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APPENDIX A

Interview Protocol

Mentzer et al. (1996; 1999) Studies

Sales Forecasting Audit Protocol

QUESTIONS ABOUT SALES FORECASTING ADMINISTRATION

Start with a general request, which may answer many of the specifics given below:

Please describe the process you go through to develop each sales forecast.

Specific Questions

To what extent are various functional departments involved in the development of sales forecasts?

Examples: Engineering, Finance, Logistics, Marketing, Planning, Product Management, Production, R&D, Sales, Sales Forecasting

What approach is used by these functional departments to develop sales forecasts?

1. Do these departments and use their own separate forecasts, or
2. Does one department develop a single forecast that all departments use, or
3. Does a forecast committee develop a single forecast that all departments use, or
4. Does each department develop its own forecast and a committee develops a final compromise forecast?

If #2, which department develops the forecast?

If #3 or #4, which departments are on the committee?

How satisfied are you with this approach?

What is middle management's role in developing sales forecasts? (Example: Review Only, Approval Only, Actual Involvement, Combination of These)

What is upper management's role in developing sales forecasts? (Example: Review Only, Approval Only, Actual Involvement, Combination of These)

At the beginning of each forecasting period, how does the sales forecasting process begin? (Example: sales forecasts developed by Computer System, Sales Force, Both Computer System and Sales Force, Marketing, Forecasting/Planning Group)

Is the business plan based upon the sales forecast or sales forecast based upon the business plan?
To what degree do you make the forecast agree with the business plan?

Which department(s) are responsible for managing inventory? Examples: Engineering, Finance, Logistics, Marketing, Planning, Product Management, Production, R&D, Sales, Sales Forecasting

Do you think the process for preparing a forecast is clear and routine with precise instructions available?
Please be specific.

Is forecasting performance formally evaluated and rewarded? How?

Is the sales forecasting budget sufficient for the personnel, computer hardware/software, and training required?

Too much money is spent in this company to manage around forecasting error. Do not specifically ask this, but look for examples to be pursued in the conversation.

Are the sales forecasts developed and reported in:

Units, then converted to dollars

Units Only

Dollars, then converted to units

Dollars Only

What is forecast? (Examples: Distributor Orders, Shipments, Sales, Customer Demand)

How do you deal with the following special events: new products, promotions, variety in product/package details

What percent of your business is in the following categories:

Consumer Products

Industrial Products

Consumer Services

Industrial Services

COMPANY TYPE: To be determined from company documents and general discussion.

Manufacturer

Logistics/Transportation

Telecommunications Company

Wholesaler

Utility

Retailer

Health Care Company

Publisher

What is the length and variability of production lead times for your company?

What is the length and variability of raw material lead times for your company?

What is the length and variability of cycle times to your customers?

Are products primarily made to order or made to forecast?

Do you have a specified goal for level of logistics customer service?

Inventory turns?

What is the achieved level for both of these?

How would you describe the level of competition in your industry?

Is the demand for your products primarily driven by marketing efforts of your company and its competitors?

Describe the typical channel of distribution for your products (length)?

What is the shelf life for your products?

To what degree do you use the same forecasting management processes in different countries?

If the answer is low, is this something you are trying to accomplish?

QUESTIONS ABOUT SALES FORECASTING SYSTEMS

Start with a general request, which may answer many of the specifics given below:

Please describe the information systems and forecasting computer systems you use to develop each sales forecast.

Specific Questions

The number and type (hardware, software) of forecasting systems?

How long has each been in use?

Is your forecasting system on a Distributed Data Network (LAN/WAN)?

Is your forecasting system on personal computers, a mainframe, or both?

Was your software (1) developed by vendor, (2) custom built by your company, or (3) a commercial software package?

If # 1, who was the vendor and please describe the development process.

If # 3, what is the name of the package?

Is the output from the forecasting system electronically transmitted to a DRP/MRP system for production and inventory planning? Are forecasts used to determine ROP and OQ?

Is the input to your forecasting system electronically transmitted from the corporate Management Information System?

With what other systems does the forecasting system interact?

How automated is the integration?

What information is input from the MIS to the sales forecasting system? (Examples: Sales, Demand, Orders, Price Changes, New Product Introduction Information, Advertising/Promotional Information, Competitive Information, Market Research Information, Economic Information, past forecast accuracy)

Does the sales forecasting system have access to EDI (electronic data interchange) information from suppliers?

