2017 GLOSERV

SERVICE MARKETING CASE STUDY RESEARCH

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Associate Editor (Consumer Behavior), Journal of Global Scholar of Marketing Science
2018-2022 Co-Editor-In-Chief, Journal of Hospitality and Tourism Cases (JHTC)

University of Central Florida, USA

October 4, 2017
A scientific discipline without a large number of thoroughly executed case studies is a discipline without systematic production of exemplars.

A discipline without exemplars is an ineffective one.

Social science may be strengthened by the execution of more good case studies.

(Kuhn, 1962)
TWO GENERAL CATEGORIES OF CASE STUDIES

I. Case Study Research

II. Practical/Teaching Cases
I. CASE STUDY RESEARCH
LET'S LOOK AT THE LIST OF CASE STUDY RESEARCH TYPES (WOODSIDE, 2010)

Share with us, if feasible, your research fits into one of these categories of case study research
1. Building Theory from Case Study Research
2. Bridging the Chasm between Survey and Case Study Research
3. Storytelling Theory and Research
4. Creating Visual Narrative Art for Decoding Stories
5. Subjective and Confirmatory Personal Introspection
6. Overcoming the Illusion of Conscious Will and Self-Fabrication
7. Using the Forced Metaphor-Elicitation Technique (FMET) in Subjective Personal Introspections about Self
8. Surfacing Executives Interpretations of Self and the Roles of Co-Workers in Enacting Front and Back Stage Strategies
9. Personal Exchanges, Social Behavior, Conversation Analysis, and Face-To-Face Talk
11. Case Study Research on Means-End Laddering Chains
12. Building in Degrees of Freedom Analysis in Case Study Research: Empirical Positivistic Testing of Data to Alternative Theories
13. Applying the Long Interview in Case Study Research
14. Tipping-Point Modeling in Case Study Research
15. Participant Observation Research in Organizational Behavior
16. Systems Thinking and System Dynamics Modeling
17. Fuzzy Set Social Science and Qualitative Comparative Analysis
Case Study Research: Core Skill Sets Using 15 Genres (2nd Edition)

Author: Arch G. Woodside

Synopsis:
Case Study Research looks at the research processes involved in conducting methods including participant observation, fuzzy set social science, system dynamics, decision systems analysis, forced metaphor elicitation technique, ethnographic decision tree modelling, mapping strategic thinking, the historical method, storytelling research and conversational analysis.

The book reviews and applies the best literature on case study methods from several disciplines, providing strong rationales for adopting case study research methods alone or in mixed-methods. This second edition uses a combination of broad and deep coverage of multiple case study research genres to comprehensively explore the topic.

About the Author

Education
Ph.D., Pennsylvania State University
M.B.A., Kent State University
B.S., Kent State University

Professional Biography
Professor Arch G. Woodside is a member and Fellow of the Royal Society of Canada, American Psychological Association, Association for Psychological Science, Society for Marketing Advances, the International Academy for the Study of Tourism, and the Global Academy of Innovation and Knowledge. He is the author of the first edition of Case Study Research (Emerald Publishing, 2010) and the author and editor of 41 additional monographs and textbooks relating to psychology, business and industrial marketing, and tourism. His 200+ research journal articles...
The Complexity Turn
Cultural, Management, and Marketing Applications
Editors: Woodside, Arch (Ed.)

Shows how to go beyond symmetric thinking and statistical-testing to think and test using recipes and algorithms

see more benefits
The . . . case-oriented approach places cases, not variables, center stage. But what is a case? Comparative social science has a ready-made, conventionalized answer to this question: Boundaries around places and time periods define cases (e.g., Italy after World War II). [Ragin, 1989, p. 5]
Building Theories from Case Study Research

KATHLEEN M. EISENHARDT
Stanford University

This paper describes the process of inducting theory using case studies—from specifying the research questions to reaching closure. Some features of the process, such as problem definition and construct validation, are similar to hypothesis-testing research. Others, such as within-case analysis and replication logic, are unique to the inductive, case-oriented process. Overall, the process described here is highly iterative and tightly linked to data. This research approach is especially appropriate in new topic areas. The resultant theory is often novel, testable, and empirically valid. Finally, framebreaking insights, the tests of good theory (e.g., parsimony, logical coherence), and convincing grounding in the evidence are the key criteria for evaluating this type of research.
### KINDS OF CASE STUDIES, AS ENUMERATED BY DIFFERENT ANALYSTS
(Thomas, 2011)

