



CAREER CLUSTER
Hospitality and Tourism

INSTRUCTIONAL AREA
Customer Relations

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

- Demonstrate a customer service mindset.
- Determine strategies for resolving customer-service situations.
- Identify strategies to manage customer experience during peaks in demand.
- Interpret business policies to customers/clients.
- Reinforce service orientation through communication.
- Explain the role of customer service as a component of selling relationships.
- Explain the concept of product in the hospitality and tourism industry.

CASE STUDY SITUATION

You are to assume the roles of the restaurant manager and the guest relations manager at BOW & STERN, a full-service hotel owned by VIEW HOSPITALITY. The general manager (judge) wants you to determine how to enhance access to the hotel's restaurant for guests staying at the property.

BOW & STERN is located in a popular tourist city. Owned by VIEW HOSPITALITY, members of VIEW's loyalty rewards program can earn points for lodging at BOW & STERN and for spending money on the premises. BOW & STERN opened a new full-service restaurant, THE GALLEY, three months ago. THE GALLEY is an upscale restaurant that has a revolving in-house celebrity chef. The celebrity chef creates the menu, trains the kitchen staff, cooks during dinner service and occasionally greets tables.

THE GALLEY is open from 5:00PM to 11:00PM with the celebrity chef on premises most Thursday, Friday and Saturday nights. Since it opened, the restaurant has been booked every night. A limited number of reservations can be made but most guests simply add their names to the list and wait to be called. There is often more than a 90-minute wait and many would-be guests leave in defeat.

The general manager (judge) is concerned because much of BOW & STERN'S advertising and marketing encourages visitors to book at BOW & STERN to enjoy a meal at THE GALLEY, created by the celebrity chef. Many tourists book rooms and then are not able to secure a table at THE GALLEY. There have been many negative reviews regarding the situation including many from the VIEW HOSPITALITY loyalty rewards program. BOW & STERN guests are not happy!

The general manager (judge) wants your team to determine an effective method to enhance access to THE GALLEY for BOW & STERN hotel guests.

You will present your ideas to the general manager (judge) in a role-play to take place in the general manager's (judge's) office. The general manager (judge) will begin the role-play by greeting you and asking to hear your ideas. After you have presented ideas and have answered the general manager's (judge's) questions, the general manager (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 general manager at BOW & STERN, a full-service hotel owned by VIEW HOSPITALITY. You want the restaurant manager and the guest relations manager (participant team) to determine how to enhance access to the hotel's restaurant for guests staying at the property.

BOW & STERN is located in a popular tourist city. Owned by VIEW HOSPITALITY, members of VIEW's loyalty rewards can program earn points for lodging at BOW & STERN and for spending money on the premises. BOW & STERN opened a new full-service restaurant, THE GALLEY, three months ago. THE GALLEY is an upscale restaurant that has a revolving in-house celebrity chef. The celebrity chef creates the menu, trains the kitchen staff, cooks during dinner service and occasionally greets tables.

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You are concerned because much of BOW & STERN's advertising and marketing encourages visitors to book at BOW & STERN to enjoy a meal at THE GALLEY, created by the celebrity chef. Many tourists book rooms and then are not able to secure a table at THE GALLEY. There have been many negative reviews regarding the situation including many from the VIEW HOSPITALITY loyalty rewards program. BOW & STERN guests are not happy!

You want the restaurant manager and the guest relations manager (participant team) to determine an effective method to enhance access to THE GALLEY for BOW & STERN hotel guests.

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. What can we do for loyalty rewards program members with high status that want to dine at THE GALLEY?
2. How can we inform potential hotel guests about the new policies?

Once the restaurant manager and the guest relations manager (participant team) have presented information and answered your questions, you will conclude the role-play by thanking the restaurant manager and the guest relations 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 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 2026

JUDGE'S EVALUATION FORM
DISTRICT EVENT

Participant: _____

INSTRUCTIONAL AREA:
Customer Relations

Participant: _____

ID Number: _____

Did the participant team:		Little/No Value	Below Expectations	Meets Expectations	Exceeds Expectations	Judged Score
PERFORMANCE INDICATORS						
1.	Demonstrate a customer service mindset?	0-1-2-3	4-5-6	7-8	9-10	
2.	Determine strategies for resolving customer-service situations?	0-1-2-3	4-5-6	7-8	9-10	
3.	Identify strategies to manage customer experience during peaks in demand?	0-1-2-3	4-5-6	7-8	9-10	
4.	Interpret business policies to customers/clients?	0-1-2-3	4-5-6	7-8	9-10	
5.	Reinforce service orientation through communication?	0-1-2-3	4-5-6	7-8	9-10	
6.	Explain the role of customer service as a component of selling relationships?	0-1-2-3	4-5-6	7-8	9-10	
7.	Explain the concept of product in the hospitality and tourism industry?	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						