

*Journal of*  
**HOSPITALITY  
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*Cases*

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**Communication, Documentation, and HRM: The case of the non-compliant kitchen employee**

**A Case Study of the Training Needs of Bed and Breakfast Operators**

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**Pacific Rim Bangkok Hotel Needs a New Property Management System**

**Weathering the Storm: A case study of Wynn Resorts' financial performance during the economic downturn**

**The Cold Stone Truth: A case study of the Cold Stone franchise**

**Hilton Terminates Las Vegas Franchise**

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

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## Communication, Documentation, and HRM: The case of the non-compliant kitchen employee

By Cynthia Mejia and Kelly Virginia Phelan

This case study sheds light on some of the potential problems small hotels face during an economic downturn when human resource (HR) departments are eliminated and subsequently, those responsibilities fall upon departmental managers. Especially challenging is the turnover within middle management and the ensuing burdens placed on line level employees, particularly when there is a lack of communication and documentation of prior incidences. Topics including at-will employment, HR responsibilities, and hard vs. soft HRM will be addressed.

Keywords: case study, human resources, hospitality, employee, at-will employment

## A Case Study of the Training Needs of Bed and Breakfast Operators

By Cynthia S. Deale and Alleah Crawford

This case study investigates the little known subject of the training needs of those who operate bed and breakfast inns in the United States. It provides definitions of and explanations about bed and breakfast operations and describes a project that involved conducting a survey to attempt to determine the needs for training identified by a sample of bed and breakfast operators. Questions and concerns are raised about the challenges operators of bed and breakfast inns face to be able to organize and afford effective training opportunities.

Keywords: bed and breakfast, training, marketing, inn keeping

## Credit Card Heist at the Heartbreak Cafe

By Galen Collins

Tom Petrov, the owner and operator of four restaurants, grapples with the consequences of a payment-card breach at one of his restaurants. This case study scenario emphasizes the importance of payment card security and the measures needed to ensure that restaurant networks are Payment Card Industry (PCI) compliant and secure.

Keywords: PCI compliance, credit card data breach, restaurants, point of sale software, security.

## Pacific Rim Bangkok Hotel Needs a New Property Management System

By Cihan Cobanoglu and Katerina Berezina

This case study represents a real scenario of selecting a property management system (PMS) for a five-star hotel in Bangkok, Thailand. Pacific Rim Bangkok Hotel is a part of a hotel chain that needs to integrate to the central reservation system and other shared solutions. The hotel has been using a legacy system for ten years since the opening of the hotel. The hotel management asks the owners to invest in a new PMS that will cost significant amount of money. Hotel management demands the ownership to buy a PMS from a particular software company. This happens to be the most expensive system in the market. However, the owner believes that other products in the market that cost significantly less than the market leader can do the job. The case gives background information on the hotel and the information technology infrastructure, followed with business problem.

Keywords: Hotel, Property Management System (PMS), technology, system selection.

## Weathering the Storm: A case study of Wynn Resorts' financial performance during the economic downturn

By Toni Repetti and Jungsun (Sunny) Kim

Gaming companies were hit especially hard during the 2007-2009 recession and financial performance for 2011 was still uncertain. Wynn Resorts was one of the few gaming companies to produce a positive net income every year during the recession and continued to open new properties during that same period. This case study presents the financial performance for 2006 through 2010 for Wynn Resorts and that of their main competitors, Las Vegas Sands and MGM Resorts International. Wynn Resorts was trying to determine strategic plans for the future based on their financial performance and ratios as compared to their competitors.

Keywords: Gaming, recession, ratio analysis, financial statements

## The Cold Stone Truth: A case study of the Cold Stone franchise

By Heather Irvine and Mahmood A. Khan

This case study examines the legal actions of Cold Stone Creamery and their franchisees in response to the CNBC documentary Behind the Counter: The Untold Story of Franchising in 2010 and the Complaint filed by the National Independent Association of Cold Stone Creamery Franchisees (NIACCF) against Cold Stone in 2012. Both cases involve allegations against the franchise for accounting practices related to vendor rebates and the franchisor's gift card program, resulting in decreased profits for franchisees. In exploring the causes/outcomes of these cases, there is evidence that the Cold Stone franchise may not be as strong as it once was.

Keywords: Cold Stone Creamery; Franchising; Litigation; NIACCF; CNBC; Franchisee/Franchisor Relationship

## Hilton Terminates Las Vegas Franchise

By Olga N. Grogan and Mahmood A. Khan

This case study identifies possible reasons that prompted Hilton Worldwide, Inc. to terminate its eight-year long franchise agreement with the Las Vegas Hilton, Hilton's second largest property. Hilton's principles of franchising are analyzed and compared against the most recent financials and feedback on customer satisfaction at the Las Vegas Hilton. The study shows that the most likely reason for the franchise agreement termination was financial hardship which led to compromised service quality. A strong argument is made that the fall of the Las Vegas Hilton was a result of real estate market volatility and Hilton's assets disposition program from 2004 to 2006.

Keywords: franchising, termination, Hilton, brand, quality, service.