HOTEL MANAGEMENT

A Real World Scenario

Facilitators Support Pack

Learning Materials

Our selection of learning materials match both real world scenarios as well as many of key curriculum topics. The materials can be incorporated into GCSE, A Level or BTEC subjects, such as Travel and Tourism, Business Studies and Hospitality or as part of a careers lesson.

The learning materials support Gatsby Benchmarks 1, 2, 4 & 7.

Overview

Based on real work experiences, this scenario challenges students to think like senior management in business and save a struggling hotel from being shut down by the bank.

Working in 2-4 groups, students are asked to make decisions on aspects of marketing, restaurant menu design, sustainability, events, staff morale, personal development and customer care. Students also need to consider training, computer systems and whether they need to replace a key staff member.

The game allows students to have creative freedom in their decisions and really step into a leadership role.

This activity runs as competition, with each team competing against each other to see who can make the biggest profit.

Requirements

A projector/smart board with a 'freeze' function or ability to block the projector. Printouts will be required for the students.

Details

Duration: 2 hours
Class Size: 4 teams, 20 students maximum is advised
Year Group: 8+

Access

The activity is free and available on the Edge Hotel School webpage via the 'Information for Schools' page.

Hotel Management
A Real World Scenario

Facilitators Support Pack

Welcome to the scenario!

The aim of this scenario is to give students insights into the amazing and diverse jobs and career options available in the Hospitality Industry by having them experience a real world scenario. In the scenario students will become Hotel General Managers who think quickly and smartly in order save their struggling business from bankruptcy.

It is meant to be engaging and enjoyable for the participants and, with the help of this 'Facilitators support pack', to be relatively easy and enjoyable for you, the facilitator!

There are 6 different downloadable documents, namely:

Hotel Management

A Real World Scenario (a PowerPoint which commences with the introduction and scene setting and then provides the challenge information). Facilitators will need to print a copy of the presentation for each team.

Hotel Management Master Spreadsheet

(An Excel spreadsheet which automatically allows you to score the responses of the students and chart the progress of the competing student teams)

Hotel Management Group Handouts

(A PDF document which provides some background information to help the students' decision making for each of the issues). Facilitators will need to print a copy of the handouts for each team.

Hotel Management Questions

(A PDF document that has the eight issues which the students will work on throughout the scenario). Facilitators will need to print a copy of the issues for each team.

Hotel Management Team Identification Sheets

(A PDF document which helps to identify each of the, up to 4, different teams) Facilitators will need to print one set of Identification Sheets.

Hotel Management Facilitators Support Pack

(A PDF document…in fact this document, which tells you how to run the game)

Red Team

Management

Question	Turn Number							
	1	2	3	4	5	6	7	8
Morale								
Menu								
Sales								
Customer Care								
Utilities								
Event								
Personal Development								
Marketing								

Additionals - Option 1,2 or 3

Replacing Deputy			
Training Option			
Deputy Choice			
Software Upgrade			
Unique Solution			

Blue Team

Management

Question	Turn Number							
	1	2	3	4	5	6	7	8
Morale								
Menu	70							
Sales								
Customer Care		80						
Utilities								
Event								
Personal Development								
Marketing								

Additionals - Option 1,2 or 3

Replacing Deputy	2	
Training Option		
Deputy Choice	2	
Software Upgrade		
Unique Solution	3	

Green Team

Management

Question	Turn Number							
	1	2	3	4	5	6	7	8
Morale								
Menu								
Sales								
Customer Care								
Utilities								
Event								
Personal Development								
Marketing								

Additionals - Option 1,2 or 3

Replacing Deputy			
Training Option			
Deputy Choice			
Software Upgrade			
Unique Solution			

Yellow Team

Management

Question	Turn Number							
	1	2	3	4	5	6	7	8
Morale								
Menu								
Sales								
Customer Care								
Utilities								
Event								
Personal Development								
Marketing								

Additionals - Option 1,2 or 3

Replacing Deputy			
Training Option			
Deputy Choice			
Software Upgrade			
Unique Solution			

Sheet1 | Home Sheet | DO NOT USE - Formulii | Turn 1 Results | Turn 2 Results | Turn 3 Results | Turn 4 Results | Turn 5 Results | Turn 6 Results | Turn 7 Results | Turn 8 Results | +

Additional information to support the evaluation of student responses

The subsequent pages of this pack have been compiled so as to give you some support and guidance in scoring the student solutions.

For each of the issues, students will need to write down at least 5 actions that they would take in this situation. It is important for them to demonstrate why they have identified these actions by including their reasons for choosing them, what they hope to achieve and, potentially, giving examples of how these ideas could be implemented.

If students only identify the actions, they should not be given as high a mark as they have not justified their proposals. The role of the facilitator is then to make a judgement about the merit, creativity and/or realism of their proposals.

This is your judgment and there are no right or wrong answers. Marks awarded should range between 0 – 100%. Don't be afraid of using the full range of marks as this will accentuate the performances of the different teams.

Compiled below are some examples of the sort of answers that students have previously provided for each issue…but don't forget that each proposal needs to be justified and demonstrate how their staff could realistically put these into action.

