

ARTS OF HOSPITALITY



learning objectives

By the end of this chapter, students should be able to:

- analyse the concept of “being nice” as part of Bermudian culture;
- describe the role good storytelling and conversational skills play in the hospitality trade;
- enumerate the skills needed to be successful in the hospitality trade;
- plan a hospitality business, including creating a marketing plan; and
- understand the relationship between laws, social attitudes, and the economy.

CROSS CURRICULAR LINKS

In this chapter, in addition to social studies curriculum links, there are readings, discussion questions, and activities that fit well with language arts, visual and fine arts, music, drama, science, business studies, and family studies.

In this chapter, students will learn what knowledge, artistry, and skills are valued as hospitality arts, and how masters of the arts have learned their skills. They will examine how guesthouse managers, taxi drivers, bell captains, restaurateurs, and other workers in the hospitality industry use the arts of performance in their work. They will learn to recognise the artistry in how skilled hospitality workers create intriguing stories by combining their knowledge of everyday life in Bermuda with facts about the history and attractions of the island. Students will analyse the different types of tourism—cultural, historical, environmental, and recreational—and how Bermuda’s culture and attributes have been used to present Bermuda to tourists. They will also ponder the impact of tourism on Bermuda’s local culture.



Welcoming Guests to the Isles of Rest

Islands attract visitors, and islanders tend to leave their home to visit other locales. Because of this, Bermudians are constantly interacting with tourists and guests in their homes or being tourists themselves. Is Bermudian culture naturally friendly, or is hospitality a learned art? Most tourists perceive Bermudians as naturally friendly. As Bermudians we pride ourselves on the beauty of our island and our highly developed skills in the area of hospitality.

Whether in running a guesthouse, cooking or baking, serving or bartending, arranging flowers, or telling stories to entertain our guests, we demonstrate excellence in what we do for others. We are skilled in the art of treating guests well.

In Bermuda today, some hospitality skills are taught at Bermuda College and at many hotels through special training programmes. However, Bermudians have taught and mastered the skills of hospitality over the last century. These skills have been transmitted in families from mother to daughter, father to son, and uncles and aunts to nephews and nieces. At a very young age, children learn how important it is to know how to talk to people. Parents teach their children to say good morning or good afternoon and be helpful to guests both at home and in the street. They also learn the value of good manners, such as giving your seat to an older person on the bus. Good communication, polite manners, and a helping attitude help us to live well with each other in close quarters and, extended to our overseas guests, ensure Bermuda's economy through tourism. The Department of Tourism estimates that an average of 300,000 people visit each year and are welcomed by the 60,000 residents of Bermuda.

Muriel Richardson Greaves, of Pembroke, manager of the Pembroke guesthouse Rosedon, takes great pride in developing her and her staff's skills in running an excellent guesthouse. For her it is something important for which to strive. It is an art.

There is the art of hospitality—how to make people feel special, how to make people feel welcome, how to take care of people while they are here. It is in everything that you do, it is in all the little details that go to make sure that their stay is just perfect. I love when a guest says to me, "You have thought of everything. This hotel is just perfect." I think that is all in the art of how to make a guest happy . . .



Bermudians greeting one another. Courtesy Department of Communication and Information.

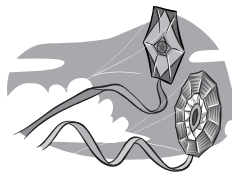


Great hospitality is one of my quests. That keeps me challenged and going all the time. How

can I improve this? How can I make this better? How come this is weak? How can I make this strong? How can I build up this employee? That is really fun for me too.

—Muriel Richardson Greaves,
Manager of Rosedon, Pembroke

Courtesy Departments of Community and Cultural Affairs.



It is how you speak to them. It's how you make them feel. It's in the tone of your voice. It's in your attitude. It's in your spirit. I think that is all in the art of how to make the guest happy, and [that is] all part of the arts of hospitality.

Guesthouse owner DeLaey Robinson, of St George's, comments about how the skills of hospitality displayed for tourists grow out of how Bermudians treat each other.

In my own experience, when you go to people's houses you get that warmth, and people sort of have a generosity towards you . . . It is helpful to have that as a building block for the hospitality industry.

Given the size of the place, there's this in-built politeness that I think derives from just not wanting to tread on anybody's toes. We are incredibly polite with each other even when we are at war. I think maybe it's in part due to not wanting to burn your bridges, because if you are habitually telling people off, sooner or later it's going to come back at you. Because you're going to need that person somewhere down the line.

