



CAREER CLUSTER
Hospitality and Tourism

INSTRUCTIONAL AREA
Economics

HOSPITALITY SERVICES TEAM DECISION MAKING EVENT

PARTICIPANT INSTRUCTIONS

- The event will be presented to you through your reading of the 21st Century Skills, 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 15 minutes to make your presentation to the judge (you may have more than one judge). All members of the team must participate in the presentation, as well as answer any questions.
- You will be evaluated on how well you demonstrate the 21st Century Skills and meet the performance indicators of this event.
- Turn in all of your notes and event materials when you have completed the event.

21st CENTURY SKILLS

- Critical Thinking – Reason effectively and use systems thinking.
- Problem Solving – Make judgments and decisions and solve problems.
- Communication and Collaboration – Communicate clearly and show evidence of collaboration.
- Creativity and Innovation – Show evidence of creativity.

PERFORMANCE INDICATORS

- Explain how organizations adapt to today's markets.
- Identify factors affecting a business's profit.
- Determine factors affecting business risk.
- Explain the concept of competition.
- Explain the nature of corporate branding.
- Explain the nature of product/service branding.
- Identify product's/service's competitive advantage.

CASE STUDY SITUATION

You are to assume the roles of the general manager and the director of sales for VIOLET BAY, a boutique hotel in a large city that is part of CRANFORD HOTELS, a large hospitality company. The owner of the property (judge) wants you to determine if VIOLET BAY should discard the CRANFORD HOTELS franchise and become independent.

The owner of VIOLET BAY (judge) was excited to open a unique boutique hotel. The property features local décor, food and spotlights local artists and activities. The owner (judge) decided to buy a CRANFORD HOTELS franchise to help VIOLET BAY enter the marketplace. The affiliation with CRANFORD HOTELS provided a strong online distribution channel, offered reliable business and provided safety through the brand name. The CRANFORD HOTELS brand recognition helped marketing VIOLET BAY and provided operational training and guidance.

The owner (judge) is now considering discarding the CRANFORD HOTELS franchise they have purchased. The owner (judge) feels that becoming truly independent aligns more with the core values of a boutique hotel and all that VIOLET BAY offers. Studies have also shown that younger demographics do not prefer legacy hotel brands and prefer independent properties.

The owner (judge) wants your team to analyze the following and make a final recommendation:

- Risks and benefits of remaining with the CRANFORD HOTELS franchise
- Risks and benefits of discarding the CRANFORD HOTELS franchise
- How keeping or discarding the franchise will affect branding
- VIOLET BAY'S competitive advantage

You will present your ideas 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 ideas. After you have presented ideas and have answered the owner's (judge's) questions, the owner (judge) will conclude the role-play by thanking you for your work.

JUDGE INSTRUCTIONS

DIRECTIONS, PROCEDURES AND JUDGE ROLE

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

1. Participant Instructions, 21st Century Skills and Performance Indicators
2. Case Study Situation
3. Judge Characterization
Allow the participants to present their ideas without interruption, unless you are asked to respond. 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 team.
4. Judge Evaluation Instructions and Judge Evaluation Form
Please use a critical and consistent eye in rating each participant team.

JUDGE CHARACTERIZATION

You are to assume the role of the owner of VIOLET BAY, a boutique hotel in a large city that is part of CRANFORD HOTELS, a large hospitality company. You want the general manager and the director of sales (participant team) to determine if VIOLET BAY should discard the CRANFORD HOTELS franchise and become independent.

You were excited to open a unique boutique hotel. The property features local décor, food and spotlights local artists and activities. You decided to buy a CRANFORD HOTELS franchise to help VIOLET BAY enter the marketplace. The affiliation with CRANFORD HOTELS provided a strong online distribution channel, offered reliable business and provided safety through the brand name. The CRANFORD HOTELS brand recognition helped marketing VIOLET BAY and provided operational training and guidance.

You are now considering discarding the CRANFORD HOTELS franchise. You feel that becoming truly independent aligns more with the core values of a boutique hotel and all that VIOLET BAY offers. Studies have also shown that younger demographics do not prefer legacy hotel brands and prefer independent properties.

You want the general manager and the director of sales (participant team) to analyze the following and make a final recommendation:

- Risks and benefits of remaining with the CRANFORD HOTELS franchise
- Risks and benefits of discarding the CRANFORD HOTELS franchise
- How keeping or discarding the franchise will affect branding
- VIOLET BAY'S competitive advantage

The participants will present information to you in a role-play to take place in your office. You will begin the role-play by greeting the participant and asking to hear about his/her ideas.

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

1. If our guests prefer being part of a loyalty program that has many hotels, how can we overcome that if we decide to become independent?

2. If I ultimately make the decision to leave the franchise, how can we ensure that our brand and bookings are still in the forefront of potential guests?

Once the general manager and the director of sales (participant team) have presented information and answered your questions, you will conclude the role-play by thanking the general manager and the director of sales (participant team) for the work.

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

EVALUATION INSTRUCTIONS

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 demonstrated by the participants, those listed in the Performance Indicators section are the critical ones you are measuring for this particular event. The maximum score for the evaluation is 100 points. The presentation will be weighted twice (2 times) the value of the exam scores.

Evaluation Form Interpretation

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

Level of Evaluation	Interpretation Level
Exceeds Expectations	Participants 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	Participants 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 th percentile of business personnel performing this performance indicator.
Below Expectations	Participants 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 th percentile of business personnel performing this performance indicator.
Little/No Value	Participants demonstrated the performance indicator with little or no effectiveness; a great deal of formal training would be needed immediately; perhaps the participants should seek other employment; would rank in the 0-49 th percentile of business personnel performing this performance indicator.



HOSPITALITY SERVICES TEAM DECISION MAKING 2022

JUDGE'S EVALUATION FORM
DISTRICT EVENT

Participant: _____

INSTRUCTIONAL AREA:
Economics

Participant: _____

ID Number: _____

Did the participant team:		Little/No Value	Below Expectations	Meets Expectations	Exceeds Expectations	Judged Score
PERFORMANCE INDICATORS						
1.	Explain how organizations adapt to today's markets?	0-1-2-3	4-5-6	7-8	9-10	
2.	Identify factors affecting a business's profit?	0-1-2-3	4-5-6	7-8	9-10	
3.	Determine factors affecting business risk?	0-1-2-3	4-5-6	7-8	9-10	
4.	Explain the concept of competition?	0-1-2-3	4-5-6	7-8	9-10	
5.	Explain the nature of corporate branding?	0-1-2-3	4-5-6	7-8	9-10	
6.	Explain the nature of product/service branding?	0-1-2-3	4-5-6	7-8	9-10	
7.	Identify product's/service's competitive advantage?	0-1-2-3	4-5-6	7-8	9-10	
21st CENTURY SKILLS						
8.	Reason effectively and use systems thinking?	0-1	2-3	4	5-6	
9.	Make judgments and decisions, and solve problems?	0-1	2-3	4	5-6	
10.	Communicate clearly and show evidence of collaboration?	0-1	2-3	4	5-6	
11.	Show evidence of creativity?	0-1	2-3	4	5-6	
12.	Overall impression and responses to the judge's questions	0-1	2-3	4	5-6	
TOTAL SCORE						