



Executive Committee

President

Ralf Burbach
Technological University Dublin

Vice President

Chrystel Masdupay
Institut paul Bocuse

Secretary

Tassie Pippert
James Madison University

Treasurer

Lisa Slevitch
Oklahoma State University

Immediate Past President

Joy Dickerson
Deleware County Community College

Board Members

APacCHRIE Federation President

Joji I. Bian
Joji Ilagan International Schools Inc.

EuroCHRIE Federation President

Peter Russell
Russell Patnership Technology

Central Federation President

Susan Gordon
Purdue University

NENA Federation President

Jeff Lolli
Widener University

SECSA Federation President

Marketa Kubickova
University of South Carolina

West Federation President

Muhittin Casuvaglo
California State University, East Bay

Director of Education

Donald Schoffstall
Johnson & Wales University, Charlotte

Director of Industry Services

Steve Hood
STR SHARE Center

Director of Marketing

Anders Justenlund
University College of Northern Denmark

Director of Member Services

Priyanko Guchait
University of Houston

Director of Networking

James Williams
University of Tennessee Knoxville

Director of Research

Seung Hyun Jenna Lee
East Carolina University

Co-Chair, Conference

Kim Severt
University of Alabama
Mary Jo Dolasinski
DePaul University

Journal of HOSPITALITY & TOURISM Cases

Volume 10, Number 1 • 2022 • ISSN 2164-9987

EDITORIAL

Editorial..... 4
by Po-Ju Chen, Wilco Chan and Willy Legrand

PUBLISHED CASES

Hatteras Island and Highway 12: A chain of complexity
Case Study..... 6
Teaching Note 16
by Cynthia S. Deale, Jennifer London

Memorial Union Events: Staying relevant and sustainable
Case Study..... 24
Teaching Note 31
by Ashley D. Snyder, Eric D. Olson

Are We Putting Our Favorite Destinations in Peril? A no longer lost city - Machu Picchu case study
Case Study..... 34
Teaching Note 40
by Shiloh Schlauderaff, Jessica Press, Haley Huston, Ching-Hui (Joan) Su, Chin-Hsun (Ken) Tsai

Readiness and Response: The case of hotel emergency management during hurricanes
Case Study..... 42
Teaching Note 48
by Rick Lagiewski, Sanja Čović

It's About Me Now: Managerial support of minority frontline employees
Case Study..... 56
Teaching Note 60
by Gilpatrick D. Hornsby, Tiffany C. Hornsby

The **ICHRIE** **JOHNSON & WALES** *Case Study Competition* *& Publication Series*

is made possible by a generous donation from



JOHNSON & WALES
UNIVERSITY

JOURNAL OF HOSPITALITY & TOURISM CASES

EDITORIAL TEAM • Po-Ju Chen, North Carolina Central University • Li-Chun Lin, Montclair State University •
Eve Ren, Macao Institute for Tourism Studies

ADVISING EDITOR • Marianna Sigala, University of South Australia, Adelaide, Australia

EDITORIAL REVIEW BOARD

Robert Bennett, Delaware County Community College • Barry A.N. Bloom, Xenia Hotels & Resorts, Inc. • Gina Fe G. Causin, University of Nebraska – Lincoln
• Elena Cavagnaro, Stenden University of Applied Sciences • Jaemin Cha, Michigan State University • June E. Clarke, Delaware State University • Cihan
Cobanoglu, University of South Florida Sarasota-Manatee • Galen Robert Collins, Northern Arizona University • Vesa Heikkinen, HAAGA-HELIA University
of Applied Sciences • SoYeon Jung, Northern Arizona University • Mahmood A. Khan, Virginia Tech • Sowmya Kishore, Centennial College • Ming-Lun
(Miranda) Lee, University of New Haven • Derrick Lee, Singapore Institute of Management • Caiwei Ma, Shanghai Polytechnic University • Parikshat Singh
Manhas, University of Jammu • Kimberly Mathe-Cuellar, Oklahoma State University • Fred Mayo, New York University • Cynthia Mayo, Delaware State Uni-
versity • Barent McCool, Texas Tech University • Cynthia Mejia, University of Central Florida • Thorsten Merkle, HTW Chur • Robert M. O'Halloran, East Caro-
lina University • Godwin-Charles Ogbeide, University of Arkansas-Fayetteville • Fevzi Okumus, University of Central Florida • Bendegul Okumus, University
of Central Florida • Kunsoo Park, South Dakota State University • H.G. Parsa, University of Denver • Josephine Pryce, James Cook University • Lianping Ren,
Institute for Tourism Studies • Steven Rhoden, Metropolitan University • Jan Roy, Kaplan School of Business and Information Technology • Jack Samuels,
Montclair State University • Donald G. Schoffstall, Johnson & Wales University, Charlotte • Rai Shacklock, Leeds Metropolitan University • Erin Shih, Hong
Kong Polytechnic University • Irini L. F. Tang, City University of Macau • Asli Tasci, University of Central Florida • William Thibideaux, Nicholls State University
• Nicholas J. Thomas, DePaul University • Jean-Pierre van der Rest, Universiteit Leiden • Fang Wang, Oxford Brookes University • Yao-Chin Wang, University
of Arkansas • Rex Warren, Johnson & Wales University, Xavier Academic Complex • Alistair Williams, Johnson & Wales University, Charlotte • Ronnie Yeh,
California State University Long Beach • Alvin Hung Chih Yu, St. Cloud State University • Tingting Zhang, University of Central Florida

