrated approach to development. In the context of the development outlined in this report an integrated approach is one that utilises and enhances existing natural resources, and that brings together a number of key economic sectors such as industry, tourism and marine for the purpose of generating a variety of, and often inter-related, business activities that have maximum favourable impact on the local economy.

There is a need for a major development in South West Clare. Despite the best efforts of all concerned the South West Clare area has with the obvious exception (if the economic impact of the E.S.B.'s Moneypoint project, not gained to the same extent as other areas from the significant industrial, tourism and related developments that have occurred in the Mid-West Region, over the last two decades. During that time the population of South West Clare has declined by about 13% compared with an increase of 26% in the population of the country as a whole. Migration, as well as emigration is depleting the area of younger energetic and entrepreneurial talent. Industry in the area is relatively weak and the base of services is not well established. A significant injection of new economic activity into the area is desirable.

The concept is the development of a variety of new tourism products, and industrial projects around the old Kilrush Creek Harbour which will itself be re-developed as a marina and water sports/activities centre. The main elements of the proposed integrated development are:

**Harbour Development** - Through the construction of a breakwater near the entrance to Kilrush Creek Harbour, and with substantial dredging within the harbour, to provide a permanent water amenity area including a marina located at the north eastern end which would have a minimum depth of two metres of water and maximum access restrictions (for larger yachts) of two hours either side of low water.

**Industrial Development** - The conversion of a timber yard site into a Marine Enterprise Centre in which to locate marine related industrial projects which will include marine engineering, boat building, sail-loft chandlery, pontoon fabrication, lobster pot and fishing net manufacture etc.

**Tourism Development:** The provision of new marina related property developments mainly for, but not confined to, tourism and all within the context of a Marina Village as well as the development of activity related tourist products, ranging from international yacht chartering to board and dingy sailing.

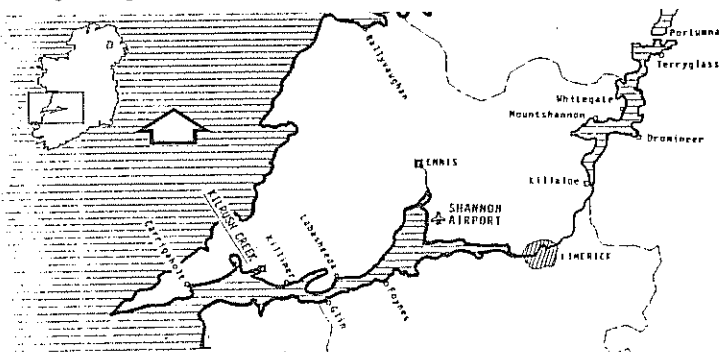
**Environmental Enhancement:** The three main elements of the project as summarised above will give rise to major upgrading and enhancement of the environment not only within the harbour and surrounding areas but also in an urban renewal context, within the town of Kilrush as a whole.

The total investment for the proposal integrated development is in the order of £12.3 m. A grant of £1.8m from the European Regional Development Fund, Shannon Development £1.3m, Clare County Council £0.3m and the balance to be funded by the private sector.

The element proposes a range of facilities which will be developed around an Irish fishing or marina village theme, and which will give the project a unique "sense of place" which will appeal to and attract the visitors and includes as follows:

- |                                       |   |
|---------------------------------------|---|
| 1. Self Catering Harbour Town Houses. | 7. Other Retail Outlets.                                  |
| 2. Fisherman's Restaurant.            | 8. Information and Administration Offices.                |
| 3. Sailor's Inn.                      | 9. Hire Centres: Bicycles, Boats, Sailboard, Fish Tackle. |
| 4. Coffee Shop.                       | 10. Child Care Centre.                                    |
| 5. Chandlery.                         | 11. Sail Training School.                                 |
| 6. Maritime Museum and Display.       | 12. International Yacht Chartering.                       |

Most of the above new tourism products are of a commercial nature and consequently will attract finance and participation from the private sector.



M.T. Costelloe

## DRESS DANCE 1989

The Old Ground Hotel in Ennis was the venue for yet another Shannon Dress Dance. Preparation for the dance started at about 2 o'clock in the afternoon as classes were cancelled. As the afternoon progressed, frogs turned into princesses and cosmopolitan like images emerged from the 400's. The 3rd year males being what they are, splashed out and bought chocolates and flowers to lavish their partners with. Therefore they could not afford to pay for a coiffure and so persistently tortured our 1st year hairdresser in order to get their coiffure for free.

At 7 o'clock, our coach whisked us to the Old Ground, and by 8 o'clock the main bar was thronged by students and partners from all parts of the globe including Australia, Moscow and the Netherlands. This year we also enjoyed the pleasurable company of the Board of Management. The meals consisting of a succulent rack of lamb wash washed down with some exquisite wine.

After dinner speeches, included those by our director, Mr. Gerry B. Hughes, Miss Breege O'Donoghue and evening entertainment was hosted by Mr. Ish Anand and Mr. Tom Leyden. Mr. John O'Grady also entertained us with a very amusing speech.

Dinner was followed by music from the Dukes of Jazz Band, who certainly kept the night alive with their wide range of musical talents. All in all a feast of enjoyment was had by all.

Many thanks to our sponsors who donated spot prizes and gifts, and lastly but in no way least, our thanks to the Dress Dance Committee: Norma Mooney, Olive O'Reilly, John Flynn, Sinead Egan, Edward O'Loughlin and Edward Bracken, without whom the night could not have gone ahead.

Mary Cronin

## HOTELS FACE STAFF SHORTAGE WORLD OVER ACCORDING TO I.H.A. REPORT

The single most important issue facing the international hotel industry in the next two decades is human resources, says a major report, "Hotel of the Future", produced by Horwath and Horwath, the international hotel and leisure consultants, for the international Hotel Association, and presented to the I.H.A. congress in India.

The report, which took 18 months to prepare and involved consultations in over 25 countries including Ireland, says the problem is world-wide, and could get worse unless action is taken quickly.

In other developed countries, a dramatic fall in the number of school and college leavers will lead to problems of recruiting more staff for an expanding industry from a diminishing labour force. Worldwide, the tourism industry will have to compete for an increasingly limited resource with other service industries. Ireland, with a young highly educated workforce must be ideally placed to exploit opportunities which these problems revealed by the study will present.

The shortage of trained staff can only be overcome by increasing mobility of labour between countries (with a consequent need for much greater education and training, including language training), and by the recruitment of old workers, perhaps newly retired, on a part-time basis.

The report reveals that the number of travellers internationally will double in the next 20 years to 700 million, with greater movement in and between Eastern European countries and the West; China, The Far East and the Pacific will also benefit greatly by the expansion of tourism.

In response, the hotel industry internationally will become increasingly chained. Already, 60 percent of all U.S. hotels are part of a chain.

The report describes two clean patterns emerging in the hotel industry - one towards high quality hotels with leisure facilities and improved standards of service; the other towards value for money hotels with reduced or minimal non-room facilities and more in room 'do it yourself' facilities.

It also warns that the healthy development of the international hotel industry will depend on three important factors - the cost of travel, improvements in tourism attractions and political stability.

## SPEECH BY PETER MALONE AT THE IRISH HOTELS FEDERATION A.G.M.

Peter Malone, President of the Irish Hotels Federation, and Managing Director Designate of Jury's Hotel Group p.l.c., said at the recent Annual General Meeting.

### TRAINING

Training is a difficult area and one that worries me. Over the past year we achieved:-

- A good package for the Federation from our discussion with CERT.
- Had our first 'Putting People First' course.
- Met and agreed a work programme for CERT for the Hotels Federation.
- First 'Careers Day' in any industry when sixteen hotels opened their doors to the young people of Ireland.

However, we still hear from many hoteliers that it is difficult to recruit staff. I would agree.

### WE ARE GOING TO HAVE A STAFF CRISIS IN OUR INDUSTRY

This is an area on which we must concentrate over the following year. Why is it that we cannot get:-

- Well-trained waiting staff.
- Well-trained bar staff.
- Good, well-trained chefs.

I put it to you: we must look at our own operation and industry and ask ourselves:-

- Is our image good with potential employees?
- Do we have an image?

I would say that conditions in some of our hotels are not good, thus allowing us to have this problem with staff. If we tackle it as a Federation, I feel we will succeed.