Does the sales forecasting system have access to EDI (electronic data interchange) information from customers?

Does the sales forecasting system receive demand information directly from customers?

If yes, are forecasts adjusted based upon this information?

How easy is it for users to enter adjustments to sales forecasts directly into the forecasting system?

Which functional personnel have access to the sales forecasting system to review, but not make changes, to the forecasts?

Which have access to the sales forecasting system to make changes to the forecasts?

(Examples: Engineering, Finance, Logistics, Marketing, Planning, Product Management, Production, R&D, Sales, Sales Forecasting)

To what degree are your forecasting systems in different countries compatible?

If the answer is low, is this something you are trying to accomplish?

How satisfied are you with your existing sales forecasting system?

A copy of all system specifications, reports, and graphs should be requested.

QUESTIONS ABOUT SALES FORECASTING TECHNIQUES

At what level of product detail do you forecast? Why?

Examples: SKUL, SKU, product, product line, division, corporate.

For what forecast interval do you forecast? Why?

Examples: weekly, monthly, quarterly, yearly

For what time horizon do you forecast? Why?

Examples: 6, 9, 12 months, two years.

For what geographic breakdown?

For each of the levels, intervals, horizons, and geographic breakdowns just described, what forecasting technique(s) is used? Examples:

- Regression
- Jury of Executive Opinion
- Exponential Smoothing
- Moving Average
- Sales Force Composite
- Box-Jenkins
- Trend Line Analysis
- Decomposition
- Straight Line Projections
- Customer Expectations
- Life Cycle Analysis
- Simulation
- Expert Systems
- Neural Networks

How credible are the subjective technique values you receive from:

1. salespeople
2. channel members
3. executives?

To what degree to each "game play" is providing forecasts?

How do you forecast "slow movers," "spikes," and "blips?"

QUESTIONS ABOUT SALES FORECASTING PERFORMANCE

We will need documented information on the following:

PERCENT ERROR BY FORECASTING LEVEL

PERCENT ERROR GOAL BY TIME HORIZON

PERCENT ERROR BY TIME HORIZON AND LEVEL

PERCENT ERROR GOAL BY TIME HORIZON AND LEVEL

What criteria are used for evaluating sales forecasting effectiveness? (Examples: Accuracy, Ease of use, Credibility, Cost, Amount of data required, Inventory turns, Customer service performance, Return on investment, impact of forecast error on safety stock/logistics customer service, operating costs of forecast error)

Are performance statistics weighted by volume?

What graphical reports are available? (Example: plot of PE over time)

What measures of forecast error are used? (Examples: Mean Absolute Percent Error, Mean Absolute Deviation, Mean Squared Error, Deviation, Percent Error, Forecast Ratio, Inventory Statistics, Standard Deviation)

APPENDIX B

Interview Protocol
Green Study (2000)

Sales Forecasting Audit Protocol

QUESTIONS ABOUT SALES FORECASTING ADMINISTRATION

Start with a general request, which may answer many of the specifics given below:

Please describe the process you go through to develop each sales forecast.

Specific Questions

1) To what extent are various functional departments involved in the development of sales forecasts?
Examples: Finance, Marketing, Planning, Product Management, Production, R&D, Purchasing, Operations

2) What approach is used by these functional departments to develop sales forecasts?

1. Do these departments develop and use their own separate forecasts, or

2. Does one department develop a single forecast that all departments use, or

3. Does a forecast committee develop a single forecast that all departments use,
or

4. Does each department develop its own forecast and a committee develops a final compromise forecast?

If #2, which department develops the forecast?

If #3 or #4, which departments are on the committee?

3) How satisfied are you with this approach?

4) What is middle management's role in developing sales forecasts? (Example: Review Only, Approval Only, Actual Involvement, and Combination of These)

5) What is upper management's role in developing sales forecasts? (Example: Review Only, Approval Only, Actual Involvement, and Combination of These)

6) At the beginning of each forecasting period, how does the sales forecasting process begin? (Example: sales forecasts developed by Computer System, Sales Force, Both Computer System and Sales Force, Marketing, Forecasting/Planning Group)

7) Is the business plan based upon the sales forecast or sales forecast based upon the business plan?
Examples: Always, Somewhat, Never

8) To what degree do you make the forecast agree with the business plan?

