3215HSL Hotel Service Operations Management

HOTS Report Guidelines 2014

Due Date: Week 10, 2pm Friday 10 October 2014

See the course profile for late penalties. Extensions can only be approved by the Course Convenor, and must be applied for prior to the due date with supporting evidence.

Submit to: Learning@Griffith course site – Assessment – HOTS report - Final submission. Note: you can upload any number of times for the draft submission, however, only once for the final submission. There is no text matching report given for your final submission.

Reports will be available for viewing during the tutorials in Week 13.

Length: 4,000 words (±10%) excluding executive summary, references and appendices.

Format: Report format with numbered headings, 12 point font, 1.5 line spacing, 2.54 cm margins, aligned left, with page numbers.

Coversheet must contain name, student ID, tutorial day and time, hotel name and team number, AND word count (5% penalty if word count is not shown on coversheet).

The coversheet should be followed by the Executive Summary and then the Table of Contents. The report should also include a brief introduction and conclusion in the body of the report.

References must adhere to APA referencing style.

Please note that this report is to be written individually (and not with your team members otherwise it will be treated as plagiarism).

Weighting: 40%

A 5% penalty will be given to each team member if the group goes broke during the semester.

HOTS Report

The HOTS simulation is a team based problem solving exercise, where teams will be working together making decisions throughout the semester. Each team member has a role and function to ensure that your hotel performs well over three 'years'. This report however is an individual report which demonstrates your understanding of your hotel performance over the three years, and its current situation.

Business decisions will be made each 'month' (within the simulation), based on the performance of your hotel. Ensure that all decision processes are noted during the semester, as these are required for this report. Business simulation cycling will occur from Week 3 through to Week 9 (which will result in 3 years of business operations).

The first part of this report is an analysis of your hotel's performance based on the decisions/strategies which your team implemented over the last three 'years'. The second part of the report is a Business Plan for the fourth year. This Business Plan will outline your current environment, and develop strategies to improve your performance (based on your results from the last three years).

Specific items that you must include, but not limited to:

Cover Page: Provide details on your cover page.

Table of contents: Include numbered headings as shown below with page numbers

1. **Introduction:** Outline the purpose of your report, with a positioning statement (the star rating of your hotel). In a few sentences, state overall how you feel your hotel performed over the last three years.

2. **Performance and financial analysis:**

    Analyse the last three years, providing data in graph form (showing monthly figures, see example on L@G). Each of the sub-points below requires an analysis of your performance for each year (separate paragraph for each year). The first line should provide specific figures/performance for that particular year, for example, the total revenue for Year 1 was $XXX, and net income was $XXX. This will be then followed by a discussion which should briefly outline decisions for that year, performance, unusual trends or expenditures etc...

    2.1. **Total hotel revenue and total hotel net income.** Include figures of total hotel revenue and total hotel net income for each year, explaining performance.

    2.2. **Rooms department revenue and rooms net income.** Include figures of total rooms revenue, rooms net income, and % of total revenue for each year, explaining performance/rate strategy.

2.3. Food & beverage departments revenue and food & beverage net income. Include figures of total food and beverage revenue, food and beverage net income, and gross profit % for each year, explaining performance/food and beverage decisions.

2.4. Return on capital employed (ROCE) (plot annual figures only). Include a description/definition of ROCE. Each year ROCE should be followed by an analysis of your performance for that year. Check the ROCE formula to provide an adequate explanation of performance.

2.5. Occupancy, average daily rate (ADR), and REVPAR. Include figures of average occupancy, average daily rate and average REVPAR for each year, explaining performance and rate strategy decisions.

2.6. Refurbishment spending and extra facilities built. Include figures for total refurbishment and extra facilities spending for each year, explaining what and when the facilities were installed.

2.7. Staff turnover (plot annual figures only). Include figures of average staff turnover for each year, explaining performance and staffing decisions.

2.8. Marketing spend and % of total spend. Include figures of total marketing spend and % of total revenue for each year, explaining performance and marketing activities for each product.

2.9. EMS spend and activities. Include figures of total EMS spend for each year, explaining performance and EMS decisions made.

3. Business Plan for Year 4: (based on outcomes of Year 3)

3.1. SWOT:

Assessment of current environment (as of January Year 4). Your business's strengths and weaknesses are internal factors, while the opportunities and threats are external trends or facts.

Each point identified will need supporting evidence. For example, if you state you have good service quality, provide evidence which would be your staff turnover %. If you have good occupancy, give your occupancy %. If you say your restaurant is best in town, it has to be more than just because a customer says so. It would need supporting evidence such as gross profit and number of covers per day.

Each opportunity and threat requires a reference to support the fact/trend discussed. The majority of these references should be from HOTS documents.

Do NOT present information in a table format, but use full sentences, paragraphs and supporting in-text citations. These can be presented in bullet points.

3.1.1. Strengths:

3.1.2. Weaknesses:

3.1.3. Opportunities:

3.1.4. Threats:

3.2. Objectives:

Each objective must be clear, achievable, measurable and with a time frame. Four to six objectives are required including both financial and marketing objectives which can presented in point form.

