

# The CHEI Challenge: Unlocking Career SUCCESS

## THE FINAL CHALLENGE

### OVERVIEW

Congratulations! If you are taking the final challenge from The CHEI Challenge: Unlocking Career SUCCESS, it means your business plan and your presentation were approved by the judges in the first two rounds. There is only one final step for you to take before unlocking career success!

You will find three scenarios in this document. You must choose the one based on your project from the first round. The final challenge will involve developing an enhanced business plan in Mandarin with a one-page English abstract.

The enhanced business plan, which will be written in Mandarin, will be reviewed by a panel of judges who have not read your previous business plan or heard your presentation. The judges will continue to play their role in the case and will rate your business plan based on the performance indicators. Please ensure you outline all of the information needed so the judges will have a clear and comprehensive understanding of the entire business case.

Now, are you ready for the challenge?

## SCENARIO I: GRANDVIEW HOTEL NEW ROOM TYPE PROMOTION

Grandview Hotel is an independent chain of full-service luxury hotels with 20 locations in first- and second-tier cities in China. The Business Development Vice President (judge) was very satisfied with your first draft of the business plan with the city you selected. You, as Director of Sales and Marketing, did a fantastic job in determining the target market, designing the new room theme, and identifying potential sales channels. The estimated budget needs to be adjusted after further competitor analysis and market research.

The company decided to launch the new room type around mid-April. In June, the fourth Youth Olympics will be held in your city. Your hotel is one of the RFP (Request for Proposal) hotels for the Youth Olympics. The Business Development Vice President has asked you to develop an enhanced business plan which will get the entire hotel, including the new room type, into the RFP process. Here is the basic information:

- The business plan is not a proposal in response to the RFP but it will be used for the senior leaders to reply to the RFP. You only need to focus on this event.
- The estimated number of athletes in the RFP is 200-250. They are from Japan, South Korea, United States of America and Germany.
- The athletes are 14 to 18 years old. The coaches and accompanying personnel are 27 to 40 years old.
- The estimated length of stay in the hotel is fourteen days.

### BUSINESS PLAN COMPONENTS

The business plan should contain the following aspects:

- Determine the room rate for normal room type and the new room type during this event.
- Identify the marketing channel for the new room type promotion to maximize the revenue prior to the event.
- Identify the competitive hotels and do a SWOT analysis.
- Provide estimated Profit & Loss statement for this event.
- Collaborate with the hotel operations teams and include how to handle group check-in, special welcome and departure amenities for the athletes, dining experience, transportation, safety and security, check-out, etc.
- Determine personalized customer service for the athletes and accompanying personnel.

## EVALUATION FORM INFORMATION

The participants will be evaluated on the performance indicators stated for this competition, as well as on the judges' evaluation forms. The performance indicators are specific for this particular case scenario and may not apply to other case scenarios.

## PERFORMANCE INDICATORS

- Well-written and thorough business plan with correct format, including all required components
- Researched the market, determined market strategy and established competitive room rate
- Clearly identified sales and marketing channels
- Creativity with customer service
- Involved operations teams in developing operations plans
- Successful analysis of competitors (hotels)
- Fully explained Profit and Loss statement

## EVALUATION RUBRICS

Level of evaluation	Description
Exceeds expectations	Participants demonstrated the performance indicator in an extremely comprehensive and professional manner; greatly exceeds business standards; would rank in the top 10% of business personnel performing the performance indicator.
Meets expectations	Participants demonstrated the performance indicator in an acceptable and effective manner: meets basic business standards; there would be no need for additional formalized training or revision at this time; would rank in the 70-89 <sup>th</sup> percentile of business personnel performing the performance indicator.
Below expectations	Participants demonstrated the performance indicator with limited effectiveness; performance generally fell below average or minimal business standards; additional training or revision would be required to improve knowledge and skills; would rank in the 50-69 <sup>th</sup> percentile of business personnel performing the 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; this person should be replaced in the current position or provided substantial training in his or her position; would rank in the lowest half of percentiles of business personnel performing the performance indicator.