- 9) What is a typical planning horizon for your company? Examples: 3-months, 6-months, one year.
- 10) Do you use a top-down or bottom up approach to forecasting?
- 11) Does your company have a distribution center?
- 12) If so, which department(s) are responsible for managing inventory? Examples: Finance, Marketing, Planning, Operations, Purchasing, Product Management, R&D
- 13) Do you think the process for preparing a forecast is clear and routine with precise instructions available? Please be specific.
- 14) Is the forecasting goals performance formally evaluated and rewarded? How?
- 15) Are the sales forecasts developed and reported in:
 Guest counts, then converted to dollars; Guest counts only; Dollars, then converted to guest counts; Dollars Only
- 16) Are there any other ways that you report your sales forecast?
- 17) What is forecast? (Examples: Sales revenue, Customer Demand, Smallwares, Food, Marketing/Administrative expenses, Menu items, Retailing, Cost of Sales, Food/Beverage/Labor Costs)
- 18) Are there any other items that you forecast (Not mentioned above)?
- 19) How do you plan for the following special events: new products, promotions, and variety in product/package details
- 20) Please elaborate on this process. (Example: test in one store, then 50 stores, then nationally)
- 21) What percent of your business is in the following categories?
 Consumer Products
 Consumer Services
- 22) COMPANY TYPE: To be determined from company documents and general discussion.
- Full service:**
 Buffet/family style
 Casual theme/dinner house
 Fine dining
 Other
- Quick Service Restaurant:**
 Chicken
 Fish
 Burger
 Mexican
 Other

Or a Retailer?

23) Do you have company standards for any of the following? If so, please elaborate:

- 1) What is the length and variability of production times for most menu items?
- 2) What is the length of ticket time to your customers?
- 3) Are products primarily made to order or made to forecast?
- 4) How often do stores turn over inventory?

24) How would you describe the level of competition in your industry?

25) Is the demand for your products primarily driven by marketing efforts of your company and its competitors?

26) If you have a distribution center, describe the typical channel of distribution for your products (length)?

27) If you have a distribution center, what is the shelf life for your raw products?

28) If you do not have a distribution center, how involved are you in the distribution of food to your restaurants?

29) What is the shelf life for your finished products?

30) Do you have overseas stores?

31) If yes, are they a part of the same company?

32) If yes, to what degree do you use the same forecasting management processes in different countries?

33) If the answer is low, is this something you are trying to accomplish?

QUESTIONS ABOUT SALES FORECASTING SYSTEMS

Start with a general request, which may answer many of the specifics given below:

Please describe the information systems and forecasting computer systems you use to develop each sales forecast.

Specific Questions

34) The number and type (hardware, software) of forecasting systems? Restaurant Management System?

35) How long has each been in use?

36) Is your forecasting system on a Distributed Data Network (LAN/WAN)?

37) Is your forecasting system on personal computers, a mainframe, or both?

38) Was your software (1) developed by vendor, (2) custom built by your company, or (3) a commercial software package?

If # 1, who was the vendor and please describe the development process.

If # 3, what is the name of the package?

39) Is the output from the forecasting system electronically transmitted to a Point of Sales (POS) system or Back Office System (BOS) for production and inventory planning?

40) Is the input to your forecasting system electronically transmitted from the corporate Management Information System?

41) With what other systems does the forecasting system interact?

42) How automated is the integration?

43) What information is input from the MIS to the sales forecasting system? (Examples: Sales, Demand, Price Changes, New Product Introduction Information, Advertising/Promotional Information, Competitive Information, Market Research Information, Economic Information, past forecast accuracy)

44) Does the sales forecasting system have access to EDI (electronic data interchange) information from suppliers?

45) Does your company use the Efficient Foodservice Response system? If yes, how satisfied are you with this system?

46) How easy is it for users to enter adjustments to sales forecasts directly into the forecasting system?

47) Which functional personnel have access to the sales forecasting system to review, but not make changes, to the forecasts?

48) Which departments have access to the sales forecasting system to make changes to the forecasts?(Examples: Finance, Marketing, Planning, Product Management, Production, R&D, Operations)

49) If you are overseas, to what degree are your forecasting systems in different countries compatible?