Higher marks should be awarded for answers that demonstrate realistic and / or creative examples of how the proposals could be resolved. This is, after all, what management is all about!

Issue: Morale

Possible Student Proposed Actions	Examples of low scoring/weak responses (0 - 40%)	Examples of average scoring/standard responses (40 - 70%)	Examples of excellent scoring/brilliant responses (70-100%)
Improve staff happiness	Make sure staff are happy (no further explanation or breakdown of the actions they would take to achieve this)	A moderate answer such as team building but no description of what the team building would be or reasoning why.	Detailed ideas such as team building running staff parties, away days, team exercises etc.
More communication	Talk to staff (no further explanation or breakdown of the actions they would take to achieve this)	A moderate description such as mentioning more meetings but no further detail.	Detailed communication plans such as one to one discussions; scheduled meetings; newsletters etc.'
Give the staff more money	Pay everyone more (no consideration of costings etc)	More realistic answer of giving some staff more money.	Detailed and well throughout such as ensure competitive pay compared to other staff in other local hotels etc.
Disciplinary	Fire the staff (without consideration working through issues)	Make sure everyone has the same punishments (more consideration of fairness and issues happening within the hotel)	Detailed policies such as review all the staff policies to ensure consistency of treatment'.

Other actions that have been suggested by previous students in the 'morale' round include introducing reward and recognition schemes and implementing regular discussion meetings with the staff team about the current state of the hotel and the organisational objectives…but there are a range of other, creative approaches that could be used and should be recognised and given marks for.

Issue: Menu Style

Possible Student Proposed Actions	Examples of low scoring/weak responses (0 - 40%)	Examples of average scoring/standard responses (40 - 70%)	Examples of excellent scoring/brilliant responses (70-100%)
Change the menu	Remove Carvery. Do set or different menu (no further explanation or breakdown of the menu or costings)	Moderately detailed and priced list of items for the menu.	Detailed menu list with consideration of the target audience such as; food offered and discounts/packages depending on the target market)
Use the leftovers	Very limited consideration of use of leftovers and avoidance of food waste.	Some consideration of use of leftovers, staff meals etc.	Creative options for the use of leftovers; give to homeless charities; reducing portion sizes; allowing customers to take food home etc)
Change design of restaurant	Very limited changes to the layout and offering.	Some realistic cosmetic changes to the restaurant (painting it, new furniture or theme)	Creating a new restaurant identity which may include; new name, uniforms, layout, entertainment, theme throughout)

Students should create a detailed menu offering but other actions that have been suggested by previous students playing this game include adding a room service component, offering a variety of deals to customers, promoting special occasion menus (Mother's Day; Valentines Day etc.), give discounts for local business's, introduce different themes etc.

Issue: Sales

Possible Student Proposed Actions	Examples of low scoring/weak responses (0 - 40%)	Examples of average scoring/standard responses (40 - 70%)	Examples of excellent scoring/brilliant responses (70-100%)
Sales training	'Train the staff' (no further explanation or breakdown of the training or intended outcomes)	'Send staff on a college course' (identification of basic and limited number of methods of training staff in this area)	Develop in-house bespoke training course using mentors and with clear specific outcomes. Using external identified expertise.
Incentives	'Give incentives' (no identification of requirements or what the incentive is)	Identification of the incentive but may not be fully realistic (i.e. a salary increase or unaffordable prize etc.)	Rational and well identified incentive scheme with affordable rewards (employee of the month, additional day holiday, free meal etc.)
Faster response to enquiries	'Respond faster' (no further explanation or breakdown of the system to be used or intended time scales)	Develop a basic responsive follow up policy detailing the time frames expected and consideration of how to implement.	Greater realistic detail of the response policy and time frames and suggestion of creative new systems such as online/social media/ automated email responses etc.

Other actions that have been proposed by students include introducing a 'secret shopper' scheme to get professional feedback, develop staff training manuals and have regular staff meetings to inform staff of sales targets progress. Of course, there are a range of other possible solutions that could be suggested!

Issue: Customer care

Possible Student Proposed Actions	Examples of low scoring/weak responses (0 - 40%)	Examples of average scoring/standard responses (40 - 70%)	Examples of excellent scoring/brilliant responses (70-100%)
Remove maximum time limits	No explanation of how and why to remove maximum time limits and no alternative options suggested.	Removal of maximum time limitations but with consideration of how to check guests in and improve the welcome.	Removal of time limitations but with supportive staff training programme to improve overall customer service.
Introduce uniform policy	Make them wear uniforms (no comments, ideas or justifications)	Implement uniform policy and identify style of uniform.	Implement uniform policy and review and check consistency (using staff training posters and corrective actions)
Consider the customer experience	No consideration of the customers perspective and expectations.	Basic consideration of customer expectations (basic needs met e.g. shampoos in rooms; TVs and wifi in rooms) Reactive customer care (only when customer asks for it)	High level of proactive employee/customer interaction and care (Room service, offering additional services such as reservations for dinner/shows/transport etc)
Change the staffing	Fire staff without consideration of restaurant requirements.	Manage staffing requirements based on customer bookings.	Evaluate staffing requirements and introduce flexible staffing (based on demand, seasonality etc)

Other proposals that students have made include placing mirrors in staff rooms so that the staff can check their own appearance, writing a 'welcome' script for all staff to memorise and use, have customer comment cards available and enquire about customers' reason for visiting (and use this information to improve experience i.e. celebrating an anniversary so staff arrange complimentary drinks). Having a bowl of fruit/sweets at reception for customers, offering free hot drinks and having a member of staff available 24/7 have also been suggested.

