



**CAREER CLUSTER**  
Hospitality and Tourism

**INSTRUCTIONAL AREA**  
Market Planning

## **HOSPITALITY SERVICES TEAM DECISION MAKING EVENT**

### **PARTICIPANT INSTRUCTIONS**

- The event will be presented to you through your reading of the General Performance Indicators, Specific Performance Indicators and Case Study Situation. You will have up to 30 minutes to review this information and prepare your presentation. You may make notes to use during your presentation.
- You will have up to 10 minutes to make your presentation to the judge (you may have more than one judge), followed by up to 5 minutes to answer the judge's questions. All members of the team must participate in the presentation, as well as answer the questions.
- Turn in all of your notes and event materials when you have completed the event.

### **GENERAL PERFORMANCE INDICATORS**

- Communications skills—the ability to exchange information and ideas with others through writing, speaking, reading or listening
- Analytical skills—the ability to derive facts from data, findings from facts, conclusions from findings and recommendations from conclusions
- Production skills—the ability to take a concept from an idea and make it real
- Teamwork—the ability to be an effective member of a productive group
- Priorities/time management—the ability to determine priorities and manage time commitments
- Economic competencies

### **SPECIFIC PERFORMANCE INDICATORS**

- Identify information monitored for marketing decision making.
- Explain the concept of marketing strategies.
- Explain the nature of marketing plans.
- Explain the role of situational analysis in the marketing planning process.
- Describe factors used by marketers to position products/services.
- Explain the role of customer service as a component of selling relationships.
- Explain the role of ethics in human resources management.



## CASE STUDY SITUATION

You are to assume the role of a management team at WHITE BEAR RESORT, an upscale resort located in a very popular tourism/recreation area. The owner of WHITE BEAR RESORT (judge) has asked you to develop a strategy to deal with a natural disaster which occurred last week.

WHITE BEAR RESORT located on picturesque Lake Loraine, is a destination vacation resort featuring 720 rooms, four restaurants, a 200,000 sq. ft. indoor water park, fitness center, spa, tennis courts, boating, jet-skis, parasailing, rock climbing, a championship golf course, and a mini-golf course. Targeted to middle and upper income customers, WHITE BEAR RESORT is an all-suites resort charging \$325 - \$475 per night during the peak summer season. The resort employs mostly part-time and seasonal employees. Only 20% are full-time. Located in the region known as Loraine Valley, the region forms one of the top family vacation destinations in the United States.

Loraine Valley is an enormous vacation-recreation area and has three outdoor water parks, an amusement park, go-kart tracks, scenic boat tours, horseback riding, a thrill show, two shopping districts, several night clubs, and two casinos. Yearly, the area boasts an estimated five million annual visitors who pump over \$1 billion into the local economy.

Last week, a dam holding back the water to Lake Loraine burst and the entire lake emptied into local rivers turning Lake Loraine into one giant mud hole. The lake is expected to remain empty for over a year. News of the unusual event was widely reported on television and radio and WHITE BEAR RESORT has experienced a cancellation of 30% of their summer reservations in less than a week.

With Lake Loraine now empty, all boating/lake activities have been cancelled; but the remainder of WHITE BEAR RESORT'S operation is unaffected. In fact, 90% of all Loraine Valley attractions will operate as usual this summer. Nonetheless, many visitors to WHITE BEAR RESORT are canceling their upcoming summer reservations.

The owner (judge) has asked to meet with you to hear your ideas on the following:

- A plan to try to get those who have already cancelled to reconsider their cancellation.
- A strategy that WHITE BEAR RESORT can implement to reduce the number of future cancellations and draw in new customers.
- If it becomes necessary to reduce the workforce, how should those decisions be based and from which areas of operation should they come? (Be as complete and specific as possible.)

You will present to the owner of WHITE BEAR RESORT (judge) in a meeting to take place in the owner's (judge's) office. The owner (judge) will begin the meeting by greeting you and asking to hear your ideas. When you have finished your presentation and have answered the owner's (judge's) questions, the owner (judge) will conclude the meeting by thanking you for your work.

## JUDGE'S INSTRUCTIONS

You are to assume the role of owner of WHITE BEAR RESORT, an upscale resort located in a very popular tourism / recreation area. You have asked your management team (participant team) to develop a strategy to deal with a natural disaster which occurred last week.

WHITE BEAR RESORT located on picturesque Lake Loraine, is a destination vacation resort featuring 720 rooms, four restaurants, a 200,000 sq. ft. indoor water park, fitness center, spa, tennis courts, boating, jet-ski's, parasailing, rock climbing, a championship golf course, and a mini-golf course. Targeted to middle and upper income customers, WHITE BEAR RESORT is an all-suites resort charging \$325 - \$475 per night during the peak summer season. The resort employs mostly part-time and seasonal employees. Only 20% are full-time. Located in the region known as Loraine Valley, the region forms one of the top family vacation destinations in the United States.

Loraine Valley is an enormous vacation-recreation area and has three outdoor water parks, an amusement park, go-kart tracks, scenic boat tours, horseback riding, a thrill show, two shopping districts, several night clubs, and two casinos. Yearly, the area boasts an estimated five million annual visitors who pump over \$1 billion into the local economy.