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Ordanini et al. (2014, p. 134) demonstrate that recipes “are more important than the ingredients” in their “Qualitative Comparative Analysis (QCA) of Service Innovation Configurations.”
From fantasy to reality: Transformation of native visitor experiences

Po-Ju Chen

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ARTICLE INFO
ABSTRACT

Fig. 1. Collage: the summary metaphor of a native visitor experience.

Fig. 2. Native visitor mental model.
Storytelling in Destination Brand Communication: A Qualitative Analysis

Mehmet Cihan Yavuz, Muzaffer Sumbul, Nuket Elpeze Ergec, and Cetin I. Derdiyok

Abstract
Stories help consumers to make sense of the product and/or services in marketing and branding. Especially in tourism, storytelling is an effective channel for destination brand communication. Stories are powerful because they turn myths into tangible consumer experience creators; they provide insights and encourage learning. Tourists have always needed myths-stories with attractive plots and characters to make sense of the tourism destination. So it’s important to have portfolio of attractive, positive stories and effective storytelling channels in destination brand communication for any destination brand. In this paper, certain stories derived from a formerly conducted research about a city destination were investigated. Data were derived from the stories by using qualitative approach based on content analysis. Word counting, classification and labeling techniques were utilized. The analyses yielded plots, themes that were connected with the destination brand. The plots/themes included wide range of linkages reflects positive and/or negative sentiments. Also various attractive characters, places, beliefs, phenomenon, experience etc. were raised related with the destination brand as a result of analyses. After all, “Objects” and
CASE STUDY RESEARCH
DESIGN AND METHODS


By Robert K. Yin
GENERAL CHARACTERISTICS
WHEN TO USE CASE STUDY METHOD?

1) The type of research question:
2) Extent of control over behavioral events:
3) General circumstances of the phenomenon to be studied:
   • contemporary phenomenon in a real-life context
Case study is an empirical inquiry, in which:

- **Focus** is on a contemporary phenomenon within its real-life context & boundaries between phenomenon and its context are not clearly evident
  - Suitable for studying complex social phenomena
- **Procedural characteristics** in the situation include: Many variables of interest; multiple sources of evidence; theoretical propositions to guide the collection and analysis of data
- **Types of case studies** might be: explanatory; exploratory; descriptive
- **Designs** can be single- or multiple-case studies
- **Used methods** can be qualitative, quantitative, or both
CASE STUDY RESEARCH DESIGN

Central components of a case study design & their functions:

1) A study’s questions
   • “how”, “why”

2) Study’s (theoretical) propositions
   • pointing attention, limiting scope, suggesting possible links between phenomena

3) Study’s units of analysis
   • main units must be at the same level as the study questions & typically comparable to those previously studied

4) Logic linking the data to the propositions
   • matching pieces of information to rival patterns that can be derived from the propositions

5) Criteria for interpreting the findings
   • iteration between propositions and data, matching sufficiently contrasting rival patterns to data; there is no precise way of setting the criteria

(Yin, 2014)
ANALYSIS SHOULD SHOW...

• Relies on all the relevant evidence
• All major rival interpretations are dealt
• Most significant issue of the study is addressed
• Prior expert knowledge is brought to the study
ADOPTION OF GOOD SCIENCE GENERALIZING TO POPULATIONS OF CASES

• High quality research.
• Overcome bad practices of research
• Be “SPOT”!
• Bad to Good: Achieving High Quality and Impact in Your Research (2017).
• Diffusion and Adoption of Good Sciences
The good practices manifesto: Overcoming bad practices pervasive in current research in business

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Keywords:
Bad
Competency
Complexity
Configuration
Good
Incompetency