50) If the answer is low, is this something you are trying to accomplish?

51) How satisfied are you with your existing sales forecasting system?

A copy of all system specifications, reports, and graphs should be requested.

QUESTIONS ABOUT SALES FORECASTING TECHNIQUES

52) At what level of product detail do you forecast? Why?

Examples: guest, restaurant (SKU), region (SKUL), product, product line, and division, corporate. Any others?

53) For what forecast interval do you forecast? Why?

Examples: daily, weekly, monthly, quarterly, yearly

54) For what time horizon do you forecast? Why?

Examples: 6, 9, 12 months, two years, and five years? Or short, medium, long range?

55) Do you forecast geographically (regions)? If so, please explain the process as it relates to the corporate forecast.

56) For each of forecast just described, what forecasting technique(s) is used? Examples (*Please see enclosed definitions*):

Regression
Jury of Executive Opinion
Exponential Smoothing
Moving Average
Sales Force Composite
Box-Jenkins
Trend Line Analysis
Decomposition
Straight Line Projections
Customer Expectations
Life Cycle Analysis
Simulation
Expert Systems
Neural Networks

57) How credible are the subjective technique values you receive from:

1. salespeople (restaurants)
2. channel members (marketing, finance, operations, etc)
3. executives (corporate officers)?

58) Do you forecast the following and if so how? “stars”, “puzzles”, “plowhorses”, or “dogs”?

QUESTIONS ABOUT SALES FORECASTING PERFORMANCE

59) We will need documented information on the following:

PERCENT ERROR BY FORECASTING LEVEL
PERCENT ERROR GOAL BY TIME HORIZON

- If you do not have this information, may we have documented information on how you measure forecasting performance?

60) What criteria are used for evaluating sales forecasting effectiveness? (Examples: Accuracy, Ease of use, Credibility, Cost, Amount of data required, Inventory turns, Customer service performance, Return on investment, impact of forecast error on safety stock/logistics customer service, operating costs of forecast error)

61) What graphical reports are available? (Example: plot of PE over time)

62) What measures of forecast error are used? (Examples: Mean Absolute Percent Error, Mean Absolute Deviation, Mean Squared Error, Deviation, Percent Error, Forecast Ratio, Inventory Statistics, and Standard Deviation)

QUESTIONS ABOUT SALES FORECASTING ACCURACY AND SATISFACTION

63) Do you evaluate the accuracy of your sales forecast?

64) What criteria do you use to forecast accuracy? Examples:

Guest counts
Promotions
History

Upward trends
Downward trends
Competition

65) Any other criteria not mentioned here?

66) Please evaluate your accuracy criteria on a scale of 1-5, 1 being very accurate and 5 being not very accurate. (Each criteria)

67) What is most important to you when evaluating the satisfaction of your current sales forecasting process? Examples:

Numeric percentage of guest counts, sales dollars?
No reports of forecasting error from other managers
A reward for using the forecasting system
Ease of use

68) Any other criteria not mentioned above?

69) Please evaluate your management satisfaction criteria on a scale of 1-5, 1 being very satisfied and 5 being very unsatisfied. (How satisfied are you with each of the above items?)

70) Are you getting out of your sales forecasting process what you expected based on the inputs?

71) How satisfied are you with the adaptability of your sales forecasting process?

72) Is there anything about your sales forecasting process that you would change.

73) If yes, what would it be and why?

COMPANY DEMOGRAPHICS

Number of stores/restaurants in company -

Annual Sales -

Job Title for person in charge of forecasting -

What department are you located in?

What is the age of your company?

How many years of experience have you (manager) had in restaurant industry?

How long has forecasting been a part of your job function?

Is forecasting your primary, secondary, or tertiary job function?

Any financial data? Fax or mail, if not handy.

APPENDIX C
Correspondence
With
Study Participants

Confirmation of Interview

July 6, 2000

«Title». «FirstName» «LastName»
«JobTitle»
«Company»
«Address1»
«City», «State» «PostalCode»

Dear «FirstName»:

Thank you for agreeing to participate in our research study. Enclosed please find two items: 1) an overview of our research study, and 2) a copy of our interview guide. This information will familiarize you with our study. Highlighted on the interview guide are items that you may want to collect prior to our interview.