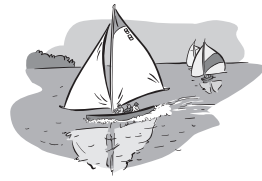
Then, of course, there's the African tradition, the greetings thing, that I'm sure has survived. [This] accounts for the almost innate habit of greeting. Apart from that, it really is the small insularity of it, where people are hospitable and friendly and we've had relatively low levels of crime and open hostility. So people are seen to be, from the outside, quite friendly. That's just a part of the fabric of the country I think that lends itself to the hospitality industry.

Hotel doorman Carvel Van Putten, of Pembroke, explains how the way visitors greet Bermudians affects the relationship they will establish with the islanders, and hence the experience they will have in Bermuda.

One of the things that... I'll tell anybody about, Bermuda is a place where when the visitor comes to our island, I always tell them you can walk anywhere, you can talk to anyone, and all you have to say is "Good morning," "Good afternoon." They will give you their heart. They will give you the world. But if you don't say "Good morning," "Good afternoon," [and] you think you can buy a person, Bermuda is not like that. You buy them with your beauty of your inner self.



Carvel Van Putten at the Fairmont Hamilton Princess.
Courtesy Departments of Community and Cultural Affairs.

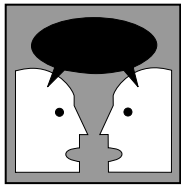


Taxi driver Judith Hunt agrees that service and politeness are what make Bermuda’s hospitality special. She feels pride in the service she provides.

Service for me means getting up in the morning, getting dressed, personality, a smile, and you say, “Good morning, good afternoon or good evening. Where would you like to go?” . . . You never refuse [to take them where they want to go]. You are not supposed to refuse. Always with a smile, it means so much, and definitely say thank you.

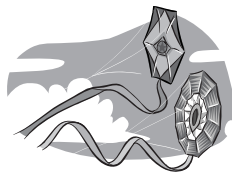
Mr Van Putten thinks that Bermudians’ ability to be nice is not so much a specifically learned way of acting as it is a cultural way of being. He explains:

It’s natural. And I think if you destroy the naturalism in what we have, you’re destroying something. Right now I notice in Bermuda what they’re trying to do, in many companies, is taking the individual and taking away that character that we have. Smile with a financial smile, you know? But Bermuda and Bermudians have always been the type of person who’ll take you home with us, you know. That is more or less what we call culture, Bermuda culture. And I’ve talked to, you know, different managers, and I say being nice in Bermuda is a culture. It’s a cultural movement. Some I’ve heard them say like, “No it’s not culture, Carvel,” but it is. And I feel we have to cross culture. Yes, let’s accept technology, but let’s cross it with the humane level that we have. You mustn’t kill it.



Discussion Questions

1. Do you think being nice and being polite are natural characteristics of Bermudians? Why or why not?
2. Think about what your parents and other adults have taught you about how to behave. Were you taught to greet people in a particular manner? How? What other ways of behaving were you taught at home?
3. How do you feel if someone does not say “good morning” or “good afternoon” when they greet you? Do you always start your greeting that way?
4. Do you think that customs are changing in Bermuda? Do young people use the same manners as their elders today? How are they the same? How are they different?
5. How do you think the hospitality business will change with more emphasis on the use of technology? Will Bermudians be able to and want to continue their tradition of being “nice” to visitors? Do you think that the Bermuda hospitality business can be a “cross culture” as Mr Van Putten recommends?
6. Do you know anyone who works in the hospitality business? What skills do they have that you think make them successful in their work?
7. How would you define the “art of hospitality?” What does it take to master that art? Are the skills and attitudes something that come naturally or can they be learned?



Hospitality as Art

Hotel doorman Carvel Van Putten, guesthouse owner DeLaey Robinson, taxi driver Judith Hunt, and glass boat tour operator George Outerbridge are all good conversationalists and storytellers. They can take the most everyday experiences or dry facts and make them into spellbinding yarns and fascinating nuggets of conversation. Their highly developed skill in the verbal arts is certainly one of the things that make them masters of the arts of hospitality.

Muriel Richardson Greaves uses her finesse and artistry in creating a pleasing environment for visitors. She applies her knowledge of the rituals of preparing and serving tea that derive from the British tradition to make visitors feel special. In addition to the basics taught in school, there is much in mastering the arts of hospitality that she learned early in her career through observation and imitation—from helping older family members entertain in the home and by apprenticing with more experienced guesthouse managers.

An exploration of occupational folk arts involves learning the language and skills that are used between people in the profession. These may rarely be used in public. Every occupation has its lore—its behind-the-scenes stories and tricks-of-the-trade.



