INTRODUCTION
This publication is designed to assist DECA members and their local chapter advisors in preparing for DECA’s Team Decision Making Events in the fields of Business Law and Ethics, Buying and Merchandising, Financial Analysis, Hospitality Services, Marketing Communications, Sports and Entertainment Marketing or Travel and Tourism Marketing. This document will be useful in preparing students for local, state and international competition by familiarizing them with the format, structure and evaluation tools used in international competition. This series of events is presented as an example of the types of case studies in which a team might expect to participate at the International Career Development Conference. The competitive events found herein, however, are not representative of all performance indicators that the students may be expected to demonstrate on the national level. A complete list of performance indicators upon which the events are written is available online at http://www.deca.org/competitions/2/.

OVERVIEW OF EVENT
The Hospitality Services Team Decision Making Event is a case study event in a role-play format. A team of two is given a real-world, decision-making case study situation involving a management problem in hospitality. Hospitality includes hotels, motels, lodging services, related convention services and related food and beverage services. The team has 30 minutes to study the situation and organize their analysis. The team will then make an oral presentation to the judge assuming the role of an executive for the business represented.

Team members also take a written exam testing general marketing, management, entrepreneurship and business and also knowledge specific to the hospitality area. Test scores are averaged with the role-play for the team score. Past test questions are available for sale from DECA Images at http://www.deca.org/shop.
SUGGESTIONS

*Prepare Mentally*
Competitors should get sufficient sleep the night before competition so that they will be mentally alert and able to concentrate on the case study.

*Dress Appropriately*
Professional dress should be worn to all conference sessions. Competitors must wear an official DECA blazer during interaction with the judges.

*Follow the Program Agenda*
Locate the event room beforehand and arrive at the site early enough to be acclimated to the environment, relaxed, etc. Competitors must be on time for each event.

*Use Preparation Time Wisely*
Competitors should take advantage of the time provided for each activity of the event. During the written test, competitors should think through each item completely and carefully while gauging the time appropriately. If time allows, recheck the answers. While preparing for the case study presentation, competitors should use all the time allotted constructively.

*Performance Indicators*
When teams approach the case study situation, they are given a list of seven performance indicators (PIs). These are tasks or competencies the team must demonstrate as they accomplish the specific industry-oriented task. *They will be evaluated on the specific performance indicators listed for the event.* Lists of performance indicators are available on DECA’s Web site at http://www.deca.org/competitions/2/.

Performance indicators are bits of the curriculum, such as “Identify a target market,” or “Identify the elements of a promotional mix,” or “Explain the principles of supply and demand.”

Although they are quite specific, performance indicators are organized under broader topics called *instructional areas.* You will recognize instructional areas as units of the marketing education curriculum, such as selling, promotion, economics, distribution, pricing, marketing information management, financial analysis, product / service management, communication skills, and operations.

To have the best chance in competition, teams must focus on the performance indicators.

*For more tips and suggestions, please refer to the Everything You Wanted to Know About Team Decision Making Events, An Instructor’s Guide available for purchase through DECA Images (catalog code TDMIG)*
PARTICIPANT INSTRUCTIONS

• The event will be presented to you through your reading of the General Performance Indicators, Specific 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 10 minutes to make your presentation to the judge (you may have more than one judge), followed by up to 5 minutes to answer the judge’s questions. All members of the team must participate in the presentation, as well as answer the questions.
• Turn in all of your notes and event materials when you have completed the event.

GENERAL PERFORMANCE INDICATORS

• Communications skills—the ability to exchange information and ideas with others through writing, speaking, reading or listening
• Analytical skills—the ability to derive facts from data, findings from facts, conclusions from findings and recommendations from conclusions
• Production skills—the ability to take a concept from an idea and make it real
• Teamwork—the ability to be an effective member of a productive group
• Priorities/time management—the ability to determine priorities and manage time commitments
• Economic competencies

SPECIFIC PERFORMANCE INDICATORS

• Explain the nature of positive customer relations.
• Discuss the nature of customer relationship management.
• Reinforce service orientation through communication.
• Explain the role of promotion as a marketing function.
• Identify communications channels used in sales promotion.
• Explain types of promotion.
• Explain the nature of a promotional plan.
CASE STUDY SITUATION

You are to assume the roles of customer service specialists for Premier Hotel, an upscale hotel. The hotel manager (judge) has asked you to recommend strategies to develop customer loyalty and increase return visits.