This letter also serves to confirm our interview for «interviewdate» at «interviewtime». Again, I would like to assure you that all information discussed within our interview will be held in complete confidence. Results will be presented aggregately with the other study participants.

Thank you for your cooperation and I look forward to meeting you on «interviewdate».

Sincerely,

Yvette N. J. Green, Director
Hospitality Services Administration
Central Michigan University

Participant Permission Form

Name:

Title:

Company

Date:

Thank you for agreeing to participate in our research study: Investigating the Sales Forecasting Process in Commercial Restaurant Corporations. We would like to assure you that all discussions within this interview will be held in complete confidence and results will be presented aggregately with the other study participants.

This form authorizes our research team to audiotape our interview. The audiotapes will be transcribed and used for data analysis.

Finally, any printed documents received from your company will be held in confidence and solely used for data analysis. Results will be presented aggregately with other study participants.

Researcher

Study Participant

Thank You Letter

September 6, 2000

«Title». «FirstName» «LastName»
«JobTitle»
«Company»
«Address1»
«City», «State» «PostalCode»

Dear «FirstName»:

Thank you for taking the time out of your busy schedule to participate in our research study. It is through the support of hospitality industry professionals like you that we continue to produce meaningful research. We can look forward to the successful completion of our research project. At the conclusion of our study, we will forward you a copy of the results.

Please accept this gift as a token of our sincere appreciation for your support. If there is anything that we can do to assist you in your future endeavors, please do not hesitate to contact us.

Again, thank you for your support and participation.

Sincerely,

Yvette Green, Director
Hospitality Services Administration
Central Michigan University

APPENDIX D

Vitae For

Yvette N. J. Green

Yvette Nicole Julia Green

Objective

To pursue a career in hospitality and tourism education through instruction, academic advising, curriculum design, and research. Areas of research interest include hospitality student development, general hospitality education and restaurant sales forecasting.

Education

Doctor of Philosophy, Hospitality and Tourism Management February 2001
Virginia Polytechnic Institute and State University, Blacksburg, VA
Research Topics: Restaurant Sales Forecasting

Master of Science, Hotel, Restaurant, and Institutional Management May 1994
Virginia Polytechnic Institute and State University, Blacksburg, VA
Thesis Title: Factors that influence the selection process of meetings from the perspective of the attendee.

Bachelor of Science, Hospitality Administration, Magna Cum Laude May 1992
Morris Brown College, Atlanta, GA
Emphasis: Food and Beverage, Developmental Training
Minor: Business Administration

Academic Experience

Director and Assistant Professor, Hospitality Services Administration, Central Michigan University, Mt. Pleasant, MI, August 1997 - present

Responsible for the development, instruction and evaluation of Introduction to Hospitality Services, Hospitality Information Systems, Lodging Operations, Tourism, and Food and Beverage Management; Responsible for Hospitality Services Administration's curriculum development, recruitment, retention, placement, advising and mentoring, scholarships, program funding, and alumni and industry relations.

Adjunct Faculty, Department of Hospitality Management and Consumer Sciences, Norfolk State University, Norfolk, VA, August 1996 - January 1997

Responsible for the development, instruction, and evaluation of HRM 200 Managing Computers in the Hospitality Industry; Developed departmental assessment report and procedures for 1996-1997. Maintained departmental resource center.

Adjunct Faculty, Washington State University-Seattle Center for Hotel, Restaurant Administration, Seattle, WA, June 1995 - August 1995

Responsible for the development, instruction, and evaluation of HA 383 Meetings and Convention Management.

**Research Associate, Black Studies Program, Virginia Tech, Blacksburg, VA
August 1994 - May 1995**

Responsible for the computerization of the departmental budget; Responsible for compilation of data for student assessment of departmental courses; Assisted with daily operation of the program; Project manager for on-going research projects.

**Instructor, Department of Hospitality and Tourism Management, Virginia Tech, Blacksburg VA
May 1994 - August 1994**

Responsible for orientation, organization, and evaluation of HTM 4964 Field Studies; Assisted students with identification of organizational problems within their practicum and guided students through the problem solving exercise; Maintained communication between students and industry during practicum.