Occupational Arts

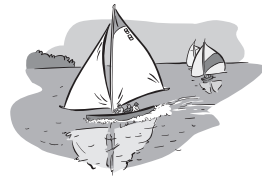
1. Spend a few hours with people who are retired from various parts of the hospitality industry. Ask them if they can remember any “tricks of the trade” that made their work better, or easier, or more profitable. How did they learn these skills or bits of knowledge?
2. Collect a favourite story that hospitality workers like to share with guests.
3. The popularity of “behind-the-scenes” books and television shows often is built on revealing the culture of the workplace—the special stories that the public usually doesn’t get a chance to hear or see. Collect a favourite behind-the-scenes story from someone in the hospitality industry and use it to write a script for a television show.

Telling Stories

Judithann Hunt is the owner of Courtesy Taxi Drivers. She says that what has made her business a success is her and her drivers’ knowledge of Bermuda’s history, traditions, and environment. She says the old-time taxi drivers all knew the history and could spin wonderful tales about Bermuda for visitors. Today, taxi drivers don’t seem to value as much the knowledge and skill to make talk with clients and tell a good story, but she knows it is what sets her service above and apart from other taxi companies.



Courtesy Taxi Driver Judithann Hunt.
Courtesy Departments of Community and Cultural Affairs.



I have taught myself my own history . . . I picked up the books and stuff and started talking to seniors . . . There is so much, and it is so beautiful when you hear the stories and you can remember what your grandparents told you and then you tell it as a story, you know. This is your own story, and when I tell mine, it is my own story but the history is there and it's great . . .

So when I do a [taxi] tour it will be a three-hour tour, but it ends up being a five-hour tour. I know the people—they all love me and I love them because I love people and I love to drive them. I would like to see Bermuda going back to the basics of giving service. That is the main reason why I wanted to start up this taxi company, just to enlighten the visitors on the different areas of Bermuda that are just so beautiful . . . Like I said, if it's three hours and ends up being four or five, that's because they enjoy it and it's great. Other drivers, they say, "Judy, the people were nice," I say, "All you have to do is talk."

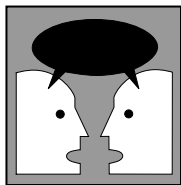


To be a taxi driver, you have to have personality first, then you got to love people, then you got to love to

drive, and then you have to know your island. Those are the four things that you need to be a taxi driver out here . . . I love my island, and I just want to sell it the way it is supposed to be sold. I've just gone back to the basics. That is to be ambassadors . . . to the island . . . to teach others. [You've got to] be yourself, and be happy in what you do.

— Judithann Hunt, Courtesy Taxi Driver

Courtesy Departments of Community and Cultural Affairs.



Discussion Questions

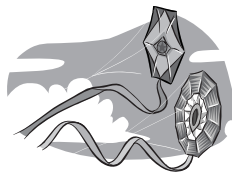
1. Do you agree with Ms Hunt that knowing Bermuda's history and weaving it into a story would make a better taxi driver and please the customer more? Why or why not?
2. In your opinion, what would be a good story about Bermuda to tell to a tourist?



Telling Stories

FIND OUT

1. Interview a taxi driver and ask him about the kinds of questions that tourists ask. Find out where tourists like to go and what they want to know about where they are going and the things they are passing en route.
2. Ask the taxi driver what stories are his favourite to tell and why.
3. Ask him to share what makes a good story. Is it the content, the order of the story, how you tell it, or vocal inflections?



THEN DO

1. Research the history of a place in Bermuda that tourists like to visit.
2. Visit the place and take notes as to details that you might be able to include in a story about the place.
3. Write a story to tell a tourist. Be sure to add special details that would make it interesting. Think about if there is humour you can include in your telling.
7. Try out your story on a classmate. Are they interested in hearing what you are saying? What kinds of questions do they have? Can you answer their questions?

CD Link

- Listen to Gene Steede singing “Bermuda Is Another World” on the *Bermuda Connections* CD.



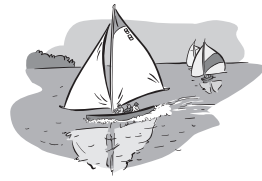
Advertising Bermuda’s Charm

1. Write a story about a tourist’s experience in Bermuda. Be sure to include details as to how Bermudians made that person’s trip special.
2. In order to market Bermuda, slogans have been used. These include: “The Isles of Rest,” “Nature’s Fairyland,” “Come on Over—Isle of Perpetual Summer,” and “Have a Bermudafull Day!” Create a new slogan for Bermuda that embodies the welcoming spirit of Bermudians.
3. Design a poster that will attract people to Bermuda. Emphasise the hospitality skills of Bermudians. What could you say about Bermuda that would attract a visitor to come to Bermuda instead of one of the other island nations like the Bahamas, Jamaica, or others in the Caribbean? Be sure to think about which particular visitors you are targeting with your advertisement; and the best way to catch their attention.
4. Many calypso singers have written songs about Bermuda’s warm hospitality and unique environment. Hubert Smith’s famous song “Bermuda is Another World” (1969) was written for use by the Department of Tourism for its annual visit to the United States to attract visitors to Bermuda. Read the lyrics to this song in the box and listen to Gene Steede singing it on the *Bermuda Connections* CD. Write your own song (perhaps in calypso or rap style) that tells of Bermuda’s charm and hospitality to visitors.

