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**HOSPITALITY
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Cases

Getting Friendly with the King

Singapore Airlines Building the Ultimate Brand from the Inside Out

The Power of Branding: Dover Downs Entertainment, Inc.

Open Book Management: the case of Zingerman's Deli

What's in a Name? A Case Study of McDonald's Trademark Protection Overseas

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

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Getting Friendly with the King

By Bilal Ahsan and Mahmood Khan

This case study discusses the recent co-branding venture between Burger King and Friendly's. At the suggestion of a Burger King franchisee, executives at Burger King and Friendly have decided to offer products from both franchises at a co-branded location in New Jersey, United States. Friendly's has recently come out of bankruptcy protection and is attempting to revitalize itself. Therefore, by offering its products alongside Burger King, Friendly's hopes to strengthen its brand name and increase sales.

Key Words: Bankruptcy; Co-branding; Burger King; Friendly's; Friendly's Scoop.

Singapore Airlines: Building the Ultimate Brand from the Inside Out

By Yeong Ae Jeon and Tim Dodd

The case describes the employee branding process of Singapore Airlines (SIA). SIA's success has significantly increased the prominence of the excellent service delivered by its flight attendants. The case provides students with a comprehensive history of SIA's service innovations and a specific employee branding process. In addition, the opportunity to build a brand from employees across all communication points makes employees rally around the brand promise and eventually enhances a company's reputation. The case thus offers an opportunity to engage in an evaluation of hospitality firm's employee branding initiatives, and enable students to assess how it may evolve in the future.

Key Words: employee branding, branding process, training, Singapore Airlines, Singapore girl

The Power of Branding: Dover Downs Entertainment, Inc.

By Cynthia Mayo, George Fiorile and Richard Mahee

The emerging threat of competition perpetuated the need for Dover Downs Entertainment Company to seek a company to design a "naming rights" venue for the proposed Poker Room, thus increasing competitive advantage, compared to other casinos. The Power of Branding case evaluates how Dover Down developed proposals to seek naming rights for a new venue at Dover Downs, The Poker Room. Diago submitted and pledged to design and provide a "Crown Royal" experience through drinks, personal service and ambience". The results of operation indicate that the Crown Royal experiences are profitable.

Open Book Management: the Case of Zingerman's Deli

By Dasha Plachynda and Susan Gregory

The rising trend of open book management has shown some intriguing effects on organizational culture, which in turn has an effect on overall success in businesses that have adopted this strategy (Aggarwal & Simkins, 2001). In order to examine the possibilities of open book management more closely, this case study will focus on Zingerman's, an Ann Arbor based enterprise that has had such success with this model that they have formed a training division (ZingTrain), which disseminates the open book management model to other businesses. Zingerman's unique combination of open book management, coupled with the application of a mission statement and formal guiding principles, gives an excellent opportunity for an in-depth examination of how these elements combine, create a particular corporate culture, and focus on human capital to increase business success (Weinzweig, 2010).

Key Words: Open book financing, restaurant, culture

What's in a name? A Case Study of McDonald's Trademark Protection Overseas

By Mahmood Khan and Maryam Khan

This case study deals with the trademark protection, particularly in foreign countries. McDonald's trade mark using the word "Mc" is universally known. Its strength and vulnerability tested in international courts is used as examples. The use of prefix "Mc" was legally challenged and the court's decision varied in different countries based on circumstances. The complex circumstances and impacting factors are classified based on usage, business type, design, reputation, and political environment. With rapidly expanding global markets, points to consider in protecting trademark are discussed.

Key Words: McDonald's, Trademark, Trademark protection, Copyrights, International Cases

Timeshare Industry Leadership and Human Resource Implications of Employee and Guest Satisfaction

By Thomas A. Maier and Dogan Gursoy

The Timeshare/Vacation Ownership industry represents a significant component of the Hospitality sector. While similarities exist between traditional Lodging resort operations and leadership practice certain differences exist within the Timeshare industry. This case study sets forth to examine those similarities and differences while emphasizing the critical nature of human resource leadership practice and strategic decision-making scenarios. Specifically, the case focuses on the area of facilities maintenance, employee and customer satisfaction. Research reports are presented which examine employee and guest satisfaction levels across the various company operating units. Results are presented for students to consider, discuss and formulate potential strategic decisions that impact the future outlook of the organization.