Journal of HOSPITALITY & TOURISM Cases

Lean, Finely Textured Beef or Pink Slime: Controversial Debate *
Stop Squeezing the Jelly Out of My Donuts: Krispy Kreme case study
Morrison’s Dilemma
The Bobbie® Bares All: A case study of Capriotti’s Sandwich Shop®
The Paramus Inn
“I’m Lovin’it”—Around the World: A case study of McDonald’s menu “glocalization”
Too Close for Comfort: A Managerial Dilemma
EDITORIAL

Editorial ......................................................................................................................... 5
By Dr. Marianna Sigala

COMPETITION WINNER

Lean, Finely Textured Beef or Pink Slime: Controversial Debate *
Case Study .............................................................................................................. 9
Teaching Note .......................................................................................................... 17
By JaeMin Cha

PUBLISHED CASES

Stop Squeezing the Jelly Out of My Donuts: Krispy Kreme case study
Case Study ............................................................................................................. 22
Teaching Note .......................................................................................................... 26
By Michael Parsons and Mahmood Khan

Morrison’s Dilemma
Case Study ............................................................................................................. 28
Teaching Note .......................................................................................................... 39
By Leonard A. Jackson

The Bobbie® Bares All: A case study of Capriotti’s Sandwich Shop®
Case Study ............................................................................................................. 45
Teaching Note .......................................................................................................... 53
By Kristie Pichler and Mahmood Khan

The Paramus Inn
Case Study ............................................................................................................. 57
Teaching Note .......................................................................................................... 60
By Sheila A. Scott-Halsell and Steven M. Ruby

“I’m Lovin’it”—Around the World: A case study of McDonald’s menu “glocalization”
Case Study ............................................................................................................. 64
Teaching Note .......................................................................................................... 71
By Mahmood Khan and Maryam Khan

Too Close for Comfort: A Managerial Dilemma
Case Study ............................................................................................................. 74
Teaching Note .......................................................................................................... 79
By Stefan W. Cosentino, Robert H. Woods and James Drake

* Second winning case study from the 2012 ICHRIE Johnson & Wales Case Study Competition
The ICHRIE JOHNSON & WALES Case Study Competition & Publication Series

is made possible by a generous donation from

JOURNAL OF HOSPITALITY & TOURISM CASES
EXECUTIVE EDITOR • Marianna Sigala, University of the Aegean

EDITORIAL REVIEW BOARD
Nathan K. Austin, Morgan State University • Elizabeth H. Barber, Temple University • Glenn Baron, Lancer Hospitality
Robert Bennett, Delaware County Community College • Barry A. N. Bloom, Iowa State University
Pat Bottiglieri, The Culinary Institute of America • Gina Fe Causin, University of Nebraska • Mark Irvin C. Celis, Gyeongju University
Evangelos Christou, Alexander Technological Institute of Thessaloniki • Cihan Cobanoglu, University of South Florida Sarasota-Manatee
Siddarth Deepak, Centennial College • Dori Dennison, East Carolina University • Raymond Ferriera, Georgia State University
Vesa Heikkinen, HAAGA-HELIA University of Applies Sciences • Suhaini Ibrahim, Sunway University • Jannett Ioannides, Centinnial College
Peter Jones, University of Surrey • Mahmood A. Khan, Virginia Tech • Bel Kambach, St. Cloud State University
SeungHyun Kim, Michigan State University • Sowmya Kishore, Centennial College • Chang Lee, California State University
Ming-Lun (Miranda) Lee, University of New Haven • Seungwon “Shawn” Lee, George Mason University
Parikshat Singh Manhas , University of Jammu • Fred Mayo, New York University • Brumby McLeod, College of Charleston
Robert M. O’Halloran, East Carolina University • Godwin-Charles Ogbeide, University of Arkansas Fayetteville
Fevzi Okumus, University of Central Florida • Akriyi Papadaki, Oxford Brookes University • Radesh Palakurthi, Drexel University
H. G. Parsa, University of Central Florida • Donna Quadri-Felitti, New York University • Peter Ricci, Florida Atlantic University
Tim Robitaile, Centennial College • Chris Stone, Manchester Metropolitan University • Nicholas Thomas, DePaul University
Jean-Pierre van der Rest, International University of Hospitality Management • Fang Wang, Oxford Brookes University
Alvin HungChih Yu, St. Cloud State University • Yan (Grace) Zhong, Virginia State University
Lean, Finely Textured Beef or Pink Slime: Controversial debate  
By JaeMin Cha