Bermuda Is Another World

BY HUBERT SMITH, SR

Bermuda is another world,
 Seven hundred miles at sea —
 And the way the people greet you
 Is like a friendly melody.
 To touch a flower in the morning,
 To listen to a honey bee,
 To hear a bird who sings a song,
 Just to say that he is free,
 Bermuda is another world,
 Turn around I’ll tell you why —
 Just to watch the morning sunrise
 From the sea up to the sky,
 To look across on the harbour
 And see a multi-coloured sail,
 To water ski on the water,
 That always leaves a snowy trail,
 Bermuda is another world,
 Turn around and you’ll be gone —
 But there’ll always be a memory,
 That will linger on and on,
 And then some day, I’ll hear you say,
 Just as I have said today,
 Bermuda is another world.



Guesthouses

Popular with tourists and with locals are guesthouses. These are independently owned homes that have been converted into small tourist lodges. By converting buildings into guesthouses, families were able to maintain their property holdings and have an independent business. Some guesthouses are run by the family themselves, and others bring in a management staff to operate the property.

Muriel Richardson Greaves has worked in the hospitality business for 28 years and has worked at Rosedon Guesthouse in Pembroke for 22 years. She prides herself on exemplifying Bermuda's famous code of good hospitality in the operation of Rosedon.

We are here to create moments of magic. People work hard and come here for the best possible vacation . . . One of the philosophies that I try to instill with my fellow employees and try to model it in my own behaviour is that we just don't want to meet people's expectations, but we want to exceed the expectation of our guests. We want to give them the vacation experience that they go away and [say] wow!

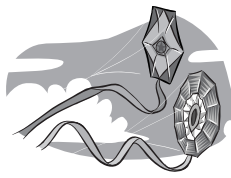
I read the comment sheet every week, and it talks about the extra attention, about how the staff went the extra mile and how everybody was really, really nice. I think wow; we are succeeding when that happens. And it is fun doing it, it is not about being subservient, it is about giving incredible service.

Early on, guesthouses appealed to particular segments of the tourist population. Many visitors stay at guesthouses because they enjoy a more personal experience than they would have staying at a large hotel. But before desegregation, the privately owned guesthouses also filled a hospitality void in Bermuda. Guesthouse owner DeLaey Robinson explains,

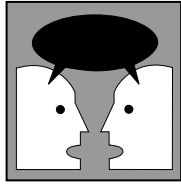
Now, going back to those early days of guesthouse business, you know, back in the '40's and '50's. The ingredients came together because first of all, I think, there's always been a market, a North American market, for people who want to get away from hotels and to stay in small places. So, in the early days for some businesses, certainly for the black-owned businesses, there was quite a market, I believe, in black Americans coming to Bermuda because then the hotels were segregated. I think there might have been one or two hotels in



Muriel Richardson Greaves at Rosedon Guesthouse, Hamilton.
Courtesy Departments of Community and Cultural Affairs.



Hamilton, the Imperial on the corner of Burnaby and Church and the Canadian on Reid. I think they might have taken a black clientele. But certainly, the only other way you could stay would be in one of the small black-owned guesthouses.



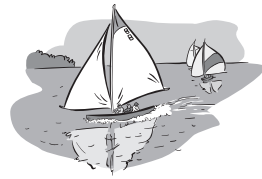
Discussion Questions

1. Why do you think guesthouses appeal to tourists?
2. What role did guesthouses play in the hospitality business before desegregation?
3. Do you think advertising to specific groups of people is a good marketing strategy?
4. Mrs Greaves says that working in the hospitality business is not about “being subservient” but rather about “offering incredible service.” What is the difference between these two attitudes? How would these two attitudes differently affect the service provided and ultimately the experience a visitor has?



Marketing Your Guest House

1. Working with a partner, interview two guesthouse owners about their lives as guesthouse owners. Find out why they wanted to own a guesthouse business. Ask about their guests—who are they and where do they come from? Has the source of guests changed over time? If so, why? After doing the interviews, write a summary of each and analyse the similarities and differences in the experiences. Suggest reasons for the differences.
2. Make up your own guesthouse. What is its name? What special features does it offer? What does it look like? What does it feel like? Write a description of your guesthouse.
3. Create a working budget for your guesthouse. What line items need to be included? You may want to interview one or two guesthouse managers about their budgets and all that needs to be included.
4. Create a marketing plan for your guesthouse. Identify what market segment (potential tourist group) you are trying to attract. Decide what mediums are the best to attract this audience: newspaper or magazine advertisements, radio spot or television commercials, posters, web site. Will you offer some sort of specials? Or have a gimmick to attract your audience?
5. Design an advertisement package (press release, magazine advertisements, radio spot or television commercial, and website) for your guesthouse. Be sure to come up with a catchy line that will attract visitors.



