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*Journal of*  
**HOSPITALITY  
& TOURISM**  
*Cases*

Volume 4, Number 3 • 2015 • ISSN 2164-9987

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

### **The Future of Limited Service Restaurants: Let the customer decide**

by Matthew Krawczyk, Timothy Webb and Kimberly Mathe-Soulek

Over recent years, the rise of the fast casual segment of the restaurant industry has created concerns for quick service firms. Evidence from financial reports suggests a change in customer demand creating an increase in the amount of market share being gained by the fast casual segment. Experts attribute this to concerns over product quality and health considerations, however proper branding of firms is suggested to be the leading factor related to fast casual's success. A focus on creating and reinforcing a distinct brand identity is suggested as a solution for the decrease in the fast food restaurant segment's market share. Key examples are provided to support this claim and a brief history of the fast casual segment is presented as an underpinning.

*Key Words: Branding, Food and Beverage, Fast Casual, Quick Service, Consumer Perception*

### **Popeye's Recipe for a Turnaround! A Case Study**

by Mahmood A. Khan and Maryam M. Khan

This case study outlines how a successful established restaurant concept can face unexpected problems which can jeopardize its existence. It challenges participants to come up with a marketing strategy that can revive a popular brand. Popeye's restaurant which started in 1972 serving southern-style fried chicken with Louisiana heritage is used as an example. It was popular until 1999 when suddenly several factors impacted its performance. The multi-faceted dilemma faced by the company impacted its menu concept, executive level performance, brand image, franchisor-franchisee relationship, and overall marketing strategy. Steps that led to Popeye's spectacular turnaround are listed in the teaching notes.

*Key Words: Popeye's; Marketing Strategy; Franchisor-franchisee relationship; Brand image; Menu changes*

### **Tourism Recovery in the Crisis Management Plans: Natural Disasters**

by Robert M. O'Halloran and Nicole Alley

Crisis recovery plans for individual businesses and/or tourism regions after a crisis are a vital part of the planning process. Tourism locations can be impacted by natural disasters and are often unprepared to act once the crisis or disaster has passed. The necessity of a crisis plan needs to be made an important part of any disaster recovery planning process. For example, in two similar events of crisis, Hurricane Katrina and the Indian Ocean Tsunami, economies in those regions have recuperated at drastically different rates. This discussion questions the differences in the disaster recovery process of each of these areas. For example, does a disaster / crisis management plan enhance tourism recovery the speed of tourism economic recovery of a region? The premise of the case is that good planning by tourism regions generally and those destinations in volatile natural areas (e.g. coastal areas subject to hurricanes, flooding etc..) can assist with speed recoveries.

*Key Words: Tourism, crisis, risk, disaster management, economic impact.*

### **Comcast and Disney Theme Park Strategy: Competing in a complex environment**

by Emmanuella Owens, Caroline Agbemabiese, Karen Song, Yuning (Vivian) Wang and Frederick DeMicco

This case examines Comcast expanding its market space into theme parks in Disney's competitive market and makes recommendations for its growth. The case discusses the need to scan the competitive environment to identify the competitors within Comcast's core business environment. Comcast, at an investor conference stated that there is a lot to be gained in the theme park business for many years to come. This case provides strategic tools to evaluate the competition and environment that Comcast is entering into, including the application of strategic tools such as Porter's Five Forces, SWOT and Business Growth Competitive Strength Matrix developed by Boston Consulting Group Matrix.

*Key Words: Theme Park, Disney, Comcast, Strategy, Competition*

### **Hotel Internal Branding: A case of Tempus Hotel Taichung**

by Yao-Chin Wang, Jing Yang and Chu-En Yang

Hotel internal branding consists of the practices of hotel employees to live the brand, service by the brand, and engage customers through enhanced branded service. The case study of Tempus Hotel Taichung showcases the internal branding process from the four essential functions of management, including planning, organizing, leading, and controlling. Hospitality educators can integrate this case with instructional materials on leadership and management, human resource, training and development, and marketing. Through this case, hospitality students are expected to develop critical thinking and analytical skills as well as strategic management competencies in managing brand from within.

*Key Words: Hotel branding; Internal branding; Brand management; Brand leadership; Human resource management; Human resource development*

### **Why is Fast Casual Winning?**

by Ekaterina Sorokina and Kevin Murphy

This case study analyzed the fast casual segment of the U.S. restaurant industry. The segment is thriving, while others continue to struggle to maintain average performance. In an attempt to understand the success of the fast casual segment, the study first looked at its development and history. Then the study explored stories behind the top five leading concepts of fast casual segment: Panera Bread, Chipotle Mexican Grill, Panda Express, Zaxby's, and Five Guys Burgers and Fries. These companies remained the leaders of the segment from 2011 to 2013, which showed their strong positioning in the market and high competitiveness.

*Key words: fast, casual, restaurants, trends, successful, strategies*

# abstracts

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## **Bitcoin: Legal issues and usage in the hospitality industry**

*by Eddie Zeng, John H. Thomas, Miranda Kitterlin-Lynch, Shao Hwa Chang and James Williams*

Bitcoin is a digital currency for which government regulation is still evolving. Transactions are done on a peer-to-peer basis and verified through a network of simultaneous users in the form of a public ledger. However, these transactions are done in cryptography form, creating unique challenges for all areas of business. Given the rise of peer-to-peer transactions in the hospitality industry, it is imperative for hospitality managers to understand the implications of this new technology. This case study explores legal issues such as money laundering, securities regulation, taxation and the definitions of currency, as well as potential applications in the hospitality industry.

*Key Words: Bitcoin, Cryptocurrency, Virtual Currency, Barter, Legal Tender, Hospitality Technology*

## **Exploring the Business Potential of Chipotle Mexican Grill's Expansion in China**

*by Bel Wang*

U.S.-based quick-service restaurants (QSR), which were primarily pioneering into China's market, have now been expanding their business and have gained considerable profits in China, such as McDonald's, KFC, Burger King, Pizza Hut, Starbucks, and Subway. China, therefore, must possess certain market traits fitting into fast casual food service concept that can be utilized by Chipotle Mexican Grill (CMG) to grow chain restaurants. This case focuses on providing a series of strategies and analysis on how to develop CMG's business in China.

*Key Words: Chipotle, Expansion, China Market, Quick-service restaurant*