



CAREER CLUSTER
Hospitality and Tourism

CAREER PATHWAY
Restaurant and Food and Beverage Services

INSTRUCTIONAL AREA
Product/Service Management

QUICK SERVE RESTAURANT MANAGEMENT SERIES EVENT

PARTICIPANT INSTRUCTIONS

- The event will be presented to you through your reading of the 21st Century Skills, Performance Indicators and Event Situation. You will have up to 10 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).
- You will be evaluated on how well you meet the performance indicators of this event.
- Turn in all of your notes and event materials when you have completed the event.

21st CENTURY SKILLS

- Critical Thinking – Reason effectively and use systems thinking.
- Problem Solving – Make judgments and decisions, and solve problems.
- Communication – Communicate clearly.
- Creativity and Innovation – Show evidence of creativity.

PERFORMANCE INDICATORS

1. Explain the nature and scope of the product/service management function.
2. Identify the importance of product life cycles on marketing decisions.
3. Describe factors used by marketers to position products/services.
4. Explain the nature of product mix.
5. Demonstrate awareness of capabilities and limitations of the operation.

EVENT SITUATION

You are to assume the role of director of operations for BREAKERS, the top fast food restaurant around the world in sales and brand recognition. The senior vice president (judge) has asked you to make a decision regarding a poor performing menu item.

BREAKERS is consistently ranked as the most recognized brand around the world and is the largest chain of hamburger fast food restaurants. The chain has over 36,000 locations in 119 countries, with over 14,000 locations in North America.

While there are many other fast food hamburger restaurants, BREAKERS has always led the pack in both sales and customer service. The only true competition BREAKERS has received is the growing popularity of a submarine sandwich chain that promotes itself as “a healthy alternative to burgers and fries.” The sandwich chain has seen a tremendous growth in same-store-sales year after year with the majority of customers being Millennials. Their growth has been strong enough to result in BREAKERS adding a healthy alternative to their menu.

In 2013, BREAKERS introduced the grilled chicken wrap to its menu. The menu item features grilled chicken, loads of vegetables and a lite ranch dressing wrapped in a steamed tortilla. The wrap has fewer calories and fat than other menu items. The wrap is available on the regular menu and also as an option on the kid’s menu. Executives hoped that the new menu item would not only attract health conscious Millennials, but would also appease angry parents that were demanding healthier options on the BREAKERS’ kid’s menu.

After three years on the menu, it has become clear that BREAKERS’ customers do not want healthier options. BREAKERS’ customers frequent the restaurant to have burgers and fries. Sales of the wrap have been poor, with only mild success on the kid’s menu. In addition, the wraps are not quick to assemble, causing delays in getting food to the customer, and the fresh ingredients are an expensive cost to the operation.

The senior vice president (judge) would like you to make a decision regarding the grilled chicken wrap. The senior vice president (judge) would like you to weigh the benefits and consequences of keeping it on the menu and also removing it from the menu. The senior vice president (judge) is open to other alternatives or suggestions regarding the grilled chicken wrap.

You will present your analysis and decision to the senior vice president (judge) in a role-play to take place in the vice president’s (judge’s) office. The senior vice president (judge) will begin the role-play by greeting you and asking to hear your ideas. After you have presented the analysis and have answered the senior vice president’s (judge’s) questions, the senior vice president (judge) will conclude the role-play by thanking you for your work.

JUDGE'S INSTRUCTIONS

DIRECTIONS, PROCEDURES AND JUDGE'S ROLE

In preparation for this event, you should review the following information with your event manager and other judges:

1. Procedures
2. 21st Century Skills and Performance Indicators
3. Event Situation
4. Judge Role-play Characterization
Participants may conduct a slightly different type of meeting and/or discussion with you each time; however, it is important that the information you provide and the questions you ask be uniform for every participant.
5. Judge's Evaluation Instructions
6. Judge's Evaluation Form
Please use a critical and consistent eye in rating each participant.

JUDGE ROLE-PLAY CHARACTERIZATION

You are to assume the role of senior vice president for BREAKERS, the top fast food restaurant around the world in sales and brand recognition. You asked the director of operations (participant) to make a decision regarding a poor performing menu item.

BREAKERS is consistently ranked as the most recognized brand around the world and is the largest chain of hamburger fast food restaurants. The chain has over 36,000 locations in 119 countries, with over 14,000 locations in North America.