Maintaining a Tradition

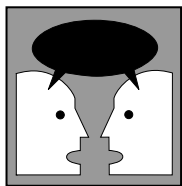
Although guesthouses were and still are popular, many families have given up their guesthouses. DeLaey Robinson thinks this is because the younger generation is not attracted to their families' businesses but rather is interested in entering other professions. He talks about how he and his wife Andrea became proprietors (owners) of Aunt Nea's Inn.

It's a frequent occurrence that as the parents age, often it spells the demise of the business because kids become professionals or they move on to other things. It's just a lucky circumstance that you have any kind of continuity of a business from one generation to the next because, obviously, the next generation has to be ready to get into this kind of business. It usually means they've done something else and they're ready to settle down.

In our case, it was just very lucky that I had already done a stint as a public servant and Andrea had done her stuff in the private sector, in the corporate world, and so we were prime to get into a business like this. [It appealed to us] because first of all, it's your own. You're doing your own thing. We didn't have to invest in the whole thing because it was already owned by the family—which made it a lot easier to get started. Of course, we had the experience because it had been a guesthouse since '61, so I had been involved through a lot of its history. So we brought a lot of the skills needed for this thing together.

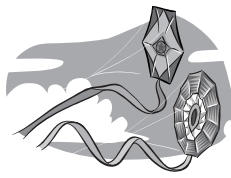


The Robinson family on the porch of their guesthouse, Aunt Nea's Inn, St George's. Courtesy *The Bermudian*.



Discussion Questions

1. Why do some families have to close down their guesthouses?
2. Do you know someone who has closed his or her guesthouse? Do an interview with the owners and find out why they had to close it. Was it for the same reason that Mr Robinson describes?
3. Why did DeLaey and his wife Andrea want to get into the guesthouse business?
4. He says that they brought a lot of skills with them to the business. What skills did they bring to the business?



Activity

To Be a Guesthouse Owner or Not

Your parents have a guesthouse and want you to take it over. Write a persuasive argument as to why you do or do not want to take over the business. Be sure to back up your points with examples.

The Special Ingredient

Guesthouses appeal to visitors because they offer small spaces that promote a feeling of privacy, familiarity, and coziness that hotels cannot. Through shared meals and activities guests get to know each other and feel like family. Mrs Greaves describes how Rosedon's guests enjoy afternoon tea.

We still have the old traditions—come and join us for tea! The guests have their breakfast, they go out for the day, and when they come back they all come back for tea at 4 o'clock, and they meet one another. Like you are sitting there and someone is sitting here [and the conversation is] "What did you eat today and where did you eat last night?" Friendships are made here, which is also really nice.

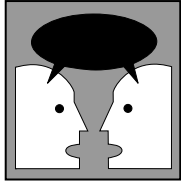
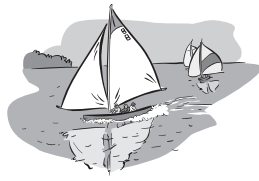
Guesthouse owners, like bartenders, become the guests' friends and confidants. Mr Robinson characterises this as a type of theatrical performance:

Bermudians get quite theatrical in performances before guests. Our theatre does occur right here on this verandah to a large degree. It's wine sips and storytelling. It is talking. So, we talk about Bermudiana and talk about the history of St George's and this house and so on and Tom Moore and Nea and that sort of thing.

It very much is a question of relating to people in a way that they sort of guide you there with their feedback. We're both, sort of, world travellers and travel fairly extensively and talk here often turns to travel. So, I think you can't get away from the talking aspect of it. People are just fascinated to hear our stories, but the real thing about the kind of hospitality that you get in the guesthouse, in the small property as opposed to the larger one, is that you get sufficient intimacy that people start telling their own stories. And that's what is really key to the whole thing: . . . giving them the space, the opportunity to open up and tell their stories.

Carvel Van Putten, who now works as a doorman at the Fairmont Hamilton Princess Hotel, used to work as a waiter with Horizon Properties. He also describes his work with the visitors as a theatrical performance.