This case study presents a controversial issue regarding lean finely textured beef (LFTB) also known as pink slime. Food critics have questioned LFTB's quality and safety, while beef industry and its related associations strongly believe LFTB to be a sustainable product and in fact enhances food safety. This case study provides detailed historical and current information about LFTB versus pink slime in terms of food safety, labeling, and health. It also presents two compelling and contradicting views and arguments about this topic. The study addresses how food and restaurant industries have been impacted by this controversy and have responded to it. It also is valuable for faculty and students as a real-world, current comparison and analysis of different public relations strategies, with special relevance to managing negative publicity in matters of food safety.  
Key Words: lean finely textured beef, pink slime, food safety, health, quality

Stop Squeezing the Jelly out of my Donuts --- Krispy Kreme Case Study  
By Michael Parsons and Mahmood Khan

This case study explores Krispy Kreme's flawed business model which subsequently led to discontent, lawsuits, store closures, and bankruptcies for Krispy Kreme franchisees. In the 1990s, Krispy Kreme franchises were highly sought after. However, by the mid 2000's Krispy Kreme franchisees were struggling. Krispy Kreme led franchisees on a downward spiral based on aggressive growth, limited menu, proximity of stores, unreasonably large stores, accounting problems and supply chain inefficiencies.  
Key Words: Krispy Kreme; Donuts; Franchisees; Management; Lawsuit

Morrison's Dilemma  
By Leonard A. Jackson

Irie Caribbean restaurant was in its second year of operation in an area of Toronto, Canada known as “Little Italy”. The restaurant should be entering the growth phase of the product life cycle but was experiencing disappointing sales. Although the restaurant had an excellent product-service mix, and enjoyed an excellent reputation with regular customers, it was not expanding its customer base. The owners are highly experienced chefs and are perplexed as to why the restaurant had not gained the level of spontaneous awareness and financial viability that would allow them to consider developing a franchise system. The question faced by management is what should be done to expand the restaurant's customer base and increase revenues.  
Key Words: Ethnic restaurant development, restaurant operations, entrepreneurship

The Bobbie® Bares All: A Case Study of Capriotti's Sandwich Shop®  
By Kristie Pichler and Mahmood Khan

This case study examines a 2012 court case regarding an unapproved joint promotional campaign between a franchised Capriotti's restaurant and an adult entertainment establishment. For over 30 years, Capriotti's has developed its brand image to be synonymous with family-friendly food and service. Capriotti's cult-like following of loyal consumers have grown to love how employees call out customers by name, making this chain feel more like a neighborhood deli. Capriotti's is angered that their name is now being associated with lap dances. This case study traces the relationships between franchisor, franchisee, and acceptable business practices within the confines of a contract.  
Key Words: Capriotti's; Marketing; Franchise Relations; Litigation; Brand Management; Trademark Infringement

The Paramus Inn  
By Sheila A. Scott-Halsell and Steven M. Ruby

This human resources/organizational behavior related case study presents a scenario about diversity's impact on communication and working relationships within an organization. The purpose is to teach and encourage students to value others and look beyond the diversity to the human, who like them, is a valuable member of society. The teaching notes include activities, readings, films, materials and resources for instructor created lectures to introduce the theoretical foundation of diversity in effort to prepare students to critically evaluate the scenario and provide thorough analyses as an outcome.  
Key Words: diversity, relationships, cultural norms, organizational behavior, human resources

“I’m Lovin’it” - Around the World: A case study of McDonald’s menu “glocalization”  
By Mahmood Khan and Maryam Khan

This case study deals with an analytical review of the menu adaptations undertaken by McDonald's in selected countries. Special menu items offered by McDonald’s in India, China, Japan, Saudi Arabia, Germany, Malaysia, France, Australia, Russia, Brazil, Guatemala, and South Africa are reviewed. The focus is on how adaptations were made to menu items considering socio-cultural, religious, food preferences and environmental conditions within each country. It shows the complex factors related to menu items that need to be considered before finalizing menu offerings in a country. It is a classic example of how a global corporation flourishes by using “glocalization.”  
Key Words: McDonald’s, Glocalization, Menu adaptations, Food Preferences, Food culture.