Some action points we should consider:-

- Publicise levels of earnings and benefits.
- Distinguish between jobs and careers. Many people are deterred by references to careers.
- Spell out the importance of team spirit, enthusiasm and personality.
- Foster job satisfaction.

Levels of job satisfaction are more important than hours of work or levels of pay.

- Explore the way jobs are structured.
- Well-targeted recruitment can eliminate difficulties.
- Hours of work can be an attraction rather than a barrier.

A recent English survey identified the importance of increasing awareness of jobs and career prospects among teachers, career advisers, school-leavers and job seekers. The findings also concluded that the serving aspect of hotel and catering work would not discourage people from applying for jobs.

People were surveyed about their work aspirations. Salary was seen as the most important factor, followed closely by the desire for good training, a pleasant work environment and interesting and responsible work. Hours of work were less important than had been assumed but only a third of the respondents felt that pay levels in the industry were attractive.

Part of the problem seems to be the way jobs are advertised. Very few advertisements mentioned or quantified tips as part of the total remuneration on offer. Similarly, little mention was made of other benefits, such as meals on duty, uniform, accommodation, holidays, pension schemes or staff discounts.

Staff, when asked the importance they placed on their jobs, said that high on the list were pay and promotion prospects. However, very high also were good training, working as part of a team, having a supportive Manager and the ability to deliver customer satisfaction.

Would the above findings be similar in Ireland? I know they would, and unless we do something now, we will have the same major problems in a few years that Britain has now.

We must also receive from the Government more money to train. Year after year, CERT are training more people but, at present they are running at capacity.

If the Government gave more money to CERT, I am convinced that this would easily take up to another 1,000 off the dole queues.

I am also concerned that the hotel management colleges are not in touch with the hoteliers' needs. Until recently the majority of teachers in hotel and catering education at any level have not been offered any courses on teaching methods, and those they now have are usually too brief to be effective. Moreover, staff development in

hotel and catering studies is less than encouraging. Learning of new teaching techniques is therefore a spare-time occupation for many teachers.

Having spoken to many students of hotel management, I have the feeling that the attitude exists among teachers, who were probably taught in similar schools before related theoretical studies had been developed, to concentrate on drilling students to informal and practical skills. They see no need to provoke the students into thinking about the subject but tend to maintain that the acquisition of a 'corpus of knowledge' is essential before any kind of performance is possible. This approach, however, is being questioned by students who believe their studies should not be only narrowly useful, but also educational in a wider sense.

The Federation will, I hope over the coming year, address the problems under the following headings:-

- Look at barriers which prevent trained staff from staying in this country, i.e. remuneration packages.
- Assessment of staff needs for the future.
- Our image can be poor. We need to sell our industry to students in second level schools. We must also find ways of making the industry's image:-
  - Exciting
  - Dynamic
  - Rewarding
- Look at multi-functional staffing.
- Improve foreign languages in schools.
- Need for close industry/college agreement on consumer needs.
- We should have customer input.
- We should look at our national employment policy.
- We need to reduce staff turnover.
- We should ask if other industries or countries are attracting our trained staff.
- The drop in the number of school-leavers over the next ten years will mean even fewer young people who can be potentially attracted into our industry. Will this mean drastic staff shortages, more self-service, mechanisation, poor service or increasing wage levels in our industry to attract workers?

Peter Malone is General Manager of Jury's Hotel Dublin, and a director of the Shannon College of Hotel Management.

March 1989

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## THE UNITED STATE OF EUROPE

Europe stands at the threshold of a new era. thirty years after the Treaty of Rome was signed, we are now close to the achievement of the first great objective of that treaty, namely the creation of a single European market.

The creation of the largest single market in the world opens up considerable opportunities for business to exploit economies of scale which are simply not available to them when they are restricted to a series of distinct national markets, separated one from another by different technical standards and discriminatory public procurement rules. Such economies of scale are particularly important in high technology sectors, where the spiralling costs of research and development often simply cannot be offset by sales in a restricted national market. And with economies of scale available to E.E.C. firms on their home market, they will be in a much stronger competitive position on other world markets in relation to their rivals from America, Japan and two growing extent the newly industrialised countries.

As to what the creation of a single market in the European Community will actually mean in practice, here are a few examples:

### FOOD

With the single market, the range of food available in the local supermarket will be likely to send gourmets into a state of ecstasy. The E.C.'s underlying philosophy is that the "consumer is king". Consumers will be free to choose what they like, with the help of tighter rules on product labelling, not what governments think they should like.

The E.C. Court of Justice has ruled that any food product legally sold in one common Market country can automatically be sold in any other E.C. country unless it can objectively be proved the product is harmful to health. Individual countries can still impose standards on their own manufactures (such as German beer purity laws and Italian norms for pasta), but these cannot be used to keep out E.C. imports. A classic example of abuse of health standards to imports and protect domestic food producers was the French Government's assertion that Dutch yoghurt could not be called yoghurt because it had been pasteurised, and did not contain live bacteria.

As the E.C. Court has forced governments to recognise each others food standards, the Commission no longer has to harmonise them. As a result, E.C. food manufacturers are perfectly entitled to sell their products anywhere in the community, as long as they have been authorised to sell them in one E.C. country.

The only problem is that many manufacturers are either unaware of their rights under E.C. law or unwilling to put their rights to the rest for fear of adverse publicity.



## BEER AND SPIRITS

Until very recently, Dutch brewers such as Heineken were virtually excluded from the German market by Germany's medieval beer purity laws, which required beer to be made solely from water, barley, malt, hops and yeast, and did not allow beer made with other cereals or additives to be sold. But since the E.C. Court ruled that the German beer purity laws were incompatible with the Treaty of Rome's rules on the free movement of goods within the community, the German beer market has been opened up. Essentially the Court ruled that the German's could only ban imports of beer from other countries if it could be objectively proved that their ingredients were in some way very harmful to health.

In some E.C. countries, notably Ireland, Denmark and the United Kingdom Commission proposals to harmonise excise duties would bring about a massive cut in alcoholic drinks prices across the board, bringing retail prices down as low or lower than prices currently charged in tax free shops. On the other hand, in countries such as Greece, Italy, Luxembourg, Spain and Portugal, the same proposals would bring about massive price rises.

## V.A.T.

The Commissions proposals require all E.C. countries to set two rates, a standard rate of between 14 per cent and 20 per cent and 9 per cent. The lower rate applies to food (but not alcoholic drinks); gas, electricity and oil products for heating and lighting; water supplies; pharmaceutical products; passenger transport; and books, newspapers and periodicals.

Some E.C. countries, notably France, Belgium, Italy, Greece, Spain and Portugal will have to scrap their premium V.A.T. rates (which currently range from 25 per cent to 38 per cent), whilst U.K. and Ireland are both opposed to getting rid of their zero rates on such items as food, children's clothing, books and newspapers.

Private citizens buying goods elsewhere in the E.C. will no longer have to bother with travellers allowances, V.A.T. rebates and V.A.T. payments at the point of entry. They will simply pay V.A.T. at the rate applicable in the particular country where they purchased, and that will be that. Although there will be slight differences between the V.A.T. rates in the different countries, the commission claims that experience in the United States has shown that such small discrepancies in purchase tax rates do not give rise to any problems. France, for one, would prefer to see the establishment of narrower V.A.T. bands.

## TRAVELLERS ALLOWANCES

Travellers allowances are due to be totally scrapped for travel within the Community so travellers will be entitled to buy as much as they like in any other Community country and take it home with no formalities at all.

## TRAVEL

As regular travellers may have noticed, the European commissions moves to liberalise air travel in the community have already begun to make their mark in terms of under choice and lower fares.

Regional airports are likely to become increasingly important, since airlines automatic rights to fly between regional and local airports in different E.C. countries will be further extended, thereby easing congestion at major airports. In a further attempt to ease congestion of E.C.'s air space, the commission wants much greater co-ordination through an existing but under-used organisation called Eurocontrol. Another commission suggestion is to make available more airspace currently available more airspace currently available for the military, which would avoid the long detours sometimes imposed on European flights.

Coach travel is highly negotiated at present, with numerous restrictions on the services a coach operator can provide in another E.C. country. It is also virtually impossible to pick up passengers in another E.C. country for a destination within the same country, which severely limits the profitability of regular international coach services. In future, coach operators will be free to travel for business in other E.C. countries, with safeguards to ensure passenger safety of course. As a result there will be more competition, more services and lower fares.