Premier Hotel is an upscale 500-room hotel located in a wealthy suburb of a large city. The sales team for Premier Hotel has focused most of their attention on company meetings and business travelers associated with the four large corporations located within six blocks of the hotel. Due to increased competition from three new hotels located within five blocks of Premier Hotel and a slow economy, profits have declined 32% in one year.

The hotel manager (judge) has called upon your team to describe strategies for increasing the occurrences of repeat guests at the hotel. Your team must create a customer loyalty program for the hotel and communication strategies to keep loyal customers informed.

You should consider the following factors when developing your plan.

• promotion
• customer loyalty programs
• communication
• customer rewards

You will present your recommendations to the hotel manager (judge) in a meeting to take place in the hotel manager’s (judge’s) office. The hotel manager (judge) will begin the meeting by greeting you and asking to hear your ideas. After you have presented your plan of action and have answered the hotel manager’s (judge’s) questions, the hotel manager (judge) will conclude the meeting by thanking you for your work.
JUDGE’S INSTRUCTIONS

You are to assume the role of hotel manager for Premier Hotel, an upscale hotel. You have asked your customer service specialists (participant team) to recommend strategies to develop customer loyalty and increase return visits.

Premier Hotel is an upscale 500-room hotel located in a wealthy suburb of a large city. The sales team for Premier Hotel has focused most of their attention on company meetings and business travelers associated with the four large corporations located within six blocks of the hotel. Due to increased competition from three new hotels located within five blocks of Premier Hotel and a slow economy, profits have declined 32% in one year.

You have called upon your customer service specialists (participant team) to describe strategies for increasing the occurrences of repeat guests at the hotel. The customer service specialists (participant team) must create a customer loyalty program for the hotel and communication strategies to keep loyal customers informed.

The customer service specialists (participant team) should consider the following factors when developing your plan.
• promotion
• customer loyalty programs
• communication
• customer rewards

The customer service specialists (participant team) will present their recommendations to you in a meeting to take place in your office. You will begin the meeting by greeting the participants and asking to hear their ideas about customer service and loyalty programs.

After the customer service specialists (participant team) have presented their strategies, you are to ask the following questions of each participant team:

1. Should Premier Hotel survey guests before developing a customer loyalty program?

2. What type of customer follow-up should the hotel use to validate our commitment to customer service?

3. Have you considered a component of the program designed specifically for meeting planners?

Once the customer service specialists (participant team) have answered your questions, you will conclude the meeting by thanking them for their work.

You are not to make any comments after the event is over except to thank the participants.
JUDGING THE PRESENTATION

Team members, assuming the role of a management team for the business represented, will analyze a case situation related to the chosen occupational area. The team will make decisions regarding the situation, and then make an oral presentation to the judge. The role of the judge is that of an executive for the business.

Participants will be evaluated according to the Evaluation Form.

Please place the name and identification number label on the Scantron sheet (unless it has already been done for you).

Participants will have a 30-minute preparation period and may make notes to use during the role-play.

During the first 10 minutes of the presentation (after introductions), the team will present their analysis, their decisions and the rationale behind the decisions. Allow the teams to complete this portion without interruption, unless you are asked to respond.

During the next 5 minutes, you may ask questions of the team to determine their understanding of the situation presented. Each member of each team should respond to at least one question. To ensure fairness, you must ask each team the same questions. After asking the standard questions, you may ask other questions for clarification specific to the current team.

After the questioning period, please thank the team and state that they will be notified of your decision soon. Then complete the Evaluation Form, making sure to record a score for all categories. The maximum score for the evaluation is 100 points. The presentation will be weighted at twice (2 times) the value of the exam scores.

A maximum score of “Exceeds Expectations” in any category means that, in your opinion, the information is presented effectively and creatively; nothing more could be expected of an employee.

A “Meets Expectations” rating means that the information is present well. Though there may be a few minor problems or omissions, they are not significant. Creativity, however, is not shown to any great degree. A combined total score of 70 or better on the written and presentation sections will earn the participant team DECA’s Certificate of Excellence at the international conference.

A “Below Expectations” score means that the information presented does not meet minimum standards of acceptability.

A “Little/No Value” score means either that some major flaw has been noted that damages the effectiveness of the presentation (this may be a major omission, a serious misstatement or any other major flaw) or that the information presented is of no value (does not help the presentation at all).

We hope you are impressed by the quality of the work of these potential managers. If you have any suggestions for improving the event, please mention them to your series director.