Issue: Event

Possible Student Proposed Actions	Examples of low scoring/weak responses (0 - 40%)	Examples of average scoring/standard responses (40 - 70%)	Examples of excellent scoring/brilliant responses (70-100%)
One single free standing event (Charity events; new launch events; concerts and film night events)	'Do an event' (non themed, without consideration of entertainment, decoration, dates, title, time of year pricing, target audience, location etc.	Planning of an event with some consideration of entertainment, decoration, dates, title, time of year pricing, target audience, location etc.	Detailed planning of an event with some consideration of entertainment, accommodation packages, marketing of the event to current hotel clients, decoration, dates, title, time of year pricing, target audience, location etc. and employ specialist support.
Reoccurring , regular events (wedding shows; conferences and business training)	No consideration of multiple/ reoccurring events and potential of economies of scale.	Mentioning of reoccurring events but with little or no additional detail as per above.	Detailed planning of reoccurring events but with additional details as per above and employ specialist support.
Special occasion events (Mothers Day; Valentines Day; Graduation)	No consideration of multiple / reoccurring events and potential of economies of scale.	Mentioning of special occasion events but with little or no additional detail as per above.	Detailed planning of special events but with additional details as per above and employ specialist support.
Encouraging private events	No consideration of private events and potential of economies of scale.	Mentioning of private events but with little or no additional detail as per above.	Detailed planning and packages of private events but with additional details as per above and employ specialist support.

Other proposals that students have made include placing mirrors in staff rooms so that the staff can check their own appearance, writing a 'welcome' script for all staff to memorise and use, have customer comment cards available and enquire about customers' reason for visiting (and use this information to improve experience i.e. celebrating an anniversary so staff arrange complimentary drinks). Having a bowl of fruit/sweets at reception for customers, offering free hot drinks and having a member of staff available 24/7 have also been suggested.

Issue: Environmental Sustainability

Possible Student Proposed Actions	Examples of low scoring/weak responses (0 - 40%)	Examples of average scoring/standard responses (40 - 70%)	Examples of excellent scoring/brilliant responses (70-100%)
Improve energy saving	Tell staff to turn lights off and put up basic signs ('Turn off the light')	Install sensors, reduce the temperatures (pool and accommodation)	Introduce new procedures across the building to reduce energy costs and get customer buy in to support this (using informative / friendly signs)
Improve water usage	Turn off taps and put up basic signs ('Turn off the tap')	Substitute showers instead of baths.	Introduce water recycling and encourage customers to reuse their towels etc. (using informative / friendly signs)
Introduce waste recycling	Remove items which could constitute waste (i.e. water bottles, newspapers which the customer may expect in a 4* hotel). Don't throw away as much.	Introduce recycling bins, reusable products remove single usage products (straws and plastics etc)	Develop creative ideas such as buying local to reduce carbon foot print by buying local, substituting multi use products such as glass bottles rather than plastics.

Other actions that have been suggested by previous students include introducing lights in rooms that need key cards to operate, eco-friendly hand driers, not automatically providing newspapers, having dual flush toilets as standard and installing solar panels.

Issue: Personal Development

Possible Student Proposed Actions	Examples of low scoring/weak responses (0 - 40%)	Examples of average scoring/standard responses (40 - 70%)	Examples of excellent scoring/brilliant responses (70-100%)
Induction	No mention of induction or 'on boarding' policies.	Superficial mention of induction practices; brief chat and show around, or 1 to 1 meetings etc.	Full detailed induction plan with follow up reviews for all new staff.
Up-skilling of staff	'Hire better staff' rather than develop them.	Some consideration of training opportunities.	Evaluation of training needs and implementation of an structured development programme.
Performance reviews	Just fire staff.	Try to improve performance by undertaking basic checks.	Structured performance review programme with corrective actions and incentives.
Change the staffing	Fire staff without consideration of restaurant requirements.	Manage staffing requirements based on customer bookings.	Evaluate staffing requirements and introduce flexible staffing (based on demand, seasonality etc.)

Other proposals from students have included introducing 'mentor' schemes for new staff and providing bespoke training for under performing staff.

