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

## **Who's the Boss?: Millennials managing across generations in the hospitality industry**

*By Cynthia Mejia and Vicki Lavendol*

Prior to the recent global financial crisis, it was assumed Baby Boomers would retire in massive numbers and there would be a dearth of unskilled younger workers prepared to take their place (Kunreuther, 2010). As a result of the Great Recession, Baby Boomers have chosen to remain at work longer, alongside those members of the Greatest Generation, Generation X and the Millennials. For the first time in history, a multi-generational workforce poised with an influx of Millennial leaders, has created numerous challenges for hospitality businesses. This case was written to explore generational characteristics while examining potential strategies Millennials could utilize to lead a cross-generational hospitality workforce.

*Key Words: Hospitality Industry; Millennials; Management; Generation X; Baby Boomers; The Greatest Generation*

## **Stone Cold Franchisor... or Victims of the Economic Crisis?**

*By Colleen Murphy and Mahmood A. Khan*

Disgruntled Cold Stone franchisees complained about issues ranging from promises of big profits to rebates and operational aspects of business model. Cold Stone claimed that it wanted all of its franchisees to succeed, and blamed franchisees for their own inability to successfully implement the business model. A group of franchisees formed association and filed a lawsuit against Cold Stone for failure to provide information regarding funds received by Cold Stone from vendor rebates and unused gift cards. Franchisees claimed that requirements to purchase over-priced equipment and supplies, vendor and rapid franchise expansion resulted in their ability to be profitable.

*Key Words: Cold Stone; Franchises; Franchisor-Franchisee relationship; Vendor rebates; Franchisee concerns*

## **Time for Change: A new leadership for restaurant profit enhancement**

*By Godwin-Charles Ogbeide, Robert Harrington and Kayla Kesterson*

This case study was about the general manager (GM) of a small, 49-room Inn's Restaurant located on a college campus in Arkansas. A majority of the Inn's guests were parents of college students and guests of the university. In order to draw more people to the restaurant, the GM had decided to implement holiday specialty meals on Thanksgiving and Christmas Eve to enhance the inn and restaurant's appeal and increase annual profits, which were lacking in the food and beverage areas. The implementation of these holiday specialty meals had substantial implications with a variety of qualitative and quantitative cost to benefit impacts. In order to maintain employee morale, prevent turnover and minimize many potential negative outcomes, the GM had three decision options for implementation.

*Key Words: Revenue, Leadership Decision, Communication, Goal Setting, Change, Employee Morale,*

## **Academic Misconduct: The instructor's responsibility**

*By Stefan Cosentino, James Drake and William Werner*

The percentage of US college students who admit or observe cheating has grown steadily for at least fifty years, to the point where every instructor in higher education should expect to encounter academic misconduct on a regular basis. While institutional policies require instructors to enforce an academic conduct code in their classes, new and graduate student instructors are typically unprepared or unwilling to confront cheating in their courses. This case presents a doctoral student instructor's dilemma when he observes a student cheating, exploring the instructor's responsibility for academic integrity the resources available to assist instructors concerned with this issue.

*Key Words: Academic misconduct, academic dishonesty, student academic code, student conduct.*

## **The Development of Responses to Social Media Reviews in the Lodging Industry**

*By Suzanne Markham Bagnera, Susan W. Arendt and Thomas R. Schrier*

This case study presents information about User-Generated Content (UGC) on social media sites, like TripAdvisor®. This case study aims to familiarize students with social media websites and demonstrate how management should respond to reviews posted by consumers. Examples of positive and negative management responses are provided to help identify appropriate responses. The analysis of management responses will provide students with an opportunity to become familiar with these websites and how they can structure a professional response so they are better prepared to enter the work force with knowledge of UGC.

*Keywords: Consumer generated media, Reviews, Social media, TripAdvisor®, User-Generated Content*

## **Sex Crimes at Sporting Mega Events: A case study**

*By Nickole Bennett and Robert O'Halloran*

Media outlets gain attention and raise public concern when they advertise large figures of expected sex crimes during sporting mega events. However, the numbers publicized by media outlets are often questionable and lacking supporting evidence. The case study reviews examples of media publicity and actual figures of sex crimes during sporting mega events. Information is presented to allow students to analyze the responsibility event organizers, host country Brazil and others have during the 2014 World Cup and 2016 Olympic Games in addressing media coverage and public concern as well as their responsibility in preventing sex crimes during Sporting Mega Events.

*Keywords: Mega Events, Olympics, World Cup, Super Bowl, Sex Trafficking, Prostitution*

# abstracts

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## **The Chatham Hotel: A historical case during New England's "Elegant Era"**

*By Peter Szende and Erinn D. Tucker*

Considered as one of the most modern and luxurious hotels in New England, The Chatham Hotel is examined. This case enables students to step into the role of decision maker by becoming intimately involved in a historical business situation. Archival research and secondary sources were collected to fully introduce The Chatham Hotel. Students are expected to apply current average daily rate (ADR) and revenue per available room (RevPar) to quantify the hotel's financial value during that time. Two approaches, SCORE assessment and the integration of people into the marketing mix are introduced. Discussion questions and teaching notes guide learning objectives.

*Key Words: Historical case, seasonal hotel, SCORE assessment, Marketing mix*

## **The Broken Restaurant, a Task Force Case Study**

*By Rex N. Warren and Jane Boyland*

This case study is based on a simulated "task force" assignment in which a new manager is assigned to a team of managers to go into an underperforming restaurant unit, identify opportunities for financial (profit) improvement and recommend specific action steps for the restaurant unit management to take to achieve the company benchmarks. The supporting documentation is similar but not identical to that which would be found in a real life exercise.

The case involves an underperforming unit of a multi-unit restaurant chain. The unit is failing across multiple parameters including market share, revenue and cost performance, labor productivity, inventory turnover, and guest satisfaction. A series of reports is presented for students to analyze with the goal of proposing solutions for the unit management to take to move the unit performance closer to the company performance benchmarks.

*Keywords: restaurant, benchmarks, operations, analysis*

## **Off-Site Catering: Prevention of food borne illnesses**

*By Robert M. O'Halloran*

There are many issues to consider when catering for an event - some of which can be life threatening to the consumer; but when precautions are taken and procedures are set up correctly, these problems are very simple to avoid. Major problems that caterers face today are how easily food can be contaminated with bacteria, leading to a business crisis. This case study presents food safety issue scenarios faced by caterers in preventing food borne illnesses and possible prevention techniques and corrective actions

*Key Words: food borne illness, catering, food safety, crisis, hygiene*