Compiled by Ish Anand

If there is such a thing as a Euromeal, this has to be it: the ubiquitous motorway lunch. Better access to the rest of Europe means we'll probably all be eating more of them. The following is a comparison of a standard three course meal on a service station in all 12 of the common market countries:

### 1. BRITAIN

First Course: Melon and a sprinkling of Grapes £1.95.

Main Course: Lamb Kebab served with Chips (or with salad as an alternative) £3.95.

Dessert: Passion Cake £1.00

Drinks: A Piermont Soft Drink 60p. A pot of Coffee for one 70p.

Total Cost of Meal - £8.20.

## 2. FRANCE

**First Course:** Cold Vegetable Appetiser 11.40f (£1.07)  
**Main Course:** Hamburger served with French Fries 28.30f (£2.65)  
**Dessert:** Chocolate Mousse 8.10f (76p)  
**Drinks:** A half bottle of Cotes du Rhone, 25.30f (£2.37). A cup of Coffee 3.20f (30p)  
**Total Cost of Meal - 76.30f (£7.15)**

## 3. IRELAND

**First Course:** Vegetable Soup and Bread Roll Irl £1.30 (£1.15)  
**Main Course:** Irish Stew with Potatoes and Carrots Irl £3.75 (£3.21)  
**Dessert:** Apple Pie with Cream Irl £1.05 (90p)  
**Drinks:** A bottle of Calvet Red Wine Irl £1.95 (£1.67). A cup of Tea 48p (41p)  
**Total Cost of Meal - Irl £8.58 (£7.34)**

## 4. GREECE

**First Course:** A Salad starter consisting of Feta Cheese and Tomatoes 180 dr (71p)  
**Main Course:** A mixed Meat dish served with sauce and good Greek bread 350 dr (£1.38)  
**Dessert:** Grapes 70 dr (28p)  
**Drinks:** A bottle of beer 120 dr (47p)  
**Total Cost of Meal - 720 dr (£2.84)**

## 5. PORTUGAL

**First Course:** Melon 150 esc (58p)  
**Main Course:** Grilled Turbot 60 0exc (£2.32) served with plain bread 25 esc (10p)  
**Dessert:** Chocolate Mousse 150 esc (58p)  
**Drinks:** A half-bottle of house wine 300 esc (£1.16) a cup of coffee 45 esc (17p)  
**Total Cost of Meal 1270 esc (\$4.91)**

## 6. LUXEMBOURG

**First Course:** Russian eggs 130 Bf (£1.97)  
**Main Course:** Roast Pork with vegetables 260 Bf (£3.95) served with bread free.  
**Dessert:** Peachers in syrup 40 Bf (61p)  
**Drinks:** A bottle of non-alcoholic beer 35 Bf (53p). A cup of Coffee 35 Bf (53p)  
**Total Cost of Meal - 500 Bf (£7.59)**

## 7. BELGIUM

**First Course:** Tomato with Shrimps 175 Bf (£2.66)  
**Main Course:** Cordon bleu veal 200 Bf (£3.04) served with bread and butter 24 Bf (36p)  
**Dessert:** Fruit Salad 85 Bf (£1.29)  
**Drinks:** A bottle of Cotes du Rhone 195 Bf (£2.96). A cup of Coffee 35 Bf (53p)  
**Total Cost of Meal - 714 Bf (£10.84)**

## 8. DENMARK

**First Course:** Tuna Salad with a choice of two dressings 32 kr (£2.66)  
**Main Course:** Fresh Fish served with Prawns and Asparagus 88 kr (£7.31)  
**Dessert:** Ice Cream 24 r (£1.99)  
**Drinks:** A bottle of beer 15 kr (£1.25). A cup of Coffee 8 kr (66p)  
**Total Cost of Meal - 167 kr (£13.87)**

## 9. HOLLAND

**First Course:** Tomato Soup fl 3.75 (£1.06)  
**Main Course:** Fillet of Pork with chips, vegetable dish and mushroom and cream sauce fl 16.75 (£4.73)  
**Dessert:** Avocado Mousse fl 3.75 (£1.06)  
**Drinks:** A bottle of wine fl 3.50 (99p). A cup of Coffee fl 2.05 (58p)  
**Total Cost of Meal - fl 29.80 (£8.42)**

## 10. ITALY

**First Course:** Ham 3500 L (£1.50)  
**Main Course:** Tortelloni 4500 L (£1.92) and Zampone (pig's foot) with beans 7500 L (£3.21) with Tomato Salad 3000 L (£1.28)  
**Dessert:** Fruit 2500 L (£1.07)  
**Drinks:** A bottle of Lambrusco 3500 L (£1.50)  
**Total Cost of Meal - 24,500 L (£10.48)**

## 11. SPAIN

First Course: Cream of Crab Soup 425 pts (£2.03)

Main Course: Entrecote Steak with chips 1400 pts (£6.69) with bread 100 pts (48p)

Dessert: Cream Caramel 250 pts (£1.19)

Drinks: A half-bottle of wine 325 pts (£1.55). A cup of Coffee 150 pts (72p)

Total Cost of Meal - 2650 pts (£12.06)

## 12. GERMANY

First Course: Prawn Cocktail with bread and butter 15.80 DM (£5.03)

Main Course: Medallions of Red Deer with Chantevelles, Cranberries and Dumplighs 27.80 DM (£8.85)

Dessert: Chocolate Mousse 6.80 DM (£2.17)

No Drinks

Total Cost of Meal - 50.40 DM (£16.05)

\* (ALL £ PRICES IN £ STG.)

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## "SHANNON DUTY FREE SHOP"

### *Ireland's and Europe's Quality Merchandise Under One Roof*

Forty years ago a small kiosk, which would revolutionise shopping, was opened at Shannon International Airport in the West of Ireland.

Travellers flocked to buy Irish linen, liquor and souvenirs, and the Shannon pioneers of Duty Free Shopping watched a new concept become an international best seller.

From those small beginnings in a corner kiosk staffed by one girl, the Shannon Duty Free Shop has grown and developed into a luxurious department store, operated directly by Aer Rianta, the Irish Airport Authority, which has been visited and copied by airports across the world.

Today the Shannon Store covers 25,000 square feet and its shelves and display counters are stocked with quality Irish merchandise and world names in crystal, china, clothing, jewellery, perfumes, liquor and cigarettes.

Through the Shannon Shop, Irish names like Magees of Donegal, Waterford Crystal, Irish linen and food products have reached out to an international clientele.

Today, the General Manager of the Shannon Duty Free Shop is Jimmy Kelly, a familiar face to regular travellers, as he greets visitors with his distinctive Irish welcome.

Providing the customer with the best choice of merchandise at keenest prices in relaxed and friendly surroundings, is Aer Rianta's priority.

In its first year of operation in 1947, the Shannon shop had a turnover of £1,800. Today it has an annual turnover of IR £14 million and over. From one employee, the store staff has grown to over one hundred highly trained people with over 1.3 million travellers visiting the shop every year.

*"This is one of the finest airport shopping centres in Europe, and everything for sale is duty free".*

*-FIELDINGS SELECTIVE SHOPPING GUIDE TO EUROPE.*

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## JOSEPHINE O'ROURKE - An Appreciation

It was with profound regret that we learned of the untimely death of our beloved friend Josephine at her home in Roscommon on the 21st December, 1988.

Those of us who had known her, either as a colleague or as students, during her 26 years of total dedication to the College, were very saddened by the news. Josephine was a very articulate person, a dedicated teacher and a very real and caring friend to so many students. At a function in the Kensington Close Hotel to honour her 25 years of service to the College, Mr Blum remarked that while he and "Josie" did not always agree, he complimented her on her sincerity and directness. She was very moved on that occasion when past students paid her many glowing tributes.

She took a very personal interest in all students. She knew where they came from, where they were working after leaving the college and she had a remarkable memory for their names. Many students will have many pleasant memories of Josephine's quick wit and the 'crack' in the demonstration kitchen. She will best be remembered for her strong christian beliefs and her nationalistic ideals. She had a great love for the Irish Language, Politics, Films, Music, both Jazz and Classical were among her many interests.

Josephine will be greatly missed by her sisters, Nonie, Catherine and Eucharria and her brothers, John, Gerard, Pascal and Seamus. All her colleagues here in Shannon and the many students who were privileged to know her, offer her family their deepest sympathy.