In those days when I was waiting at Horizons, I can always remember going to work and getting there in the dining room and in the kitchen, especially mornings. It's like going on stage. You can smell the coffee. You can smell the eggs, you can smell the bacon. So your presentation was going to be sharp because these are all the things that sharpen your wits to go to work. And when you presented it to the guests, you presented it like you were on stage. It was a presentation. And Bermuda's way of life has always been presenting it with a smile, and with a little joke or so, or reality about the weather or about life. I think people enjoyed that, and that's why it's always brought them back.



Discussion Questions

1. Why do both Mr Robinson and Mr Van Putten think of their work with visitors as theatrical?
2. What are some characteristics of this hospitality “presentation”?
3. What did Mr Robinson mean by “wine sits”? Tea time is another activity that brings guests together. What other kinds of social activities would bring guests together and encourage sharing?
4. What skill must a guesthouse worker have? Why is this skill so important?
5. Where else might people listen to and tell stories? What encourages this type of behaviour?



Interviews and Plays

FIND OUT

1. In preparation for conducting interviews with hotel and guesthouse workers and visitors, write out a list of questions and practise interviewing with a friend.
2. Find people who have stayed at a guesthouse and interview them about their experience there. What did they do? What was the service like? Get them to describe some of the things that occurred during their stay.
3. Find a guesthouse or hotel worker and interview him about the skills he uses in his job. How did he learn them? Which are most useful? What is he most proud of in his job? What stories can he share about his experiences serving guests? What was his funniest experience? Did a serious incident ever occur while he was working? How did he handle it?

THEN DO

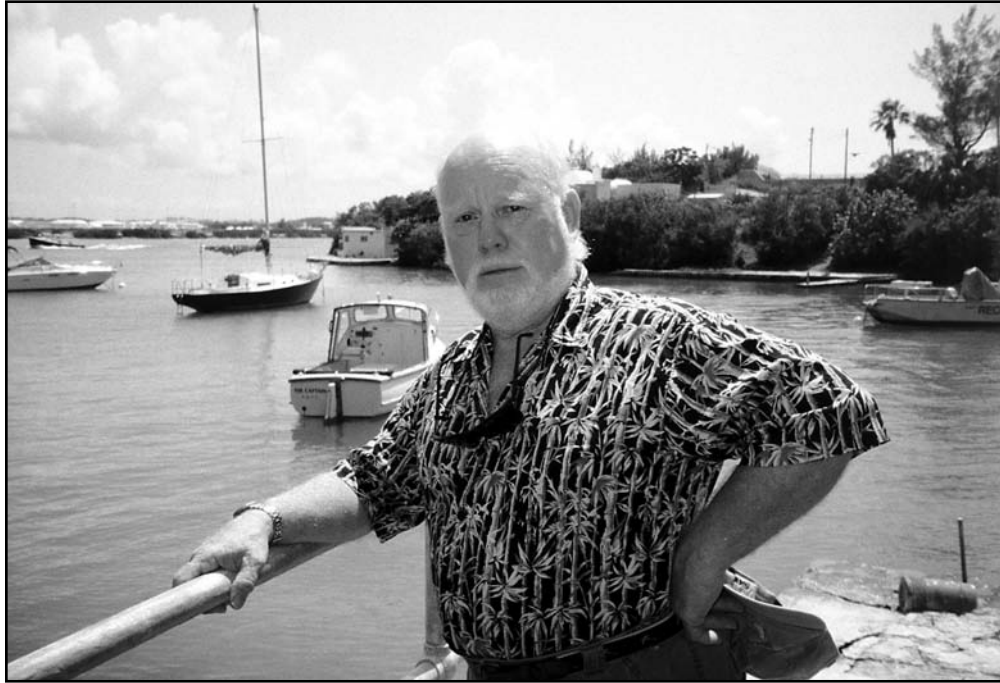
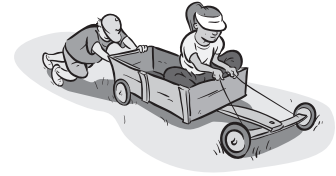
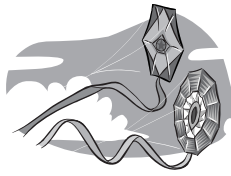
1. Join forces with two other students. Share what you learned on your interviews. Then write a play about a guest’s experience at a guesthouse or a hospitality worker’s experience serving a guest.
2. As a class choose four of the plays to perform. What criteria will you use to choose the plays?
3. Select your cast, gather your props, rehearse the plays, and then stage them for the rest of the class.



First of all, you got to love what you do. Go hardly, smile, be nice to whoever, no matter what, just keep smiling . . . Always be your best, put your best foot forward. Put your little heart into everything you do and enjoy it.

— “Gigi,” Gloria Joell-Robinson, Limbo Dancer (above, with daughter Marquita)

Courtesy Gloria Joell-Robinson.