Abstract

Under the “Metrics” link, Google.com/scholar ranks the top twenty journals by impact in 16 subcategories of “business, economics, and management” (e.g., accounting and taxation, economics, finance, marketing, strategic management, tourism and hospitality). This editorial describes bad practices appearing in the majority of published articles in the twenty leading journals within all of these 16 subcategories. Unfortunately, bad practices appear in most articles in the Journal of Business Research—even though the JBR is first in marketing and seventh in strategic management in the Google journal h5 impact rankings. Most of the articles in most of the journals in finance, management, marketing, and organizational studies include empirical positivistic methods and findings—and each of these empirical articles likely includes three-to-ten or more bad practices that this editorial describes. The editorial includes how to design-in good practices in theory, data collection procedures, analysis, and interpretations to avoid these bad practices. Given that bad practices in research are ingrained in the career training of scholars in sub-disciplines of business/management (e.g., through reading articles exhibiting bad practices usually without discussions of the severe weaknesses in these studies and by research courses stressing the use of regression analysis and structural equation modeling), this editorial is likely to have little impact. However, scholars and executives supporting good practices should not lose hope. The relevant literature includes a few brilliant contributions that can serve as beacons for eliminating the current pervasive bad practices and for performing highly competent research.
Releasing the death-grip of null hypothesis statistical testing (p < .05): Applying complexity theory and somewhat precise outcome testing (SPOT)

Arch G. Woodside

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To link to this article: http://dx.doi.org/10.1080/21639159.2016.1265323

Published online: 13 Jan 2017.
Research Note

Diffusion and Adoption of Good Science: Overcoming the Dominant Logic of NHST and the Reporting of Rubbish

Arch G. Woodside
School of Marketing, Curtin University, Perth, Australia

ABSTRACT Purpose: This article describes and explains the arrival of the current tipping-point in shifting from bad-to-good science. This article identifies Hubbard (2016a) as a major troublemaker in attacking the current dominant logic supporting bad science, that is, null hypothesis statistical testing (NHST) in management science.

Focus: Crossing the tipping-point is occurring now (2016–2017) from bad-to-good in the behavioral and management sciences. Because of the occurrence of supporting conditions, continuing to ignore the vast amount of criticism of bad science is no longer possible. Bad science includes the pervasive use of directional predictions (i.e., “as X increases, Y increases”) and NHST. The time is at hand to replace both with a good science: computing with words (CWW) to predict outcomes accurately and consistently, constructing models on a foundation of complexity theory, and testing models using somewhat precise outcome testing.

Recommendations: Achieving parsimony does not equate with achieving simplicity and the shallow analysis of only predicting directional relationships. Researchers need to build the requisite variety into models and predict precise outcomes. Doing so requires recognizing the relevancy of equifinality (alternative configurations occur that indicate the same outcome), sign reversals, and causal asymmetry tenets of complexity theory.
2. WU ET. AL. (2014)

JBR HIGH IMPACT AWARD

Applying complexity theory to deepen service dominant logic: Configural analysis of customer experience-and-outcome assessments of professional services for personal transformations

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Abstract

Recognizing Cigainer’s (1991) dictum that scientists’ tools are not neutral (tools-in-use influence theory formulation as well as data interpretation), this article reports theory and examines data in ways that transcend the dominant logic for variable-based and case-based analyses. The theory and data analysis tests key propositions in complexity theory: (1) no single antecedent condition is a sufficient or necessary indicator of a high score in an outcome condition; (2) a few of many available complex configurations of antecedent conditions are sufficient indicators of high scores in an outcome condition; (3) contrarian cases occur, that is, low scores in a single antecedent condition associates with both high and low scores for an outcome condition for different cases; (4) causal asymmetry occurs, that is, accurate causal models for high scores for an outcome condition are not the mirror opposites of causal models for low scores for the same outcome condition. The study tests and supports these propositions in the context of customer assessments (n = 436) of service facets and service outcome evaluations for assisted temporary-transformations of self via beauty salon and spa treatments. The findings contribute to advancing a nuanced theory of how customers’ service evaluations relate to their assessments of overall service quality and intentions to use the service. The findings support the need for service managers to be vigilant in fine-tuning service facets and service enactment to achieve the objective of high customer retention.
II. PRACTICAL CASE STUDIES
- Teaching Case Studies
CASE-BASED TEACHING AND PROBLEM-BASED LEARNING

• With case-based teaching, students develop skills in analytical thinking and reflective judgment by reading and discussing complex, real-life scenarios.