## JUDGE'S EVALUATION FORM

<b>Did the participant:</b>		Little/No Value	Below Expectations	Meets Expectations	Exceeds Expectations	Judged Score
<b>Performance Indicators</b>						
<b>1.</b>	Prepare a well-written and thorough business plan with correct format and including all required components?	0-1-2-3	4-5-6	7-8	9-10	
<b>2.</b>	Research the market, determine market strategy and establish competitive room rate?	0-1-2-3	4-5-6	7-8	9-10	
<b>3.</b>	Clearly identify the sales and marketing channels?	0-1-2-3	4-5-6	7-8	9-10	
<b>4.</b>	Demonstrate creativity with customer service?	0-1-2-3	4-5-6	7-8	9-10	
<b>5.</b>	Involve the operations teams in developing operations plans?	0-1-2-3	4-5-6	7-8	9-10	
<b>6.</b>	Successfully analyze the competition hotels)?	0-1-2-3	4-5-6	7-8	9-10	
<b>7.</b>	Fully explain the Profit and Loss statement?	0-1-2-3	4-5-6	7-8	9-10	
<b>Key Soft Skills</b>						
<b>1.</b>	Critical thinking skills	0-1	2-3	4	5-6	
<b>2.</b>	Problem-solving skills	0-1	2-3	4	5-6	
<b>3.</b>	Clear communications	0-1	2-3	4	5-6	
<b>4.</b>	Creativity	0-1	2-3	4	5-6	
<b>5.</b>	Overall impression of the business plan	0-1	2-3	4	5-6	
<b>Total Score</b>						

## SCENARIO II: TRAVEL AGENCY “DESTINATION BY INTERESTS”

Mr. Tour Guide is a U.S. online travel agency that provides travel and tourism related services. The Head of Marketing and Research (judge) was very satisfied with the draft design of your tourism product— “Wedding Travel in New Zealand.” You, as the Director of Business Development based in Shanghai, did a fantastic job in designing the concept of the product, route, online shopping experience, as well as identifying target customers, marketing channel and revenue stream.

Mr. Tour Guide has endorsed your first proposal and decided to launch it this July. The goal setting for the pilot launch includes:

- Ten bookings by the end of July 2018
- Determine the launch price at the profit margin of no less than 15% in the Profit and Loss Statement
- Official website booking function is enhanced to improve the customer online experience prior to the launch
- Identify airline, hotel, limousine service, photographer at the destination to complete the whole package of “Wedding Travel in New Zealand”
- Analysis of competitive products and SWOT analysis

Please submit the enhanced business plan which includes action plans for the above goals and present it to the Head of Marketing and Research (judge).

### EVALUATION FORM INFORMATION

The participants will be evaluated on the performance indicators stated for this competition, as well as on the judges’ evaluation forms. The performance indicators are specific for this particular case scenario and may not apply to other case scenarios.

## PERFORMANCE INDICATORS

- Well-written and thorough business plan with correct format, including all required components
- Researched competitive products and determined reasonable product price
- Creativity with the online website design
- Successful analysis of the competitive tourism products
- Researched airlines, hotel accommodations, logistics, the tour in New Zealand, etc. and built necessary details, including marketing points, into package
- Customer service enhancements incorporated throughout entire trip
- Fully explained profit and loss statement

## EVALUATION RUBRICS

Level of evaluation	Description
Exceeds expectations	Participants demonstrated the performance indicator in an extremely comprehensive and professional manner; greatly exceeds business standards; would rank in the top 10% of business personnel performing the performance indicator.
Meets expectations	Participants demonstrated the performance indicator in an acceptable and effective manner; meets basic business standards; there would be no need for additional formalized training or revision at this time; would rank in the 70-89 <sup>th</sup> percentile of business personnel performing the performance indicator.
Below expectations	Participants demonstrated the performance indicator with limited effectiveness; performance generally fell below average or minimal business standards; additional training or revision would be required to improve knowledge and skills; would rank in the 50-69 <sup>th</sup> percentile of business personnel performing the 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; this person should be replaced in the current position or provided substantial training in his or her position; would rank in the lowest half of percentiles of business personnel performing the performance indicator.

## JUDGE'S EVALUATION FORM

Did the participant:		Little/No Value	Below Expectations	Meets Expectations	Exceeds Expectations	Judged Score
<b>Performance indicators</b>						
1.	Prepare a well-written and thorough business plan with correct format, including all required components?	0-1-2-3	4-5-6	7-8	9-10	
2.	Research competitive products and establish a reasonable product price?	0-1-2-3	4-5-6	7-8	9-10	
3.	Use creativity with the online website design?	0-1-2-3	4-5-6	7-8	9-10	
4.	Successfully analyze competitive tourism products?	0-1-2-3	4-5-6	7-8	9-10	
5.	Researched airlines, hotel accommodations, logistics, the tour in New Zealand, etc. and built necessary details, including marketing points, into package?	0-1-2-3	4-5-6	7-8	9-10	
6.	Incorporated customer service enhancements throughout the entire trip?	0-1-2-3	4-5-6	7-8	9-10	
7.	Fully explained Profit and Loss statement?	0-1-2-3	4-5-6	7-8	9-10	
<b>Key soft skills</b>						
1.	Critical thinking skills	0-1	2-3	4	5-6	
2.	Problem-solving skills	0-1	2-3	4	5-6	
3.	Clear communications	0-1	2-3	4	5-6	
4.	Creativity	0-1	2-3	4	5-6	
5.	Overall impression of the business plan	0-1	2-3	4	5-6	
<b>Total Score</b>						

## SCENARIO III: CHAIN RESTAURANT NEW BRANCH DEVELOPMENT

The owner of China Ranch, a restaurant chain with three locations in rural areas near famous destinations in China, has approved the business plan to build the fourth restaurant at the location you choose with the theme you proposed. Based on your proposal, the owner would like to open this location in the summer of 2018. Your project already completed all of the construction and decorating that you proposed.