REVIEWERS

Mark Beattie, Washington State University Everett • Robert Bennett, Delaware County Community College • Barry Bloom, Xenia Hotels & Resorts • June
Clarke, Delaware State University • Cihan Cobanoglu, University of South Florida Sarasota-Manatee • Galen Collins, Northern Arizona University • Dori
Dennison, East Carolina University • Mahmood Khan, Virginia Tech • Sowmya Kishore, Centennial College • Marketa Kubickova, University of South Caro-
lina • Henri Kuokkanen, Institut Paul Bocuse • Derrick Lee, Singapore Institute of Management • Miranda Lee, University of New Haven • Jennifer Lo, The
Technological and Higher Education Institute of Hong Kong • Parikshat Singh Manhas, University of Jammu • Fred Mayo, New York University • Cynthia
Mejia, University of Central Florida • Robert Schønrock Nielsen, Copenhagen Business Academy, Denmark • Robert O'Halloran, East Carolina University •
Bendegul Okumus, University of Central Florida • Fevzi Okumus, University of Central Florida • Kunsoo Park, South Dakota State University • Lianping Ren,
Institute for Tourism Studies Macao • Jack Samuels, Montclair State University • Donald G. Schoffstall, Johnson & Wales University, Charlotte • Rai Shacklock,
Leeds Metropolitan University • Joan Su, Iowa State University • Irini L. F. Tang, City University of Macau • Asli Tasci, University of Central Florida • William
Thibodeaux, Nicholls State University • Nicholas Thomas, DePaul University • Ken Tsai, Iowa State University • Edward Udd, Radford University • Mathilda
van Niekerk, University of Central Florida • Arjan van Rheede, Hotelschool The Hague • Yao-Chin Wang, University of Arkansas • Alistair Williams, Johnson &
Wales University • Beverley Wilson-Wünsch, International University of Applied Sciences Bad Honnef - Bonn • Alvin Hung Chih Yu, St. Cloud State University
• Carol Xiaoyue Zhang, University of Portsmouth

Hatteras Island and Highway 12: A chain of complexity

by *Cynthia S. Deale, Jennifer London*

This case explores the interconnectedness between Highway 12 and Hatteras Island, which are located off the coast of North Carolina in the United States, as well as the efforts implemented and proposed to preserve the highway. Alternatives are presented, based on the outcomes of a feasibility study conducted on a stretch of Hwy 12 between the town of Frisco and northern Hatteras Village, along with their implications across sustainability's triple bottom line. The dilemma presented in the case focuses on the need for additional alternative approaches to ensure the highway's sustainability and the preservation of Hatteras Island for residents and tourists.

Keywords: sustainable tourism, planning, coast, barrier islands, paradox, stakeholders

Memorial Union Events: Staying relevant and sustainable

by *Ashley D. Snyder, Eric D. Olson*

Memorial unions at universities have long been venues for a wide variety of university events, such as student and staff meetings, faculty meetings, social events, fundraising events, and cultural showcases. Challenges of executing events in memorial unions at universities include students groups and departments looking to utilize space, students' ever-changing wants and needs, and financial limitations. The Director of the ISU Memorial Union has tasked Aubrey Sabin, the Event Management Manager, to make \$300,000 in net sales for the upcoming fiscal year. This case study discusses an under explored area of event management of university events at memorial unions.

Keywords: memorial union, university event planning, event management, venue management, revenue generation

Are We Putting Our Favorite Destinations in Peril? A no longer lost city - Machu Picchu case study

by *Shiloh Schlauderaff, Jessica Press, Haley Huston, Ching-Hui (Joan) Su, Chin-Hsun (Ken) Tsai*

Machu Picchu, first explored and photographed in 1911 by Hiram Bingham, has become Peru's most popular tourist attraction and one of the world's most iconic archeological sites. Currently, Machu Picchu is facing some severe negative impacts from overtourism, including a drastic reduction of vegetation, destruction of ancient ruins, and erosion of soil, pollution, and disrespect. In this case study, two dilemmas arise: 1) how can Machu Picchu's environment be saved? And 2) if steps are taken to reduce tourism to decrease the environmental impact, how can Peru still maintain revenue from tourism?