Research Assistant, HTM 5544 Research Methodology, Virginia Tech, Blacksburg, VA
September 1993 - May 1994

Conducted tutorials and instructed students in statistical and graphic computer software; Researched and proposed grant to AARP Andrus Foundation on Senior Citizen Market and Hospitality Industry; Developed guidelines for Advanced Seminar HTM 5984; Assisted in organization of Paper Review Committee for Council on Hotel, Restaurant and Institutional Education 1994 Annual Conference; Researched and developed panel discussion for Ethics in Graduate Studies.

Teaching Assistant, HTM 3414 Purchasing, Production, and Management, Virginia Tech, Blacksburg, VA
August 1992 - August 1993

Supervised and instructed students in the food production laboratory on techniques of quantity food production, safety and sanitation, menu planning and food presentation; Assisted instructor in course development, lecture and laboratory evaluations.

Industry Experience

Scheduler, Center for Organizational and Technological Advancement, VPI&SU, Blacksburg, VA
August 1995 - May 1996

Responsible for the planning and organization of Center meetings and workshops; Solicited audiences for the University Partnership Presentation; Developed marketing materials and assisted with daily operation of the Center.

Assistant General Manager, Cottonwood Health Spa and Resort, Cottonwood, AL
May 1992 - August 1992

Resort Opening Manager; Controlled daily operations including food and beverage, rooms division, finance and accounting, sales and marketing, recreation, engineering, ordering/purchasing/receiving and administration; Restructured food and beverage menu and style of service; Conducted interviews, selection and orientation process for all employees; Coordinated Resort Opening events and activities.

Scholars Restaurant, Atlanta, GA, August 1988 - May 1992

General Manager

Controlled daily operations including food and beverage, finance and accounting, sales and marketing, menu planning, selection/orientation/training and standards of service for the fine dining establishment.

Sales and Special Events Manager

Coordinated the planning of banquets, conferences and special events; Organized marketing promotions for the restaurant to increase group sales and catering business.

Production Manager

Responsible for the production and planning of weekly menus and catered functions; Responsible for monthly inventory as well as food, beverage and labor costs; Oriented/trained food production employees.

Assistant Sous Chef/Garde Manger

Assisted with the planning and preparation of weekly menus; assisted with monthly inventory and calculation of food, beverage and labor costs.

Maitre d'hôtel

Controlled daily operations of fine dining service; Conducted orientation and training programs for servers and busepersons.

Refereed Publications

Grant (Green), Yvette and Pamela Weaver, "The Meeting Selection Process: Demographic Variables Clustered by Criteria for Selecting Meetings." Hospitality Research Journal.

Vol. 20, No. 1, Fall 1996.

Grant (Green), Yvette, *ADA: Issues, Concerns, and Recommendation*. The Hospitality Financial Management Review. Vol. 5, No. 2, Spring 1993.

Published Proceedings (Refereed)

Green, Yvette & Pamela Weaver, "The Sales Forecasting Process in Commercial Restaurant Corporations: A Redefined Proposal." Abstract published in the Conference Proceedings of the Fifth Annual Graduate Education and Graduate Research Conference in Hospitality and Tourism, Houston, TX, January 2000.

Green, Yvette & Pamela Weaver, "An Investigation of the Sales Forecasting Process in Commercial Restaurant Corporations." Paper published in the Conference Proceedings of the Fourth Annual Graduate Education and Graduate Research Conference in Hospitality and Tourism, Las Vegas, NV, January 1999.

Grant (Green), Yvette and Martin Oppermann, *Conference Attendees & Non-Attendees: Factors to the Participation Decision-Making Process*. Quality of Life and Marketing Conference Proceedings. November 1995.

Grant (Green), Yvette and Pamela Weaver, "An Examination of Demographic Variables as they Relate to Factors that Influence the Meeting Selection Process." Abstract published in the 1995 Council on Hotel, Restaurant, and Institutional Education Annual Conference Proceedings. Nashville, TN, August 1995.

Green, Ronald and Yvette Grant (Green), "Terrorist Attacks in the Foodservice Industry: A Proposed Plan." Abstract published in the 1995 Council on Hotel, Restaurant, and Institutional Education Annual Conference Proceedings. Nashville, TN, August 1995.

Refereed Professional Presentations

Green, Yvette & Pamela Weaver, "The Sales Forecasting Process in Commercial Restaurant Corporations: A Redefined Proposal." Refereed paper presented at the Fifth Annual Graduate Education and Graduate Research Conference in Hospitality and Tourism, Houston, TX, January 2000.

