

Case Briefing

Food & Beverage - Banquets



The Situation

The Phoenicia is a group hotel dependent on banquets and meetings for much of their profit. However, recent guest complaints indicate the key functions have been staffed inadequately in recent months. Management is looking for a solution.

Your Role

You have been identified as someone with good analytical and planning skills. Although you just began work at the Phoenicia recently, you've been put in charge of scheduling all the staff for upcoming banquets and meetings for a trial period, January 10 - 16.

Learning Phase

Step-by-step instructions will guide you through the process of staffing banquets and meetings. At first, you'll use estimates to determine staffing levels and check customer feedback to see shortfalls. Then, you'll explore key rate and time data needed to plan staffing analytically and accurately. Armed with that information, you'll take on a large banquet, determine exact levels needed, schedule the staff including arrival and departure times, run the banquet, and see the results.

Challenge Phase

Your goal for January 10 - 16 is to maintain Customer Satisfaction Scores above a target while keeping banquet staffing costs within a specific budget. To achieve the goal, you will need to review upcoming events, calculate staffing needs accurately, and schedule accordingly.

At the option of your Professor, you may be able to retry the Challenge Phase multiple times. Only your best grade will count.

Banquets in the Simulation

The simulator contains a wide array of groups who desire rooms, meetings, and banquets. The simulator contains a model of a hotel that has two large function rooms, enough tables and chairs to accommodate hundreds of guests, and a large banquet kitchen with room for several plating lines capable of preparing hundreds of meals within several hours. The simulator also allows you to schedule banquet chefs and servers to successfully deliver large functions.

Discussion Questions

What positions, in addition to servers and cooks, might you need to staff for a real banquet?

Why are banquets and meetings important to many hotels' bottom lines?

How can proper scheduling improve banquet labor costs?

Do you think it is easier to control food cost for a banquet buffet or a sit-down banquet?