Issue: Marketing

Possible Student Proposed Actions	Examples of low scoring/weak responses (0 - 40%)	Examples of average scoring/standard responses (40 - 70%)	Examples of excellent scoring/brilliant responses (70-100%)
Change spend allocation	Simply change the allocation without explanation.	Evidence their change of expenditure with justification for their change.	Detailed marketing plan using the data to guide their reasons and justification to match the target audience.
Introduce new ideas	Not offering any new sources of marketing and sticking with the 7 sources given.	Use one of the sources/media in an innovative but appropriate way for the target market.	Analyse current sources and develop a creative and innovative set of ideas beyond the 7 sources provided.
Get external expertise	Do everything in house.	Consideration about bringing in external expertise (but without consideration of costs etc.)	Consideration about bringing in external expertise (with consideration of costs etc.) or training and upskilling in-house staff to fulfil this function.
Change the staffing	Fire staff without consideration of restaurant requirements.	Manage staffing requirements based on customer bookings.	Evaluate staffing requirements and introduce flexible staffing (based on demand, seasonality etc)

A range of other suggestions have been proposed by students including creating Twitter/Facebook/Instagram/ LinkedIn accounts etc., creating videos, inviting travel agents to sample the venue and invite celebrities or the local football teams to use the facilities. Clearly, this is an area in which imagination can be used and credit should be given to realistic proposals!

Scenario PowerPoint Slides

1

MY HOSPITALITY LIFE

HOTEL MANAGEMENT

A REAL WORLD SCENARIO

AN INITIATIVE BY
THE EDGE HOTEL SCHOOL

2

HOTEL MANAGEMENT

In the role of hotel manager, you'll be responsible for the day-to-day management of a hotel and its staff. You'll also be commercially accountable for budgeting and financial management and will need to plan, organise and direct all hotel services, including front-of-house (reception, concierge, and reservations), food and beverage operations and housekeeping.

www.prospects.ac.uk/job-profiles/hotel-manager

5

ABOUT THE HOTEL

The hotel is positioned on the clifftops of Bournemouth, a coastal city in Dorset.

WWW.MYHOSPITALITYLIFE.COM

6

ROOMS

There are 100 bedrooms (all of good standard):

- 20 Singles
- 40 Doubles
- 40 Twins

WWW.MYHOSPITALITYLIFE.COM

9

FOOD AND DRINK

The hotel has both a bar and restaurant that covers 100 guests.

WWW.MYHOSPITALITYLIFE.COM

10

ACCOUNTS

Under the previous owners the hotel used to make £300k / year but since the current owners took over it hasn't made a profit for over 15 years and has built up debts of over £2million.

The bank will allow you a £100,000 overdraft to turn the hotel around but has given you 8 months to make a monthly profit or they will call in the receivers.

Room Occupancy	Food Gross Profit	Beverage Gross Profit	Wage Cost
50%	50%	50%	50%

HOTEL STANDARD IS 70% MINIMUM FOR ROOM OCCUPANCY, FOOD PROFIT AND BEVERAGE PROFIT	HOTEL STANDARD IS 30% ON WAGES

WWW.MYHOSPITALITYLIFE.COM

13

ISSUE: DEPUTY MANAGER

James is the Deputy Manager and is 24 years old. He has been at hotel 2 years, straight from University. Good with customers and popular with staff, but struggles on a daily basis as he has no operational experience.

He cannot cover reception as he doesn't know how to use the computers, he has never worked in a restaurant or kitchen and doesn't know anything about housekeeping.

Despite being in the hotel for 2 years he has made no attempt to learn about the departments as he believes a degree is enough to be able to manage a hotel. As a result when the hotel is busy he panics and is unable to help anywhere and gets very stressed. In the past he has sworn at staff and even a customer when put under pressure.

WWW.MYHOSPITALITYLIFE.COM

14

THE CHALLENGE

After your day in the office you have listed eight managerial issues that you believe are lowering the hotels profits.

Your job is to decide what order your team wants to tackle the issues; the order you chose is important so really consider what will be the best issue to start with to begin making money.

The activity leader has sheets with more information about each of the eight issues which they will hand to your team when requested. Each issue tells you more about what is going wrong, you will need to write down your solutions on the provided sheet.

The winner is the team that makes the most profit over the eight month period.

The eight issues are:

MORALE   MENU   EVENTS   SALES

MARKETING   PERSONAL DEVELOPMENT   CUSTOMER CARE   UTLITIES SUPPLIES

WWW.MYHOSPITALITYLIFE.COM

CONGRATULATIONS!

You have been successful in your application for the position of Hotel Manager of the Calamity Cliffside Hotel.

By the way, there are one or two issues with the hotel that we forgot to mention at your interview...

WWW.MYHOSPITALITYLIFE.COM

INFORMATION

your very first meeting of the day, you are shocked to hear the hotel's Bank Manager give you just 8 months to get the hotel to make a profit or he will shut you down.

Owner informs you that the hotel hasn't made any money for 15 years and needs a huge shake up, but doesn't know what to infortunately the Owner leaves the hotel immediately to run his other businesses, hands you the keys and asks you to send or monthly results, basically he is leaving it all up to you.

ecide to work within each department during your first day and make a list of some of the things that need fixing urgently. The is 8 items long for each department and you must now decide what on earth needs to be done first.

