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**HOSPITALITY
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Cases

The Battle of Charleston: Expansion of the Passenger Cruise Industry

From the Old to the New: An analysis of the decision of Florida's oldest attraction—Cyprus Gardens—and the genesis of Florida's newest attraction—Legoland

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A Case Study for Developing and Operating Sustainable Resorts: Innovative sustainability practices for the next generation of green resort managers

Of the People, For the People, By the People: A Case of Friends of Orchha



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The Battle of Charleston: Expansion of the passenger cruise industry

By Brumby McLeod

Charleston, South Carolina is achieving unprecedented success as a destination. In November 2011, the city was named number one destination in America by the readers of Condé Nast Traveler; the city became home to the new Boeing plant for manufacturing the 787 Dreamliner; and the city was awarded and began new airline passenger service from the award winning Southwest Airlines. During this same period of great successes, the Charleston community was wrapped in a major debate. In 2009, press about a multi-year, year-round passenger cruise contract with Carnival Cruise Lines and a proposal for the redevelopment of a pier inside the gates of the South Carolina State Ports Authority triggered a multi-year highly contested dispute over expansion of the passenger cruise business in the Holy City. This case details and examines the tourism management dilemma surrounding the redevelopment and expansion of the passenger cruise business in Charleston, SC.

Keywords: tourism management, cruise industry, destination marketing

From the Old to the New: An analysis of the decline of Florida's oldest attraction—Cypress Gardens—and the genesis of Florida's newest attraction—Legoland

By Ian David and Thomas R. Schrier

This case study was designed to be used by academics and industry professionals within the Hospitality and Tourism industry, specifically targeting the field of Theme Park Management. In addition, the information contained in this case study can also be useful for other management related disciplines, specifically, Strategic Management, Organizational Behavior, Marketing, Consumer Behavior, Brand Loyalty and Financial Management. Areas covered in this case study relate to all the academic fields listed above, thus making it appropriate as a learning platform for students and academics pursuing these interest.

Keywords: Attractions, Cypress Gardens, Florida, Legoland, Product life-cycle, Theme park.

Case Study on the Hillside Hotel: A small boutique hotel in a unique location

By Timothy LG Lockyer

This case study is the story of the original conceptual development and current operational situation of the Hillside Hotel. It is an opportunity to look at a unique boutique hotel development within a rural environment in New Zealand, an isolated tourist destination. Along with the development of the hotel which influences the current operational conditions, the case study discusses many of the challenges that are faced in day-to-day operation. These include such items as yield management, segmentation of the market and human resource. The case study is framed within the literature along with additional readings. It presents students with an opportunity to explore hospitality theories and their application in an unusual and unique environment.

Keywords: hotel, boutique, occupancy, segmentation, location, human resources, yield management.

The Case of a Small Luxury Resort: An online marketing and distribution channel dilemma

By John Niser, Martha A. Coussement and Sean Ryan

This case study presents a marketing dilemma for the Island Beach Resort in Florida which, until recently, had occupancy rates comparable to smaller, luxury resorts in the region. This change in occupancy prompted management to bring in a consultant to analyze problems in current and past

marketing strategies and determine how to use electronic distribution channels as well as social media and other Internet options to improve the marketing. Students will be prompted to apply their own digital knowledge of strategies, such as User Generated Content (UGC), to maximize a revenue strategy for the business.

Keywords: Hospitality, Revenue Management, Marketing, Resort, Distribution

Turning Passion Into Business: Setting up Beliveau Estate Winery

by Manisha Singal and Mollie Gehrt

The case study describes the steps taken by Beliveau Estate Winery while starting up its business, converting its owners' passion into business. It discusses strategic decisions that Joyce and Yvan Beliveau implemented as well as describes some of their challenges and setbacks. The case provides a brief overview of the Virginia wine industry and the Blue Ridge region where the winery is located, and illustrates the motivation of key strategic decisions like choice of location, marketing and product-mix, production process, financial planning, and future goals.

Keywords: entrepreneurship, strategy implementation, operations management, winery tourism, niche marketing

A Case Study for Developing and Operating Sustainable Resorts: Innovative sustainability practices for the next generation of green resort managers

By A.J. Singh

The case study describes the development and operation of Maho Bay Camps, an eco-resort on St. John in the U.S. Virgin Islands. The story of the resort includes the vision of its entrepreneurial founder, Mr. Stanley Selen-gut, who was originally trained as a civil engineer and used his background in engineering to develop a sustainable resort. The sustainability policies and practices pioneered at Maho Bay have been emulated in various resorts across the Caribbean and other countries and provide various learning outcomes for industry and students in hospitality management interested in developing and managing green resorts.

Keywords: Sustainability, Triple bottom-line, Sustainable development, green resorts, eco tourism, environmental ethic

Of the People, For the People, By the People: A case of Friends of Orchha

By Nimit Chowdhary and Sonal Sisodia

This case is an attempt to address issues in managing gainful employment amidst a large rural population of India. The lack of funds and the inability to communicate in spoken English are the main difficulties depriving rural people from utilizing their assets – land, personality traits, local knowledge and skills towards gainful employment in tourism related activities. These lines of thought led to creation of a rural Home-stay in one of the rural areas in India. The case is an attempt to understand the nuances of a homestay start-up. Additionally, the contention is to understand if such rural home stays can survive and sustain on their own in the absence of professional help.

Keywords: Sustainable tourism, rural homestay, social entrepreneurship, succession planning