Keywords: overtourism; Machu Picchu; sustainable tourism

Readiness and Response: The case of hotel emergency management during hurricanes

by *Rick Lagiewski, Sanja Čović*

The growing frequency of major natural disasters is requiring hotel managers to refocus on their emergency preparedness plans, especially concerning hurricanes, which are an ongoing seasonal challenge for the southern United States and the Caribbean. This case study explores the significant challenges hotels face during major hurricanes. The case study aims to address the vital importance of hotels to vulnerable stakeholders during a natural disaster. The importance of emergency management frameworks are explored in the context of a hotel exposed to real world challenges. Modifying the focus of hotel operations from a market orientation toward a moral one is advocated.

Keywords: hurricanes, natural disasters, emergency management, vulnerable stakeholders

It's About Me Now: Managerial support of minority frontline employees

by *Gilpatrick D. Hornsby, Tiffany C. Hornsby*

In an industry where the motto is often, "the customer is always right," this case study will explore the implications of when the customer is not right. This case study puts the reader in the position of a manager and asks them to navigate the sometimes difficult situation of diffusing and addressing conflicts between customers and employees. The case does not propose that there is a correct response to the situation; however, it provides previous research and best practices for the reader's consideration.

Keywords: managerial support, diversity training, cultural competency

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

IUBH International University

Team Editors of the Journal of Hospitality and Tourism Cases

INTERNATIONAL CHRIE would like to recognize our Premium Members

Accra Technical University • Akhuwat Mushahida School of Hospitality and Tourism • Alexandru Ioan Cuza University • Anahuac Cancun University • Auckland University of Technology • Bethune-Cookman University • Bilkent University • Boma International Hospitality College • Boston University • Breda University of Applied Sciences • California State Polytechnic University, Pomona • California State University, Long Beach • Capiz State University Sigma Satellite College • Council of Hotel and Restaurant Educators of the Philippines • Cyprus International University • Cyprus University of Technology • DePaul University • Dusit Thani College • East Stroudsburg University • Ecole hoteliere de Lausanne • Ecole Superieure Internationale de Savignac, France • Enderun Colleges • Faculty of Tourism & Hospitality Management Opatija • Fairleigh Dickinson University • FERRANDI Paris • FH Wien der WKW • Florida Atlantic University • Florida Gulf Coast University • Florida International University • Florida State University • Fu Jen Catholic University • Fundacion Instituto Profesional Duoc UC • Georgia State University • GH Hospitality Hub • Glion Institute of Higher Education / GIHE Sarl • Hotelschool The Hague • Husson University • Indiana University of Pennsylvania • Institut Paul Bocuse • International Hotel & Tourism Industry Management School • Iowa State University • James Madison University • Johnson & Wales University • Joji Ilagan International Schools • Kansas State University • Kennesaw State University • Knowledge Matters, Inc. • Macao Institute for Tourism Studies • Mae Fah Luang University • Manchester Metropolitan University • Michigan State University • Missouri State University • Montclair State University • National Kaohsiung University of Hospitality and Tourism • New Mexico State University • NHL Stenden South Africa • Niagara University • North Carolina Central University • Northern Arizona University • Odessa National Academy of Food Technologies • Oklahoma State University • Ozyegin University • Purdue University Northwest • Purdue University, West Lafayette • RIT Croatia • Rochester Institute of Technology - Rochester Campus • Rouxbe Global Food Group • Ryerson University • SAHTC-The Hospitality School • San Diego State University • Saxion University of Applied Sciences • Shatec Institutes • Sheffield Hallam University • South Dakota State University • Stockton University • STR SHARE Center • Strathmore University • Technological University Dublin • Temple University • Texas A&M University • Texas Tech University • The Culinary Institute of America • The Hong Kong Polytechnic University • The Pennsylvania State University • The University of Alabama • The University of Mindanao • Thomas More University of Applied Sciences • Troy University • UCL Erhvervsakademi & Professionshøle • University of Arkansas - Pulaski Tech College • Universidad de las Americas - Ecuador • Universidade Anhembi Morumbi • University College of Northern Denmark • University of Arkansas, Fayetteville • University of Calabar • University of Central Florida • University of Delaware • University of Florida • University of Georgia • University of Hawaii at Manoa • University of Houston • University of Johannesburg • University of Macau • University of Maryland Eastern Shore • University of Massachusetts, Amherst • University Of Memphis • University of Nebraska - Lincoln • University Of New Orleans • University of North Texas • University of South Carolina • University of South Carolina, Beaufort • University of South Florida - Sarasota Manatee • University of Southern Mississippi • University of Surrey • University of the Philippines • Vilnius Kolegija/University of Applied Sciences • Vilnius Business College • Virginia Polytechnic Institute and State University • Vistula School of Hospitality • Vocational College of Hospitality and Tourism Maribor • Washington State University • Widener University • York College of Pennsylvania • UYD Hogeschool