Your team must keep the following in mind when changing the hotel:

TIMELINE
You only have 8 months to make profit so you need to consider ideas that will have quick results

COSTS
You may need to spend money in order to get the hotel standard up; but you do have a limited budget

CLEAR
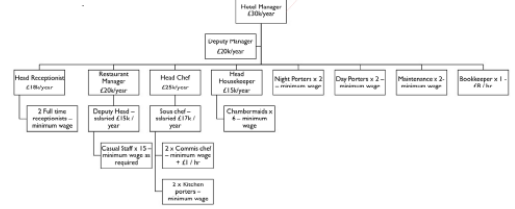You have to write down full and clear solutions so your hotel team are able to enact your visions

---

FACILITIES

There is an indoor and outdoor pool at your hotel, as well as access to the public beach.

WWW.MYHOSPITALITYLIFE.COM

EVENTS

The hotel has a function room that accommodates up to 100 guests.

WWW.MYHOSPITALITYLIFE.COM

ACCOUNTS

PROFIT AND LOSS		
REVENUE AND SALES	Last Month	Last Year
Revenue/ Sales		
Room Sales	100,000	1,200,000
Food	50,000	600,000
Beverage	13,000	156,000
Conference Room Hire	1,000	12,000
Telephone	1,000	12,000
Total Revenue	£165,000	£1,980,000
COST OF GOODS SOLD		
Room Costs	20,000	240,000
Food Costs	25,000	300,000
Beverage Costs	6,500	78,000
Wages	70,000	840,000
Total Cost	£121,500	£1,458,000
Gross Profit	£43,500	£462,000
EXPENSES		
Salaries / Training	12,500	150,000
Advertising	3,000	36,000
Accounting/Finance	2,000	24,000
Depreciation	3,000	36,000
Refurbishment/Equipment	2,000	24,000
Utilities/Telephone	5,000	60,000
Insurance	5,000	60,000
Property Taxes	2,000	24,000
Interest	15,000	180,000
Bad Debts	4,000	48,000
Total Expenses	£53,500	£642,000
Net Profit	-£10,000	-£120,000

THIS IS HOW MUCH MONEY THE HOTEL MADE LAST YEAR

THIS IS HOW MUCH MONEY THE HOTEL SPENT ON GOODS LAST YEAR

(REVENUE) £1,980,000 - (COSTS) £1,518,000 = GROSS PROFIT) £462,000

THIS IS HOW MUCH MONEY THE HOTEL SPENT ON EXPENSES

(GROSS PROFIT) £462,000 - (EXPENSES) £582,000 = (NET PROFIT) -£120,000

WWW.MYHOSPITALITYLIFE.COM

STAFFING

This is a flow chart of all the staff within your hotel, from senior management to entry level staff members.

