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* *Second winning case study of the 2017 ICHRIE Johnson & Wales Case Study Competition*

Is Social Media Marketing a Necessary Evil?

by Eun-Kyong (Cindy) Choi and Inna Soifer

The proliferation and popularity of Social Networking Sites (SNSs) has changed the way companies communicate with their customers and promote their businesses. However, many companies, especially small businesses, find managing their SNSs to be challenging due to a lack of time and poor managerial skills. This case study illustrates problems faced by an independently owned and operated restaurant with regard to managing its SNSs. Specifically, it addresses the issues from the perspectives of the manager, the front-of-the-house employees, and the back-of-the-house employees. It also generates discussion on who should manage a business's SNSs, and how to manage them effectively.

Key words: Social Networking Site, Social Media Marketing, User-Generated Content, Online Reviews, Independent Restaurant

Studying the Restaurant Tipping Dilemma: The Triangular Structure of Tipping Stakeholders

by Elshaer Abdallah, Abdel-Aal Emad and Marzouk Asmaa

It is customary for consumers to leave voluntary sums of money (tips) for the service workers. This paper tries to investigate the different perceptions and positions that are being experienced by tipping practices' stakeholders (Customers, Employers, and Servers) during the entire process. The findings showed that tipping practices shaped the stakeholders in three different positions; 1) The control position was for the customer, 2) This has weakened the servers' side and put them in the beg position, while, 3) The management enjoy the vantage position. Also the discussion ends by demonstrating the tipping opponents' views briefly.

Keywords: Restaurant; Tipping; Consumer behavior.

The P.O.S. Decision: Ray's Place's Dilemma

by Cameron Thomas, Lu Zhang, JaeMin Cha and Jeffrey Beck

The purpose of this case study is to examine the strategic importance of technology implementation in independent full service restaurants. The technological issue discussed throughout this study is primarily the Point of Sale (POS) system, and its adoption and implementation in the context of two restaurants in Northeast Ohio. The independent full service restaurant company detailed throughout this study is named Ray's Place, and has locations in Fairlawn and Kent, Ohio. Ray's Place Kent (operating since 1937) has utilized a manual guest check system for almost 80 years, but is currently debating the idea of implementing a POS system similar to what is currently in place at the Fairlawn location. Ray's Place Fairlawn (opened in May of 2014) adopted a POS system prior to its opening; however, some of the beneficial POS data are not regularly tracked, mostly due to the inexperience of upper level management in utilizing and interpreting the data. After seeing the efficiencies that a POS system has brought to the Fairlawn location, the owner and senior management team are now debating the difficult decision of whether the Kent location should adopt a similar POS as Fairlawn or continue manual operation.

This case study has many implications for both the theoretical understanding of technology adoption in independent restaurants, as well as implications for helping hospitality students to better understand the practical industry challenges that may be faced, especially in the areas of technology adoption and dealing with multiple generations of employees with different technological capabilities. Lastly, this case study is intended to show that while keeping up with technological advances and industry trends is important, there are many other concerns which must be addressed in operating a restaurant establishment, especially concerning independent restaurant operators.

Key Words: Point of Sales systems, Technology adoption, Manual Guest Check Systems, Independent Full Service Restaurant.

Work-family Conflicts and Employee Turnover in the Hospitality Contexts

by Xiaotian Liu and Mahmood Khan

This case study aims to explain how work-family conflicts can lead to hospitality workers' intention to quit as high employee turnover continues to be a problem within the hospitality industry. Work and family represent the two most significant and central realms of an adult's life. Conflicts between people's work and family roles can negatively affect their workplace performance and social behaviors. Employees who have suffered from long-term conflicts may even choose to quit for a more flexible work-life arrangement. Thus, promoting a sustainable work-family balance is of great importance in the hospitality industry.

Key Words: Human Resources Management (HRM), Work-Family Conflicts (WFC), Employee Turnover

The Communication of Corporate Social Responsibility; Asian Oasis - Mythical Journeys in the Hill Tribe Villages of Northern Thailand

by Scott Michael Smith

Asian Oasis owns and operates a unique lodging company in northern Thailand. Their contributions regarding social responsibility may serve to inspire thoughtful tourism development globally using the concepts of community-based tourism (CBT) and corporate social responsibility (CSR) explored in this case study. The objectives of this case study include providing a better understanding of these concepts. It is hoped that the reader may identify opportunities for development in their own country and embrace the pillars of sustainable development; preserving, sustaining, building, protecting and delivering suggested by Asian Oasis. Such good practices are especially useful for communities all over the world that are confronting similarly complex issues between investing in tourism development and preserving and protecting the communities which they call home.

Key Words: Community-based tourism (CBT), Corporate Social Responsibility (CSR)