I lionta De go geastar sinn.

M.V.

## THE KATERING FACTOR - 8th MARCH, 1989 Galway R.T.C.

This year the Galway R.T.c. held the Second National Katering Factor Competition. A fine and much deserving team was selected to represent Shannon.

The competition was to take the same format as the previous year. The aim of the competition is to examine Hotel and Catering Management Students at Craft level. This is done through a service and Culinary Practical Test and finally a Catering Knowledge Quiz.

The hospitality shown by the Galway R.T.C. students was exceptional. An outstanding difference between this competition and others of its type was that it showed that it was not winning that mattered but the competitive spirit.

Great Southern Hotels were generous in giving free accommodation to all participants. Sponsorship was also given by Guinness Group Sales which ensured the conversion of many to the Ruby coloured throat charmer.

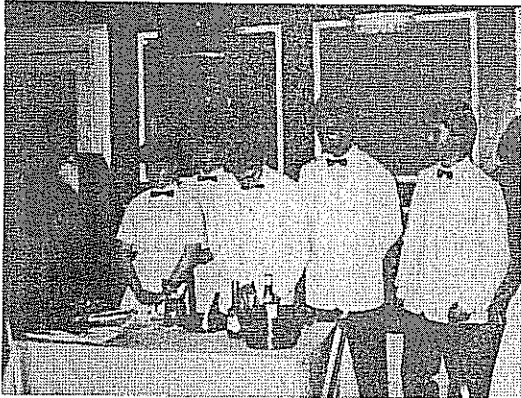
The Service competition which was supposed to be held on Eyre Square was transferred to the Great Southern Hotel due to bad weather. Shannon did fairly well in this competition considering the fact, that we were up against people from craft level courses. This was followed by the culinary competition where all teams were given the same ingredients and had an hour to produce a starter, main course and sweet for four covers. Chefs A.J. Quirke and Amanda Horan were outstanding in this competition. The final event of the day, the quiz, turned out to be a lot more difficult than the teams expected. Shannon finished 3rd in this event and 3rd overall, Jordanstown were in 2nd place and Galway R.T.C. were the winners.

Celebrations followed at a meal prepared by the Galway R.T.C. Students and hosted by Mr. Gay Corr, Director of Galway R.T.C. Hotel Department. This was followed by a disco at the Corrib Great Southern Hotel where about 400 students from all colleges attended.

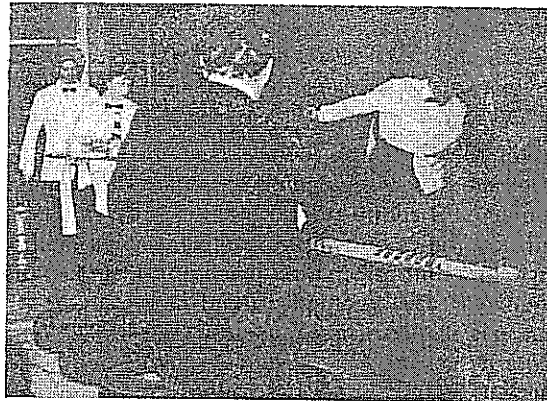
Special thanks to Mr. Michael Vaughan and Hans Schmidt, to Teresa Buckley and Michael Gilvary in Galway and Sinead Egan for helping out with the transport.

The Shannon team was: A.J. Quirke (Cap), Amanda Horan, Olive O'Reilly, Ish Anand, Weldon Mather, M.T. Costelloe (Reserve).

A.J. Quirke



*THE SERVICE COMPETITION*



*THE SERVICE COMPETITION*



*THE TEAM*

*Sitting: Amanda Moran, M.T. Costello,  
Olive O'Rielly, S. Egan.*

*Standing: W. Mather, A.J. Quirke, Mr. Michael  
Vaughan (Team Leader) Ish Anand*



*SHANNON QUIZ TEAM*

*Amanda Moran, A.J. Quirke, Olive O'Rielly*



## PARK HOTEL, KENMARE, CO. KERRY, IRELAND.

On the 12th April 1989, the third year students had the unique opportunity of visiting the Park Hotel and sampling hospitality, perfection and dedication to service at its very best. Owned and Managed by Mr. Francis Brennan, the hotel is now one of Ireland's foremost, privately owned luxury hotels. It is what one would describe as a connoisseur's dream hotel. Here attention is paid to every minute detail and the staff are seen as almost fanatical in their quest for excellence and a commitment towards every guest walking through the doors of the hotel. We also had the rare opportunity of listening to the success story of Mr. Francis Brennan and what it took to make the Park Hotel one of the most sought after properties in U.K. and Ireland.

*Ish Anand*

The following is a short account of the Hotel and its interiors and what it has to offer to the guest. Park Hotel, Kenmare, one of Ireland's most prominent hotels, quiet and not too large, classic and distinguished, offers you besides old world charm and hospitality, today's most modern comforts.

Situated in a magnificent park, it not only surrounds you with luxurious antique furnishings, but the many sporting possibilities also guarantee a unique stay.

The hotel has 50 bedrooms, some with antique furniture, others more modern. Several of them have the novelty of a four porter bed. Apart from this there are 6 luxury private suites with marvellous views out over the Kenmare Bay. All the rooms excel in comfort and stylish furnishings.

The cocktail bar has a lively characteristic Irish atmosphere. The bar is an excellent place to entertain guests, but also offers the pleasure of a friendly aperitif.

Ireland, pre-eminently a fish loving country, is expressly presented as such in the excellent cuisine of the Park Hotel, Kenmare. You can enjoy the exquisite specialities of fresh lobster, salmon and fish courses which are served with personal care and attention in the elegant dining room with its beautiful view.

The present Park Hotel, Kenmare has a long history. It opened to the public at Easter in 1897 as the "Great Southern Hotel, Kenmare". For this building, originally the Railway Hotel, high standards were required to ensure that the stone hotel merged harmoniously into the landscape. Today the hotel is distinguished by its great elegance and comfort. The hospitable atmosphere exhudes harmony and style. This applies particularly to the beautiful antique furniture, with which the hotel has been restored to its glory.

The hotel is situated at only a stone's throw from the picturesque village of Kenmare, where all modern conveniences such as banks, churches, doctors, buses and taxis are available. The mild climate which makes it possible for subtropical plants to grow, also enables one to enjoy sportive relaxation.

Golf, Swimming, Salmon Fishing, Hunting and Horse Riding are some of the possibilities as well as historical exploratory trips and archeology.

**Price Details:** (Includes Tax and Service, Full Breakfast and Dinner, Irish Punts Per Person).

Single: £99 / £110

Double / Twin: £90 / £114

Suite: £140 / £165

### A CLAIM TO FAME

- Michelin One Star Restaurant since 1984.
- Chosen as "Egon Ronay Hotel of the Year 1988" in all of Britain and Ireland.
- The Irish Tourist Board 1987 Award for Excellence.
- Listed as one of the Best International Resorts Worldwide by Andrew Harper's Hide Away.

"TRULY A GREAT PLACE TO VISIT"



## WORKFORCE FLEXIBILITY IN THE HOTEL INDUSTRY

### INTRODUCTION

The competitive nature of the Irish Hotel has significantly increased the pressure on delivering a high quality service and therefore on improving the performance of employees. A key problem facing many Irish Hotels is that they are experiencing major problems in the recruitment and retention of certain skilled categories of workers. These pressures it is suggested will most likely prompt the industry to consider more flexible working approaches.

### NATURE OF FLEXIBILITY

Flexibility has become a major issue within Human Resource Management. The main approaches have emerged and been experimented with. They are:

1. Functional Flexibility, or Multiskilling: This involves developing a core of permanent full-time employees who can be trained in a variety of skills. This is the core group in flexibility terms.
2. Numerical Flexibility: This is of relevance to part-time, short term contracts, sub-contracting and casual employment. This is known as the peripheral group.

The hotel industry has had a tradition of employing low paid low skilled casual/seasonal staff in the past and therefore fits neatly within the numerical flexibility category.

The Department of Management Studies for Tourism and Hotel Industries, University of Surrey has carried out a very interesting study on practises in the UK hotel industry and these are worth summarising here because they have direct implications for the Irish hotel scene.