YOU

Hotel Manager £30k/year

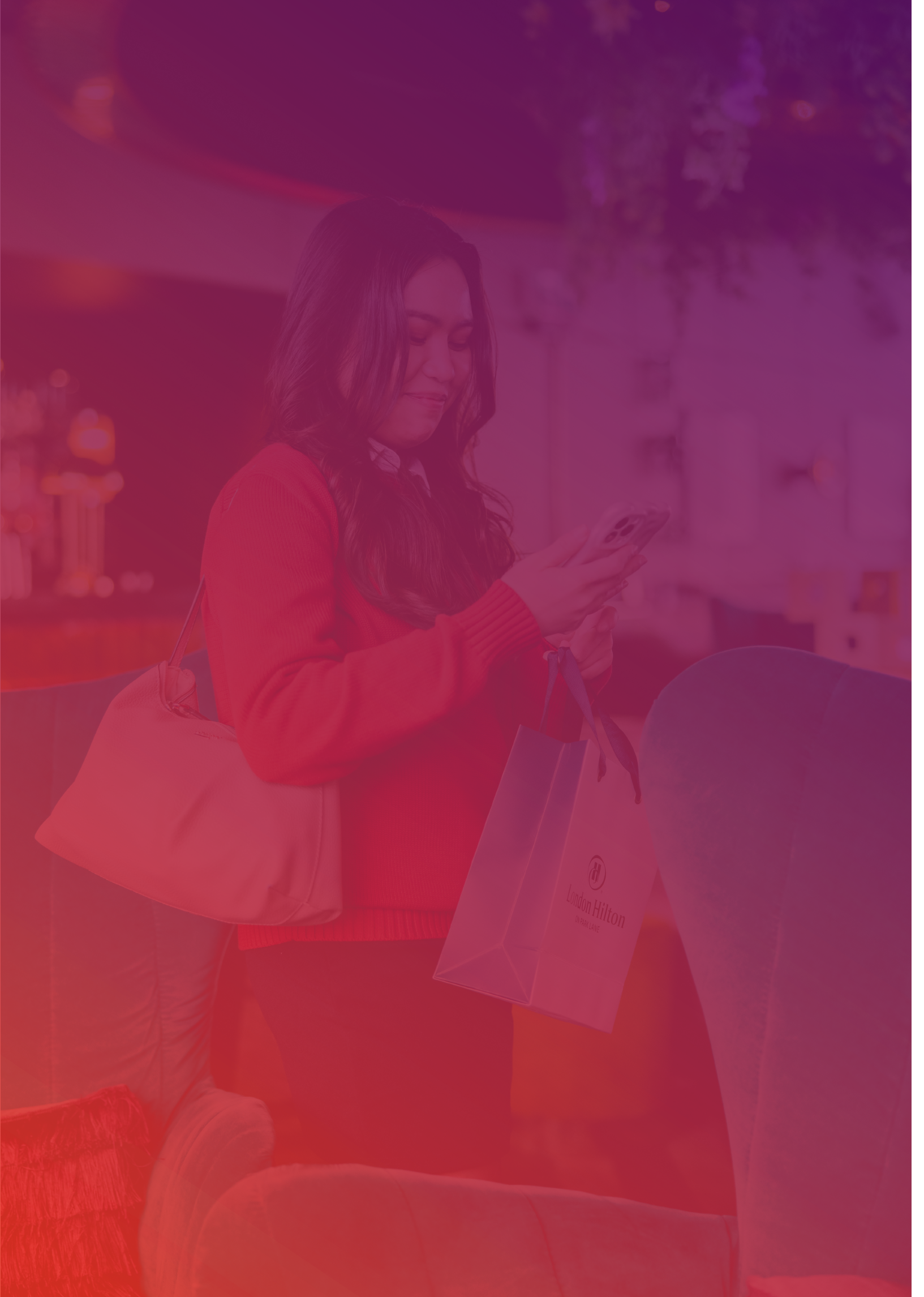Deputy Manager £20k/year

Head Receptionist £18k/year — 2 Full time receptionists – minimum wage

Restaurant Manager £20k/year — Deputy Head – salaried £15k / year — Casual Staff x 15 – minimum wage as required

Head Chef £35k/year — Sous chef – salaried £17k / year — 2 x Commis chef – minimum wage + £1 / hr — 2 x Kitchen porters – minimum wage

Head Housekeeper £15k/year — Chambermaids x 4 – minimum wage

Night Porters x 2 – minimum wage

Day Porters x 2 – minimum wage

Maintenance x 2 – minimum wage

Bookkeeper x 1 – £9 / hr

WWW.MYHOSPITALITYLIFE.COM

THANK YOU FOR PLAYING EVENT MANAGEMENT!

For more information on hospitality careers and education:

▶ WWW.MYHOSPITALITYLIFE.COM
▶ WWW.ESSEX.AC.UK/DEPARTMENTS/
   EDGE -HOTEL -SCHOOL

For more information on hotel management careers:

▶ WWW.PROSPECTS.AC.UK/JOB -
   PROFILES/HOTEL -MANAGER

WWW.MYHOSPITALITYLIFE.COM

Student Handouts
Hotel Management

A Real World Scenario
Group Handout

Support: Hotel Information

Some general things to think about:

- Bournemouth has won many tourism awards making this is a very competitive area for hospitality; you need to make sure your offer can compete with the other 35 hotels in the area.

- The hotel is located next to an award winning beach.

- Bournemouth seafront has been awarded with a certification from the Green Tourism Business Scheme.

- Bournemouth have a Premiership Football team.

- Approx. 30,000 ice creams are sold and 3,000 deckchairs are hired out on a busy weekend in Bournemouth.

- The UK average hotel room rate is £164.49t/per night.

- Premier Inn is the most popular hotel brand in the UK; **2nd** is Travelodge, **3rd** is Hilton, **4th** is Holiday Inn and **5th** is Marriott.

- The most important factors for guests picking their hotel are; value for money, proximity to public transport, cultural locations and eateries, WiFi, quality of restaurant, staff speaking their language, hotel facilities.

Question Prompt:

Have you ever been to a hotel, restaurant or event? Discuss this with your team and consider what about the experience was positive and what you would have changed.

Issue: Morale

The last GM was very popular with staff, but for all the wrong reasons, and now he has left there is a dip in morale. Staff were basically allowed to do as they pleased and he would take the flack for them from the owners for poor results, without passing any of it on. They are shocked to learn that the hotel wasn't making a profit as no-one had ever told them otherwise.

There is a high turnover of staff and when you enquire why, you are told it is because the good staff are being recruited by any of the 35 neighbouring 3* hotels in the area as you currently pay the least. Staff also give examples of inconsistent punishment for staff being late, sick or rude to customers across departments as well as inconsistent policies on days off and holidays.

Write down at least 5 actions:

Reasons why and what you hope to achieve:

Student Handouts
Hotel Management

A Real World Scenario
Group Handout

<u>Support: Morale</u>

Some general things to think about:

- Employee morale is to do with your staff's job satisfaction, outlook and feelings of well-being within the workplace. Good employee morale creates more engaged staff which has a big knock on effect to the business' performance.

- Businesses with highly engaged staff see a 10% increase in profits.

- Employees with opportunities to take on new challenges are 83% more likely to stay with the business.

- Employees who feel their voice is being heard at work are 4.6 times more likely to perform at their best.

- Companies with engaged employees see 233% greater customer loyalty.

- 36% of UK employees are likely to leave their job within one year but beyond salary; engagement with staff and career development programmes are ranked very high for incentives to remain with an employer.

