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EDITORIAL

Editorial..... 5

By Marianna Sigala

WINNING CASE STUDY

Virginia, Richmond is Out: A DMO Case Study of LGBT Marketing

Case Study..... 9

Teaching Note 16

by Eric D. Olson and Heejung Ro

PUBLISHED CASES

American Tourist Travel to Cuba: A Case Study

Case Study..... 24

Teaching Note 30

by Kristen Kaminski and Miranda Kitterlin-Lynch

Event Management: Using a Servant Leadership Model

Case Study..... 33

Teaching Note 39

by Rebekah E. Sheets and Robert M. O'Halloran

Where Did Our Server Go? A Case of Service Failure in a College Hotel Restaurant

Case Study..... 42

Teaching Note 46

by Christina H. Lesyk and Eric A. Brown

Targeting Kenya's Coastal Gastronomic Market: A case study

Case Study..... 48

Teaching Note 54

by Anthony Pepela and Robert M. O'Halloran

Surviving Minimum-Wage Hikes at a Seattle Restaurant

Case Study..... 57

Teaching Note 62

by Galen Collins

The Innovative Competitive Advantage: A Case Study of Two Pioneering Companies

Case Study 70

Teaching Note 74

by Elizabeth A. Whalen and JiYoon (Jennifer) Han

Darden Restaurants, Inc. Is the Turnaround Happening?

Case Study..... 77

Teaching Note 83

by Murat Kizildag, Fevzi Okumus and Kevin Murphy

Virginia, Richmond is Out: A DMO Case Study of LGBT Marketing

By Eric D. Olson and Heejung Ro

This case study illustrates how Richmond Region Tourism in Virginia positioned the destination as Lesbian/Gay/Bisexual/Transgender (LGBT) friendly. After initial success with the campaign, Richmond Region Tourism faces the challenge of deciding what is next. The study takes the students through the segmentation challenge facing a destination marketing organization after success with an initial campaign to develop refined marketing strategies for maintaining LGBT tourists. Utilizing LGBT tourism literature and current LGBT marketing trends, this case study explores the opportunities and challenges in creating a LGBT marketing campaign.

Key words: destination marketing, LGBT tourism, market segmentation, Richmond, Virginia.

American Tourist Travel to Cuba: A Case Study

By Kristen Kaminski and Miranda Kitterlin-Lynch

Relations between the United States and Cuba are slowly becoming normalized, making the possibility of leisure travel to Cuba for Americans feasible. This case study provides an overview of U.S. and Cuba relations, addresses potential tourism problems, and highlights the importance of dispute resolution.

Key words: Cuba, American, tourism, challenges, dispute resolution

Event Management: Using a Servant Leadership Model

By Rebekah E. Sheets and Robert M. O'Halloran

Leadership is an elusive term in business. Many companies boast that they are leaders in their industries or boast about training their employees to be the best leaders. What type of leadership is best for leaders in the hospitality industry? This case study suggests that Servant Leadership is different from other types of leadership because it focuses on leading by example and putting the needs of employees and organizations above the needs of an individual leader. Servant leaders, set an example of service for their employees to follow. In this case, a student leadership conference is an exemplar setting.

Key words: Leadership styles, servant leadership, service, event management, training, humility.

Where Did Our Server Go? A Case of Service Failure in a College Hotel Restaurant

By Christina H. Lesyk and Eric A. Brown

Colleges rely on student employees for many campus departments, including foodservice facilities such as dining halls, pubs, and quick-service locations. These facilities serve as a source of income for the college as well as a "laboratory" for hospitality students. A college hotel restaurant serves both guests directly affiliated with the college and nonaffiliated guests, including dignitaries and revenue-generating event attendees. This fictional case study offers the opportunity to examine a service failure and discuss methods to train a workforce often made up of younger workers to provide outstanding customer service.

Key words: Motivation, Service failure, Student labor

Targeting Kenya's Coastal Gastronomic Market: A case study

By Anthony Pepela and Robert M. O'Halloran

Food, gastronomic or culinary tourism has increasingly become a valuable tool for tourism destinations enabling guests to differentiate one tourism destination from its competitors. However, many countries have not yet embraced it. This case study identifies the gastronomic market in Kenya's leading tourism hub, the northern circuit of Kenya's coastal strip. Research in this area also suggests that socio-demographic profiles could be used to segment and or predict guest participation in gastronomic activities in the region. The goal of food tourism is to enable a region to plan and diversify its tourism products and increase its profitability by using a food as a destination focus.

Key words: food tourism, culinary tourism, gastronomy, socio-demographic profiles

Surviving Minimum-Wage Hikes at a Seattle Restaurant

By Galen Collins

In 2014, the city of Seattle unanimously approved an increase in the city's minimum wage to \$15 per hour, highest in the nation. While citywide minimum-wage laws offer local governments a tool for helping low-income workers, such laws affect restaurant businesses financially and operationally. Amy McMillian, the owner of Amy's Café located in the heart of downtown Seattle, is now concerned with the future viability of her restaurant. She is contemplating actions to minimize the financial impact of the mandatory minimum-wage hikes. This case study scenario addresses this dilemma from multiple perspectives and factors and explores possible actions for mitigating the impact of minimum-wage increases on full-service restaurants.

Key Words: minimum wage hikes, wage regulation, restaurants, financial impact, action plan

The Innovative Competitive Advantage: A Case Study of Two Pioneering Companies

By Elizabeth Whalen and JiYoon (Jennifer) Han

By observing two existing organizations, this case study illustrates innovative strategies for value creation and competitive advantage through Porter's generic strategies of differentiation and low-cost leadership. The Little Bay Restaurant represents differentiation through its no cost pricing strategy, while the Eatsa restaurant concept represents low-cost leadership through its replacement of front of house employees for technological services. These two organizations use innovation to create competitive positions within the highly saturated food and beverage market, not only through ingenuity but by creating value for both the organization and the customer.

Key Words: innovation, competitive advantage, value, differentiation, low-cost leadership

Darden Restaurants, Inc. is the Turnaround Happening?

By Murat Kizildag, Fevzi Okumus and Kevin Murphy

This case study discusses the recent strategic turnaround of the largest casual U.S. restaurant corporation, Darden Restaurants Inc. (NYSE:DRI). It explores the various reasons for a sharp decline in Darden's growth and disappointing operational performance in recent years. It also examines the strategic measures taken by newly formed executive board for the company's operational rebound. This case further details the implementation of the revival plan by performing a critical longitudinal financial assessment. Lastly, the company's turnaround efforts and future prospects to re-energize its brands in the market are discussed.

Key words: corporate turnaround, financial evaluation, Darden Restaurants, turnaround management, strategy, operational rebound