While there are many other fast food hamburger restaurants, BREAKERS has always led the pack in both sales and customer service. The only true competition BREAKERS has received is the growing popularity of a submarine sandwich chain that promotes itself as "a healthy alternative to burgers and fries." The sandwich chain has seen a tremendous growth in same-store-sales year after year with the majority of customers being Millennials. Their growth has been strong enough to result in BREAKERS adding a healthy alternative to their menu.

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only attract health conscious Millennials, but would also appease angry parents that were demanding healthier options on the BREAKERS' kid's menu.

After three years on the menu, it has become clear that BREAKERS' customers do not want healthier options. BREAKERS' customers frequent the restaurant to have burgers and fries. Sales of the wrap have been poor, with only mild success on the kid's menu. In addition, the wraps are not quick to assemble, causing delays in getting food to the customer, and the fresh ingredients are an expensive cost to the operation.

You would like the director of operations (participant) to make a decision regarding the grilled chicken wrap. You would like the director of operations (participant) to weigh the benefits and consequences of keeping it on the menu and also removing it from the menu. You are open to other alternatives or suggestions regarding the grilled chicken wrap.

The participant will present the analysis and recommendation to you in a role-play to take place in your office. You will begin the role-play by greeting the participant and asking to hear about his/her ideas.

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

1. Do you think it is important that we communicate our decision to the public?
2. Will this decision hurt our bottom line?
3. Why is it important for a successful fast food chain to add new and different menu items?

Once the director of operations (participant) has presented the analysis and recommendation and has answered your questions, you will conclude the role-play by thanking the director of operations (participant) for the work.

You are not to make any comments after the event is over except to thank the participant.

JUDGE'S EVALUATION INSTRUCTIONS

Evaluation Form Information

The participants are to be evaluated on their ability to perform the specific performance indicators stated on the cover sheet of this event and restated on the Judge's Evaluation Form. Although you may see other performance indicators being demonstrated by the participants, those listed in the Performance Indicators section are the critical ones you are measuring for this particular event.

Evaluation Form Interpretation

The evaluation levels listed below and the evaluation rating procedures should be discussed thoroughly with your event chairperson and the other judges to ensure complete and common understanding for judging consistency.

Level of Evaluation	Interpretation Level
Exceeds Expectations	Participant demonstrated the performance indicator in an extremely professional manner; greatly exceeds business standards; would rank in the top 10% of business personnel performing this performance indicator.
Meets Expectations	Participant demonstrated the performance indicator in an acceptable and effective manner; meets at least minimal business standards; there would be no need for additional formalized training at this time; would rank in the 70-89 th percentile of business personnel performing this performance indicator.
Below Expectations	Participant demonstrated the performance indicator with limited effectiveness; performance generally fell below minimal business standards; additional training would be required to improve knowledge, attitude and/or skills; would rank in the 50-69 th percentile of business personnel performing this performance indicator.
Little/No Value	Participant demonstrated the performance indicator with little or no effectiveness; a great deal of formal training would be needed immediately; perhaps this person should seek other employment; would rank in the 0-49 th percentile of business personnel performing this performance indicator.



QUICK SERVE RESTAURANT MANAGEMENT SERIES, 2017

Participant: _____

I.D. Number: _____

JUDGE'S EVALUATION FORM SAMPLE

INSTRUCTIONAL AREA Product/Service Management

Did the participant:

		Little/No Value	Below Expectations	Meets Expectations	Exceeds Expectations	Judged Score
PERFORMANCE INDICATORS						
1.	Explain the nature and scope of the product/service management function?	0-1-2-3-4	5-6-7-8	9-10-11	12-13-14	
2.	Identify the importance of product life cycles on marketing decisions?	0-1-2-3-4	5-6-7-8	9-10-11	12-13-14	
3.	Describe factors used by marketers to position products/services?	0-1-2-3-4	5-6-7-8	9-10-11	12-13-14	
4.	Explain the nature of product mix?	0-1-2-3-4	5-6-7-8	9-10-11	12-13-14	
5.	Demonstrate awareness of capabilities and limitations of the operation?	0-1-2-3-4	5-6-7-8	9-10-11	12-13-14	
21st CENTURY SKILLS						
6.	Reason effectively and use systems thinking?	0-1	2-3	4	5-6	
7.	Make judgments and decisions, and solve problems?	0-1	2-3	4	5-6	
8.	Communicate clearly?	0-1	2-3	4	5-6	
9.	Show evidence of creativity?	0-1	2-3	4	5-6	
10.	Overall impression and responses to the judge's questions	0-1	2-3	4	5-6	
TOTAL SCORE						