



The Hospitality & Tourism Educators

Executive Committee

President

Martin O'Neill
Auburn University

Vice President

Maureen Brookes
Oxford Brookes University

Secretary

Chris Roberts
DePaul University

Treasurer

Stephanie Hein
Missouri State University

Immediate Past President

Dennis Reynolds
Washington State University

Chief Executive Officer

Kathy McCarty

Board Members

Asia Pacific CHRIE

Federation President

Qu Xiao
The Hong Kong Polytechnic University

EuroCHRIE Federation President

Jan Meijerhof
Saxion University of Applied Sciences

Central Federation President

Nick Thomas
DePaul University

North East North American

Federation President

Kirsten Tripodi
Fairleigh Dickinson University

Southeast, Central & South American Federation President

Donald Schoffstall
Johnson & Wales University, Charlotte

West Federation President

Lee Blecher
California State University, Long Beach

Director of Education

Ravi Pandit
Southern New Hampshire University

Director of Industry Services

Brooklynn Luedke
Hyatt Hotels Corporation

Director of Marketing

Michael O'Fallon
James Madison University

Director of Member Services

Godwin-Charles Ogbeide
University of Arkansas

Director of Networking

Chad Gruhl
Metropolitan State University of Denver

Director of Research

Amit Sharma
The Pennsylvania State University

Journal of HOSPITALITY & TOURISM Cases

Volume 4, Number 1 • 2015 • ISSN 2164-9987

EDITORIAL

Editorial..... 5

By Marianna Sigala

COMPETITION WINNER

Hospitality with a Heart and Soul: Jack's Bar & Grill*

Case Study..... 11

Teaching Note 19

By H.G. Parsa, Vijaya 'Vi' Narapareddy and Bob Farmer

PUBLISHED CASES

Air Transport Service Harm Crisis: The Case of Helios Airways tragedy

Case Study..... 26

Teaching Note 34

By Zisis Maditinos and Christos Vassiliadis

Where's My Slice of the Apple? A Case Study

Case Study..... 36

Teaching Note 41

By Tracie Malmberg and Mahmood A. Khan

The Hospitality Institute at Mattamuskeet Lodge: A case study of a social business proposal

Case Study..... 47

Teaching Note 55

By Cynthia S. Deale and Robert M. O'Halloran

Developing Visitor Profiles at an American Cultural/Heritage Tourism Attraction: A case study of the USS North Carolina Battleship Memorial

Case Study..... 59

Teaching Note 62

By David Rivera and Alleah Crawford

The Case of Country Club Organizational Culture and Employee Turnover

Case Study..... 66

Teaching Note 70

By Jim Butler and George Alexakis

Energizing the Brand from Within: Kimpton's secret sauce for success

Case Study..... 79

Teaching Note 86

By Ceridwyn King and Leah Callaway

A Historic Hotel Strategic Management Approach for Performance Improvement

Case Study..... 97

Teaching Note 101

By Godwin-Charles Ogbeide, Ryan Muniz and Lobat Siahmakoun

*** First winning case study of the 2014 ICHRIE Johnson & Wales Case Study Competition**

Hospitality with a Heart and Soul: Jack's Bar & Grill

By H.G. Parsa, Vijaya 'Vi' Narapareddy and Bob Farmer

Nearly 98% of developmentally challenged individuals in America are unemployed. To address this issue, Jack's Bar & Grill first hired one such individual and gradually added few more. Currently nearly 80 developmentally challenged and Autistic individuals are working at Jack's Bar and Grill. Jack and Athan Miller's mission is to make a difference in the society with their restaurant as the medium. After seven years, the small coffee shop grew into a two story bar and grill and a catering kitchen, and became financially successful. To accommodate their growing needs, Jack and Athan Miller have expanded their operations across the building. They are extremely active in the community supporting various social causes.

Key Words: corporate social responsibility, restaurants, Autism, financial performance, developmentally challenged employees

Air Transport Service Harm Crisis: The case of the Helios Airways tragedy

By Zisis Maditinos and Christos Vassiliadis

Organizations in the service sector, such as airlines, are exposed to several potential dangers that can result in major organizational crises. Crises usually happen due to a failure interaction among human, organizational and technological factors. In this paper the well known case of Helios Airways flight HCY 522 crash is used in order to illustrate how this failure interaction, in high risk service organizations, combined with inadequate crisis management tactics, can cost the existence of the organization itself. The paper aims to support the need for service companies' managers to pay extreme attention to issues that could evolve in potential failures and furthermore in crises. Moreover, the paper aims to highlight omissions and mistakes made by the responsible company while trying to manage the crisis situation, in order to provide useful conclusions for service organizations' managers.

