

**FBLA HOSPITALITY MANAGEMENT**

**CASE STUDY**

**PARTICIPANT INSTRUCTIONS**

1. You have 20 minutes to review the case.
2. Presentation time is seven minutes. At six minutes the timekeeper will stand, and at seven minutes the timekeeper will stand and hold up a colored card indicating time is up.
3. The presentation is interactive, and the judges will ask questions throughout the presentation. Your team will assume the role of the restaurant management team for a restaurant in a major conference hotel. The general manager for your hotel wants to hear your plan to increase lunch and dinner sales during a time when food prices are increasing rapidly.
4. Each team member will be given two note cards. Note cards will be collected following the presentation.
5. All team members must participate in the presentation as well as answer the questions posed by the judges. Cover all the points described in the case.

**PERFORMANCE INDICATORS**

* Explain how the economy impacts the hospitality industry.
* Explain marketing strategies to increase sales.
* Analyze business procedures to make suggestions for improvements
* Explain the role of competition in the hospitality industry.
* Define service marketing for the hospitality industry.
* Discuss public relations strategies for a hospitality venue.

CONTINUED

**CASE STUDY SITUATION**

(Marco’s) a restaurant at a major hotel has experienced a substantial drop in sales for lunch and dinner. Due to the increase in food prices the past year, Marco’s had to raise menu prices by 30%. The restaurant serves sandwiches and salads for lunch; and steak, seafood, and pasta for dinner. Lunch prices range from $10-$18 and dinner prices range from $15-$35. Marco’s is located in a major conference hotel of a large city. The city where Marco’s is located has a vibrant economy from tourism and conferences. Not only are hotels full for conferences during the week but also busy with tourist business on weekends. There are numerous free-standing restaurants and hotel restaurants. Customer surveys for Marco’s have been neutral or negative. Top concerns on the customer surveys include price of meals, atmosphere in the restaurant, uncertain hours of operation for the restaurant, and wait time for arrival of the food.

You are the restaurant management team for Marco’s. The general manager for the hotel (the judges) where Marco’s is located wants to hear strategies for improving sales for the restaurant. You will present your strategy to improve the reputation for Marco’s, increase lunch and dinner sales, and change the image (restaurant/customer service) for Marco’s. Your presentation must include details for reaching target markets and informing those markets of the new Marco’s.

Your presentation must indicate challenges for Marco’s and strategies to overcome those economic challenges.

You must consider the following challenges:

* Importance of understanding the competition when developing marketing strategies
* Importance of following up on customer survey concerns
* Importance of business image
* Strategies to maximize profitability
* Strategies to increase customer satisfaction
* Value of repeat customers



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**CASE STUDY**

**JUDGES’ INSTRUCTIONS**

**JUDGING THE PRESENTATION**

1. This is a role-playing event with judges assuming the role of general manager of a major conference hotel.
2. After the introductions, you should begin the meeting by welcoming the team members. The team members will then begin their dialogue with the general manager (the judges). One judge will assume the general manager role or each judge may vary the problem and ask questions. If all judges ask questions, consider it a general management team. Remember, what you do for one presentation, must be done for all presentations.
3. This is an interactive problem, so treat the presentation as a conversation. Each of the members of the team should respond to at least one question or issue. A timekeeper will stand at six minutes, and at seven minutes the timekeeper will stand and hold up a colored card indicating time is up.
4. You will close the event by thanking the team for their input and recommendations. The participants will hand in their note cards before leaving.
5. Complete the rating sheet.

**CASE STUDY SITUATION**

You are the general manager for a major conference hotel where Marco’s restaurant is located. Your hotel is located in a large convention city that also has a lot of tourism traffic on weekends. Food prices have increased dramatically during the past year and sales at Marco’s have declined. Top concerns on the customer surveys include price of meals, atmosphere in the restaurant, uncertain hours of operation for the restaurant, and wait time for arrival of the food.

You have asked the restaurant management team to describe the challenges faced by Marco’s and strategies to overcome the obstacles. The restaurant management team must present a strategy to improve the reputation for Marco’s, increase lunch and dinner sales, and change the image (restaurant/customer service) for Marco’s. The presentation must include details for reaching target markets and informing those markets of the new Marco’s.

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

1. What is the current reputation for Marco’s?
2. What cosmetic changes will make Marco’s more attractive for customers?
3. What promotional strategy will you implement to increase lunch and dinner sales for weekday conferences and weekend tourism?
4. Why should we look at what the competition (hotel restaurants and free standing restaurants) are doing?
5. What types of menu changes and promotions will attract more customers?

There is no right or wrong answer to the event. However, in a team event, the ability of the team members to work together to come to a consensus, based on the facts provided (and those that you care to add) should be the basis for the score. The individual or team should present its suggestions with clarity and conviction.

Feel free to enhance the story as much as you want, but if you enhance it for one, make sure you enhance it for all groups.