

2026–2027 Competitive Events Guidelines

Hospitality Management Case Competition



Hospitality Management Case Competition challenges members to analyze a case study that addresses real-world issues in the hospitality industry. Members present their findings and recommendations to a panel of judges, demonstrating knowledge in areas such as financial management, operations, human resources, customer service, legal compliance, and sustainability.

Event Overview	
Division	Collegiate
Event Type	Team of 1, 2, 3, or 4 members
Event Category	Case Competition
Event Elements	Presentation with a Topic
Event Information:	
<u>National Leadership Conference:</u> Timing Structure: • Equipment Set-Up: 3 minutes ○ <i>No interaction allowed with judges during this time.</i> • Presentation: 10 minutes ○ <i>A one-minute warning will be provided</i> • Question & Answer (Q&A): 5 minutes Important: Time allocations are exclusive. The presentation must begin immediately after the 3-minute set-up time concludes. Time may not be shifted between segments. Competitors will not interact with judges during the set-up period. Important Notes: • Internet Access: Not provided • Event Schedule Notes: ○ Some events may begin before the Opening Session. ○ All schedules are posted in local time for the NLC host city. ○ Schedule changes are not permitted.	<u>State Leadership Conference:</u> This event will not be offered at the State Leadership Conference. Any event not offered at SLC will be considered an “open event,” and members will be allowed to register to compete at the National Leadership Conference on a first come, first served basis, using the Colorado FBLA NLC Intent Form. Check the SLC Call to Conference for more information.

*** Event specifics are continued below. Review the document in its entirety.

2026-2027 Hospitality Management Case Competition

The case competition and rating sheet can be found starting on page 5. **The business entity should not be contacted for additional information.** This case competition for educational purposes only, offering a real-world scenario to help FBLA Collegiate members develop critical skills. This year’s case competition was created in partnership with [CaseBasix](#).



Classrooms to Corporate boardrooms: [CaseBasix](#) fast-tracks student potential into real-world success.

2026–2027 Competitive Events Guidelines

Hospitality Management Case Competition



National Leadership Conference

Required Competition Items

Items Competitor Must Provide	Items FBLA Provides
- Technology and presentation items Photo identification - Conference-provided nametag - Attire that meets the FBLA Dress Code	Table

Eligibility Requirements

To participate in FBLA competitive events at the National Leadership Conference (NLC), the following criteria must be met:

- **Membership Deadline:** FBLA national membership dues must be paid to the specific division by 11:59 p.m. Eastern Time on March 1 of the current school year.
- **Conference Registration:** Members must be officially registered for the NLC and must pay the national conference registration fee to participate.
- **Official Hotel Requirement:** To be eligible to compete, competitors must stay within the official FBLA housing block.
- **State Entry Limits:** Each state may submit up to four entries per event.
- **Event Participation Limits:** Each member may participate in:
 - Two individual or team events, and
 - One chapter event (e.g., *Community Service Project* or *State of Chapter Presentation*).
- **Competitor Responsibility:** Only registered competitors are permitted to plan, research, prepare, and set up their presentations. Advisers and others may not assist.
- **Participation Requirement:** To be eligible for an award, each competitor must complete all components of the event at the National Leadership Conference.
- **Identification at Check-in:** Competitors must present valid photo identification (physical or digital) that matches the name on their conference name badge. Acceptable forms include a driver's license, passport, state-issued ID, or school ID.
- **Late Arrivals:** Competitors will be allowed to compete until such time that the results are finalized, or participation would impact the fairness and integrity of the event, as determined by Competitive Events staff. If judges have left the competitive event area, it is no longer possible to compete. Five penalty points will be assessed for late arrivals in any competitive event.

Event Administration

This event consists of two phases: a preliminary presentation and a final presentation.

Presentation Details

Venue & Format

- Presentations occur in-person at the National Leadership Conference (NLC).
- Competitors/teams are randomly assigned to presentation sections.
- Presentations will take place in a large, open area with a designated space of approximately 10' x 10', which includes a table and chairs for the judges.
- The preliminary round is closed to conference attendees and audience.

Technology Guidelines

- **Internet Access:** Not provided

2026–2027 Competitive Events Guidelines

Hospitality Management Case Competition



- Presentations must be delivered using one or two personal devices (laptop, tablet, mobile phone, or monitor approximately laptop-sized).
- If using two devices, one must face the judges and the other must face the presenters.
- Projectors and projector screens are not permitted, and competitors may not bring their own.
- Wireless slide advancers (e.g., presentation clickers or mice) are allowed.
- External speakers are not allowed; audio must come directly from the presenting device(s).
- Electricity will not be available.

Non-Technology Items

- Visual aids, samples, notes, and other physical materials related to the project may be used.
- Items may be placed on the provided table or on the judges table, if space allows.
- No items may be left with the judges following the presentation.

Restricted Items

- Animals, except for authorized service animals.
- Food, which may be used for display only and may not be consumed by judges.
- Links and QR codes, which may be shown but may not be scanned or clicked by judges at any time.

