



THE CHEI CHALLENGES: UNLOCKING CAREER SUCCESS

万礼豪程未来职业挑战赛

FINAL ROLE-PLAY SAMPLE (REFERENCE ONLY)

(THIS WILL NOT BE THE REAL CASE IN THE FINAL)

PROCEDURES FOR THE STUDENT TEAM

- This case is presented to you with instructions, case scenarios and performance indicators.
- You will have up to thirty (30) minutes to determine how you will handle the role-play situation and to demonstrate the performance indicators when interacting with a judge.
- You are allowed to write down notes and analysis during the preparation.
- You will have up to ten (10) minutes to role-play your situation with a judge.
- You will be evaluated on how well you meet the performance indicators of this scenario.
- All team members are required to role-play. Your team needs to divide roles among team members.
- You are allowed to refer to your notes during the role-play.

CASE SCENARIO

You are to assume the role of lobby café manager and lobby café team, located in a select service hotel in the Central Business District (CBD) area. Your hotel guest room is spacious, modern and comfortable for business travelers with Wi-Fi access. However, your hotel does not offer room service or a buffet breakfast in the lobby café. Guests can only buy coffee and bread at the gourmet shop next door which is operated by a third-party vendor. During the past five years of operations, guest complaints were primarily around the breakfast experience.

The director of Food & Beverage (the judge) has asked you and your team to analyze how to provide a breakfast service to the guests. Currently, the lobby café does not operate in the morning for breakfast.

You need to list options to offer breakfast to the guests. List all the pros and cons of each option, and include cost analysis, additional staffing requirements, purchasing requests, price ranges, menu and promotion channels.

You, as the lobby café manager, and your team will present your ideas to the director of Food & Beverage (the judge) in a role-play to take place in the meeting room. The director of Food & Beverage will begin the role-play by greeting you and your team and asking you to share your ideas. After you have presented the options and answered all of the director's questions, the director of Food & Beverage (the judge) will conclude the role-play by thanking you for your work.

PERFORMANCE INDICATORS

- Identify breakfast options which are suitable for the target customers
- Effectively analyze the pros and cons
- Demonstrate a customer-service mindset
- Demonstrate consideration of how you will cooperate with other departments, such as Purchasing, Human Resources, Kitchen, Housekeeping, etc.
- Identify price range and profitability

JUDGE'S INSTRUCTIONS

- Read the case and fully understand the scenarios
- Fully understand the performance indicators
- Refer to the rubrics on the evaluation form as this is critical for all judges to rate
- You can have your own greeting and closing, or a slightly different meeting or discussion. However, the information you provide and the questions you ask should be consistent with all of the participants. For example, if you are asked to do more than two role-plays, you need to act with the same style and approach for each team.

EVALUATION FORM INFORMATION

Participants are to be evaluated on the performance indicators stated for this role-play and included on this sheet, as well as on the judge's evaluation form. The performance indicators section includes the critical measurements for this particular case scenario and may not apply to other case scenarios.

EVALUATION RUBRICS

Level of evaluation	Description
Exceeds expectations	Participants demonstrated the performance indicator in an extremely comprehensive and professional manner; greatly exceeds the expectations; 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 th to 89 th 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 th to 69 th 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
Performance indicators						
1.	Prepare an effective and thoughtful plan with different breakfast options?	0-1-2-3	4-5-6	7-8	9-10	
2.	Consider the different advantages and disadvantages of each option?	0-1-2-3	4-5-6	7-8	9-10	
3.	Clearly identify the channels in the sales promotion?	0-1-2-3	4-5-6	7-8	9-10	
4.	Explain the breakfast concept with a great customer-service mindset?	0-1-2-3	4-5-6	7-8	9-10	
5.	Coordinate the options with other departments?	0-1-2-3	4-5-6	7-8	9-10	
6.	Effectively indicate all components in the budget?	0-1-2-3	4-5-6	7-8	9-10	
7.	Articulate how they addressed guest demands and incorporated them into their offerings?	0-1-2-3	4-5-6	7-8	9-10	
Key soft skills						
1.	Problem solving skills	0-1	2-3	4	5-6	
2.	Clear communication	0-1	2-3	4	5-6	
3.	Evidence of creativity	0-1	2-3	4	5-6	
4.	Critical thinking skills	0-1	2-3	4	5-6	
5.	Overall impression of the business plan	0-1	2-3	4	5-6	
Total Score						



MARRIOTT CHINA HOSPITALITY EDUCATION INITIATIVE (CHEI)

(Role-play sample)

RESOURCES FOR ROLE-PLAY

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