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\* Third winning case study of the 2017 ICHRIE Johnson & Wales Case Study Competition

**Wildlife Tourism as a Form of Ecotourism: The case of the Sacred Monkey Forest Sanctuary of Ubud, Bali**

by Dominique Bragg and Cynthia S. Deale

This case study describes the impacts of wildlife tourism and two issues of carrying capacity at the site of the Sacred Monkey Forest Sanctuary in Ubud, Bali, Indonesia. It reviews the potential problems that may arise as the resident monkey population continues to grow and more tourists flock to experience the Sacred Monkey Forest Sanctuary.

Key words: wildlife tourism, ecotourism, sustainable tourism, carrying capacity

**Wheelchair Friendliness Versus Compliance in the Hospitality Industry**

by Cynthia Mejia

Over the last three decades due to advocacy and research, numerous advances in wheelchair accessibility have positively impacted the hospitality industry. In the United States, the Americans with Disabilities Act (ADA) updated several accessibility laws beginning in 2008, which mandated a multitude of structural, design, and operational modifications to public hospitality and tourism-related spaces. While accessibility undergoes continuous improvement, there remains a wide range as to the degree of compliance among hospitality business owners and operators. This case study explores the differences between wheelchair “friendliness” versus “compliance” and the opportunities possible for the service-intensive hospitality industry. Also, students will encounter Self-Determination Theory (SDT) and the latest proposed definition of “disability”, which invokes a paradigm shift focusing on the interaction between a person and his or her environment, as opposed to a perceived “impairment”. Considering the large number of wheelchair travelers and their companions, in addition to the increasing number of wheelchair users age 65 and older in future years, it is incumbent upon the future leaders of the hospitality industry to meet and exceed the needs of this traveling population.

Key Words: Wheelchair; ADA Compliance; Facilities Management; Accessible Tourism; Hospitality; Disability

**Emirates Airline: The new norm of air travel?**

by Kimberly Mathe, Lauren Finnell and Paige Peterman

In the year 2017, the airline industry has been at the center of many viral video incidents ranging from a passenger being injured while being dragged off a United Airline flight, to an American Airline’s employee challenging a male passenger to a fight. With events like these, it is an opportune time for an airline to position itself as a leader in customer service and travel amenities. Emirates Airline, based out of and owned by the country United Arab Emirates, has long attempted to do just that by providing services to passengers that go above and beyond many of the standard features one would see on any of the big three US airline carriers. This case provides an examination of Emirates Airline, their history, their strategy and positioning, as well as a brief overview of some external threats and internal strengths and weaknesses for analysis. The accompanying teaching note provides educators a series of learning objectives to achieve through a series of discussion, assignments, and a project.

Key Words: luxury branding, airline industry, brand management, strategic positioning

**The Northern Likes: The Case of Northwest Territories’ social media campaign**

by Michael W. Lever and Statia Elliot

This case is designed to assess an awareness campaign created by the Northwest Territories (NWT) tourism marketing organization, known as NWT Tourism, to build engagement with their Spectacular NWT brand. NWT Tourism launched the Secrets campaign to coincide with Canada’s 150th anniversary, featuring 150 Secrets of the Northwest Territories, posted daily via social media. At just past the campaign mid-point, the location of each Secret reveals certain patterns that, when used in combination with NWT Tourism’s strategic objectives, consumer responses, and visitor trends over a five-year period, can be pieced together to evaluate the overall effectiveness of this social media campaign in Canada’s north. Additionally, NWT Tourism’s real-world campaign draws upon concepts in tourism and marketing such as destination brand and tourism destination image.

Key Words: Digital Marketing, Social Media, Destination Awareness, Trend Analysis

**When a Food Quality Issue Goes Viral: The Case of Stop Bugging Me with the Broccoli!**

by Tod A. Nissle, E. Oliver Sach and Donald G. Schoffstall

This case study examines a cafeteria food quality issue that became the catalyst to a negative social media campaign, highlighting the power of social media and the importance of training and quality control. Foodservice is a dynamic business dependent upon a series of events that must be executed precisely to ensure customer satisfaction. Perhaps most challenging is ensuring line level employees maintain choreography even under pressure. Customer satisfaction systems are seemingly more important than others, as the impact of errors is exploitable through social media. Investigatory questions are included to further explore potential issues associated with negative social media.

Key Words: Contract foodservice, Training and process, Social media, Facility condition, Hospitality