- (1) There is a solid core within the hotel industry, consisting of management and management trainees. They have considerable job security and career prospects.
- (2) Many hotels make use of numerical flexibility strategies and make extensive use of part-time and casual staff.
- (3) Peripheral staff are not however employed in less embical areas than core staff. The research showed that they were used on activities which are fundamental to the success of the hotel itself.
- (4) There is a general lack of functional flexibility amongst some groups of employees and the industry seems to be using peripheral employees as a substitute for functional flexibility.

Now lets look at core and peripheral in a little more detail:

### CORE GROUP FLEXIBILITY

There is considerable functional flexibility amongst management. This is mainly due to their training. They are expected to gain experience in different functional areas of the hotel and at a minimum, food and beverage and front office. They offer flexibility to the organisation in other ways as well:

- (a) They can work in many departments of the hotel due mainly to their extensive training.
- (b) They are expected to be geographically flexible and move at short notice to different units of the hotel.
- (c) They are expected to 'trade down' and do operative jobs, if necessary.
- (d) They are required to work long hours in order to complete jobs. The long hours tradition is a strong part of hotel management culture.

Hotels then have in their possession highly skilled, versatile and committed staff at the management level. This can be largely attributed to their extensive training.

At the operative level multi skilling is very difficult to achieve. It is very difficult to get an employee who can serve breakfast, check out guests at reception, clean rooms, etc. to the required skill level. Operative level jobs are also limited because these jobs are strictly controlled by management, they lack security and find it easy to get similar jobs elsewhere if many not be financially attractive to multiskill such categories.

### PERIPHERAL GROUPS FLEXIBILITY

Peripheral group flexibility strategies are widespread in the hotel industry. Extensive use is made of part-timers and casual staff. Part-timers may be utilised in the restaurant, as chambermaids or as housekeepers. They commonly live locally, are usually women and they may build up a long term commitment to the hotel. Casual workers are frequently used to staff functions and banquets. They are not employees of the hotel so the pursuance of multiskilling is not feasible for the peripheral group.

Many hotels use sub-contracting. Examples of areas where sub-contracting is used include laundry, pastry making, cleaning, leisure centres and in some cases, agency chambermaids. There is considerable variation however in the policies of hotels in this area.

## CONCLUSION

Work flexibility is thriving in the hotel industry, particularly numerical flexibility amongst the peripheral employees. Hotels have tried to build up a core workforce in the managerial area and have been very successful. However, there are problems with the pursuance of such a strategy at the operative levels. This does not mean that attempts at functional flexibility in the operative areas should be abandoned. Irish hotels should take conscious strategic decisions to acquire the workforce they need to deal with the competitive situation they face. Irish hotels have the opportunity to use the highly qualified output of hotel management schools and should avail of it. This output is already functionally flexible.

## THE QUALITY OF SERVICE IN THE HOTEL INDUSTRY

There are five hundred people, all sitting, some in awe, some in anticipation, others on cloud nine. The magician is waving his glimmering stick to and fro. The scantily clad girl beside him smiles nervously, revealing dark nicotine stained teeth.

Suddenly out of the hat, jumps a cute excited animal. Enter Edwin the rabbit. Edwin smiles at the crowd. The crowd applaud Edwin. Crash! Bang! Boom! And finally freedom! Scurrying away down the hall under chairs, through the door. Edwin suddenly finds himself in the foyer of a large hotel.

Approaching the cashier he finds himself flattened by a carrier bag. A quick apology and the porter moves on, cheerfully. So much for that idea. Trotting along, our furry friend enters into a room over which hangs an atmosphere of wealth, joy and total relaxation. Running about between shapely legs Edwin has now, he thinks reached heaven. How man has improved his skills in carpentry.

Squatting down on his fluffy tail, he decided that he will observe. A large, elderly, robust, gentleman is awaiting the attention of a waiter. Menu in hand he passes fleeting glances between the uniformed staff and the bespectled, curracious, flirtatious, woman sitting opposite him.

In the far corner two supervisors, at least they look like supervisors, they are wearing a tie and a badge, are involved in heated discussion. Feet pounding, fists flying they appear oblivious to the commotion they are causing, the attraction they are gathering.

Edwin decides to explore. Approaching the cheese trolley he senses danger, and let me tell you this rabbit has a lot of sense. Suddenly a mouse pokes his head out from behind a wheel. Then another. Due to a bad experience in his youth, Edwin is now pitifully frightened of mice and so decides to take this opportunity and flee. His sights on the exit, his feet on the carpet, Edwin runs. On leaving the restaurant he notices the elderly man still awaiting that waiter, the girl awaiting, possibly payment.

Having had enough, Edwin decides that these hotels are a cold and un hospitable place and decides to get the heck out. The magician in hot pursuit, Edwin leaves via the revolving brass covered doors and hides between the cars. Now at least he feels comfortable, breathes in the fresh air and sighs "Thanks be to God!"

Now perhaps a little abstract you may think. No! On the contrary Edwin's story is very relevant. How many times have we as a guest in a hotel found it cold and hospitable, just as the rabbit did? We have All. I believe seen the western type "showdown" amongst hotel staff, noticed the false smiles and apologies the patrons receive. And yet, charged outrageous prices for downright poor quality - quality of service.

In recent years it has been hotel policy in many establishments to pour much time and money into improving the facilities within the hotel. I maintain that those resources must be placed in areas of improving staff morale and skills. It is an industry in which personnel work notoriously long hours, for equally notoriously poor wages. It is a people industry. It is at these people, both, those working within, and those visiting the hotel, we should look to please.

Then and only then will Edwin and others find the quality of service in the hotel industry of a satisfactory level. It should be borne in mind, "it is a sin against hospitality, to open your doors and shut up your countenance".

David J. Duffy  
(Joint Winner Bank Of Ireland Essay Competition)

## PROPERTY MANAGEMENT

Investment in property is on the upsurge in the Mid-West region, as there has been dramatically increased interest in all types of property since early January of this year. Significant rises have been reported in New House prices especially in fashionable suburban developments in Ennis and Limerick. The fact that New Houses are exempt from Stamp Duty, first time purchasers can avail of a £2,000 New Housing Grant and that new, Grant sized Residences qualify for "Section 23" tax concessions, have really contributed to this. In fact, a new town house development "Meadow Court", Clonroad, Ennis was sold out within two weeks of printing Brochures.

The current revival in the second-hand house market is well overdue. Residences located with easy access to all amenities are selling very well. The current trends are, that the majority of Families wish to live near towns, to avoid the extra expense of a second car, convenience, etc. Agricultural land values are making headway. Both grazing and tillage land prices continue to rise, although rents have remained static.

Prime retail property is still leading the way in the commercial property sector. Sales in secondary locations are less buoyant however, both prices and rent levels are declining. The demand for units in Shopping Centres and Office Blocks has remained static. Limerick City Centre is experiencing a boom in commercial sales at present, mainly due to tax incentives for inner city developments.

Demand for Hotel property is increasing, especially for Country House Style Hotels and Restaurants. Demand from the U.K. is particularly buoyant due mainly to rocketing prices and the strength of Sterling. The rising tide of the present property resurgence has yet to gain further ground, although the major cities and towns appear to be benefiting. How long the improved outlook for property will remain, hinges strongly around the interest rates and inflation in the months ahead. The pressure is really on from a number of sources, such as higher interest rates in the U.S.A., U.K., and Germany, rising oil prices and consumer price index increases. We still require tight control on spending.

All in all, property is still by far the best investment hedge against inflation.

S. Costello M.I.A.V.I.



CLARE DISTRICT OFFICE IRISH NATIONWIDE BUILDING SOCIETY



## GRADUATION

### 1st October, Bunratty Castle, 1988

Looks of anticipation, anxiety, and barely contained excitement filled the faces of both first and third year students alike. Nobody knew how it would begin....or how it would end. Everybody, however, knew that it would be impulsive once it started and that time, place and all other dimensions associated with our plane, would fade into insignificance.

It began rather spontaneously with the announcement that a gathering of students was to take place at the famous "Durdy Nellies"; the occasion being the "formal" introduction to this year's graduation. Here, old acquaintances were renewed and old ones formed. The following day, the "introduction" was, of course, re-enacted for the benefit of those graduates who had missed the previous night's performance. Everyone was quite content to continue and a series of encores over the next few days were deemed inevitable had it not been for the interruption of the Graduation Ceremony itself.

