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EDITORIAL

Editorial..... 5

by Marianna Sigala

WINNING CASE STUDY

Making the Case for DineSafe: Incorporating Analytics into Managerial Decision-making in the Hospitality Classroom

Case Study..... 9

Teaching Note 11

by Heather Monteiro and Daniel McLean

PUBLISHED CASES

Does Generation Y Want to Inherit Their Parents' Timeshare?

Case Study..... 33

Teaching Note 39

by Jennifer Redditt, Fevzi Okumus and Amy M. Gregory

Creating a Gender-Neutral Environment in the Hospitality Industry Through Growth and Understanding

Case Study..... 41

Teaching Note 47

by Donald G. Schoffstall, Jacqueline D. Stokes-Alves, Azia M. Monteiro and Ryan Giffen

Pandox—A Hotel Owner-Operator's Smorgasbord of Options

Case Study..... 53

Teaching Note 58

by Rob van Ginneken

Managing Revenues in Macau's Casino Resorts through turbulent times: A Case of the "New Normal"?

Case Study..... 61

Teaching Note 64

by Candy M. F. Tang, Billy U. L. Im and Brian E. M. King

Managing Food Safety Errors: A case study of Chipotle Mexican Grill

Case Study..... 75

Teaching Note 77

by Priyanko Guchait, Sujata Sirsat, Jay Neal and Jeanna L. Abbott

Marijuana Legalization and its Impact on Hotel Operations

Case Study 81

Teaching Note 86

by Jackson Lamb, Robert (Bob) Farmer and Jacob Thinnes

Retaining Management Talent

Case Study..... 88

Teaching Note 93

by Robert M. O'Halloran and Kyle Smith

Making the Case for DineSafe: Incorporating Analytics into Managerial Decision-making in the Hospitality Classroom

By Heather Monteiro and Daniel McLean

This case study involves the application of data analysis to business-decision making in the hospitality graduate classroom. This advanced case study, intended for graduate students, involves using market research analysis to inform the decision to continue investing in a new product's research and development. The intent of the study is to cultivate and engage critical thinking skills over a period of four hours of instruction time and an output of a written report per student pair or team.

Keywords: Decision making, analytics, critical thinking, quick service restaurants, innovation

Does Generation Y Want to Inherit Their Parents' Timeshare?

By Jennifer Redditt, Fevzi Okumus and Amy M. Gregory

Set in the context of a dynamic growth sector of the lodging industry, this case explores the significance and an impending issue of the timeshare industry - whether Generation Y is interested in inheriting their parent's timeshare. Generational theory and characteristics of Baby Boomers, timeshare owners, and Generation Y, timeshare heirs, are discussed. The case study reviews options for timeshare companies to address Generation Y consumers who are expected to inherit their parent's timeshares. Options for Baby Boomers to sell their timeshares are also explored.

Key Words: Timeshare, Resale, Generation Y, Baby Boomers

Creating a Gender-Neutral Environment in the Hospitality Industry Through Growth and Understanding

By Donald G. Schoffstall, Jacqueline D. Stokes-Alves, Azia M. Monteiro and Ryan Giffen

Transgender, a term likely unfamiliar to some, is extremely relevant for so many others who themselves are employees and customers in the hospitality industry. The purpose of this case study is to present a detailed and unique look at how employee and manager actions and reactions may affect hospitality and tourism businesses by focusing on the rights of LGBT individuals, specifically those who identify as transgender. This case study highlights key points of this current and relevant topic, by providing multiple opportunities for students to learn from, develop an understanding for, and practice with managerial decisions.

Key Words: Transgender, Workplace challenges, Equality, Discrimination, Motivation

Pandox—A Hotel Owner-Operator's Smorgasbord of Options

By Rob van Ginneken

This case study discusses Pandox, a large Swedish hotel owner and operator, listed on the Nasdaq Stockholm exchange. The business model can be described as pragmatic: there is a clear focus on property ownership and leasing out to operators, but the company also engages in operations themselves - independently or as a franchisee, or as the principal in a management agreement, and, more recently, as a lessee-operator. This makes Pandox a prime case subject for teaching students the principles of the wide array of ownership and operator structures in the hotel industry today.

Keywords: Hotel operating structures; management agreements, brands

Managing Revenues in Macau's Casino Resorts through turbulent times: A Case of the "New Normal"?

by Candy M. F. Tang, Billy U. L. Im and Brian E. M. King

In terms of expenditures, Macau SAR is now the world's biggest gaming destination. However, it is currently experiencing the first downturn in gaming revenues since the liberalization of the SAR's casino sector in 2002. The downturn coincided with the Chinese government's implementation of its tough anti-corruption measures in 2014 and was both sudden and substantial. At the time of writing Macau's tourism supply continues to grow with demand lagging far behind. A plethora of developments is under construction, and a full market recovery is unlikely before these projects are complete. The ever-intensifying competition is increasing the importance that businesses attach to managing revenues to achieve competitive advantage. This case study places a spotlight on the tactical challenges confronting management in a highly competitive market where a strategic approach to revenue management is urgently required.

Key Words: Revenue Management, Casino Resort, Macau, Rate Positioning, Target Market, Competitive Set

Managing Food Safety Errors: A case study of Chipotle Mexican Grill

By Priyanko Guchait, Sujata Sirsat, Jay Neal and Jeanna L. Abbott

Food safety errors can have disastrous consequences on a company's profitability, image, and loss of lives. Therefore, it is critical that hospitality managers, employees, and students understand the importance of food safety and methods to implement best practices. Using the example of Chipotle Mexican Grill foodborne illness outbreaks, this case study highlights when, where, and how food safety errors occurred in this specific instance. This case study encourages critical thinking about food safety errors occur, causes of such errors, and how to detect, resolve, and prevent errors. In addition, the goal of the case study is for the audience to learn skills required for effective management of food safety errors, and identify training techniques that can be used to develop such skills.

Key Words: Error management, Food safety, Foodborne illness outbreak, Food safety culture, Chipotle Mexican Grill

abstracts

Marijuana Legalization and its Impact on Hotel Operations

By Jackson Lamb, Robert (Bob) Farmer and Jacob Thinnes

This case study examines the effects that the legalization of marijuana has had on certain aspects of hotel operations in the state of Colorado since its inception on January 1, 2014. Specific topics include guests' perception of marijuana laws and the frequency of smoking violations, as well as the investigation of respective policies and documentation methods used at various properties throughout the state of Colorado. These findings are analyzed to explore the impact of marijuana legalization on current hotel operations and the effect it will have in years to come.

Key Words: marijuana, hotel operations, hotel smoking policies, legalization, smoke-free status, Federal banking laws

Retaining Management Talent

By Robert M. O'Halloran and Kyle Smith

When experienced hotel managers are successfully retained in an organization, they bring a wealth of knowledge and experience to a property. One of the biggest issues for an organization is retaining talented managers in a very competitive market. This case study will focus on human resource functions and their relationship to retention and turnover in the lodging sector. The goal of this case is to identify retention factors and action steps to retain valuable employees. More specifically the reader should be able to define and discuss retention and its related issues and how organizations can keep productive employees. The case presents a situation in which the leadership of a hotel wants to rethink their human resource practices for one valuable employee and plan to retain others as they go forward.

Key Words: experience, management, retention, talent, turnover