George Outerbridge. Courtesy Departments of Community and Cultural Affairs.

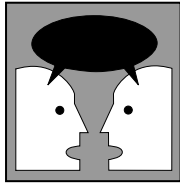
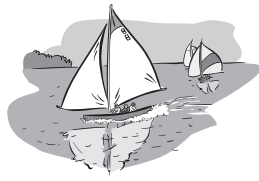
Glass Bottom Boat Tours: Environmental Tourism

Visitors to Bermuda enjoy seeing Bermuda from the land and from the sea. They especially enjoy seeing the wondrous treasures hidden beneath Bermuda's waters. For many years, George Outerbridge operated a glass-bottom-boat tour business out of St George's. He explains why he got into the business:

I was looking for my own business, and it always appealed to me. It's a good business, lucrative, and much enjoyable. It couldn't be any better. Also the glass bottom boat [lets you have] interplay with the tourists. You know, you're face to face with them and telling them things that most of them don't know anything about.

Taking the tourists out to see the fish isn't just a pleasure trip. You have to notice the weather conditions and plan where you will go. It depends on the weather direction. It doesn't matter how wonderful the fish are, if you're feeling ill, you don't like it. So you have to go to [where it is calm]. We had three different spots depending [on] where the winds were blowing. [We would go to those spots which] were sheltered more depending on the weather. So that was the deciding factor generally.

[The spots we'd go to are] one on the North Shore, one out on South Shore, and one off the eastern end, off the Sea Venture shoals, where the shipwrecked Sea Venture is. Occasionally you could see what's left of it, a few bumps and lumps, but the fish out there are very good. The water clarity is very good. [North, we'd go to] Bailey's Bay Flatts. It's about a mile and a half off the North Shore. South Shore, we'd go off of Castle Harbour, no, more down towards where there's some shipwrecks off of South Shore there. "The Cape" is just off of Mid Ocean or Castle Harbour beach. It's just outside the reef there. That's very good out there, very clear, nice lot of fish.



Discussion Questions

1. Why did Mr Outerbridge get into the business of being a glass bottom boat tour operator? Do those reasons also appeal to you?
2. Mr Outerbridge says you have to consider the weather conditions for each outing. Why is that?
3. What other things must a glass bottom boat tour operator consider to make the tourists' experience enjoyable?

Feeding the Fish

The tourists are satisfied when they see a variety of fish, and especially colourful fish. Luring the fish to your boat is an art. Mr Outerbridge explains how they feed the fish to get them to come up to the glass bottom of the boat.

You know, you get friendly with the fish with food. You feed them up. So they hear you coming, and they come right along as soon as they hear the boat. You don't even have to feed them. Well, you'd better feed them if you want them there the next time. They know the vessel. They know the sound of the boat.

There are common fish everywhere, like the sergeant majors, they're everywhere. The breams, you don't see very many of those on the South Shore, but they're certainly out [there], and you feed them up and get them out on the North Shore. Grey snappers—a great fish, you feed them up and they'll be regular. As long as you go there at least once a week, they won't forget you. But if you miss a couple of weeks, you'll have to feed them a lot.

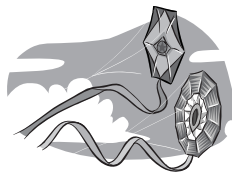
[For feeding the fish] we use canned pet food. It's easy to handle. You just take the can and they could hear the can opener going, and they'd start getting excited. And they could see when you went from the middle of the boat to the side where you were going to drop it, because sometimes you'd drop it one side, then the other. The idea was to alternate so the fish would go backwards and forwards under the glass. So they didn't know where it was coming next. But they got very wise to it. They could see, or hear, I don't know how, where the person was throwing it off the top.

[It's important that the sea is] not too mucky. I mean, the most important thing is that it hadn't been rough for a while, and there wasn't a lot of sediment so that you could see well. You could always get the fish to come right up to you with food but to see down, the

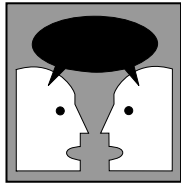


Many people that are in the [hospitality] business are in it because it's in their blood. You know, it's just in them. I very much enjoy working with not only visitors, but people in general. I think I have a knack for doing things that our visitors like.

— E. Michael Jones, Town Crier of St George's



more colourful [ones] are down below. They don't come up. The parrotfish will come up, if he sees these other grey fellows coming up like snappers or breams or like that, they'll come up to see what's going on. They don't necessarily eat the food, but their curiosity is piqued so much they do come up. There's a lot of fish, though, that won't take the bait. Angelfish will take the bait and stuff like that. But things like trumpet fish and butterfly fish and doctor fish, they don't come up—well, they come around to see what's going on. It's a curiosity thing.