We thank you for your help.
### JUDGE’S EVALUATION FORM
**HTDM**

#### PERFORMANCE INDICATORS

<table>
<thead>
<tr>
<th>Exceeds Expectations</th>
<th>Meets Expectations</th>
<th>Below Expectations</th>
<th>Little/No Value</th>
<th>Judged Score</th>
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**DID THE PARTICIPANT:**

1. **Explain the nature of positive customer relations?**
   
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<th>10-9</th>
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<th>6-5-4</th>
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2. **Discuss the nature of customer relationship management?**
   
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3. **Reinforce service orientation through communication?**
   
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4. **Explain the role of promotion as a marketing function?**
   
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5. **Identify communications channels used in sales promotion?**
   
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6. **Explain types of promotion?**
   
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7. **Explain the nature of a promotional plan?**
   
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#### PRESENTATION

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<tr>
<th>Clarity of expression</th>
<th>Organization of ideas</th>
<th>Showed evidence of mature judgment</th>
<th>Effective participation of both team members</th>
<th>Overall impression and responses to the judge’s questions</th>
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**TOTAL SCORE**

9
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SPECIFIC PERFORMANCE INDICATORS

• Assess information needs.
• Obtain needed information efficiently.
• Discuss the nature of information management.
• Describe the need for marketing information.
• Explain the nature of marketing research.
• Describe options businesses use to obtain marketing-research data.
• Discuss the nature of sampling plans.
CASE STUDY SITUATION

You are to assume the roles of research specialists for Home Away From Home, a new extended-stay hotel chain. The owner of Home Away From Home (judge) has asked you to describe an information system to improve sales and customer service offered by the company.

Home Away From Home is a new chain of extended-stay hotels located throughout the United States. The hotel chain offers weekly and monthly rates predominantly for individuals and families involved in job relocation. Home Away From Home takes pride in its upscale properties located in nice suburbs of major cities. The owner (judge) wants to implement a marketing-information management system for customer feedback and referral business.

Home Away From Home attributes much of its sales success to the customer service provided by sales associates. The company requires sales associates to learn the names of customers. The owner (judge) has asked you to describe the best strategy for following up with guests to determine their level of satisfaction with their stay. The owner (judge) also wants to hear your strategy for building a customer referral database.

The owner (judge) has asked your team to describe a marketing-information management system that determines the level of customer satisfaction and builds a customer referral database. Your presentation should cover the following topics:

• need for marketing information
• types of information collected and managed
• information efficiency
• marketing research
• primary research

You will present your recommendations to the owner (judge) in a meeting to take place in the owner’s (judge’s) office. The owner (judge) will begin the meeting by greeting you and asking to hear your ideas. After you have presented your marketing information management strategies and have answered the owner’s (judge’s) questions, the owner (judge) will conclude the meeting by thanking you for your work.
JUDGE’S INSTRUCTIONS

You are to assume the role of owner of Home Away From Home, a new extended-stay hotel chain. You have asked research specialists (participant team) to describe a marketing-information management system that collects valuable information used to increase customer satisfaction and referral sales.

Home Away From Home is a new chain of extended-stay hotels located throughout the United States. The hotel chain offers weekly and monthly rates predominantly for individuals and families involved in job relocation. Home Away From Home takes pride in its upscale properties located in nice suburbs of major cities. You want to implement a marketing-information management system for customer feedback and referral business.

Home Away From Home attributes much of its sales success to the customer service provided by sales associates. The company requires sales associates to learn the names of customers. You have asked the research specialists (participant team) to describe the best strategy for following up with guests to determine their level of satisfaction with their stay. The research specialists (participant team) must also describe a strategy for building a customer referral database.

You have asked the research specialists (participant team) to describe a marketing-information management system that determines the level of customer satisfaction and builds a customer referral database. The presentation should cover the following topics:

- need for marketing information
- types of information collected and managed
- information efficiency
- marketing research
- primary research

The research specialists (participant team) will present their recommendations to you in a meeting to take place in your office. You will begin the meeting by greeting the participants and asking to hear their ideas about marketing-information management.

After the research specialists (participant team) have presented their marketing-information management strategies, you are to ask the following questions of each participant team:

1. Why is primary research more important for our company than secondary research?
2. What incentive can Home Away From Home offer customers who provide referral sales?
3. How can a customer database be used to personalize our customer relationships?

Once the research specialists (participant team) have answered your questions, you will conclude the meeting by thanking them for their work.

