



**Business Simulation Role-Play**

**EVENT**  
Restaurant & Food Service Management

**INSTRUCTIONAL AREA**  
Marketing-Information Management

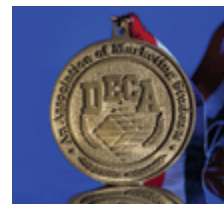
## **PARTICIPANT INSTRUCTIONS**

### **PROCEDURES**

1. The event will be presented to you through your reading of these instructions, including the Performance Indicators and Event Situation. You will have up to 30 minutes to review this information to determine how you will handle the role-play situation and demonstrate the performance indicators of this event. During the preparation period, you may make notes to use during the role-play situation.
2. You will have up to 15 minutes to role-play your situation with a judge (you may have more than one judge).
3. You will be evaluated on how well you meet the performance indicators of this event.
4. Turn in all your notes and event materials when you have completed the role-play.

### **PERFORMANCE INDICATORS**

1. Identify information monitored for marketing decision-making.
2. Monitor internal records for marketing information.
3. Describe techniques for processing marketing information.
4. Interpret descriptive statistics for marketing decision-making.
5. Explain the concept of marketing strategies.



## EVENT SITUATION

You are to assume the role of manager of GRAND TIME RESTAURANT. The restaurant's new owner (judge) has asked you to prepare a plan to determine why customers are unhappy with the restaurant.

GRAND TIME RESTAURANT offers semi-formal dining with moderately-priced, American-style menu items. The restaurant was a locally owned business known for outstanding food, attentive service and competitive pricing. Ten months ago, the current owner (judge) bought the restaurant. The previous owner enjoyed a reputation for hosting superb receptions, banquets, anniversary/engagement parties, holiday parties and other special occasion events.

Since the change in ownership of the restaurant, management has noted a growing number of complaints about the restaurant's service. The owner (judge) cannot, however, pinpoint the specific cause of the complaints. The business has lost several banquet opportunities and a few repeat customers. Sales have declined by 20 percent in the past five months in comparison with last year. You have increased the number of staff and have implemented several new services, including a new menu and extended hours. There is no obvious reason why customer sales are declining during what should be the busy season.

While discussing this challenge, you and the owner (judge) both realize that you have only received scattered verbal comments from dissatisfied customers. No one really knows why customers are displeased with the restaurant. The owner (judge) has asked you to conduct a survey to pinpoint the problem area and to make recommendations for changes to improve the restaurant's service. A database of previous repeat customers is available for tracking customers who frequently dined at the restaurant throughout the past three years as well as those who hosted one or more special functions. The owner (judge) wants you to develop a proposal describing, at a minimum, the following:

- Your method of collecting the data needed
- Your means of analyzing the data
- Roughly, how much you think the data collection and analysis will cost
- A plan for using the data to implement changes

You will present your plan to the owner (judge) in a role-play to take place in the owner's (judge's) office. The owner (judge) will begin the role-play by greeting you and asking to hear your plan. Once you have made your presentation and have answered the owner's (judge's) questions, the owner (judge) will conclude the role-play by thanking you for your work.

## **JUDGE'S INSTRUCTIONS**

### **DIRECTIONS, PROCEDURES AND JUDGE'S ROLE**

In preparation for this event, you should review the following information with your event manager and other judges:

1. Procedures
2. Performance Indicators
3. Event Situation
4. Judge Role-play Characterization  
Participants may conduct a slightly different type of meeting and/or discussion with you each time; however, it is important that the information you provide and the questions you ask be uniform for every participant.
5. Judge's Evaluation Instructions
6. Judge's Evaluation Form  
Please use a critical and consistent eye in rating each participant.

### **JUDGE ROLE-PLAY CHARACTERIZATION**

You are to assume the role of owner of GRAND TIME RESTAURANT. You have asked your manager (participant) to prepare a plan to determine why customers are unhappy with the restaurant.

GRAND TIME RESTAURANT offers semi-formal dining with moderately-priced, American-style menu items. The restaurant was a locally owned business known for outstanding food, attentive service and competitive pricing. Ten months ago, you bought the restaurant. The previous owner enjoyed a reputation for hosting superb receptions, banquets, anniversary/engagement parties, holiday parties and other special occasion events.

Since the change in ownership of the restaurant, management has noted a growing number of complaints about the restaurant's service. You cannot, however, pinpoint the specific cause of the complaints. The business has lost several banquet opportunities and a few repeat customers. Sales have declined by 20 percent in the past five months in comparison with last year. The manager (participant) has increased the number of staff and has implemented several new services including a new menu and extended hours. There is no obvious reason why customer sales are declining during what should be the busy season.

While discussing this challenge, you and the manager (participant) both realize that you have only received scattered verbal comments from dissatisfied customers. No one really knows why customers are displeased with the restaurant. You have asked the manager (participant) to conduct a survey to pinpoint the problem area and to make recommendations for changes to

improve the restaurant's service. A database of previous repeat customers is available for tracking customers who frequently dined at the restaurant throughout the past three years as well as those who hosted one or more special functions. You want the manager (participant) to develop a proposal describing, at a minimum, the following:

- The method of collecting the data needed
- The means of analyzing the data
- Roughly, how much the data collection and analysis will cost
- A plan for using the data to implement changes

The manager (participant) will present the plan to you in a role-play to take place in your office. You will begin the role-play by greeting the manager (participant) and asking to hear the plan.

During the course of the role-play you are to ask the following questions of each participant:

1. Why is your proposal going to provide the most accurate results?
2. What other sources could we use to gather information?

Once the manager (participant) has made his/her presentation and has answered your questions, you will conclude the role-play by thanking the manager (participant) for his/her work.