• The articles in this section explain how to use cases in teaching and provide case studies for the natural sciences, social sciences, and other disciplines.
CASE STUDIES IN PROBLEM-BASED LEARNING (PBL)

• A teaching method and an approach to the curriculum.

• It consists of carefully designed problems that challenge students to use problem solving techniques, self-directed learning strategies, team participation skills, and disciplinary knowledge.

• Problem-Based Learning (PBL)
  • Transforms learner to expert
  • Context dependent, yet, resulting in remarkable changes in student learning
  • New paradigm (Khun, 1969)
WHEN IT'S TIME TO EXPAND BEYOND THE BASE! (HBR CASE STUDY)

• The new CMO of an extreme-race company is on the hook to come up with a way to further monetize the underexploited brand while also fixing customer pain points related to the registration process. She and the COO propose a premium membership that allows die-hard fans to buy early access to race registration, but tests on social media reveal strong animosity toward the program among some racers.

• Should the company pull the plug or move forward, potentially upsetting the company's most loyal customers? This fictional case study features expert commentary by Michael Bolingbroke and Huib van Bockel.

• For teaching purposes, this is the case-only version of the HBR case study.

• The commentary-only version is reprint R1705Z. The complete case study and commentary is reprint R1705N.
CASE OF THE COMPLAINING CUSTOMER (HBR CASE STUDY AND COMMENTARY)
Dan Finkelman; Tony Goland; Leonard A. Schlesinger; Dinah Nemeroff; Ron Zemke; Claus Moller

FORMAT: PDF
ALSO AVAILABLE IN: English Hardcopy Black & White

List Price: $7.48  
Publication Date: May 1, 1990  
Product #: 90304-PDF-ENG  
Discipline: Service Management  
Length: 13 p., English PDF

Description

 Shortly after installing a new computer system designed to provide quick and accurate service, the president of Presto Cleaner received an angry letter from a customer whose laundry had been lost by the system. The case study looks at the questions: How much service does a company or store owe a customer? Is the customer always right? In 90304 and 90316, four authorities on customer service—Leonard A. Schlesinger, associate professor at the Harvard Business School; Dinah Nemeroff, corporate director of customer affairs at Citicorp/Citibank; Ron Zemke, president of Performance Research Associates; and Claus Moller, president of Management International—consider Presto Cleaner's customer complaint.

This HBR Case Study includes both the case and the commentary. For teaching purposes, this reprint is also available in two other versions: case study only, reprint 90315, and commentary only, reprint 90316.

Subjects Covered:
   Computer systems; Customer relationship management; Customer service

HOW DO YOU GROW A PREMIUM BRAND? (HBR CASE STUDY AND COMMENTARY)

Regina Fazio Maruca; William Campbell; Robert J. Dolan; Anita K. Hersch; Peter H. Farquhar; David A. Aaker; Mary Shelton; Barbara Kellner

FORMAT: PDF
ALSO AVAILABLE IN: English Hardcopy Black & White

List Price: $7.48  
Publication Date: Mar 1, 1995  
Product #: 95205-PDF-ENG  
Discipline: Service Management  
Length: 10 p., English PDF

Description

Gordon Johnston has taken his elite health-club concept from the germ of an idea to the pinnacle of success. But the most difficult decision in managing his company lies ahead. Gordon must figure out how to lead Transition fitness clubs into the next phase. In each of the 15 years since Transition's flagship club opened in New York City, its sales have doubled. The company boasts fitness trainers handpicked by Olympic medalists, health-conscious cuisine by in-house chefs, huge facilities in prime locations, and reciprocal memberships at other Transition clubs worldwide. But recently, the company's margins have been shrinking. An aging membership could mean problems for future expansion. And new, upscale competitors are challenging Transition's flat-rate pricing policy. Will Gordon have to run fast to stay in one place? Should he change Transition's pricing policy? In 95205 and 95205X, William Campbell, Robert J. Dolan, Anita K. Hersch, Peter H. Farquhar, David Aaker, and Mary Shelton offer advice on this fictional case study.