You are not to make any comments after the event is over except to thank the participants.
JUDGING THE PRESENTATION

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<td>2. Obtain needed information efficiently?</td>
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<td>3. Discuss the nature of information management?</td>
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<td>4. Describe the need for marketing information?</td>
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<td>7. Discuss the nature of sampling plans?</td>
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<td>9. Organization of ideas</td>
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<td>12. Overall impression and responses to the judge’s questions</td>
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- Economic competencies

SPECIFIC PERFORMANCE INDICATORS

- Explain how organizations adapt to today’s markets.
- Explain the concept of market and market identification.
- Explain the nature of channels of distribution.
- Describe the use of technology in the channel management function.
- Coordinate channel management with other marketing activities.
- Explain how businesses can use trade-show/exposition participation to communicate with targeted audiences.
- Explain the nature of hospitality and tourism marketing.
CASE STUDY SITUATION

You are to assume the roles of business consultants for **SANDS BED AND BREAKFAST**, a lodging establishment along the Gulf Coast that has been in operation for 10 years. The **SANDS BED AND BREAKFAST** owner (judge) has asked your team to identify the best new sales channels to increase profits for the bed and breakfast.

**SANDS BED AND BREAKFAST**, a gorgeous Victorian house located one block from the beach, attributes its success to the beach location during the warm summer months. The house has 10 guest rooms each with a private bathroom, a dining area to accommodate 30 people and a large living room that was converted into function space for receptions and meetings. **SANDS BED AND BREAKFAST** is frequently rented by wedding parties, but the owner (judge) wants to expand business by identifying other sources of business for the bed and breakfast.

The owner (judge) has asked your consulting team to describe other sales channels for **SANDS BED AND BREAKFAST**. You must define the new sales channels and explain the most effective forms of communication to reach the expanded target market. Your presentation must address the following topics:

- sales channels
- communication
- target market

You will present your recommendations to the owner (judge) in a meeting to take place in the owner’s (judge’s) office. The owner (judge) will begin the meeting by greeting you and asking to hear your ideas. After you have presented your information about expanding sales channels and have answered the owner’s (judge’s) questions, the owner (judge) will conclude the meeting by thanking you for your work.
JUDGE’S INSTRUCTIONS

You are to assume the role of owner for the Sands Bed and Breakfast, a lodging establishment along the Gulf Coast that has been in operation for 10 years. You have asked business consultants (participant team) to identify the best new sales channels to increase profits for the bed and breakfast.

Sands Bed and Breakfast, a gorgeous Victorian house located one block from the beach, attributes its success to the beach location during the warm summer months. The house has 10 guest rooms each with a private bathroom, a dining area to accommodate 30 people and a large living room that was converted into function space for receptions and meetings. Sands Bed and Breakfast is frequently rented by wedding parties, but you want to expand business by identifying other sources of business for the bed and breakfast.

You have asked business consultants (participant team) to describe other sales channels for Sands Bed and Breakfast. The business consultants must define the new sales channels and explain the most effective forms of communication to reach the expanded target market. The team’s presentation must address the following topics:

- sales channels
- communication
- target market

The business consultants (participant team) will present their recommendations to you in a meeting to take place in your office. You will begin the meeting by greeting the participants and asking to hear their ideas about increasing sales channels for the bed and breakfast.

After the business consultants (participant team) have presented their strategies, you are to ask the following questions of each participant team:

1. Do you recommend we focus more locally or globally when expanding our sales channels?

2. Will your recommendations be beneficial all year or only during the warm summer months?

3. How can current customers be used to expand sales channels for Sands Bed and Breakfast?

Once the business consultants (participant team) have answered your questions, you will conclude the meeting by thanking them for their work.

You are not to make any comments after the event is over except to thank the participants.
JUDGING THE PRESENTATION

Team members, assuming the role of a management team for the business represented, will analyze a case situation related to the chosen occupational area. The team will make decisions regarding the situation, and then make an oral presentation to the judge. The role of the judge is that of an executive for the business.

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During the next 5 minutes, you may ask questions of the team to determine their understanding of the situation presented. Each member of each team should respond to at least one question. To ensure fairness, you must ask each team the same questions. After asking the standard questions, you may ask other questions for clarification specific to the current team.

After the questioning period, please thank the team and state that they will be notified of your decision soon. Then complete the Evaluation Form, making sure to record a score for all categories. The maximum score for the evaluation is 100 points. The presentation will be weighted at twice (2 times) the value of the exam scores.