- 59% of employees said that a benefits package would either influence or highly influence their decision to remain at their companies, while a further 15% were on the fence.

Question Prompt:

Consider your day at school; what elements made your day better or worse? Discuss with your team what benefits your school has for students that makes you feel more engaged with your school (trips, awards, dress up days, special food in the canteen etc.).

Issue: Menu Style

Currently the restaurant operates a carvery style service for lunch and dinner on an all you can eat basis. The chefs traditionally cook three roasts (out of a choice of pork, beef, turkey, chicken, lamb or gammon) and one fish (baked cod, baked turbot or skewered tiger prawns) with a selection of vegetables.

At the end of service the left-overs are thrown away as per hygiene regulations. Sometimes lunch can be as few as 5 customers and yet the chefs still offer the same menu creating masses of wastage. Breakfast is also "all you can eat buffet" with a traditional English breakfast selection as well as continental and so portion control is impossible.

Write down at least 5 actions: (if you are changing the menu give an example of each course)

Reasons why and what you hope to achieve:

Student Handouts

Hotel Management

A Real World Scenario
Group Handout

Support: Menu Style

Some general things to think about:

- 30% of UK adults selected British food as their favourite meals; 22% selected French food; 14% selected Indian food; 12% selected Chinese food.

- 35% of UK restaurant goers said that deals/discounts were the reason they decided to go out to eat.

- 40% of UK restaurant goers said that affordability was an important factor in choosing to go out.

- 32% of UK restaurant goers prefer their experience to be familiar; 26% favoured a unique destination.

- 40% of millennials are eating out weekly.

- 60% of over 60s describe themselves as totally adventurous regarding new cuisines.

Question Prompt:

Consider the restaurants in your area that is popular; discuss this in your group to identify why this model is so popular. Consider their food, marketing, prices, entertainment and target audience.

Issue: Sales

Currently the reservations team have no training or knowledge of sales techniques. In a very competitive region they are allowing enquiries to slip through the net by sending out brochures up to a week later with no attempt at following up.

There is no incentive to sell a room, no mention of facilities, no up-selling, no skills to do it and no knowledge how to even if they did want to. Unfortunately this is widespread as even the Head Receptionist doesn't sell well, nor the Deputy Manager.

Write down at least 5 actions:

Reasons why and what you hope to achieve:

Student Handouts

Hotel Management

A Real World Scenario
Group Handout

Support: Sales

Some general things to think about:

- Two out of three UK employees have changed jobs because of a lack of training.

- Four out of five UK employers believe training has a positive impact on staff.

- 40% of employees who receive poor job training leave their positions within the first year.

- 90% of employees who work in organisations with effective rewards programs agreed with the statement "my work makes a difference".

- 84% of employees think managers and leaders should spot good work and give praise and thanks whenever it happens.

- 49% of British employees saying they'd leave their company if they weren't regularly thanked and recognised for their efforts.

Question Prompt:

There are many different ways to train; from books and online manuals to hands on experiences and mentoring. How many training methods can you name in your team and what do you think would be the most effective (considering your limited time-frame and budgets).

Issue: Customer Care

The Front of House staff seem to lack discipline and have inconsistent uniform and poor customer care. The customer survey scores are:

Welcome: 1/5
Customer Care: 2/5
Efficiency: 4/5
Food Service: 4/5

They seem to be very fast but with little attention to detail or social interaction. This is fine for busy periods but guests often complain about feeling rushed through meals and check in and that the hotel is unfriendly compared to other hotels. This may be due to the previous manager setting maximum times for check in and food service.

Write down at least 5 actions:

Reasons why and what you hope to achieve:

Student Handouts

Hotel Management

A Real World Scenario
Group Handout

Support: Customer Care

Some general things to think about:

- 76% of UK adults say a positive customer experience is more important than the product.

- It is envisioned that customer experience will overtake price and product as the key brand differentiator.

- 52% of consumers are likely to switch brands if a company doesn't make an effort to personalise communications to them.

Question Prompt:

Customer care includes ideas that make the customer experience so fantastic that they want to come back and also recommend your establishment to their network. In your team discuss times when you have had a particular great experience at a hotel, restaurant or event and what the establishment did that made it some memorable.

Issue: Event

You have decided to run an event to bring in more customers and raise the profile of the hotel. It is important to consider what type of event you think would be profitable and would also suit the business (concert, food event, wedding fair, charity etc).

Write down at least 5 actions:

Reasons why and what you hope to achieve:

Student Handouts

Hotel Management

A Real World Scenario
Group Handout

Support: Event

Some general things to think about:

- When developing an event you need to consider;

Entertainment
Location
Décor
Ticket prices
Costs
Food and drink
Marketing and promotion

Question Prompt:

Discuss in your group your target customer; once you know who you are aiming this event towards then consider the features that would be attractive to this customer.

Issue: Utilities

Currently the hotel has no consideration for its utilities expenses; often customers leave lights on when they are not in their rooms, the pools are heated all year round even when guest occupancy is low and housekeeping are often having to wash heavy loads of items after only one use (towels and bedding etc) by the same guest.