Discussion Questions

1. What does Mr Outerbridge use to lure the fish?
2. Can the fish be trained to do what the tour operators want?



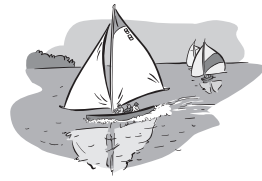
Glass Bottom Boat Tours

1. Make a list of the different types of fish that can be found in Bermuda's waters.
2. Interview glass bottom boat operators, scuba diving and snorkelling outfitters, and fishermen to determine where in Bermuda's waters each of the fish on your list are commonly found. Talk with them about what attracts those fish to an area. Is it the natural vegetation? The water temperature? The type of food available?
3. Plan a glass bottom boat tour. You may need to interview some tour operators to gather the information you will need to be successful. Determine where you will take your clients to see which kind of fish. List what equipment and supplies you may need to take with you. Create a budget for the trip. What will it cost you to operate the boat? What will you charge the tourists to join you? Why should a tourist choose your tour over your competitors' tour?
4. Consider what types of information you could share with your clients to make the trip more interesting. Make a list of facts about the different types of fish. Research the geology and geography of the area you will be boating. Learn the history of the area. You may also want to interview people about personal stories they may have about this area. Combine all these items to write a fascinating tour guide talk. Don't forget to include some humour! For inspiration, take a tour on a glass bottom boat and listen to the commentary of a true artist.



Fish Prints

1. Get several kinds of fresh (dead) fish. Wash them off and dry them well.
2. Using paints and a roller, roll the paint over the fish and then turn the fish on to a piece of paper to make a fish print.
3. Paint an underwater scene and use the real (dead) fish to print the fish into the mural.
4. You can also try using permanent, waterproof ink and make the fish print on a tee shirt.



Website Link

- Read a transcript of Beau Evans's commentary while giving a glass bottom boat tour.

Cultural Heritage Tourism

Cultural heritage tourism seeks to attract visitors by emphasizing the unique culture of a locale. Cultural heritage tourism may choose to highlight the traditional arts and direct tourists to see crafts being made, boats being built, or to take part in community events made public, like Cup Match. It may focus on the historical qualities of properties such as Verdmont, a Bermuda National Trust property that has remained intact and presents a Bermudian house as it would have appeared in the 18th century. With rising competition from other beautiful islands offering blue skies, warm temperatures, and beautiful beaches, the tourism industry in many places turns to culture to show why potential guests should visit their island paradise instead of another. Bermuda's rich culture is drawn from many world traditions yet is expressed in our own way. We can take pride in our culture and in sharing it with visitors.



Verdmont, a Bermuda National Trust property, is one of Bermuda's early stone houses. It has remained virtually unchanged since it was built in 1710. Unique architectural features, fine Bermuda cedar furniture, and a collection of family portraits add to its charm.

Courtesy Bermuda National Trust.

Activity

A Cultural Tourism Itinerary

1. What traditions would you highlight for young visitors to Bermuda?
2. Create a day's itinerary for cultural tourists on the Island. Be sure to include the answers to these questions: Who would they meet? What could they see? What everyday events could they witness or participate in as visitors?

Now It Is Your Turn

Look around Bermuda! Check out the stories and traditions of others who work in the hospitality industry, such as taxi drivers, bus drivers, doormen, bell captains, housekeepers, restaurant managers, waiters/waitresses, hostesses, bartenders, concierges, travel agents, tour operators . . . Also discover what Bermuda properties are on the World Heritage List and visit UNESCO's web pages about protection of the world's cultural and natural heritage programme and criteria: <http://whc.unesco.org/nwhc/pages/home/pages/homepage.htm>.

LINKS

ARTS OF HOSPITALITY

Links to Social Studies Curriculum Goals and Subgoals

By the end of this chapter, students should be able to:

- analyse the concept of “being nice” as part of Bermudian culture (SS Goal 1, subgoals 1.1, 1.2; SS Goal 4, subgoal 4.3; SS Goal 5 subgoal 5.2);
- describe the role good storytelling and conversational skills play in the hospitality trade (SS Goal 1 subgoal 1.1; SS Goal 2 subgoal 1.4; SS Goal 4, subgoal 4.3; SS Goal 5 subgoal 5.2, 5.5);
- enumerate the skills needed to be successful in the hospitality trade (SS Goal 3, subgoal 3.4, Goal 4, subgoal 4.1);
- plan a hospitality business, including creating a marketing plan (SS Goal 3, subgoal 3.4, Goal 4, subgoal 4.1, Goal 5, subgoal 5.2); and
- understand the relationship between laws, social attitudes, and the economy (SS Goal 1, subgoal 1.1, SS Goal 2 subgoals 2.2, 2.4).



