



**CAREER CLUSTER**  
Hospitality and Tourism

**CAREER PATHWAY**  
Restaurant and Food and Beverage Services

**INSTRUCTIONAL AREA**  
Economics

## **RESTAURANT AND FOOD SERVICE MANAGEMENT SERIES EVENT**

### **PARTICIPANT INSTRUCTIONS**

- The event will be presented to you through your reading of the 21<sup>st</sup> Century Skills, Performance Indicators and Event Situation. You will have up to 10 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).
- You will be evaluated on how well you meet the performance indicators of this event.
- Turn in all of your notes and event materials when you have completed the event.

### **21<sup>st</sup> CENTURY SKILLS**

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

### **PERFORMANCE INDICATORS**

1. Demonstrate awareness of capabilities and limitations of the operation.
2. Describe factors that affect the business environment.
3. Identify factors affecting a business's profit.
4. Determine factors affecting business risk.
5. Explain the nature of corporate branding.

## **EVENT SITUATION**

You are to assume the role of senior vice president of PASTA GRILL, a chain of restaurants specializing in Italian-inspired cuisine. The president of the company (judge) has asked you to decide how to best handle low-performing PASTA GRILL locations.

PASTA GRILL has 150 locations across the nation. The restaurants are favored by business people for appetizers and happy hours and by families during the dinner hours. The menu prices are considered moderate, with entrees starting at \$12.99. Each table is given freshly baked focaccia bread with marinated olive oil for dipping.

Reports have shown that companywide, PASTA GRILL sales are unsteady. Each quarter shows a wide variance in terms of increase and decline in profits. Upon further investigation, the reports demonstrated that 100 PASTA GRILL locations had consistent increase in same-store sales and outperformed the entire restaurant industry. The extremely low performance of 50 PASTA GRILL locations are the cause of the declines.

The 50 low-performing PASTA GRILL locations are surprisingly all located in busy downtown neighborhoods of large cities. It seems that chain restaurants do not perform as well as local, independently-owned restaurants in those areas. The busy downtown areas tend to have two types of people: business people and tourists. The business people may not have time for a sit-down lunch or choose to impress clients with local tastes, while tourists do not like to eat at establishments they can frequent at home.

The president of the company (judge) has met with executives and decided on two possible remedies to the 50 low-performing locations. One remedy would be to close all 50 low-performing locations. The second remedy is to restructure the restaurants to feature quick grab and go takeout from a smaller menu, which would mean a smaller staff.

The president (judge) wants you to analyze the pros and cons of each remedy and discuss how each remedy would affect the overall PASTA GRILL corporate brand image. Finally, the president (judge) wants you to make a final recommendation.

You will present your analysis and recommendation to the president (judge) in a role-play to take place in the president's (judge's) office. The president (judge) will begin the role-play by greeting you and asking to hear your ideas. After you have presented the analysis and have answered the president's (judge's) questions, the president (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. 21<sup>st</sup> Century Skills and 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 president of PASTA GRILL, a chain of restaurants specializing in Italian-inspired cuisine. You have asked the senior vice president (participant) to decide how to best handle low-performing PASTA GRILL locations.

PASTA GRILL has 150 locations across the nation. The restaurants are favored by business people for appetizers and happy hours and by families during the dinner hours. The menu prices are considered moderate, with entrees starting at \$12.99. Each table is given freshly baked focaccia bread with marinated olive oil for dipping.

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The 50 low-performing PASTA GRILL locations are surprisingly all located in busy downtown neighborhoods of large cities. It seems that chain restaurants do not perform as well as local, independently-owned restaurants in those areas. The busy downtown areas tend to have two types of people: business people and tourists. The business people may not have time for a sit-

down lunch or choose to impress clients with local tastes, while tourists do not like to eat at establishments they can frequent at home.

You have met with executives and decided on two possible remedies to the 50 low-performing locations. One remedy would be to close all 50 low-performing locations. The second remedy is to restructure the restaurants to feature quick grab and go takeout from a smaller menu, which would mean a smaller staff.

You want the senior vice president (participant) to analyze the pros and cons of each remedy and discuss how each remedy would affect the overall PASTA GRILL corporate brand image. Finally, you want the senior vice president (participant) to make a final recommendation.

The participant will present ideas 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:

1. Would your analysis change if most of the PASTA GRILL locations in downtown areas had several years left on their leases?
2. What should our timeline be for implementing your recommendation?

Once the senior vice president (participant) has presented the analysis and has answered your questions, you will conclude the role-play by thanking the senior vice president (participant) for the 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.

### **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 Value	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.



**RESTAURANT AND FOOD SERVICE  
MANAGEMENT SERIES, 2018**

Participant: \_\_\_\_\_

I.D. Number: \_\_\_\_\_

**JUDGE'S EVALUATION FORM**

**INSTRUCTIONAL AREA**

Economics

Did the participant:

	Little/No Value	Below Expectations	Meets Expectations	Exceeds Expectations	Judged Score
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**PERFORMANCE INDICATORS**

1.	Demonstrate awareness of capabilities and limitations of the operation?	0-1-2-3-4	5-6-7-8	9-10-11	12-13-14	
2.	Describe factors that affect the business environment?	0-1-2-3-4	5-6-7-8	9-10-11	12-13-14	
3.	Identify factors affecting a business's profit?	0-1-2-3-4	5-6-7-8	9-10-11	12-13-14	
4.	Determine factors affecting business risk?	0-1-2-3-4	5-6-7-8	9-10-11	12-13-14	
5.	Explain the nature of corporate branding?	0-1-2-3-4	5-6-7-8	9-10-11	12-13-14	

**21<sup>st</sup> CENTURY SKILLS**

6.	Reason effectively and use systems thinking?	0-1	2-3	4	5-6	
7.	Make judgments and decisions, and solve problems?	0-1	2-3	4	5-6	
8.	Communicate clearly?	0-1	2-3	4	5-6	
9.	Show evidence of creativity?	0-1	2-3	4	5-6	
10.	Overall impression and responses to the judge's questions	0-1	2-3	4	5-6	

**TOTAL SCORE**