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Extended Stay America: HR success amidst the covid-19 pandemic

by Leora Lanz, Suzanne D. Markham Bagnera, Maura Feltault

The hospitality industry experienced devastating repercussions throughout 2020 due to the COVID-19 health pandemic, and (in the United States) the rise of discourse stemming from issues of social justice. One segment of the lodging sector which fared well was extended stay. As many companies needed to furlough or lay off workers, Extended Stay America (ESA) did not have to. But as the atmosphere in the U.S. became more dismal, those who remained employed also needed new attention. This case studies the period of March through June 2020, and how the Human Resources leadership of ESA successfully managed its employees.

Keywords: Associate Engagement, COVID-19, Extended Stay America, Hotel, Human Resources, Successful Strategy

Online Travel Agencies in Hotel Distribution: Game on!

by Olena Ciftci, Katerina Berezina, Cihan Cobanoglu

StarRise Hospitality manages a portfolio of eight independent and branded hotels. The revenue manager of the company notices that online travel agency commissions for one of the properties accounted for 23% of total revenues in 2019 and becomes concerned about the effectiveness of the distribution channel strategies used by the hotels in the portfolio. The revenue manager goes through the financial data and distribution channel performance analyses to search for the answer. The agency theory, the electronic distribution channel evaluation methodology, and the flash sales evaluation framework may be used as the underlying theoretical base for the case analysis. The case study is designed to develop students' critical thinking skills necessary to manage hotel distribution at the property and management company level.

Keywords: OTA, electronic distribution, distribution cost, channel management, direct distribution, indirect distribution

Implementing Change: Bad feedback requires attention

by Grayson G. Jamroch, Liza M. Cobos, Stephanie Hein

This case demonstrates how a contract foodservice provider applies to change management strategies to retain its management contract and remain profitable. The foodservice provider is contracted to manage the dining services at a Midwest higher education institution. Yearly customer evaluations reveal areas for improvement related to food options provided to guests. In response, the food service provider adjusts its management of the operation and forms a team focused on the areas needing attention. The case presents how this team uses change management models and strategies to guide necessary initiatives. Team selection, resource allocation, new program development, implementation, and evaluation are discussed.

Keywords: change management, change implementation, contract services, food service management

Leading Millennials Using Values-Based Leadership

by Ken Edwards, Justin Intorcchia, Trishna G. Mistry

Tristar Hotel Group ("Tristar") is a hotel management company. Anecdotal evidence indicates that the turnover rate of Tristar's Millennial generation employees is higher than the turnover rate of employees in the other generations. It is proposed that the source of the problem is the conflicting values of the Millennial generation employees and their Baby Boomer generation managers. Tristar is proposing to implement values-based leadership to overcome intergenerational conflict. The purpose of this case study is to stimulate discussion about the best way for Tristar to implement values-based leadership considering the differing values of the two generations.

Keywords: baby boomer generation, employee turnover, intergenerational conflict, millennial generation, values, values-based leadership

Dear ICHRIE members and colleagues,

Another year of record-breaking international tourist arrivals but also a year of turmoil in the global tourism and hospitality industry. From increased presence of technology throughout all processes, back- and front-of-the-house to swelling numbers of sustainability challenges, there are many operational and strategic decisions to be made in an ever faster pace business environment.

The *Journal of Hospitality and Tourism Cases* (JHTC) Editor team is pleased to report that industry and academic colleagues have contributed to the 2019/2020 edition with a vast number of high quality case studies tackling several aspects linked to the challenges of our industry.

Here are three key accomplishments in 2019/2020:

Number of Submissions

A second record high number of submissions (32) was made to 2019 JHTC including 2019 Johnson & Wales Case Study Competition submissions.

Expansion of cross-disciplinary contributions

The 2019 JHTC received numerous manuscripts from contributors active in disciplines such as business administration, sustainability, IT and marketing. The common denominator is that all contributions address hospitality and tourism topics.

Acceptance Rate

This acceptance rate is still high reflecting the growth and interest in publishing in the JHTC as well as the scrutiny of reviewers and the overall quality offered to readers. With the current growth, the JHTC continues to publish 4 issues per calendar year.

International and Diverse Contributors

In addition, the JHTC attracted contributors from over 100 countries. Beside a large number of contributors from academia, the JHTC is also an attractive option for an increasing number of industry professionals (e.g., owners, consultants, general managers).

2019 ICHRIE Johnson & Wales Case Study Competition

In addition to those four key accomplishment, the JHTC is pleased to recognize the three winning cases from the 2019 ICHRIE Johnson & Wales Case Study Competition. After a thorough review process, the winners are:

First Place

Creative Digital Marketing Campaigns for Hospitality and Tourism Organizations

By Tingting Zhang, University of Central Florida, USA

Second place

Food waste management: Does information technology matter in Food Waste?