A maximum score of “Exceeds Expectations” in any category means that, in your opinion, the information is presented effectively and creatively; nothing more could be expected of an employee.

A “Meets Expectations” rating means that the information is present well. Though there may be a few minor problems or omissions, they are not significant. Creativity, however, is not shown to any great degree. A combined total score of 70 or better on the written and presentation sections will earn the participant team DECA’s Certificate of Excellence at the international conference.

A “Below Expectations” score means that the information presented does not meet minimum standards of acceptability.

A “Little/No Value” score means either that some major flaw has been noted that damages the effectiveness of the presentation (this may be a major omission, a serious misstatement or any other major flaw) or that the information presented is of no value (does not help the presentation at all).

We hope you are impressed by the quality of the work of these potential managers. If you have any suggestions for improving the event, please mention them to your series director.

We thank you for your help.
## JUDGE’S EVALUATION FORM

**HTDM**

### PERFORMANCE INDICATORS

<table>
<thead>
<tr>
<th>DID THE PARTICIPANT:</th>
<th>Exceeds Expectations</th>
<th>Meets Expectations</th>
<th>Below Expectations</th>
<th>Little/No Value</th>
<th>Judged Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Explain how organizations adapt to today’s markets?</td>
<td>10-9</td>
<td>8-7</td>
<td>6-5-4</td>
<td>3-2-1-0</td>
<td>_______</td>
</tr>
<tr>
<td>2. Explain the concept of market and market identification?</td>
<td>10-9</td>
<td>8-7</td>
<td>6-5-4</td>
<td>3-2-1-0</td>
<td>_______</td>
</tr>
<tr>
<td>3. Explain the nature of channels of distribution?</td>
<td>10-9</td>
<td>8-7</td>
<td>6-5-4</td>
<td>3-2-1-0</td>
<td>_______</td>
</tr>
<tr>
<td>4. Describe the use of technology in the channel management function?</td>
<td>10-9</td>
<td>8-7</td>
<td>6-5-4</td>
<td>3-2-1-0</td>
<td>_______</td>
</tr>
<tr>
<td>5. Coordinate channel management with other marketing activities?</td>
<td>10-9</td>
<td>8-7</td>
<td>6-5-4</td>
<td>3-2-1-0</td>
<td>_______</td>
</tr>
<tr>
<td>6. Explain how businesses can use trade-show/exposition participation to communicate with targeted audiences?</td>
<td>10-9</td>
<td>8-7</td>
<td>6-5-4</td>
<td>3-2-1-0</td>
<td>_______</td>
</tr>
<tr>
<td>7. Explain the nature of hospitality and tourism marketing?</td>
<td>10-9</td>
<td>8-7</td>
<td>6-5-4</td>
<td>3-2-1-0</td>
<td>_______</td>
</tr>
</tbody>
</table>

### PRESENTATION

<table>
<thead>
<tr>
<th></th>
<th>Clarity of expression</th>
<th>Organization of ideas</th>
<th>Showed evidence of mature judgment</th>
<th>Effective participation of both team members</th>
<th>Overall impression and responses to the judge’s questions</th>
</tr>
</thead>
<tbody>
<tr>
<td>8. Clarity of expression</td>
<td>6-5</td>
<td>4</td>
<td>3-2</td>
<td>1-0</td>
<td>_______</td>
</tr>
<tr>
<td>9. Organization of ideas</td>
<td>6-5</td>
<td>4</td>
<td>3-2</td>
<td>1-0</td>
<td>_______</td>
</tr>
<tr>
<td>10. Showed evidence of mature judgment</td>
<td>6-5</td>
<td>4</td>
<td>3-2</td>
<td>1-0</td>
<td>_______</td>
</tr>
<tr>
<td>11. Effective participation of both team members</td>
<td>6-5</td>
<td>4</td>
<td>3-2</td>
<td>1-0</td>
<td>_______</td>
</tr>
<tr>
<td>12. Overall impression and responses to the judge’s questions</td>
<td>6-5</td>
<td>4</td>
<td>3-2</td>
<td>1-0</td>
<td>_______</td>
</tr>
</tbody>
</table>

**TOTAL SCORE** _______
This publication is designed to assist DECA members and their local chapter advisors in preparing for the Team Decision Making events. This booklet will be useful in preparing students for local, state and international competition by familiarizing them with the format, structure and evaluation tools used in competition.

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