In this enhanced final challenge scenario, you will be part of the operations pre-opening team for this fourth location China Ranch.

As your team begins to launch your project in the spring, you discover that a new round of Bird Flu H7N9 is spreading in the city you chose. The Disease Defend Center of the city where your restaurant is located has published that this strain of Bird Flu is spreading mainly through live chicken, duck and other birds and is not forecasted to be under control until this fall. The demand for chicken, which is the ranch's signature dish, is already dropping significantly, especially in places with live chickens.

The owner has been informed of this situation and would like to ask your team to come up with a risk management business plan for the first three months that your restaurant is open. With all the investment the owner has put into your restaurant, he/she would like to see the restaurant open on time with least impact of the flu.

### BUSINESS PLAN COMPONENTS

The owner (judge) has asked you to develop a business plan to promote and operate the fourth China Ranch restaurant, opening in the summer of 2018, including a contingency plan for the flu. The plan must contain the following:

- Alternative operating plans based on different situations as a result of the flu
- Operation plans of the first three month, such as business model, purchasing plan, and human resources plan
- New promotion plans for your ranch to target customers when the flu of your city is getting more serious
- Revenue estimate of the opening season of your restaurant with an analysis of the target market, specialty promotion and activities, etc.
- Cost structure for the flu contingency plan
- Show the owner the worst-case and best-case scenarios related to profit

You will present your business plan to the owner (judge) in the business plan format identified earlier.

## EVALUATION FORM INFORMATION

Participants will be evaluated on the performance indicators stated for this competition, as well as on the judge's evaluation form. The performance indicators are specific for this particular case scenario and they may not apply to other case scenarios.

## PERFORMANCE INDICATORS

- Well-written and thorough business plan with all the aspects required
- Clearly states the promotion plan to the target market for the opening
- Clearly identifies and analyzes the operation plans
- Lists the alternatives and contingency plans
- Provides clear analysis of the revenue and the cost structure under the special situation in the summer season
- Problem solving ability shown in the analysis of the contingency plan to convince the owner that the restaurant can be open on time with the least impact from the flu

## EVALUATION RUBRICS

Level of evaluation	Description
Exceeds expectations	Participants demonstrated the performance indicator in an extremely comprehensive and professional manner; greatly exceeds business standards; would rank in the top 10% of business personnel performing the performance indicator.
Meets expectations	Participants demonstrated the performance indicator in an acceptable and effective manner; meets basic business standards; there would be no need for additional formalized training or revision at this time; would rank in the 70-89 <sup>th</sup> percentile of business personnel performing the performance indicator.
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## JUDGE'S EVALUATION FORM

<b>Did the participant:</b>		Little/No Value	Below Expectations	Meets Expectations	Exceeds Expectations	Judged Score
<b>Performance indicators</b>						
<b>1.</b>	Prepare a well-written thorough business plan with all required components?	0-1-2-3	4-5-6	7-8	9-10	
<b>2.</b>	Consider all of the elements in the operation plan?	0-1-2-3	4-5-6	7-8	9-10	
<b>3.</b>	Clearly identify the revenue and cost of the opening season?	0-1-2-3	4-5-6	7-8	9-10	
<b>4.</b>	Explain the concept and rationale of alternatives?	0-1-2-3	4-5-6	7-8	9-10	
<b>5.</b>	Identify a promotion plan for the target market?	0-1-2-3	4-5-6	7-8	9-10	
<b>6.</b>	Appropriately analyze the best and worst cases?	0-1-2-3	4-5-6	7-8	9-10	
<b>7.</b>	Realistically analyze the situation based on research and data?	0-1-2-3	4-5-6	7-8	9-10	
<b>Key soft skills</b>						
<b>1.</b>	Critical thinking skills	0-1	2-3	4	5-6	
<b>2.</b>	Problem solving skills	0-1	2-3	4	5-6	
<b>3.</b>	Strategic planning	0-1	2-3	4	5-6	
<b>4.</b>	Shows evidence of creativity	0-1	2-3	4	5-6	
<b>5.</b>	Overall impression of the business plan	0-1	2-3	4	5-6	
<b>Total Score</b>						