The VIP's began to arrive "en masse" on the 19th October and were welcomed by a drinks reception, in the Round Room of the International Hotel, followed by the yearly VIP Dinner. Both food and service was excellent and prompted a clap from everyone in attendance. News reached the Social Club (where the Graduation Disco was taking place) of its complete success in the early hours of the morning and confidence began to ooze (in what direction I was not informed) for the following day.

Meanwhile in Bunratty Castle, Breeg O'Donoghue, the Chairperson of the College Council, presided over the ceremony from the throne of the Earl of Thomond.

Sheelagh Daly, the 1988 "Student of the Year", won the "Arthur Guinness Scholarship" (value £900 contribution to pay fees at Cornell for summer term), for achieving the best overall results. She also won the "Aer Rianta Scholarship" (£1250 contribution towards fees at an International Hotel School in the summer of '89) for best result in the Case Study on Man Management. These were presented by Noel Howell of Guinness and Frank Boland of Aer Rianta.

Marnie Corscadden won the "Annual Swiss Knorr/C.P.C. Scholarship" (value £750 to help finance attendance at the summer course at Cornell University) for achieving 2nd place in the overall results of the class. She also won the "Great Southern Hotels Group" (value £750) for displays of the keenest awareness of the value and benefit of an industry exposure, in front of the Viva Voce Panel. John Houlihan of C.P.C. Foods and Eddie Bourke, presented these scholarships.

Mr. Enda Lavelle won the "Mövenpick Organisation Scholarship" (value £900) for being judged to have shown the most interest in his work during the year spent in Switzerland. Jong von Rohr of Mövenpick presented this prize and also the "Happy End With Mövenpick" prize (value £400) to Suesanna Molony for being judged to have been the second most interested student during her training in Switzerland.

The Trusthouse Forte Annual Scholarship (value Stg. £1000) was awarded to Breda Dwan who according to the training department showed that she was very interested in her training during the year spent in the U.K.

Anthony Devitt was presented the "Erin Food Scholarship" (value £80) for getting the best results in a Case Study dealing with Marketing, Frank O'Hara of Erin Foods made the presentation.

Michael Davern was awarded the "Irish Herb Federation" Scholarship (value £400) for achieving the best results in a Case Study Paper on Finance presented by Peter Malone.

The "Trusthouse Forte Special Prize" (value Stg. £300) for being the 2nd most interested in his training while in the U.K. was presented to Pearse Keller by Paddy Mitchel.

Commendations by Trusthouse Forte: Suesanne Molony, Jerry O'Dea. Commendations by Mövenpick Organisation: Pearse Keller, Jerry O'Dea, Mary Keegan.

The "Jury's Hotel Group" Scholarship (value £2,000) awarded to the student, judged by a panel of expert interviewers to have displayed the greatest potential of benefiting from an International European School. Kathleen Bono was presented with this from Peter Malone. Her parents received a complimentary week-end in the Jury's Hotel of their choice.

Oiwyn O'Higgins won the Shannon International Hotel scholarship (value £500) for best thesis.

The "Michael Camos (Cognac) Award worth (£1,500 Stg) was awarded to Seamus McGowan for displaying the true meaning of warmth and hospitality in the traditional french spirit of "Mon Hôte". In addition to this, Seamus will be guest of the Camos Organisation during a one week visit to the Cognac Region of France.

On behalf of the Mövenpick, Felix Jackli, presented the Ueli Prager cup to the Hotel School. This was to celebrate the 25th anniversary of the Mövenpick-Shannon connection. this cup is to be annually awarded to the student who is the most enthusiastic about sport. Justine Heaslip won it this year.

Congratulations to all graduated from all of us here in the Hotel Management College. We wish you the very best of luck in the future.

By two o'clock, everyone had returned to the International Hotel for lunch. The menu was as follows:-  
Symphonie de Fruits de Mer - Velouté Agnes Sorrel - Filet de Boeuf Mikado - Mangetout aux Fines Herbes -  
Chou-Fleur Dolonaise - Poire a la Dame Blanche. Wines:- Muscadet de Sevre-et Maine 1987 Cuvee des Aigles.  
Beaujolais Bois-de-Coeur 1986 1 Thorin.

During the service of Irish Coffees, a series of entertainments were performed including Aimer D'arcy's Irish Folk, and the college equivalent of the Bunratty Folk Singers.

Gerry Hughes and Breeg O'Donoghue gave moving speeches that were answered on behalf of the students by Sheelagh Daly.

Finally, I would like to take this opportunity to express the fact that there is an awful lot more in the Graduation Ceremony than meets the eye. It is "the" social event of the year for the college and a lot of preparation goes into making it as near to perfection as possible. For third year students, it is the culmination of two years practical and theoretical experience and the first real expression of their intuition and management ability. For first years, it is the first self-evaluation step and the most complete exposure, under pressure, to what the industry is really like. It is the occasion where they can display to others and themselves, every new skill they have learned. For everyone, it is an occasion where real pride is experienced in seeing the tradition and development of Shannon College of Hotel Management.

Congratulations to everyone involved especially: Aine McCarthy, Breda Keogh - Chief Receptionists; Aiden Quirke - Commis Chef de Cuisine; Graham Canning - Bev. Manager; Ish Anand - Rest. Man.

Special thanks to M. Vaughan, K. Brady, ? Lynch, Hans Schmidt, Nora Shiels, without whom the success of the occasion would not have been possible.

W. Coman



*Mr. Gerry Hughes, Director of the Shannon College of Hotel Management congratulates Seamus Mc Gowran of Blackrock, Co. Dublin on his graduation from the college.*

*Seamus was the recipient of the Michael Camus (Cognac) Award worth £1,500 sterling to be used for further studies in 1989. The Award is made to the student who displayed the best understanding of the true meaning of warmth and hospitality in his training for the hotel trade.*

*The Shannon College is run under the auspices of Aer Rianta.*



*Mr. Derek Keogh, Chief Executive of Aer Rianta, congratulates Olwyn O'Higgins of Booterstown, Co. Dublin who graduated from the Shannon College of Hotel Management.*

*Olwyn was the recipient of the Aer Rianta owned Shannon International Hotel Scholarship worth £500 and awarded to the student who produces the best thesis.*

*The Shannon College is run under the auspices of Aer Rianta.*

# SHANNON COLLEGE OF HOTEL MANAGEMENT CALENDAR OF EVENTS

*as at Sept 25th 1988 - May 19th 1989*

- Sept 20th** The academic year for '88/'89 began with a reunion of Swiss Veterans; Introduction of Bahamian Exchange Students and Induction of Freshmen to 1st year at Shannon.
- Oct 21st** The Casper E. Manz Promotion returns to Shannon and Bunratty Castle for a glorious Graduation Ceremony and welcome back, only to leave with sad good byes.
- Nov 18th** A brilliant day, plays host to the Annual Charity Walk, which proved to be a great success after 17 miles, all the way to Limerick.
- Nov 26th** Shannon Students host the opening of the IHCI Conference with a Dinner Reception and participate in the Annual Debate.
- Dec 15th** The Christmas Luncheon unites Lecturers with Students for a superb meal. Presentation of a successful Rag Magazine and lots of good cheer.

☆ ☆ ☆ ☆ ☆

- Jan 9th** Classes for the New Year resume for all students with an influx of New Year's Resolutions.
- Jan 29th** Trusthouse Forte representatives hosts third year students to an elaborate reception at the Old Ground, Ennis.
- Jan 24th - 29th** Assessment days for 3rd year class as their abilities are assessed for future employment by THF.
- Feb 10th** Shannon's Annual Dress Dance is held at the Old Ground. A magnificent celebration by Students, Guests, Lecturers and College Board Members.
- Feb 25th** Shannon Students participate in the Annual IHCI Management Game held in Dublin with 3 teams. All participants received certificates for this show of creativity.
- Mar 10th** 1st years and 3rd years, travel to picturesque Clifden for relaxation, sightseeing and fabulous celebration of comradeship.
- April 5th** Students energetically return from their Easter Holidays to participate in the Annual Sports Day, filled with fun, activity and awards.
- April 7th** Third years depart Shannon for Dublin, hosted by patron Michael McCarthy, for weekend at Jury's. A most illustrious event with tour of hotel and dinner reception, joined by guest host Peter Malone.
- April 12th** Lecturers and 3rd year students travel to Kenmare and Killarney for a most picturesque journey. Lunch is provided by Francis Brennan at the world renowned, Park Hotel and an afternoon swim/tea provided at Great Southern Park na Silla.
- April 13th** Third year students receive placements by future employers, with induction and signing of contracts at the Old Ground Ennis.
- April 19th** First years travel to Dublin in anticipation of meeting the acquaintance of their newly appointed patron, Mr. Martin Dully, President of Bord Failte.
- May 1st** Final exams for both years begin.
- May 19th** Last day of the school year, for the Michael McCarthy Promotion and the Martin Dully Promotion as the latter travel to Switzerland and the former to England. Good luck in future and take the memories with you!