3.3. Strategies:

Strategies are what HOTS decisions you would like to be implemented for Year 4. These can be a mix of areas that you are doing well (continue) and areas that are poor (improve). Opportunities and threats that have been identified should also be addressed.

A list of headings are supplied but more can be added. For example, after 3.3.2 you could then have 3.3.3 labelled 'Conference market' (not 'Other' as the headings need to be descriptive). For each discussion on market segments, e.g. corporate and leisure, discuss the basic HOTS decisions first. For example, if are you building any new 'product' for corporates in Year 4, what weekday rate are you planning to charge, how do you plan to promote weekday rooms, what discounts you are offering etc. This information is the <u>minimum</u> level required for PASS and CREDIT mark.

Then you can introduce external ideas which are referenced from journals. For example, you may read the latest research which identified corporates want mobile check in opportunities. This would then be a recommendation in 3.3.1 to install this technology. This <u>additional</u> information is required for a DISTINCTION and HIGH DISTINCTION.

3.3.1. Corporate/weekday Market (discuss each of the following: Product, promotion and sales, pricing and distribution, as relevant to the corporate market)

3.3.2. Leisure/weekend Market (discuss each of the following: Product, promotion and sales, pricing and distribution, as relevant to the leisure market)

3.3.3. Other market segments…(use a descriptive heading e.g., conference market) (discuss each of the following: Product, promotion and sales, pricing and distribution)

3.3.4. Food and beverage

3.3.5. Staffing and Service quality (Staffing: minimum discussion is pay, training and number of staff based on forecasts. Service quality: strategies to improve service quality providing specific steps)

3.3.6. Physical property condition (current status, building and renovations planned)

3.3.7. EMS

4. Conclusion. Short paragraph only required.

5. Reference List

6. Appendices

6.1. Current Balance Sheet (December Year 3)

6.2. Statement of Income for the whole of Year 3

6.3. Monthly indicator report for Year 3

HOTS Report Marking Criteria

Criteria	PERFORMANCE					
	Excellent	**Very Good**	**Good**	**Satisfactory**	**Unsatisfactory**	
Performance and financial analysis for Year 1, 2 & 3:						
	34-40	30-33	26-29	20-25	0-19	
Decision making and Financial analysis: Analyse performance & evaluate decisions for last three years	Clear, comprehensive and astute analysis of performance for all three years.	Detailed and generally insightful analysis of performance for all three years.	Reasonable analysis of performance for all three years, could be more detailed and insightful.	Analysis not always clear, understanding of the causes of performance is limited and/or limited information provided.	Insufficient detail and analysis.	**/40**
Year 4 Business Plan						
	9-10	8	7	5-6	0-4	
Problem solving analysis: SWOT	Demonstrates a comprehensive understanding of the hotels current strengths, weaknesses, opportunities & threats.	Demonstrates a very good understanding of the hotels current strengths, weaknesses, opportunities & threats.	Demonstrates a good understanding of the hotels current strengths, weaknesses, opportunities & threats.	Attempts to outline the hotels current strengths, weaknesses, opportunities & threats. Not all relevant.	Demonstrates no or limited understanding of the hotels current strengths, weaknesses, opportunities & threats.	**/10**
	5	4	3	2.5	0-2	
Generating targets and creating objectives: must be clear, achievable and measurable.	Appropriate number of objectives. Objectives are based on the hotels SWOT analysis. Objectives are clear, achievable, and measureable with a time frame.	Good number of objectives. The majority of objectives are based on the hotels SWOT analysis. Objectives are clear, achievable, and measureable with a time frame.	Objectives are based to some extent on the hotels SWOT analysis. Most objectives are clear, achievable, and measureable with a time frame.	Minimum number of objectives listed with some objectives clear, achievable and measureable.	No objectives stated, or not clear, specific or achievable.	**/5**
	21-25	18-20	15-17	12-14	0-11	
Solutions and Strategies: strategies to achieve the objectives linked to SWOT	Demonstrates an excellent understanding of the hotels position, and strategies are linked to objectives. Strategies include additional themes.	Demonstrates a very good understanding of the hotels current position and develops good strategies for future objectives.	Provides strategies which are based on SWOT, and meet objectives. HOTS detail provided in strategies.	Provides some strategies based on SWOT analysis, with some detail.	There is little or no evidence of linkage between the hotels SWOT and strategies. Strategies are poorly written.	**/25**
	9-10	8	7	5-6	0-4	
Formatting, presentation and following instructions	Professional presentation and follows all instructions.	Very good presentation and follows instructions.	Follows most of the instructions.	Follows only a few instructions.	Does not follow instructions.	**/10**
	5	4	3	2.5	0-2	
Referencing	Extensive referencing. All sources referenced and cited correctly using APA referencing style.	Very good effort of referencing and citing correctly using APA referencing style	Good effort of referencing and citing correctly using APA referencing style.	Some sources referenced and cited correctly, some attempt at APA referencing style.	Poorly referenced, or no references or citations.	**/5**
	5	4	3	2.5	0-2	
English and grammar.	Excellent English and grammar.	Very good English and grammar, no spelling mistakes.	Good English and grammar, limited spelling mistakes.	Satisfactory, although still spelling mistakes and average grammar.	Poor English and grammar.	**/5**
						100