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No Bang for your Bucks: Starbucks CEO asks consumers to leave their guns at home

By Jill Petroski and Mahmood Khan

On September 17th, 2013, Starbucks CEO Howard Schultz issued an open letter to customers asking them to respectfully leave their weapons at home. His request came after Starbucks Coffee Company found itself unwillingly thrown into the nation's ongoing gun debate. This case examines the company's decision to take a political stance on a controversial issue and the intended or unintended consequences of such a choice.

Key Words: Starbucks; Gun Control; Corporate responsibility; Social Responsibility

Providing Education and Training in Hospitality and Tourism Management Under Challenging Conditions and Against Educational Traditions and Bureaucracies: A case study of Western Hospitality Institute (WHI)

By June E. Clarke, Cynthia Mayo and Mark Still

Education in Jamaica is unlike most educational systems. While there are public tertiary institutions available, the existing bureaucracy does not allow them to operate so that all students receive the same level and quality of education. The Western Hospitality Institute was created to alleviate this issue, while assuring a cadre of students to meet the growing demands of the hospitality and tourism industry. The organizers witnessed the challenges of students' interested in hospitality and tourism but lacked essential entry requirements and designed programs to educate and train them, as well as, provide access to other tertiary institutions. Accreditation was sought and attained through the University Council of Jamaica which resulted in the institution changing its acceptance requirements. This was a challenge.

Keywords: Jamaican education; Western Hospitality Institute, tertiary education systems, subvention, sustainability

In Case Fun Happens, Keep Calm and Try to Stay Dry: Managing profitable activities at a resort in spite of Mother Nature

By Amy M. Gregory and Kathryn Norton

This case study describes the roles and responsibilities of an actual Activities Director in a resort setting, and explains a situation wherein the Director and her team must make quick decisions impacting revenues, expenses, and guest satisfaction. The case provides an overview as to the evolution and importance of activities as a key component to the resort experience, explains one company's strategic response, and introduces Starwood's Director of Fun and her Activities team as the setting for the case. The case study concludes with pertinent information, relevant questions and activities, as well as actual results to stimulate discussion as to the appropriate course of action.

Key Words: activities, satisfaction, timeshare resorts, strategic management, human resources, resort operations

Case Study—Sunrise Country Club: Where do we stand financially?

By Katerina Annaraud and Thomas Pencek

Dennis Gonzales, a controller in Sunrise Country Club in Florida, is getting ready to present to the Board of Directors the financial ratios for his private club together with some other financial information. A current case presents real accounting and financial data obtained from one of the country clubs in Florida. The purpose of this case is to enhance selected topics that are usually discussed in accounting and finance college level courses. Furthermore, it presents ratios that are very industry specific. This case may be suitable for undergraduate and graduate hospitality management students and undergraduate and graduate business students.

Key Words: private club, income statement, ratio analysis, statement of cash flows

Internship as a Tool for Developing Competencies in ESDAI Students, as the Key to Gaining Competitive Advantage for a Good Labor Positioning

By Raquela Maria Araujo Gomez and Rosa Adriana Vazquez Gomez

Hospitality Industry labor market is currently demanding graduates with competence-based education, which may be able to face the challenge that personal customer attention, main characteristic in hospitality services, demands. The general objective of this Case Study is to analyze the competitive advantage of an ESDAI graduate in the labor market, with her performance in the last period of internship as reference, based on the following categories: job offers, posts, mobility, salary range, and a competence evaluation by the employers at the conclusion of said internship.

Keywords: hospitality industry, competences, labor market, internship, competitive advantage, and differentiation.

Carlson: A case study in strategy and hospitality marketing position

By Justin Richards and Fred DeMicco

Within the hospitality landscape there are inherent opportunities and challenges. Some of these challenges and opportunities are company specific, some are industry driven, and still others are micro and macro-economic in nature. Analyzing such conditions and utilizing the correct mix of business strategy and investment as well as attracting and retaining appropriate talent will be the focus for contemporary as well as future industry leaders.

Key Words: Expansion, Hotels, Challenges, Strategy, Emerging Markets, Tourism

abstracts

Logos as Branding: Making an impression

By Robert M. O'Halloran and Kristine Miller

This case study examines the development and use of logos in the hospitality industry as well as challenges the reader to react and share impressions of the logos and their effectiveness in the hospitality and tourism industry. As exemplar, readers are introduced to the function of state hospitality associations and their logos within a framework that advocates for industry members.

Key Words: Logo, brand, visual equity, consumer perception, Hierarchy of Effects, AIDA

Going Beyond Recycling by Embracing Total Sustainability: A case study for Rosen hotels

By Precious Ndebele, Po-Ju Chen and Fevzi Okumus

The case study highlights the participative leadership approach that has taken place within Rosen Hotels when introducing sustainability initiatives. It identifies Rosen Hotels as a symbol of sustainable development as it practices attributes beyond the traditional economical, ecological and societal principles. It showcases Rosen Hotel's emergence as a benchmark, which reflects a unique commitment to environmental preservation through its engagement of its "human resources" and its provision of "wellness and healthcare" resources. This case study further discusses Rosen Hotels' pursuit into its associates' participation and wellness as the quintessential instrument to its effective sustainable culture.

Key Words: recycling, green practices, healthcare, human resources, sustainability, wellness