This CASE STUDY INCLUDES BOTH THE CASE AND THE COMMENTARY. FOR TEACHING PURPOSES, THE REPRINT IS ALSO AVAILABLE IN TWO OTHER VERSIONS: CASE STUDY ONLY, REPRINT 95205X, AND COMMENTARY ONLY, REPRINT 95205Z.

Subjects Covered:
   Marketing strategy; Pricing strategy; Service management
How Marketers Can Convert Their Obstacles Into Opportunities for 2018

Bates Creative conducted a discovery survey to learn about where marketers are investing their efforts in 2016.

>> Read more
Innovative and creative marketing strategies are imperative to the success of a brand.

The best lessons are learned through experience and AMA's Case Study Library offers you insights and practical solutions from a wide variety of companies and industries.

Within these case studies you will find ideas and inspiration for everything from social media plans, lead generation, direct marketing, research, branding and more.
Emotional Branding and Cause-Marketing: The Ideal Partnership

By: Amr Aly, Thomas Grandin, Sonja Hiemisch, Julia Savitch and Amit Sinha Roy
MBA Perspectives

MBA Perspectives: "Big Design" is an exclusive AMA series examining customer experience design.

It is that time of year again, and we are not talking about Christmas. First it was Breast Cancer Awareness month. Now the end of November is nearing, with thousands of men around the world growing moustaches to raise funds and awareness for men's health issues.

While cause-marketing (Varadarajan and Menon 1988) has been around for over 30 years, it has developed significantly over time. Today it ranges from one-off to long-term partnerships, and from product sales and promotions to program-driven collaborations. It seems though that companies struggle with using these partnerships to enhance the customer experience. In a recent survey among major companies and NGOs, the C&E Advisory (2014) found that only 17% of companies believe that customers are well engaged in their cause-related partnerships.

Wouldn't it be great if these partnerships could really enhance a brand's relationship with its target customers?

We see a lot of products today slapped with "pink ribbons" or logos, in the hopes that customers will be influenced to buy based on association. However, to fully utilize a cause-marketing partnership, companies need to think about connecting with the customers on a deeper level.

Key Takeaways

What? Cause-marketing partnerships have the potential to deepen a brand's relationship with its target customers.

So what? Cause-marketing partnerships can be used to help build a strong emotional connection with customers at a level that resonates with their values, making the brand an obligatory passage point on the journey towards the customer's "ideal self".

Now what? Design customer experiences in a way that makes your customers feel they are truly engaged in supporting the cause when using your product, and don't forget to target their social network too.
MBA Perspectives: 'Big Design'

MBA Perspectives: 'Big Design' is an exclusive AMA series examining customer experience design. Stay tuned for weekly installments on topics ranging from building retro brands and anti-hero brands to identifying what it takes to create a successful market-oriented organization.

Fixing the Quick-service Customer Experience: The Case of Chipotle

By dining out, millennials and foodies are exposed to a variety of different cuisines and gastronomic experiences. These individuals expect a personal and intimate dining experience and, as such, are changing the dining culture.

Redesigning Restaurants With the 5 Senses in Mind

The most successful restaurants market themselves by heightening the customer’s sensory experience.

Why Buses Present Endless Opportunities for Marketers

From billboards to market research, municipal buses are an untapped medium for reaching a captive audience.

Disney and the Magic of Wearables

For wearable technology to go mainstream, companies will need to engage in dialogue with consumers and embrace innovation through experimentation within integrated ecosystems.

Should Watching TV Be a Social Experience?

Television media and the consumption of content have drastically changed, and cable TV providers are trying to stay ahead of the curve to remain relevant.

Is Artificial Intelligence the Customer of the Future?

The future poses an especially interesting challenge to brands delivering customer experiences. Are they ready to market themselves to artificial intelligence?