You are not to make any comments after the event is over except to thank the participant.

## JUDGE'S EVALUATION INSTRUCTIONS

### Evaluation Form Information

The participants are to be evaluated on their ability to perform the specific performance indicators stated on the cover sheet of this event and restated on the Judge's Evaluation Form. Although you may see other performance indicators being demonstrated by the participants, those listed in the Performance Indicators section are the critical ones you are measuring for this particular event. Please note that an overall score of 70% indicates a *minimum level of acceptable performance*.

### Evaluation Form Interpretation

The evaluation levels listed below and the evaluation rating procedures should be discussed thoroughly with your event chairperson and the other judges to ensure complete and common understanding for judging consistency.

<b>Level of Evaluation</b>	<b>Interpretation Level</b>
Exceeds Expectations	Participant demonstrated the performance indicator in an extremely professional manner; greatly exceeds business standards; would rank in the top 10% of business personnel performing this performance indicator.
Meets Expectations	Participant demonstrated the performance indicator in an acceptable and effective manner; meets at least minimal business standards; there would be no need for additional formalized training at this time; would rank in the 70-89 <sup>th</sup> percentile of business personnel performing this performance indicator.
Below Expectations	Participant demonstrated the performance indicator with limited effectiveness; performance generally fell below minimal business standards; additional training would be required to improve knowledge, attitude and/or skills; would rank in the 50-69 <sup>th</sup> percentile of business personnel performing this performance indicator.
Little/No Demonstration	Participant demonstrated the performance indicator with little or no effectiveness; a great deal of formal training would be needed immediately; perhaps this person should seek other employment; would rank in the 0-49 <sup>th</sup> percentile of business personnel performing this performance indicator.

**JUDGE'S EVALUATION FORM**  
**RESTAURANT AND FOOD SERVICE MANAGEMENT**  
**SAMPLE**

**DID THE PARTICIPANT:**

**1. Identify information monitored for marketing decision-making?**

<b>Little/No Demonstration</b> <b>0, 1, 2, 3</b> Attempts at identifying information monitored for marketing decision-making were inadequate or unclear.	<b>Below Expectations</b> <b>4, 5, 6, 7, 8, 9</b> Adequately identified information monitored for marketing decision-making.	<b>Meets Expectations</b> <b>10, 11, 12, 13, 14</b> Effectively identified information monitored for marketing decision-making.	<b>Exceeds Expectations</b> <b>15, 16, 17, 18</b> Very effectively identified information monitored for marketing decision-making.
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**2. Monitor internal records for marketing information?**

<b>Little/No Demonstration</b> <b>0, 1, 2, 3</b> Attempts at describing how to monitor internal records for marketing information were inadequate or unclear.	<b>Below Expectations</b> <b>4, 5, 6, 7, 8, 9</b> Adequately described how to monitor internal records for marketing information.	<b>Meets Expectations</b> <b>10, 11, 12, 13, 14</b> Effectively described how to monitor internal records for marketing information.	<b>Exceeds Expectations</b> <b>15, 16, 17, 18</b> Very effectively described how to monitor internal records for marketing information.
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**3. Describe techniques for processing marketing information?**

<b>Little/No Demonstration</b> <b>0, 1, 2, 3</b> Attempts at describing techniques for processing marketing information were inadequate or unclear.	<b>Below Expectations</b> <b>4, 5, 6, 7, 8, 9</b> Adequately described techniques for processing marketing information.	<b>Meets Expectations</b> <b>10, 11, 12, 13, 14</b> Effectively described techniques for processing marketing information.	<b>Exceeds Expectations</b> <b>15, 16, 17, 18</b> Very effectively described techniques for processing marketing information.
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**4. Interpret descriptive statistics for marketing decision-making?**

<b>Little/No Demonstration</b> <b>0, 1, 2, 3</b> Attempts at interpreting descriptive statistics for marketing decision-making were inadequate or unclear.	<b>Below Expectations</b> <b>4, 5, 6, 7, 8, 9</b> Adequately interpreted descriptive statistics for marketing decision-making.	<b>Meets Expectations</b> <b>10, 11, 12, 13, 14</b> Effectively interpreted descriptive statistics for marketing decision-making.	<b>Exceeds Expectations</b> <b>15, 16, 17, 18</b> Very effectively interpreted descriptive statistics for marketing decision-making.
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**5. Explain the concept of marketing strategies?**

<b>Little/No Demonstration</b> <b>0, 1, 2, 3</b> Attempts at explaining the concept of marketing strategies were inadequate.	<b>Below Expectations</b> <b>4, 5, 6, 7, 8, 9</b> Adequately explained the concept of marketing strategies.	<b>Meets Expectations</b> <b>10, 11, 12, 13, 14</b> Effectively explained the concept of marketing strategies.	<b>Exceeds Expectations</b> <b>15, 16, 17, 18</b> Very effectively explained the concept of marketing strategies.
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**6. Overall impression and response to the judge's questions**

<b>Little/No Demonstration</b> <b>0, 1</b> Demonstrated few skills; could not answer the judge's questions.	<b>Below Expectations</b> <b>2, 3, 4</b> Demonstrated limited ability to link skills; answered the judge's questions adequately.	<b>Meets Expectations</b> <b>5, 6, 7</b> Demonstrated the specified skills; answered the judge's questions effectively.	<b>Exceeds Expectations</b> <b>8, 9, 10</b> Demonstrated skills confidently and professionally; answered the judge's questions very effectively.
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Judge's Initials \_\_\_\_\_

TOTAL SCORE \_\_\_\_\_

Tiebreaker: 1, 4, 5, 3, 2, 6