## 1st YEAR SWISS PLACEMENTS 1989 / 90

NAME	PLACEMENT		
Justine Heaslip	Mövenpick Rippon - Lausanne	Sinead Egan	Mövenpick Cendriev, Geneva
Margaret Leary	" " " "	Shane Pateman	" " "
Willie Coman	" " " "	Ailish Keating	" " "
Eimear D'Arcy	" " " "	Grainne Brennan	" " "
Caitriona McCann	" " " "	Rachel Ruane	Mövenpick Faustrier, Geneva
		Breeta Geary	" " "
Michael Hanley	Mövenpick Roddison-Lausanne	John T. Power	Mövenpick Wurenlos, Zurich
Shaym Sunder B.	" " " "	Cathy Dunne	" " "
Weldon Mather	" " " "	Nicholas Clapham	Carlton Elite Hotel, Zurich
Elaine Conlon	" " " "		
Eddie O'Loughlin	Bahnhoff Buffet-Basel	Alan Callaghan	St. Gotthard Hotel, Zurich
Clodagh O'Malley	" " " "	Grainne Carroll	" " " "
Rosemary McArdle	" " " "		
Una O'Dowd	" " " "	Paul Fitzgerald	Mövenpick Feldschlöchen, Zurich
Tom Leyden	" " " "		
Rahan Nair	Mövenpick Airport Hotel, Zurich	John O'Connell	Mövenpick Egerkingen
Naoise Kelly	" " " "	Mary Cronin	" " "
Shane Kenny	Mövenpick Dreikonighaus, Zurich	Jayne Lombard	Frankfurt Sheraton Hotel
		Mark Hayes	" " "
Eddie Bracken	Hyatt Hotel, Montreaux	Darragh O'Hallorhan	" " "
Emer O'Birne	" " " "		
Aileen Kirby	" " " "	Amir Dajani	Gloucester Hotel, London

## TRUST HOUSE FORTE / INTERNATIONAL PLACEMENTS 1989/'90

NAME	PLACEMENT	U.K. PLACEMENTS
Ish Anand	Post House, Heathrow	Jonathon Aspin
Tracy Brennan	Ariel, Heathrow	Whitney Bain
Yvette Ferguson	Strand Palace, London	Sharon Cahir
Tom Fullard	Skyway, Heathrow	Anne-Marie Considine
Robert Hill	Kensington Close, London	Sonya Crotty
John Howley	Shelbourne, Dublin	Sean Drew
Noel Kenniry	Cumberland, London	David Duffy
Norma Mooney	Westbury, London	John Flynn
Deirdre Clohessy	Hotel Russell, London	Aisling Fox
		Amanda Horan
		Alan Howell
		Victoria Hughes
		Ronan Magee
		Niamh Murrphy
		John O'Grady
		Cliona Ryan
		Lia Sheridan
		Elizabeth Staunton
		Belsfield, Windermere
		Imperial, Torquay
		Castle, Windsor
		Post House, Southampton
		Burford Bridge, Boxhill
		Post House, Croydon
		Post House, Ashford
		Post House, Maidstone/Seven Oaks
		Swans Nest, Stratford Upon Avon
		Chyll Manon, Rusper
		Palace Hotel, Poignton
		Larkfield, Maidstone
		Eastgate, Oxford
		Swan, Lavenham
		Marina Post House, Hull
		Post House, Rugby
		Albany, Glasgow
		Shakespeare, Stratford Upon Avon

### RING AND BRYMER CATERING

Patrick Murphy                      Slough

This year we would also like to welcome into the Shannon family, the Crown Hotels Group and Holiday Inns. Two students shall be placed with the Crown Hotels Group and three with Holiday Inns. We wish these six students the best for their training period and hope for on ever increasing co-operation with these hotel groups.

### CROWN HOTELS

Aidan Quirke & Breda Kehoe

### HOLIDAY INNS

Tom Liddy & Francis Whelehan & M.T. Costelloe.

### THE BAHAMIAN SCHOLARSHIP

Olive O'Reilly & Graham Canning  
Aine Mc Carthy

Walker's Cay Hotel & Marina  
Richmond Hotel, Chicago

## THE FAREWELL ODE

Aine's "Airs and Graces" will be matched to the "Windy City",  
Through exercising these, it'll blow away what a pity!!  
Oh Fatty we hope you will loosen your skirt,  
Your absence next year is bound to hurt.

Lord Aspin - to exile - THF did decide,  
The Bellsfield in Windermere - a year to reside,  
A red-headed lady, he took to the dance,  
Now his neck is too sore for a second chance.

A year away - a foreign touch gained,  
Through third year both Leydon and Quirkeshie entertained,  
Her interests did lie on the Gaza Strip,  
Watch out Amanda, Amir's cracking the whip!!

Bobby & Aisling have had a great year,  
But when it ended we all shed a tear,  
To Kensington Close, a full year to work,  
Big belly Bobby, we know he's no jerk.

Shares in Swiss Air, we feel she should own,  
For it's in Basel with Andreas, she'll set up home,  
This little lady, a great Chef she makes,  
She'll show Southampton she's got what it takes!

Paddy with Breda took a twirl round the floor,  
But now he has Una knocking on his door,  
Tell our dad Teddy, we'll miss all the crack,  
And for Poker we hear you had the knack.

Oh Foxy you keep the boys in toe,  
So Liz has to watch you wherever you go,  
Both Bobbie and Neal fell at your feet,  
If you're on time in Stratford, your Romeo you'll meet.

For women in general, Howley has a grá,  
And once gave it to O'Grady for breaking the law,  
Mafia in mind but animal at heart,  
with John left in Dublin, we'll hate to part.

Oggie left Templeglantine and a gardeners heart she broke,  
So she moved on the first years and Nick did provoke,  
At Dee's 21st, she sure had some night,  
With her red curls in the Bahamas, "Hey Mon" she'll burn bright!

Oh Alan we know you're a bold gambling boy,  
So a year in Paignton you're bound to enjoy,  
In your classy mini, you show such pride,  
With raunchy Rachel there by your side.

Newmarket men and doodies, our Dee does attract,  
But "The Power" is there with her, and that's a fact,  
She's off to the Russell, but the jet lag she'll avoid,  
As Ronan isn't Storekeeper, she has no cause to be annoyed.

"Flighty and Frivilous. our Norma shall be",  
She went to the Dress Dance and brought Tulla to its Knees,  
Denis was his name, Law was his game,  
She's off to the Westbury - will she ever be tame!

Oh dear Keniry, have you had a Jacuzzi?  
We know when you see her, you go all woozy,  
We hope you are fit for the large Cumberland,  
Or will Hughie and Ralph give you a hand?

Our Breda from Carlow, what an attraction she's got,  
Both tall men and small men, but barmen the lot,  
This wonderous lady is going to Scarborough Fair,  
For her survival we hope that Barmen are good there!

Adapting his image for Oxford he tries,  
Havanna Cigars and Cravat Ties,  
He was first to contend in we won't say what,  
The girls in Oxford - Magoo'll swipe the lot!!!!

Lia yet again to the bathroom does attend,  
Will someone work in the Limerick Inn this weekend?  
To Glasgow she'll go this bonnie wee lass,  
To visit Lausanne her chance she'll not pass.

For Whitney and Clemmie their stories' hush hush,  
No-one will tell Andreas in a great rush,  
This basketball player is one "kool" guy,  
It's off to Torquay our Bahamian will fly.

Sharyn studies hard this year at her law,  
But is it for the subject that she has a grá??  
For speaking so fast she still has the record,  
With Eton nearby, she might meet her Lord!

An old man this year, Tom's lost his drive,  
Without it so often how can Fullard survive?  
Next year in the Airport he might take a flight,  
To Cork or Canberra he's our first years delight.