Green, Yvette & Pamela Weaver, "An Investigation of the Sales Forecasting Process in Commercial Restaurant Corporations." Refereed paper presented at the Fourth Annual Graduate Education and Graduate Research Conference in Hospitality and Tourism, Las Vegas, NV, January 1999.

Grant (Green), Yvette and Martin Oppermann, "Conference Attendees & Non-Attendees: Factors to the Participation Decision Making Process." Refereed paper presented at the Fifth International Conference on Quality of Life and Marketing . Williamsburg, VA, November 1995.

Grant (Green), Yvette and Pamela Weaver, "An Examination of Demographic Variables as they Relate to Factors that Influence the Meeting Selection Process." Refereed paper presented at the Council on Hotel, Restaurant, and Institutional Education Annual Conference. Nashville, TN, August 1995.

Green, Ronald and Yvette Grant (Green), "Terrorist Attacks in the Foodservice Industry: A Proposed Plan." Refereed paper presented at the Council on Hotel, Restaurant, and Institutional Education Annual Conference. Nashville, TN, August 1995.

Other Professional Presentations

Green, Yvette, "Hospitality and Tourism Management Graduate School Booth." *7th Annual Industry Awareness Day*. Norfolk State University Department of Hospitality Management and Consumer Sciences, February 1997.

Green, Yvette, "*Program Assessment for Hospitality Management.*" Presented at the 1997 Mid-Winter Conference of The Consortium for Historically and Predominantly Black Colleges and Universities Hospitality Management Programs, Shreveport, LA, January 1997.

Grant (Green), Yvette, "*Hospitality and Tourism Management Graduate School Booth.*" 6th Annual Industry Awareness Day. Norfolk State University Department of Hospitality Management and Consumer Sciences, February 1996.

Grant (Green), Yvette, "*Factors that Influence the Selection Process of Meetings.*" Poster Session presented at the VPI&SU Minority Recruitment Weekend. Blacksburg, VA, April, 1995.

Grant (Green), Yvette, "*Current Trends in the Meetings Industry.*" Poster session presented at the Graduate Research Symposium. VPI&SU, Blacksburg, VA, March 1995.

Grant (Green), Yvette, "*Factors that Influence the Selection Process of Meetings.*" Poster Session Presented at the Graduate Research Symposium. VPI&SU, Blacksburg, VA, March 1995.

Grant (Green), Yvette, "*Currents Issues and Concerns in Meetings: A Proposal.*" Poster Session presented at the Council on Hotel, Restaurant and Institutional Education Annual Conference. Palm Springs, CA, July 1994.

Grant (Green), Yvette and Catherine Price, "*Factors that Influence the Selection Process of Meetings from the Perspective of the Attendee.*" Poster Session presented at the Council on Hotel, Restaurant, and Institutional Education Annual Conference. Palm Springs, CA, July 1994.

Panels and Seminars

Green, Yvette, "*Resume Writing Workshop.*" Seminar presented to HRM 260/490 Professional Development/Senior Project Courses, Norfolk State University Department of Hospitality Management and Consumer Sciences, February 1997.

Green, Yvette (Panel Member), "*The Benefits of Attending Graduate School.*" Panel discussion at the 7th Annual Industry Awareness Day, Norfolk State University Department of Hospitality Management and Consumer Sciences, February 1997.

Grant (Green), Yvette (Panel Member), "*Issues Facing Minority Hospitality and Tourism Management Students on Predominately White and Predominately Black Campuses.*" Panel discussion presented at the Council on Hotel, Restaurant, and Institutional Education Annual Conference. Nashville, TN, August 1995.

Grant (Green), Yvette, "*Power Dining: Etiquette for Young Adults.*" Seminar presented to Satellite High Schools in Atlanta. Morris Brown College, Atlanta, GA, February 1992.

Grant (Green), Yvette, "*Proper Dining for Young Children.*" Seminar presented to Atlanta YMCA. Morris Brown College, Atlanta, GA, November 1991.

Grants and Consulting Projects

Marketing Plan for Norfolk State University Dining Services, Spring 1997, Fall 1996.

Management Training Seminar, Norfolk State University Dining Services, December 1996.

