

## CASE STUDY CHALLENGE *HOSPITALITY*

### EVENT SITUATION

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#### COMPANY BACKGROUND

While many hotels attract customers based on their top-notch amenities, proximity to tourist spots and entertainment, and relaxation factor, HOTEL SPECTER attracts guests for an entirely different reason. Built in 1841, HOTEL SPECTER is one of the oldest hotels still operating in Texas. Located about 30 miles west of San Antonio, Texas, HOTEL SPECTER sits in a quaint town with a population of 2,700.

Boasting 112 rooms and suites, HOTEL SPECTER averages 40% occupancy Sunday-Thursday, and 65% occupancy on Friday and Saturday nights. Ownership has just made a large investment to re-vitalize the property but fear they might be forced to sell if business doesn't turn around as they head towards Halloween – their busiest time of the year.

You're probably thinking, why is Halloween so important to HOTEL SPECTER? Patrons have long depicted stories of spirits, phantasms, and energies throughout their stay. These occurrences have sparked several ghost hunting tours to make HOTEL SPECTER a popular stop, and accounts for roughly 20 percent of their annual business. Skeptics have also made HOTEL SPECTER a frequent visit, as to dispel the belief that the facility is haunted.

Along with the 170-year-old hotel, the grounds feature a cornfield maze, woods with a winding trail leading to a creek, and a cleared pasture that hosts a small fair the last week of October.

Each Case Study Challenge will provide a different role and challenge for you to solve. Be sure to sign up for each competition, and work to save HOTEL SPECTER.

#### HOSPITALITY CHALLENGE

Your Role: Human Resources Manager

Judge Role: General Manager

**Task:** As the peak season of Halloween ends, you notice that many of the temporary employees start becoming more inconsistent with their attendance and customer service. Many of the full-time employees are experiencing burnout and have expressed frustration of having to take on extra work. Customers have started to feel the impact of shrinking and unmotivated staff members. The General Manager (judge) has asked you to have a quick staff meeting before the next shift change to remind employees about their role at HOTEL SPECTER, no matter if they are a seasonal/temporary employee or a full-time employee.

#### Performance Indicators:

- Explain the nature of positive customer relations (CR:003) (CS)
- Demonstrate a customer-service mindset (CR:004) (CS)
- Reinforce service orientation through communication (CR:005) (CS)
- Determine ways of reinforcing the company's image through employee performance (CR:002) (CS)

*Note: Unlike in the first two rounds, no "Ideas" are provided with these performance indicators. We recommend that you incorporate an example that you see in the job market that relates to the task above. While additional points aren't awarded for doing this, it may allow the judge to better understand the connection of the performance indicator to the problem in this case. As you work on role plays/case studies in competition, try to connect a real-world scenario to the situation. Remember that you set the stage and are allowed to add depth to the scenario.*

**CASE STUDY CHALLENGE**  
*HOSPITALITY*

**JUDGE'S EVALUATION FORM**

| DID THE PARTICIPANT: |   | Little/No Value | Below Expectations | Meets Expectations | Exceeds Expectations | Judged Score |
|----------------------|---|-----------------|--------------------|--------------------|----------------------|--------------|
| 1.                   | Explain the nature of positive customer relations?                              | 0-1-2-3-4-5     | 6-7-8-9-10         | 11-12-13-14        | 15-16-17-18          |              |
| 2.                   | Demonstrate a customer-service mindset?   | 0-1-2-3-4-5     | 6-7-8-9-10         | 11-12-13-14        | 15-16-17-18          |              |
| 3.                   | Reinforce service orientation through communication?                            | 0-1-2-3-4-5     | 6-7-8-9-10         | 11-12-13-14        | 15-16-17-18          |              |
| 4.                   | Determine ways of reinforcing the company's image through employee performance? | 0-1-2-3-4-5     | 6-7-8 9-10         | 11-12-13-14        | 15-16-17-18          |              |
| 5.                   | Reason Effectively and use Systems Thinking?                                    | 0-1             | 2-3                | 4-5                | 6-7                  |              |
| 6.                   | Communicate Clearly?  | 0-1             | 2-3                | 4-5                | 6-7                  |              |
| 7.                   | Show Evidence of Creativity?  | 0-1             | 2-3                | 4-5                | 6-7                  |              |
| 8.                   | Overall Impression and Solution to the Prompt                                   | 0-1             | 2-3                | 4-5                | 6-7                  |              |
| <b>TOTAL SCORE</b>   |   |                 |                    |                    |                      |              |