



**CAREER CLUSTER**  
Hospitality and Tourism

**CAREER PATHWAY**  
Restaurant and Food and Beverage Service

**INSTRUCTIONAL AREA**  
Operations/Promotion

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

### **PARTICIPANT INSTRUCTIONS**

#### **PROCEDURES**

1. The event will be presented to you through your reading of these instructions, including the Performance Indicators and Event Situation. You will have up to 10 minutes to review this information to determine how you will handle the role-play situation and demonstrate the performance indicators of this event. During the preparation period, you may make notes to use during the role-play situation.
2. You will have up to 10 minutes to role-play your situation with a judge (you may have more than one judge).
3. You will be evaluated on how well you meet the performance indicators of this event.
4. Turn in all your notes and event materials when you have completed the role-play.

#### **PERFORMANCE INDICATORS**

1. Detail ways to monitor quality of prepared food
2. Detail the process of “up-selling” and other forms of marketing at tableside
3. Explain employee’s role in expense control
4. Develop promotional materials
5. Coordinate activities in the promotional mix

## EVENT SITUATION

You are to assume the role as the **Manager of The Arrowhead Lodge (a.k.a “The Lodge”)**, a social gathering place and full-service restaurant that has been open since 1965. Mr. /Miss Casey Edwards, the owner of The Lodge (judge), has asked you to develop and present some ideas on improving operations and utilizing promotions to improve business.

The Lodge is located in a 10-mile radius where only 30% of the homes have year-round residents. A majority of homes in the area are owned by those who live there part-time, or vacation mainly during the summer months. The Lodge is centrally located in an area that provides the residents and vacationers with numerous golf courses, lakes for water sports, outdoor trails, public pools, tennis and basketball courts, a weekly farmers market, a small shopping district, and various other activities.

Two years ago, The Lodge started going through some tough times. During that time, the quality of food and service has been negatively affected, and the restaurant is no longer the go-to place to gather and eat on evenings and/or vacations for the area residents. The loss of revenue has nearly forced the owner to close, but have instead decided to make improvements and stay open. Casey Edwards has asked you to come up with ideas to help increase revenue, increase the traffic of full and part-time residents, and how to welcome back the vacation residents. They would like at least one new idea for improving each of the following areas:

1. The Menu – What can be done to ensure that quality food is consistently served? How can the wait staff create larger revenue?
2. Promotions – What can The Lodge do to keep the vacationers up-to-date on the changes being made and convince them to return? What other activities can The Lodge participate in to promote its products?
3. Operations – What can the entire staff do to help The Lodge operate in a more cost effective manner? What about improving customer service?

You will present your ideas to the owner (judge) in a role-play to take place in their office. The owner (judge) will begin the role-play by greeting you and asking to hear your ideas. After you have presented your ideas and answered the owner’s questions, they 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. 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 Mr. /Miss Casey Edwards, **the Owner** of **The Arrowhead Lodge** (a.k.a. "The Lodge"), a social gathering place and full-service restaurant that has been open since 1965. You have asked your manager (student) to develop and present some ideas on improving operations and utilizing promotions to improve business.

The Lodge is located in a 10-mile radius where only 30% of the homes have year-round residents. A majority of homes in the area are owned by those who live there part-time, or vacation mainly during the summer months. The Lodge is centrally located in an area that provides the residents and vacationers with numerous golf courses, lakes for water sports, outdoor trails, public pools, tennis and basketball courts, a weekly farmers market, a small shopping district, and various other activities.

Two years ago, The Lodge started going through some tough times. During that time, the quality of food and service has been negatively affected, and the restaurant is no longer the go-to place to gather and eat on evenings and/or vacations for the area residents. The loss of revenue has nearly forced you to close, but you have instead decided to make improvements and stay open. You have now asked the manager (student) to come up with ideas to help increase revenue, increase the traffic of full and part-time residents, and how to welcome back the vacation residents. You would like at least one new idea for improving each of the following areas:

1. The Menu – What can be done to ensure that quality food is consistently served? How can the wait staff create larger revenue?
2. Promotions – What can The Lodge do to keep the vacationers up-to-date on the changes being made and convince them to return? What other activities can The Lodge participate in to promote its products?
3. Operations – What can the entire staff do to help The Lodge operate in a more cost effective manner? What about improving customer service?

The participant will present 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 to increase revenue at The Arrowhead Lodge.

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

1. How can we monitor the consistency and quality of food presented to customers?
  - a. *Possible Solutions: We could have someone each shift in charge of expediting all food going out of the kitchen. They assist both the kitchen staff and wait staff in prepping dishes and review each plate before they are sent to tables. Picture examples of each entrée should be available for reference to all wait and kitchen staff members.*
2. How can The Lodge's employees help the restaurant operate in a more effective way to help save money?
  - a. *Possible Solutions: The wait staff should be given instructions on maintaining the cleanliness of the dining room throughout their shifts rather than working an extra hour at the end of the day (reduction in payroll hours). Kitchen staff can control the amount of food products purchased to ensure there is little to no unused food thrown out.*

3. Promotion of The Lodge is incredibly important but could be very expensive, what are some relatively inexpensive yet effective types of promotions we could use?
  - a. *Possible Solutions: Answers could include setting up different social media sites for The Lodge (make sure students also identify ways to get customers to connect with The Lodge's social media sites), use email lists, and/or text alerts. Weekly/monthly contests for customers to enter when dining, for example, a free breakfast given away to one lucky diner.*
  - b. *Types of promotion/Promotional Mix/Plan to possibly include:*
    - i. *Advertising*
    - ii. *Personal Selling*
    - iii. *Sales Promotion (contests, rebates, sweepstakes, etc)*
    - iv. *Public Relations (Social Media-celebrity endorsers)*
    - v. *Direct Marketing*

Once the manager (participant) has presented his/her ideas and has answered your questions, you will conclude the role-play by thanking the manager (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, 2016**

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

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

**JUDGE'S EVALUATION FORM  
DISTRICT EVENT**

**INSTRUCTIONAL AREA: OPERATIONS/PROMOTION**

Did the participant:

Did the participant:		Little/No Value	Below Expectations	Meets Expectations	Exceeds Expectations	Judged Score
<b>PERFORMANCE INDICATORS</b>						
1.	Detail ways to monitor quality of prepared food	0-1-2-3-4-5	6-7-8-9	10-11-12-13	14-15-16	
2.	Detail the process of "up-selling" and other forms of marketing at tableside	0-1-2-3-4-5	6-7-8-9	10-11-12-13	14-15-16	
3.	Explain employee's role in expense control	0-1-2-3-4-5	6-7-8-9	10-11-12-13	14-15-16	
4.	Develop promotional materials	0-1-2-3-4-5	6-7-8-9	10-11-12-13	14-15-16	
5.	Coordinate activities in the promotional mix	0-1-2-3-4-5	6-7-8-9	10-11-12-13	14-15-16	
6.	Reason effectively, use systems thinking, make judgments and decisions, and solve problems?	0-1-2-3	4-5-6	7-8	9-10	
7.	Overall impression and responses to the judge's questions	0-1-2-3	4-5-6	7-8	9-10	
<b>TOTAL SCORE</b>						