After a summer in Galway, Niamh was left on a tether,  
Both Ronan and she went to the Dress Dance together,  
She's off to the Swan to let her curls down,  
Lavenhams about to become some cool town.

From the original 7 to number 21,  
Dave started the year filled with fun,  
This sleeping beauty dreams through his days,  
And with Carrolls Cigarettes, he went through a phase!!!

Wikki and Wosie both share a woom,  
Her thoughts about bellybuttons may come twue soon,  
Keniry and Howley put up some fight,  
But it's only ..... that can massage right!

Our Flynn is a robot and everyone knows,  
He should carry a gun wherever he goes!  
He dodged Liverpool and with one oak was landed,  
With Rosie together he nearly was branded!



From Hayes-boys, to Head-boys, Yvette's seen it all,  
Except in the bumpers when her glasses did fall!  
Word association is the game she plays best,  
She challenges our Graham and put him to the test!

Lizzy's from Westport, but she gets around  
Conquests from Limerick and Tullamore abound,  
Red wine is her forte, red tights her downfall,  
Is it true she left David with only one.....?!

O'Grady arrived back in Shannon one day,  
Elaine fell to her knees to do what he'd say!  
A year exiled to Hull, because of his frolics,  
Don't let the side down by acting the .....!!!

Tracy in black, sure makes some great sight,  
So Frankie thought " 'twould be a delight".  
Her fold-up Fiesta is packed up for the year,  
For the A.P.O.'s the road is now clear!

Our Frankies quite young, a real Yuppie boy,  
Trying Mags at Graduation and with Rosie did toy!  
finding Snooker table can really move,  
Around London with Tracy he's bound to groove!

Sonya started the year with a very loud bark,  
Then the Toyboy moved in and soon made his mark!  
At the Vicars and Tarts, she sure was a sight,  
And made eyes at the D.J. throughout the night!

From the back row in first year to the front row with Liz,  
Tom Liddy has proved he's a financial whizz!  
He fancies himself a real court jester,  
But will he take Eimear off to (mo) Leicester!

Our Tarzan from Tallaght sure isn't shy,  
He proved to Jane that he's a hell of a guy!  
Sean has a track record which he tries to deny,  
But Luggs and Norma know it's a lie!

Miss Ryan's interests were once found in the army,  
But returned to John Bah whom she found more charming!  
That fly on the wall, she'll never forget,  
Oh back to the English, she'll love it we'll bet!

Aidan has amazed us and finally settled down,  
And made sure he kept away from Lausanne Town!  
We'll crown him next year and make him our King,  
At the alter with Grainne we'll hear the bells ring!

In Bern Ish met the love of his life,  
We know someday he'll make Sandra his wife,  
Flying to Holland so much in love he fell,  
Now we know why he got the Airport hotel.

To end this poem on an authoritarian note,  
Graham's off to the Bahamas where he sure will gloat!  
He took Yvette in his stride,  
Farewell Cathriona - have a good ride!!

Liz Staunton & Norma Mooney



## WHERE ARE YOU NOW?

Despite a number of attempts by graduates and staff in the past, the Shannon College of Hotel Management hasn't as yet succeeded in establishing an alumni organisation.

There are very good reasons for this - the relatively small number of graduates, their geographical dispersion and the limited administrative resources of the College.

Continual contacts with graduates, over the eighteen months since my appointment, have convinced me that the establishment of an alumni organisation should be attempted once more.

Both College and graduates can benefit from such a development. Membership of an alumni organisation has many advantages - graduate contact lists, social gatherings, academic transcripts when requested, newsletters and a source of top quality management material with a broad based operational and business training.

The College gains valuable industry links and the possibility of supportive projects organised by the alumni group.

The first step in the establishment of an alumni organisation is the compilation of a comprehensive and accurate list of graduates. It is anticipated that this list would be computer based and available to graduates for an appropriate fee.

I would be very grateful therefore if you would complete the attached form and return it to the College.

*Phillip J. Smyth, Deputy Director B.A., M.B.A., M.M.I.I., M.I.P.M.*



### GRADUATE QUESTIONNAIRE

1. Surname: .....

Christian Names: .....

2. Present Appointment .....

3. Present Address .....

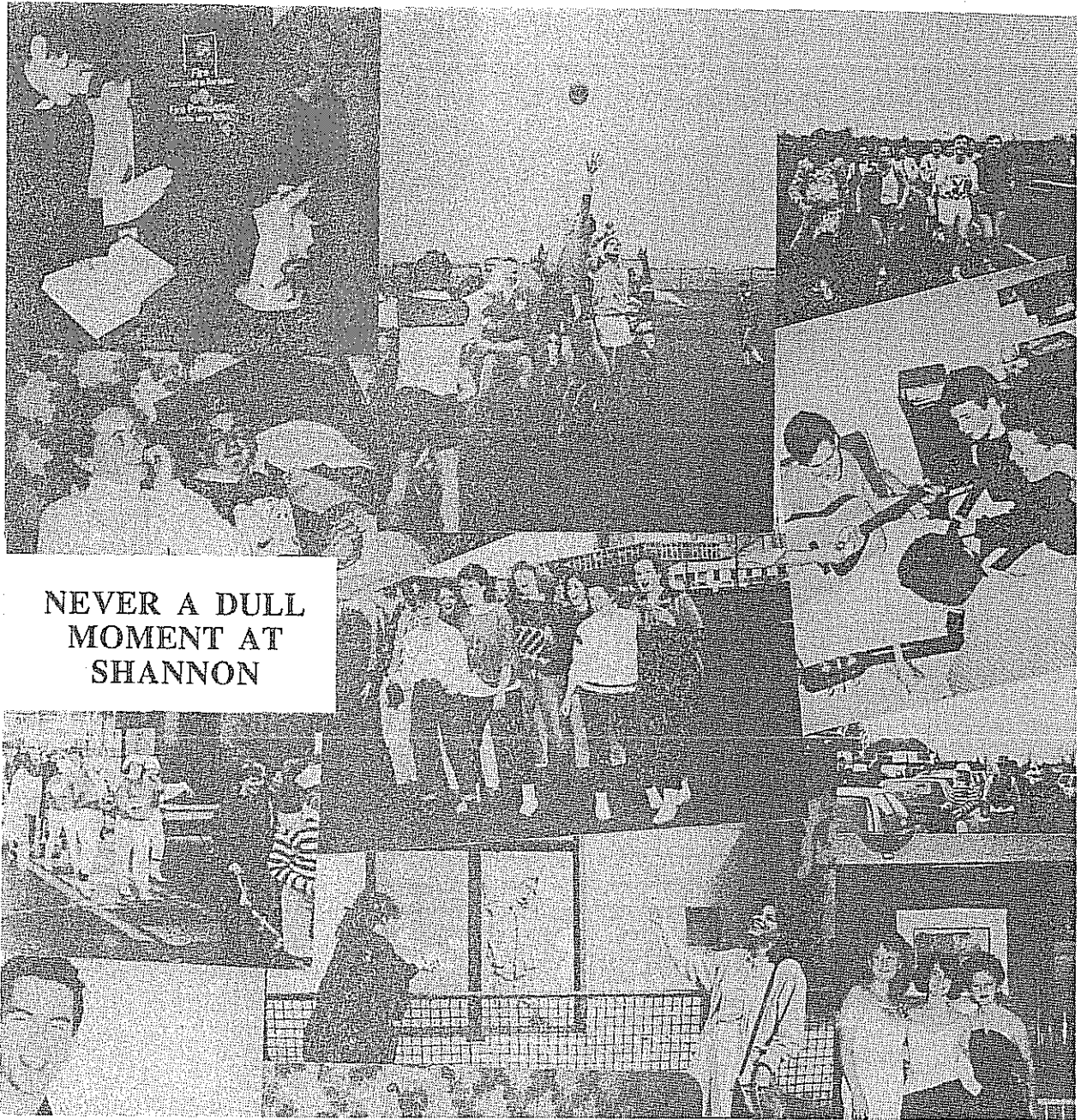
(work or home as appropriate)

4. Year of Graduation: .....

5. Phone Number: .....

6. Are there other Shannon Graduates in your area who due to loss of contact may not have received this magazine? Please list with addresses or organisation name if possible.





NEVER A DULL  
MOMENT AT  
SHANNON

SHANNON COLLEGE OF HOTEL MANAGEMENT,  
SHANNON,  
CO. CLARE,  
IRELAND.