Last week, a dam holding back the water to Lake Loraine burst and the entire lake emptied into local rivers turning Lake Loraine into one giant mud hole. The lake is expected to remain empty for over a year. News of the unusual event was widely reported on television and radio and WHITE BEAR RESORT has experienced a cancellation of 30% of their summer reservations in less than a week.

With Lake Loraine now empty, all boating/lake activities have been cancelled; but the remainder of WHITE BEAR RESORT'S operation is unaffected. In fact, 90% of all Loraine Valley attractions will operate as usual this summer. Nonetheless, many visitors to WHITE BEAR RESORT are canceling their upcoming summer reservations.

You have asked to meet with your management team (participant team) to hear their ideas on the following:

- A plan to try to get those who have already cancelled to reconsider their cancellation.
- A strategy that WHITE BEAR RESORT can implement to reduce the number of future cancellations and draw in new customers.
- If it becomes necessary to reduce the workforce, how should those decisions be based and from which areas of operation should they come? (Be as complete and specific as possible)

The management team (participant team) will present to you in a meeting to take place in your office. You will begin the meeting by greeting the management team (participant team) and asking to hear about their ideas on managing the recent natural disaster.

After the management team (participant team) has finished their presentation, you are to ask the following questions of each participant team:

1. Other than reducing personnel, are there any other areas that WHITE BEAR RESORT can look at to reduce overall expenses?
2. Should we mention the fact that Lake Loraine is currently empty in any of our advertising? Why or why not?

Once the management team (participant team) has answered your questions, you will conclude the meeting by thanking them for their work.

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

## JUDGING THE PRESENTATION

Team members, assuming the role of a management team for the business represented, will analyze a case situation related to the chosen occupational area. The team will make decisions regarding the situation, and then make an oral presentation to the judge. The role of the judge is that of an executive for the business.

Participants will be evaluated according to the Evaluation Form.

Please place the name and identification number label on the Scantron sheet (unless it has already been done for you).

Participants will have a 30-minute preparation period and may make notes to use during the role-play.

During the first 10 minutes of the presentation (after introductions), the team will present their analysis, their decisions and the rationale behind the decisions. Allow the teams to complete this portion without interruption, unless you are asked to respond.

During the next 5 minutes, you may ask questions of the team to determine their understanding of the situation presented. Each member of each team should respond to at least one question. To ensure fairness, you must ask each team the same questions. After asking the standard questions, you may ask other questions for clarification specific to the current team.

After the questioning period, please thank the team and state that they will be notified of your decision soon. Then complete the Evaluation Form, making sure to record a score for all categories. The maximum score for the evaluation is 100 points. The presentation will be weighted at twice (2 times) the value of the exam scores.

A maximum score of “Exceeds Expectations” in any category means that, in your opinion, the information is presented effectively and creatively; nothing more could be expected of an employee.

A “Meets Expectations” rating means that the information is present well. Though there may be a few minor problems or omissions, they are not significant. Creativity, however, is not shown to any great degree. A combined total score of 70 or better on the written and presentation sections will earn the participant team DECA’s Certificate of Excellence at the international conference.

A “Below Expectations” score means that the information presented does not meet minimum standards of acceptability.

A “Little/No Value” score means either that some major flaw has been noted that damages the effectiveness of the presentation (this may be a major omission, a serious misstatement or any other major flaw) or that the information presented is of no value (does not help the presentation at all).

We hope you are impressed by the quality of the work of these potential managers. If you have any suggestions for improving the event, please mention them to your series director.

*We thank you for your help.*

**JUDGE'S EVALUATION FORM**  
**HTDM**  
**SAMPLE EVENT**

<b>PERFORMANCE INDICATORS</b>	<b>Exceeds Expectations</b>	<b>Meets Expectations</b>	<b>Below Expectations</b>	<b>Little/No Value</b>	<b>Judged Score</b>
<b>DID THE PARTICIPANT:</b>					
<b>1. Identify information monitored for marketing decision making?</b>	10-9	8-7	6-5-4	3-2-1-0	_____
<b>2. Explain the concept of marketing strategies?</b>	10-9	8-7	6-5-4	3-2-1-0	_____
<b>3. Explain the nature of marketing plans?</b>	10-9	8-7	6-5-4	3-2-1-0	_____
<b>4. Explain the role of situational analysis in the marketing planning process?</b>	10-9	8-7	6-5-4	3-2-1-0	_____
<b>5. Describe factors used by marketers to position products/services?</b>	10-9	8-7	6-5-4	3-2-1-0	_____
<b>6. Explain the role of customer service as a component of selling relationships.</b>	10-9	8-7	6-5-4	3-2-1-0	_____
<b>7. Explain the role of ethics in human resources management?</b>	10-9	8-7	6-5-4	3-2-1-0	_____
<b>PRESENTATION</b>					
	<b>Exceeds Expectations</b>	<b>Meets Expectations</b>	<b>Below Expectations</b>	<b>Little/No Value</b>	<b>Judged Score</b>
<b>8. Clarity of expression</b>	6-5	4	3-2	1-0	_____
<b>9. Organization of ideas</b>	6-5	4	3-2	1-0	_____
<b>10. Showed evidence of mature judgment</b>	6-5	4	3-2	1-0	_____
<b>11. Effective participation of both team members</b>	6-5	4	3-2	1-0	_____
<b>12. Overall impression and responses to the judge's questions</b>	6-5	4	3-2	1-0	_____
<b>TOTAL SCORE</b>					_____