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**HOSPITALITY
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Cases

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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®

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* Second winning case study from the 2012 ICHRIE Johnson & Wales Case Study Competition

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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 franchisees 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.