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\* *Third winning case study of the 2013 ICHRIE Johnson & Wales Case Study Competition*

## When the Band Crashed the Wedding: A Case in Hotel Service Recovery

By Donald G. Schoffstall, Susan W. Arendt and Thomas R. Schrier

This case study presents a scenario of service failures and service recovery efforts in a hotel operation. The hotel manager on duty has been tasked with ensuring everything goes positively for all individuals within two specific groups directly involved in events at the hotel the same evening. When service failures occur, it is essential for managers to respond appropriately and begin the service recovery process as soon as possible. Discussions could include hotel operations, service failures, recovery efforts, and potential future impacts.

**Keywords:** *Service failure, Service recovery, Hotel operations, Management*

## Outbreak at Mulligan Oaks: A Logical Approach to Discovering Food Safety Attributes

By Jack A. Neal and Mary Dawson

It is imperative that hospitality managers are able to understand the nature of foodborne illnesses and have ways to implement preventive techniques so that this does not occur within their establishments. Given that improper food handler practices account for approximately 97 percent of all foodborne illnesses, this case study requires students to identify specific employee behaviors that may have contributed to a hypothetical outbreak within a country club setting. Students are required to interpret particular symptoms associated with various foodborne pathogens, distinguish potentially hazardous foods, and examine food handler practices.

**Keywords:** *foodborne illness, pathogens, food safety culture*

## Cultural Dimensions in a Restaurant Setting

By Kevin Murphy and Marryam Khan

Cultural differences in a restaurant dining service encounter including service style, service pace, tipping behavior and normative customs are presented. The case represents customers travelling from a foreign country and their experience while in Orlando, Florida for vacation. After reviewing the customer's perspective and the employee's perspective of the same experience, it is worthwhile to comprehend cultural differences and customer expectations from an international tourist's standpoint. The case shall set forth discussions pertaining to how American dining restaurants can accommodate cultural barriers for international travelers.

**Keywords:** *Cultural differences, cultural perception, restaurant customs, tipping, employee behavior, service pace.*

## Qdoba Mexican Grill and Virginia Tech: A case study of a strategic partnership

By Manisha Singal and Lance Mailem

This case illustrates the challenges and successes of building a strategic partnership between Virginia Tech Dining Services (VTDS), a self-operated and award winning university campus dining operation, and Qdoba Mexican Grill, when developing a non-traditional franchise in an institutional setting. While maintaining the integrity of the franchise operation as well as serving the needs of students and campus stakeholders, both parties realize that optimizing the use of resources available, from acquiring physical equipment to managing food safety to training and managing human resources, all aspects require compromise and flexibility. Both partners learned and worked together to make the restaurant location a resounding success.

**Keywords:** *non-traditional franchises, food service management, self-operated dining services, opening new restaurant, campus dining, training*

## Achieving Success through Collaboration: A case of Visit Orlando's "Orlando é só Alegria" campaign

By Stefanie Zambelli, Andre Leitao and Youcheng Wang

The main purpose of this case study is to analyze the collaborative dynamics of the tourism stakeholders in the particular context of Visit Orlando and to demonstrate the consumer marketing campaign "Orlando é só Alegria" to the Brazilian market as a best practice of marketing through collaboration. Strategies, practices as well as challenges associated with this cooperative marketing campaign are examined and highlighted. This case study is contextualized in the theoretical framework of collaborative destination marketing.

**Keywords:** *Visit Orlando, Destination Marketing and Management, Collaborative Marketing, Market Campaign*