Key words: Service harm crisis, crisis management

Where's My Slice of the Apple? A Case Study

By Tracie Malmberg and Mahmood A. Khan

This case study examines Applebee's Restaurant Chain and the court case *Fast vs Applebee's* regarding the fair pay of employees who were tip based employees seeking compensation for non-tipped work performed. The issue in the study arose in 2006 when an employee, Gerald A. Fast, brought to the courts two separate issues pertaining to Fair Labor practices having to do with tipped employee fair pay. The case lasted from 2006 to 2012 and was finally settled with a settlement of \$9 million paid to the plaintiffs, Mr. Fast, and wait staff who chose to participate in the class action lawsuit.

Keywords: Restaurant, Franchisor, Franchisee, Tip Credit, Labor Laws, Business policy

The Hospitality Institute at Mattamuskeet Lodge: A case study of a social business proposal

By Cynthia S. Deale and Robert M. O'Halloran

This case focuses on the proposed development of a social business that includes the conversion of an old building to a hospitality operation that involves educational purposes as well as a revenue generating function. It describes a proposal to develop an old pump house on a wildlife refuge into a lodging and educational center. The purpose of this case is to explore how the unique development of a property might enhance sustainable tourism opportunities in a relatively undeveloped rural area. Questions and concerns are raised about the challenges this proposed development faces to be able to operate effectively.

Key words: education, training, lodging, tourism, social business

Developing Visitor Profiles at an American Cultural / Heritage Tourism Attraction: A case study of the USS North Carolina Battleship Memorial

By David Rivera, Jr. and Alleah Crawford

This case investigates the updating of visitor profiles and preferences for a self-sustaining cultural/heritage tourism attraction within the Southeastern United States. Visitor preferences were examined in order to aid the cultural/ heritage tourism location with the development of a strategic marketing plan. Definitions and examination of what constitutes a cultural/heritage tourism attraction are presented. Data collection for this project included obtaining a visitor inventory of preferences while visiting the cultural/heritage tourism location. Issues are raised about the challenges cultural/heritage tourism operations face when attempting to maintain a loyal customer base.

Key words: culture tourism, heritage tourism, visitor profiles, marketing, management

The Case of Country Club Organizational Culture and Employee Turnover

By Jim Butler and George Alexakis

Country clubs represent a significant sector of the hospitality and tourism industry. The case study explores the reasons for high general manager turnover in a country club organization. The case study compels the reader to analyze the factors related to employee turnover and explore possible solutions as part of a comprehensive human resource strategy from the viewpoint of a general manager. The case examines the club's various organizational cultures and encourages the understanding of these cultures. The case discusses strategies for students to investigate, explore, and understand the organizational culture of future employers.

Key Terms: Organizational culture, country clubs, employee turnover, general manager, family business

Energizing the Brand from Within: Kimpton's secret sauce for success

By Ceridwyn King and Leah Callaway

In the competitive US lodging market, sustaining a competitive advantage can be an elusive concept. Kimpton Hotels and Restaurants is one company that has found their competitive edge through the articulation of unique brand experiences brought to life by their employees. However, the challenge becomes sustaining that edge when the main ingredient (i.e., employees) is fluid, both attitudinally and behaviorally. This case study explores the process of gaining employee 'buy in' to the brand prior to the opening of a new Kimpton property, concluding with the management dilemma of how to energize employees to live the brand beyond the launch phase.

Keywords: internal brand management, employees, competitive advantage

A Historic Hotel Strategic Management Approach for Performance Improvement

By Godwin-Charles Ogbey, Ryan Muniz and Lobat Siahmakoun

This case study is about a General Manager of a historic hotel property in Northwest Arkansas (NWA). He has been in the hotel industry for over 30 years. In his attempt to enhance his hotel's performance, he has to make a decision between two incompatible performance improvement strategies. The first strategy is the promotion of the hotel as the place to come for a wedding. The second is the promotion of the hotel as the place to come for both weddings and ghost tourism. The intent of this case is to generate discussions on performance improvement strategy implementation and decision-making.

Key Words: Ghost tourism, Marketing strategy, Historic hotel, Weddings, Performance improvement