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Chipotle Mexican Grill's Food Crisis Conundrum

By Jessica C. Murray and Hyun Jeong Kim

Foodborne illness is not uncommon in the United States. When a restaurant experiences a food crisis it is vital that they respond rapidly and in an appropriate manner to mitigate the potential damage. Normally when a food crisis occurs it is an isolated incidence; if multiple crises occur the effects are amplified. This case study explores Chipotle Mexican Grill's series of successive food crises in late 2015. This case is unique in that it examines multiple crises within a single firm as well as exploring a wide range of topics including: restaurant management, crisis management, and food safety.

Key Words: Food Crisis, Chipotle, Recovery, Food Safety

The Local Food Product Adoption Dilemma: Implications for independent restaurant operators

By Cameron Thomas and JaeMin Cha

Local food products are a growing trend in the restaurant industry according to the National Restaurant Association. The purpose of this case study is to examine the resurging popularity of local food products, as well as their benefits and drawbacks to adoption by independent restaurant owners. These benefits and drawbacks result in several contradicting factors, which are highlighted in the case study. Lastly examples of successful independent restaurant adoption of local food products are highlighted, and the future of local food is debated.

Key Words: local food adoption, local foods movement, independent restaurants, identity, convenience, responsibility

Airbnb: A Disruptive Innovation-based Business

by Sungsik Yoon, Shinyong Jung and Mehmet Erdem

Airbnb.com is a rising star of the sharing economy whose impact has been widely felt across the lodging industry (Ting, 2017). In terms of room availability, Airbnb offers more rooms than the world's largest top five hotel brands combined (Woods, 2017). Its business model is based on disruptive innovation. As the world's largest lodging provider, Airbnb owns no property or rooms (McRae, 2015). While it serves as an exemplary success story, Airbnb faces several issues moving forward in the lodging trade, such as regulations, safety concerns, and growing pains. This case study examines these issues and provides insightful discussion topics.

Key Words: disruptive innovation, Airbnb, sharing economy/collaborative consumption, lodging industry, technology trends

Challenges and Benefits of Implementing Green Practices at a Restaurant

by Jangwoo Jo, Eun-Kyong (Cindy) Choi and Jim Taylor

As customer awareness of environmental issues grow, restaurants move to employ more sustainable and environmentally friendly business operations to meet the eco-conscious demands from consumers and communities. This case study addresses the benefits and challenges of becoming a green restaurant by presenting the contrasting opinions of the owner, front of the house manager, and back of the house manager of an American-cuisine casual-dining restaurant located in West Palm Beach, Florida. The case also describes the standards of the Green Restaurant Association Certification to determine whether the restaurant should achieve the certification or not.

Key Words: Green Restaurant, Green Practices, Green Restaurant Association Certification

Look Before You Leap: The case of the missing elevator floor

by Keith Barron, Luana Nanu and Cihan Cobanoglu

Injuries that lead to disability and even death have reached peak numbers in the world, including the USA. Occupational incidents part of the most important issues faced in business, especially in the hospitality industry (Song et.al., 2011; Gyekye, 2010). Not only that these accidents cause financial losses for both the company and the implicated employee, but it can also damage the reputation of the implicated businesses. This case study will be discussing the injury of a hotel employee and the parties implicated and responsible in this accident.

Key Words: Hospitality Law, Negligence, Worker's Compensation, Hotel Employee Accident

Conflicting Managers at a Local Restaurant

by Caitlyn Murray, Elizabeth Sitko, Sydney Chaney and Jinyoung Im

This case study discusses the negative consequences of having conflicting management styles in the workplace. Examples include inconsistent communication from managers to frontline employees and conflicts that arise between managers, leading to high turnover. This study supports our viewpoint that poor management is common in the workplace, and it is difficult to find the proper solutions to handle such situations. This study also provides employees' voice behavior as one of the solutions to initiate changes in a local restaurant setting.

Key Words: Leadership styles, communication; employee voice behavior; human resource management practices; management training; local restaurant

Parking Fees and Revenue Management—A Case Study of Las Vegas Strip Resorts

by Chih-Chien Chen and Markus Schuckert

For years, resorts located on Las Vegas strip hesitated to charge for self-parking since the service providers believed that this action would deter visitors from staying or shopping at their resorts. However, after decades of free parking afforded to all Las Vegas visitors, MGM Resorts International removed the comp in 2016. Caesars Entertainment followed in 2017. As of today, the revenue generated from parking is still debatable (O'Connor, 2018). This case study has been used in undergraduate and graduate level hospitality revenue management courses to provide a thorough understanding the enforcement of parking fees from both demand and supply sides.

Key Words: Las Vegas, resorts, parking fees, revenue management, pricing