Lodging Hospitality, New York, NY- "The Nature of Hotel Sales Training Programs in Full Service Hotels and Identification of Hotel Sales Related Course Offerings at US Colleges and Universities." December 1996.

Environmental Protection Agency & WAVE- "Water Conservation in Lodging Establishments in the Virginia Beach Area." A sub-contracted grant from a larger research proposal. December 1995.

Principal Investigator, “*Marketing Research Analysis for the Lexington City - Rockbridge County, Virginia Area.*” Lexington, VA, Spring 1995.

Meetings News, New York, NY- \$500 grant for data collection portion of Master Thesis “*Factor that Contribute to the Selection Process of Meetings from the Perspective of the Attendee.*” Summer 1993

Research Projects

Director, “*Guest Perception of Employee Uniforms of the Donaldson Brown Hotel and Conference Center.*” Virginia Polytechnic Institute and State University, Blacksburg, VA, Spring 1995.

Project Manager, “*The Reliability Study for a Software Diversity Checklist.*” Black Studies Program, Virginia Polytechnic Institute and State University, Blacksburg, VA, Fall 1994 - Spring 1995.

Project Manager, “*Computers and the Self-Esteem of Middle School Children.*” Black Studies Program, Virginia Polytechnic Institute and State University, Blacksburg, VA, Fall 1994 - Spring 1995.

Co-Director, “*Market Research Analysis for the Hospitality Management Association.*” Virginia Polytechnic Institute and State University, Blacksburg, VA, Spring 1994.

Researcher, “*An Organizational Analysis/Audit for Dankos Enterprises.*” Aunt Sarah’s Pancake House, Richmond, VA, June 1993.

Researcher, “*Marketing Research Analysis for the Division of Continuing Education for Program Services.*” Virginia Polytechnic Institute and State University, Blacksburg, VA, April 1993.

Committee Service

President, Board of Directors, Michigan CHRIE, 1999 - 2000

Vice-President, Board of Directors, Michigan CHRIE, 1998 – 1999

Board of Directors, Michigan Hospitality Education Alliance, 1999-2000

Chair Advisory Council, Department of Marketing and Hospitality Services Administration - CMU
Fall 1997-Fall 1999

Search committee, Native American Programs Director-CMU, Spring 1999

Black Female Training Mentor, Office of Institutional Diversity-CMU, Spring 1998

Faculty Mentor, Office of Minority Student Services -CMU, Fall 1997-Present

Faculty Advisor, Hospitality and Tourism Society, Fall 1998 - present

Faculty Advisor, Eta Sigma Delta International Hospitality Management Honor Society, Fall 1999 - present

Faculty Advisor, International Foodservices Executive Association, Fall 1997 – Spring 1999

Honors/Awards

1999-2000, Outstanding Advisor Award, Office of Student Life-CMU

1999, Dean’s Teaching Award, College of Business Administration, Central Michigan University

1998 (Spring), Mortar Board Outstanding Faculty Member Certificate of Appreciation, CMU

1997 (Fall) - Robinson Hall (CMU) Faculty/Staff Dine-In “*Premier Faculty Recognition*”

1997 Certificate of Appreciation - Participation in Minority Faculty/Staff Greek Challenge, CMU

1996 Outstanding Service Award, Department of HTM, VPI&SU

1996 Co-Coordinator, *International Hospitality Festival*, Department of HTM, VPI&SU

1995 Master of Science Outstanding Researcher, Department of HTM, VPI&SU

1995 Graduate Hospitality and Tourism Association Service Award, Department of HTM, VPI&SU

1995 Co-Coordinator, *International Hospitality Festival*, Department of HTM, VPI&SU

Who’s Who Among American Colleges and Universities

Honor Societies

Eta Sigma Delta International Hospitality Management Honor Society
Kappa Omicron Nu Human Resources Honor Society
Golden Key National Honor Society

Professional Affiliations

International Council on Hotel Restaurant, and Institutional Education (CHRIE)
Michigan Council on Hotel Restaurant, and Institutional Education (MICHRIE)
National Restaurant Association
Michigan Restaurant Association
American Hotel and Motel Association
Michigan Hotel, Motel and Resort Association
Michigan Hospitality Education Alliance
Consortium for Historically and Predominantly Black Colleges and Universities Hospitality Management
Programs
National Society of Minorities in Hospitality
Delta Sigma Theta Sorority, Inc.