Spotify and the Algorithmic Customer Experience

The strategic use of big data to enhance customer experience through algorithms is a growing trend across multiple industries.

Redesigning Las Vegas: Attracting the Millennial Segment

In the luxury fashion industry, brands are struggling to create a customer experience that satisfies shifting consumers’ demands. As Millennials become majority spenders in today’s economy, their lack of interest in casinos can put the entire business at risk.
American Marketing Association
Creating In-Game Customer Experiences

Key Takeaways

• WHAT?
  • FIFA 16 demonstrates three principals that marketers can use to be successful with in-game advertising: complementing and enhancing the game, moving beyond functional and expressive satisfactions, and co-creating the brand narrative.

• SO WHAT?
  • Understanding that players consume both the content and the experience of the in-game advertising, in-game advertising needs to both complement and enhance the overall game experience through meaningful integration.

• NOW WHAT?
  • As in-game advertising is only one manifestation of the brand, the advertising needs to be situated in a way that helps to shape the overall brand narrative the brand is wishing to convey through the players interactions with the product.
Hotel General Manager Position in Dubai
By Fezvi Okurmus

Introduction
This case study presents a scenario about a US born and educated HGM currently managing a hotel in England but receives a similar job offer for a larger property in Dubai within the same hotel group. The case study provides background information to the HGM, First Quality Hotels group, the hotel property in Dubai and the hospitality industry in Dubai. It ends by raising several questions about the HGM’s options in response to the job offer.

Background to Mr. David Miller
After completing his undergraduate degree in Hospitality Management at a reputable university in the United States (US), Mr. David Miller joined First Quality Hotels group as a management trainee in 1995. He worked for this company at properties in New York, Las Vegas, Chicago, Miami and Houston. He held various managerial positions in food and beverage along with sales and marketing in the company’s hotels in Chicago, Miami and Houston. As a result of his outstanding performance, he was promoted to Food and Beverage Manager at the Chicago property in 2000; Hotel Manager in Miami in 2002 and became Hotel General Manager at the 400-room property in Houston in 2004.

David completed his MBA in 2005 and was subsequently sent to Athens, Greece, where he worked as the HGM at the chain’s 450-room hotel for three years. In 2008, he was promoted to a larger five-star property 600 rooms in London, England as the HGM. He has been responsible for implementing a turnaround strategy for the hotel, with impressive results in guest service metrics and overall profit margins.

Teaching Note

**Introduction/Summary**
This case study presents a scenario about Mr. David Miller, a US born and educated Hotel General Manager (HGM), receiving an offer to become a general manager of a luxury hotel in Dubai. Although it appears to be a good stepping stone for him, David has some concerns in relation to his career goals, the hotel in Dubai, the hotel industry in Dubai and the Middle East. The case study aims to generate discussions about how hotel companies can train their managers to develop and lead cross-cultural teams and how they deal with cross-cultural challenges.

**Learning Outcomes**
This case study presents a scenario about a US born and educated Hotel General Manager (HGM) receiving a job offer to manage a hotel in Dubai. The case study aims to discuss issues about how a hotel general manager can be trained to lead cross-cultural teams, how hotel managers can deal with cross-cultural issues at a hotel where there are employees from different cultures and countries and how hotel managers must manage work-life balance.

By the end of this session, students should be able to:
- Define team, culture, ethnocentrism, globalization, cross-cultural dimensions and cultural intelligence.
- Discuss importance of managing multi-cultural teams.
- Evaluate expectations from leaders in different cultures.
- Propose strategies for leading multi-cultural teams.
- Discuss work-life balance issues for hotel managers.
- Discuss difficulties and benefits in relation to living in different countries/locations.

**Questions related to the Case Study**
- What would be the advantages and disadvantages for David to accept this offer?
- If David accepts the position, what should he do to prepare for success in his new role?
- What should First Quality Hotels do to prepare David for success in his new role?
- If you were to develop a cross-cultural training program, which topics and activities would you include?
- How can David better manage work-life balance?

