



HOSPITALITY SERVICES TEAM DECISION MAKING EVENT

CAREER CLUSTER
Hospitality and Tourism

INSTRUCTIONAL AREA
Product/Service Management

PARTICIPANT INSTRUCTIONS

This event is presented to you through your review of the Career Competencies, Performance Indicators and Case Study Situation.

You have up to 30 minutes to review this information and prepare your presentation. Using the materials provided, you may make notes to use during your presentation.

You will have up to 15 minutes to present to the judge(s). Both members of the team must participate in the presentation, as well as answer any questions.

You will be evaluated on your solution to the case study, how you incorporate the performance indicators of this event and how you demonstrate the career competencies.

Turn in all your notes and event materials when you have completed the event.

SOLUTION

- Unique – Demonstrate original thinking, fresh perspectives and an insightful approach.
- Practical – Develop an actionable/viable solution in a real-world context.
- Effective – Develop a solution that achieves relevant outcomes.

CAREER COMPETENCIES

- Critical Thinking – Think critically to understand and solve problems.
- Communication – Communicate clearly, effectively and with reason.
- Decision Making – Consider the impacts of decisions.

PERFORMANCE INDICATORS

- Explain the concept of product in the hospitality and tourism industry.
- Explain the concept of product mix.
- Describe services offered by the hospitality and tourism industry.
- Identify product's/service's competitive advantage.
- Explain factors that motivate people to choose a hospitality and tourism site.

CASE STUDY SITUATION

You are to assume the roles of the general manager and the marketing manager at THE COVE, a full-service hotel with an outdoor water park located in a region that has warm summers but cooler temperatures in other seasons. The president of the management company that owns the property (judge) wants you to determine additional products and/or services the hotel can offer during the cool weather months.

THE COVE is a top destination for families in the region during the summer months. The large outdoor water park and spacious guest rooms are a draw for people ready to spend time outdoors in the sunshine. From May through August, THE COVE has high occupancy rates and room rates are the most expensive.

THE COVE also offers guests two restaurants, an arcade and an evening story time in the lobby.

September through April have traditionally been known as “shoulder season” for THE COVE with lower occupancy due to the cooler weather. During most of September, the outdoor waterpark is open only on Saturdays and Sundays. With school back in session, there are not as many families vacationing on weekdays. Also the majority of waterpark staff are high school and college students who are also back to school. The outdoor waterpark traditionally closes for the season in October or when the daily temperatures do not exceed 70 degrees.

For the past two years, THE COVE has seen a large shift in occupancy. May and June have had lower than usual occupancy rates, July and August have remained high, but most surprising is that September and October have had very high occupancy—the highest since THE COVE opened in 2016. Several factors have contributed to this shift: warmer temperatures in early fall, overtourism in summer months and families looking to get away during school fall break.

The president (judge) wants THE COVE to introduce additional products and/or services that will entertain guests during the shoulder season when the outdoor waterpark is closed. The president (judge) wants your team to determine appropriate additions that would exceed guest expectations and motivate future bookings.

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

JUDGE INSTRUCTIONS

JUDGE CHARACTERIZATION

You are to assume the role of the president of the management company that owns THE COVE, a full-service hotel with an outdoor water park located in a region that has warm summers but cooler temperatures in other seasons. You want the general manager and the marketing manager (participant team) to determine additional products and/or services the hotel can offer during the cool weather months.

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You want THE COVE to introduce additional products and/or services that will entertain guests during the shoulder season when the outdoor waterpark is closed. You want the general manager and the marketing manager (participant team) to determine appropriate additions that would exceed guest expectations and motivate future bookings.

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. Will your ideas be appealing to guests during summer months as well?
2. Will your ideas require us to hire extra staff?

Once the general manager and the marketing manager (participant team) have presented information and answered your questions, you will conclude the role-play by thanking the general manager and the marketing manager (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 solution and ability to apply the specific performance indicators stated on the cover sheet of this event and restated on the Judge's Evaluation Form. Although the participants may demonstrate other performance indicators, those listed in the Performance Indicators section are the selected ones you are evaluating for this particular event.
- Maintain a consistent expectation when evaluating each participant team.
- The maximum score for the evaluation is 100 points. The presentation will be weighted twice (2 times) the average of the exam scores.

Levels of Evaluation

FOCUS AREA	NOVICE	DEVELOPING	PROFICIENT	EXEMPLARY
Content Understanding	Demonstrates a limited or inaccurate understanding of key concepts.	Demonstrates a basic understanding of key concepts.	Demonstrates a solid understanding of key concepts and clearly explains and supports ideas using appropriate evidence.	Demonstrates comprehensive understanding of concepts and applies them effectively to solve the scenario, including in more complex or extended contexts.
Application of Performance Indicators and Career Competencies	Lists the performance indicators and career competencies, but understanding is incomplete or inaccurate.	Defines the performance indicators and career competencies, but does not connect them to solve the objective of the case study scenario.	Explains the performance indicators and career competencies and connects them to solve the objective of the case study scenario.	Strategically applies the performance indicators and career competencies and connects them to comprehensively solve the objective of the case study scenario.
Reasoning	Ideas are unclear, inaccurate, or lack logical support. There is no application of the ideas and concept.	Ideas are present and somewhat logical but contain gaps in reasoning, development, or supporting evidence.	Ideas are logical, well-developed, and supported with appropriate evidence, with only minor gaps.	Ideas are logical, well-supported using appropriate business concept and theories and demonstrates reasoning with clear practicality and real-world relevance.
Workplace Readiness	Participants represent an employee who requires significant guidance and support to complete tasks.	Participants represent an employee who demonstrates basic skills and can complete routine tasks with some guidance.	Participants represent an employee with solid skills and who works independently to complete tasks effectively.	Participants represent an employee with advanced skills, works independently, and adapts effectively to new or unpredictable challenges.



HOSPITALITY SERVICES TEAM DECISION MAKING – 2026

JUDGE'S EVALUATION FORM ASSOCIATION EVENT 1

INSTRUCTIONAL AREA:
Product/Service Management

Participant: _____

Participant: _____

ID Number: _____

Rate the participants' ability to:		Novice	Developing	Proficient	Exemplary	Judged Score
PERFORMANCE INDICATORS						
1.	Explain the concept of product in the hospitality and tourism industry.	0-1-2-3	4-5-6	7-8-9	10	
2.	Explain the concept of product mix.	0-1-2-3	4-5-6	7-8-9	10	
3.	Describe services offered by the hospitality and tourism industry.	0-1-2-3	4-5-6	7-8-9	10	
4.	Identify product's/service's competitive advantage.	0-1-2-3	4-5-6	7-8-9	10	
5.	Explain factors that motivate people to choose a hospitality and tourism site.	0-1-2-3	4-5-6	7-8-9	10	
SOLUTION						
6.	Unique Demonstrate original thinking, fresh perspectives and an insightful approach.	0-1-2	3-4-5	6-7	8	
7.	Practical Develop an actionable/viable solution in a real-world context.	0-1-2	3-4-5	6-7	8	
8.	Effective Develop a solution that achieves relevant outcomes.	0-1-2	3-4-5	6-7	8	
CAREER COMPETENCIES						
9.	Critical Thinking Think critically to understand and solve problems.	0-1	2-3	4-5	6	
10.	Communication Communicate clearly, effectively and with reason.	0-1	2-3	4-5	6	
11.	Decision Making Consider the impacts of decisions.	0-1	2-3	4-5	6	
OVERALL IMPRESSION						
12.	Demonstrate overall career readiness through professionalism, poise and confidence.	0-1-2	3-4-5	6-7	8	
TOTAL SCORE						