Other issues also arise from water being left to run and there being no recycling plan for the hotel (nothing for plastics or food wastage)

Write down at least 5 actions:

Reasons why and what you hope to achieve:

Student Handouts

Hotel Management

A Real World Scenario
Group Handout

Support: Utilities

Some general things to think about:

- Customers account for the largest amount of water usage in hotels (38%) followed by the hotel laundry (16%) and the kitchen and food preparation (3%).

- In the UK it has been estimated that restaurants and hotels use the equivalent of 100,000 Olympic sized swimming pools of fresh water annually.

- A large amount of water is wasted by people leaving taps on while they brush their teeth, or while they wash. There are lots of examples of people who even leave the water taps on when they are not in the room.

Question Prompt:

How many water and energy saving ideas can your team name? Consider what would be best for your hotel. You will need to think about the cost of the initiative, customer experience and carbon foot print.

Issue: Personal Development

The hotel has no policy or strategy for improving performance within the hotel and basically just fires anyone who doesn't perform. This has led to a couple of tribunals and a feeling of fear within the hotel. As there is no induction there have been times that good staff were lost because they were thrown into their new jobs without any help or guidance to either "sink or swim".

Also Heads of departments and long standing members of staff are simply left to carry on as always, even if they are not performing well. This has led to a "that'll do" atmosphere in some cases.

Write down at least 5 actions:

Reasons why and what you hope to achieve:

Student Handouts

Hotel Management

A Real World Scenario
Group Handout

Support: Personal Development

Some general things to think about:

- New employees who go through structured induction programmes are 69% more likely to be with the company after three years.

- The average cost of replacing an employee is between 16%-20% of that employees salary.

- 60% of companies fail to set milestones or goals for new staff.

- It typically takes eight months for a newly hired employee to reach full productivity.

- Manager satisfaction increases by 20% when employees have formal induction training.

Question Prompt:

Hospitality is a big industry and because of this employees can often have a pick of their employer. You need to consider what support you offer to new and current staff to ensure that they do not leave you to take up better offers elsewhere.

Issue: Marketing

The hotel currently spends £36k a year on advertising which is 3% of turnover and around the industry average level.

They spend most of it on a radio campaign that runs all year round that always used to bring in lots of business, however, on your day in the office you asked for the source of bookings to be analysed.

You were given a graph that shows how the £36k is spent (in blue) which is being compared to how customers said they heard about the hotel (organge).

You notice that the marketing plan may need to be redesign based on the following results:
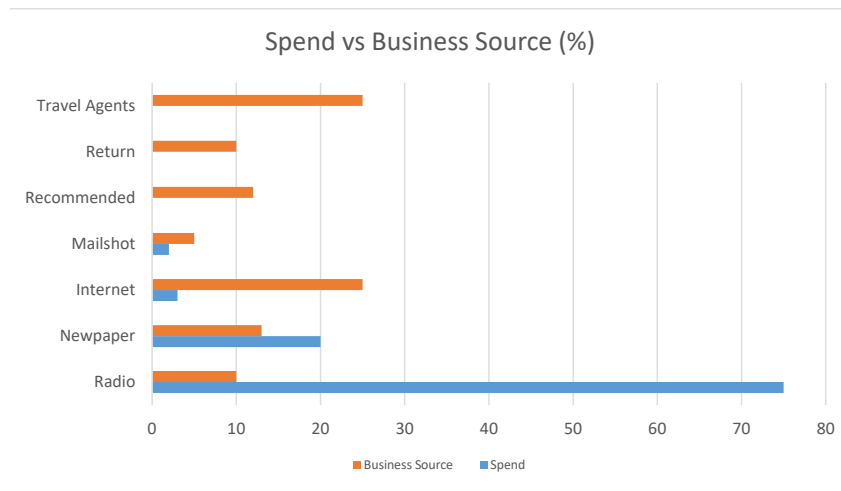
Spend vs Business Source (%)

Write down at least 5 actions:

Reasons why and what you hope to achieve:

Student Handouts

Hotel Management

A Real World Scenario
Group Handout

Support: Marketing

Some general things to think about:

- It usually takes about 10 hours for a company to get back to a customer when communicating online.

- When making a purchase, 46% of customers turn to social media.

- 68% of Instagram users interact with brands more frequently.

- The number of users between 45 and 54 years old is the fastest growing population on Facebook.

- People between 18 and 34 years old are more likely to follow a brand on social media.

- Leisure travellers read an average of 6-7 reviews before booking. Business travellers read an average of 5.

Question Prompt:

There are many different ways to market your business; in your teams name all the different methods to advertise. Discuss the list with your teammates and pick the ideas you think would be best when considering costs and exposure.

Edge Hotel School

The Edge Hotel School at the University of Essex provides industry-led tourism, hospitality, hotel and events management degrees with hands-on experience in a real 4* hotel on the campus. We work closely with the hospitality industry to produce future leaders so feel a responsibility to raise awareness of our brilliant industry and provide young people with the information that they need to make decisions about their future.

Find out more about the Edge Hotel School:

EDGE
HOTEL
SCHOOL