**Class Instruction**
**Phase 1 (50 to 75 minutes)**
Start the class with an open discussion about how many students travelled to and worked in another country. You may also ask whether they have worked with people from other cultures and countries (5-10 minutes)
You may show a short video clip on cross-cultural issues or lead a group discussion. There are different video clips available online but the one at http://www.youtube.com/watch?v=klhG40l1IzG may be a good start to discuss cross-cultural issues and how people from different cultures think and act differently (10 minutes).
Divide students into small groups and each team define the following terms together (10 minutes):
- Team versus group
- National culture
- Ethnocentrism
- Globalization
- Low-context and High-context cultures
- Cultural intelligence
- Hofstede’s cross-cultural dimensions (Uncertainty avoidance, power distance, individualism versus collectivism, masculinity versus femininity and time orientation)
Co-Editor-in-Chiefs (2018-2022)

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TOPICS AND AIMS OF CASE STUDIES
The case studies may focus on any topic and subject area (e.g. operations, information technology, marketing, sustainability etc.) related to the tourism & hospitality education and industry.

Case studies published in JHTC may deal with a wide variety of tourism and hospitality organizations such as businesses, government organizations, destination organizations, educational institutions, non-profit organizations.
AIMS OF CASE STUDIES:

• Case studies may be compiled from field research, published sources and/or generalized experience. Case studies drawing from field research should also obtain and submit a publication permission from an appropriate representative of the organization referenced in the case study.
AIMS OF CASE STUDIES:

• Case studies may be designed to illustrate a specific point, business problem, research idea or to facilitate student mastery of concepts. (successful/failures practices)

• All case studies must be accompanied by a Teaching Note, which is also peer reviewed.
GUIDELINES

for

WRITING CASE STUDIES & TEACHING NOTES
GUIDELINES FOR WRITING CASE STUDIES & TEACHING NOTES

• Case studies may be compiled from field research, published sources and/or generalized experience.

• The case studies may refer to any topic and subject area related to the tourism and/or hospitality field and industry.

• The case studies must be of maximum 5,000 words excluding figures, tables, annexes and bibliography. Each case study submission must be accompanied by a teaching note for which there is no world limit (although a teaching note of a minimum of 1,000 words is expected).
GUIDELINES FOR WRITING CASE STUDIES & TEACHING NOTES

- JHTC follows a supportive and constructive editorial policy to the authors.
- All authors would be provided suggestions and ideas on how to improve the case study and they would be encouraged to resubmit an enhanced version.
- Case studies may have been already tested in the classroom (the case study author(s) submit evidence of the educational effectiveness and impacts of the case study).
- The case studies and the teaching notes are evaluated against three major criteria: content, theoretical underpinning, and presentation.
GUIDELINES FOR WRITING CASE STUDIES & TEACHING NOTES

- Case studies do not have to follow a specific structure.

However, each case study is expected to include sections related to the following topics:

a) A **background of** the subject organization and/or of the topic
b) An analysis of the **dilemma** and/or the teaching **objective**
c) A section **explaining the questions and dilemmas** of the case study
d) **Related bibliography** and **additional reading**
GUIDELINES FOR WRITING CASE STUDIES & TEACHING NOTES

• The Case Studies and the Teaching Notes will be evaluated against three criteria:
  
  • **Content**
  
  • **Theoretical underpinning**
  
  • **Presentation**
  
• All Case Studies and Teaching Notes must adhere and follow the submission guidelines of case study writing.

• All Case studies should also be written by following JHTC template format.
TEACHING NOTES MUST INCLUDE:

• a summary of the case
• an explanation of the teaching objectives and target audience
• the recommended teaching approach and strategy to be adopted by other educators
• analysis of the teaching objectives and the theoretical concepts
• additional readings and/or references
GUIDELINES FOR SUBMITTING CASE STUDIES AND TEACHING NOTES

• All case studies, teaching notes and related material should be submitted through the EasyChair online platform.