By Fernando Arroyo Lopez, University of Mississippi, USA, Katerina Berezina a University of Mississippi, USA. Eun-Kyong Choi. University of Mississippi, USA

Third Place

National Hockey League Scores Big with New Sustainability Program

By Ching-Hui Su, Iowa State University, USA. Tristen Stravers, Iowa State University, USA. Emma Petri, Iowa State University, USA. Kristine Allinson, Iowa State University, USA. Chin-Hsun (Ken) Tsai, Iowa State University, USA

These three cases along with all other accepted case studies are published in the eight volume of the *Journal of Hospitality and Tourism Cases* (JHTC) consisting of four issues. Thank you for your participation and congratulations to the winners. The JHTC Editor team is looking forward to new submissions for future competitions.

2019 JHTC Outstanding Reviewers Recognitions

Such competitions can only exist through the support of all those involved in the reviewing process. The JHTC Editor team is welcoming new reviewers who are motivated to read, comment and provide constructive feedback to case study contributors. It is also a unique way to expand one's professional horizons and eventually find new material to discuss in class for example. Case study reviewers are recognized for their efforts and time by becoming members of the editorial board and committee of the case study competition and the JHTC (provided that the reviewers are also ICHRIE members. If this should not be the case, reviewers are recognized without inclusion in any committee / board). In addition, the JHTC Editor team acknowledges reviewers that have demonstrated an outstanding performance with Best Reviewers' Certificates. The recognized Reviewer of the Year is officially acknowl

edged at the Summer ICHRIE Conference.

The 2019 JHTC Reviewer of the Year

Cynthia S. Deale, East Carolina University, USA

2020 Preview

We welcome further contributions to the 2020/2021 issues. As a reminder, case studies submitted to the journal then go through a double-blind peer review process. Once the review process is completed and cases have been revised and accepted until November, those cases are then published in one of the four JHTC issues in the following year.

JHTC Volume 9, Issues 1-4: Content

The JHTC Volume 9 includes 25 case studies scheduled for publication in 2020/2021. Each of the four issues contains accepted papers involving case studies with corresponding teaching notes.

In addition, Volume 9 of JHTC also include the inaugural ICHRIE Manuscript Marathon launched in the 2019 Summer Conference in New Orleans, Louisiana, USA.

2019 ICHRIE Manuscript Marathon scheduled in the JHTC Volume 9 Issue 1:

Albano, D., and Lolli, J. (2020). Evaluating the use of sense of place as a business strategy in the marketing and promotion of craft beverage tourism, *Journal of Hospitality and Tourism Cases*, 9(1).

The case studies published in the JHTC address various disciplines and management problems from the travel, tourism and hospitality sectors. This edition includes case studies in the following areas of interest (in parenthesis, keywords to the cases):

- Entrepreneurship (Restaurant/Food);
- Management (Gender in leadership/ Drug abuse perspective);
- Human Resources (Human trafficking/ Employee theft);
- Marketing (Segmentation/Loyalty program/ Business development);
- Sustainability (Destination / Waste management / Sustainable league);
- Event (Festival planning / Service concept / Best practices);
- Tourism Development (Agritourism)

Each case study contains the following material and information:

- a. Background information on the studied organization, destination and/or of the topic

- b. An explanation of the case problem(s), challenge(s) or dilemma
- c. An analysis of the problem(s), challenge(s) or dilemma
- d. Related bibliography and additional reading

Each case study is supported with teaching notes. The notes are found after the case study and provide guidance and instructions to ensure a smooth integration within a classroom setting.

The teaching notes provide guidance with the following information:

1. An explanation of the teaching objectives and the target audience;
2. A recommended teaching approach and strategy for educators;
3. An analysis of the teaching objectives and related theoretical concepts; and
4. Any other additional reading and/or references.

Special thanks

The JHTC Editor team is grateful for the outstanding work accomplished by Professor Marianna Sigala over the past years. Her dedication, passion and high standards have been key to what the JHTC is today. Professor Sigala leaves very big shoes to fill and it is an honor to step into this new challenge. Additionally, we are thankful to the ICHRIE staff for the continuous support in time of transition with a special thank you to Amie Garrett Grayson.

Finally, the JHTC Editor team is thankful to all contributors for the effort made in providing valuable case studies and grateful for the continuous support from the editorial board members and dedicated reviewers. To all readers, we hope Volume 9 will provide exciting and new material, spark discussion in your classes and support our industry in light of the multiple challenges and opportunities.

Yours sincerely,

Prof. Po-Ju Chen,

North Carolina Central University

Prof. Wilco Chan,

Macao Institute for Tourism Studies

Prof. Dr. Willy Legrand

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