• To access the site, you will first need to complete the pre-submission form through the ICHRIE website.
REVIEW PROCESS AND ASSESSMENT CRITERIA OF CASE STUDIES
REVIEW PROCESS AND ASSESSMENT CRITERIA OF CASE STUDIES

- All case studies and teaching Notes are subject to a rigorous double-blinded peer-review process.
- The editor of JHTC is responsible for allocating the submitted case studies to three anonymous evaluators and for managing the review process.
- All reviewers participating in the case study review process are listed in the Review Board of the relevant issue of JHTC.
EVALUATION CRITERIA FOR CONTENT AND THEORETICAL BACKGROUND
CASE STUDIES MUST:

- Be **topical and relevant** to current tourism and hospitality issues
- Be engaging in order to deliver **an interesting learning experience** in the classroom
- Explicitly identify, **explain and support the teaching objectives** of the topic subject
- Analyze the **theoretical concepts and framework** that underpin the topic of the case study
- Include questions / management dilemmas that will be able to probe class discussions and debates around the teaching objectives, the case study topic and/or the theoretical concept
CASE STUDIES MUST:

• Any **tables, figures**, exhibits, annexes and/or supplementary items should also **explain**

• Support the teaching objectives and theoretical concepts.

• There is **not any (min/max) limit** about the number of figures/tables that a case study can include.

• However, case studies will also be evaluated **based on the appropriateness, the educational value and the explanatory figures / tables** that they include.
PRESENTATION CRITERIA
PRESENTATION CRITERIA

The presentation of the case studies manuscripts and teaching notes are judged on the following areas:

• Quality of Writing (in English)
• Readability
• Clarity of Format - Presentation of Information And Data
• A Well-defined Structure
LET’S LISTEN TO THE EDITORS!!!

WHAT IS YOUR CRITERIA FOR ACCEPTING A CASE STUDY RESEARCH PAPER FOR PUBLICATION IN YOUR JOURNAL?

THEY ARE THE VOICE OF EXPERIENCE!
LET’S LISTEN TO THE EDITORS!!!

• **Dr. Levent Altinay**
  • Editor-in-Chief, *Service Industries Journal*

• **Dr. Cihan Cobanoglu**
  • Editor-in-Chief, *Journal of Hospitality and Tourism Technology* (JHTT)
  • Co-Editor-in-Chief, *Journal of Global Education and Research* (JGER)

• **Dr. Fevzi Okumus**
  • Editor-in-Chief, *International Journal of Contemporary Hospitality Management* (IJCHM)
  • Co-Editor-in-Chief, *Journal of Hospitality and Tourism Insights*

• **Dr. Mathilda Van Niekerk**
  • Managing Editor, *International Journal of Contemporary Hospitality Management* (IJCHM)
  • Co-Editor-in-Chief, *Journal of Hospitality and Tourism Insights*
ADOPTION OF GOOD SCIENCE GENERALIZING TO POPULATIONS OF CASES

• High quality research
• Overcome bad practices of research
• Be “SPOT”!
• Bad to Good: Achieving High Quality and Impact in Your Research (2017)
• Diffusion and Adoption of Good Sciences
TWELVE PRINCIPLES RELEVANT FOR DOING CASE STUDY RESEARCH
(WOODSIDE, 2010, P. 397)

1. Configural not net effects
2. Unconscious not conscious thinking
3. Dynamic not cross sectional designs
4. Multiple routes not one model only
5. Predictive validity not only a best fitting model
6. Context not context free
7. Conjunctive-disjunctive not compensatory decision-making
8. Systems thinking not independent versus dependent conditions
9. Multi-person not one-person
10. Satisfy not optimize decisions
11. Unobtrusive evidence not just obtrusive interviews or observations
12. Visual not just verbal data collection and interpretation
“Case study is not a methodological choice but a choice of what is to be studied. . . . By whatever methods we choose to study the case. We could study it analytically or holistically, entirely by repeated measures or hermeneutically, organically or culturally, and by mixed methods—but we concentrate, at least for the time being, on the case.”

(Stake, 2005, p.443)
LET’S GET SERVICE MARKETING CASE STUDY RESEARCH GOING!!!!

Q & A

Grazi Mille!!!
Thanks to the suggestions by Professor Dr. George H. (Jody) Tompson, there are two best journals that publish only business teaching cases:

1. Case Research Journal
   - by the North American Case Research Association (NACRA)

2. The Case Journal