Research

- Information must be supported by credible, well-documented sources.
- Any use of copyrighted material, images, logos, or trademarks must be properly documented.

Team Expectations

- In team presentations, all members must actively participate in the delivery of the presentation.

Final Presentation Details

The presentation guidelines outlined above will apply to the final presentation.

Advancement to Finals

- The top-scoring competitors or teams from each preliminary section will advance to the final round in equal numbers.
- The number of competitors or teams advancing to the final round depends on the number of preliminary sections:
 - 2 sections: Top 6 from each section advance
 - 3 sections: Top 4 from each section advance
 - 4 sections: Top 3 from each section advance
 - 5 sections: Top 3 from each section advance
 - More than 5 sections: Top 2 from each section advance

Scoring

- Preliminary round scores are used to determine which competitors or teams advance to the final round from each section.
- Final round scores determine the final rankings and top award winners.
- Judges are responsible for breaking all ties in both preliminary and final rounds.
- All judging decisions are final. Results announced at the National Leadership Conference are considered official and will not be changed after the conclusion of the National Leadership Conference.

2026–2027 Competitive Events Guidelines

Hospitality Management Case Competition



Penalty Points

- Competitors may be disqualified if they violate the Code of Conduct or the Honor Code.
- Five points are deducted if competitors do not follow the Dress Code or are late to their assigned presentation time.

Recognition

- A maximum of 10 entries (individuals or teams) may be recognized per event.

Americans with Disabilities Act (ADA)

- FBLA complies with the Americans with Disabilities Act (ADA) by providing reasonable accommodations for competitors. Accommodation requests must be submitted through the conference registration system by the official registration deadline. All requests will be reviewed, and additional documentation may be required to determine eligibility and appropriate support.

Recording of Presentations

- Unauthorized audio or video recording is strictly prohibited in all competitive events.
- FBLA reserves the right to record presentations for educational, training, or archival purposes. Competitors should be aware that their presentations may be recorded by FBLA-authorized personnel.

Important FBLA Documents

- Competitors should be familiar with the [Competitive Events Operations Manual](#), [Honor Code](#), [Code of Conduct](#), and [Dress Code](#).

2026–2027 Competitive Events Guidelines

Hospitality Management Case Competition



2026-2027 Hospitality Management Case Competition

*This case is for educational purposes only, offering a real-world scenario to help FBLA Collegiate members develop critical reasoning and casing skills. These skills can be applied to careers like hospitality management, revenue management, and brand marketing, etc. The case needs to be solved with independent research using publicly available information and your own business acumen skills. **The business entity should not be contacted for additional information.***

Overview and Background Information

Marriott International, Inc., with roots tracing to a 1927 root-beer stand opened by J. Willard and Alice Marriott in Washington, D.C., and now headquartered in Bethesda, Maryland, is the largest hotel company in the world. Marriott operates roughly 9,300 properties and more than 1.7 million rooms across about 36 brands in 144 countries and territories, and its Marriott Bonvoy loyalty program counts more than 228 million members. Its portfolio runs from select-service brands to luxury flags such as The Ritz-Carlton, St. Regis, and JW Marriott, giving the company an unusually wide toolkit for tailoring experiences to very different traveler segments.

Two of Marriott's Nashville properties anchor the city's Spring Break potential. The JW Marriott Nashville, a 33-story elliptical glass tower that opened in 2018 with 533 rooms, sits in the SoBro district steps from the Music City Center, Bridgestone Arena, and the honky-tonks of Lower Broadway, and features a year-round rooftop pool deck with cabanas and a bar. A few miles east, the Gaylord Opryland Resort & Convention Center is a self-contained entertainment campus: 2,888 rooms wrapped around nine acres of climate-controlled indoor gardens with more than 50,000 plants, cascading waterfalls, and an indoor river, plus SoundWaves, a four-acre indoor and outdoor water park with a FlowRider surf simulator, eleven waterslides, and a wave pool, all a short ride from the Grand Ole Opry.

Nashville itself has become one of America's fastest-growing leisure destinations, drawing a record 16.9 million visitors and \$11.2 billion in visitor spending in 2024, its fourth consecutive record year. Its BNA airport now serves more than 110 nonstop destinations, and central-U.S. interstates put the city within a day's drive of hundreds of colleges, making "Music City" a natural, affordable alternative to beach-centric Spring Break trips.

Your Task

You have been engaged by Marriott International, Inc. as a hospitality strategy consultant supporting the Nashville market team.

Marriott wants to position Nashville as a go-to Spring Break destination for college students within roughly a 400-mile radius, competing with traditional beach getaways by leaning into the city's live-music energy, walkable nightlife, affordability, and one-of-a-kind attractions. The opportunity centers on two very different flagship properties: the downtown, high-rise JW Marriott Nashville and the sprawling, experience-driven Gaylord Opryland Resort.

Leadership has asked your team to design a fresh, student-driven Spring Break strategy for travelers ages 18 to 24 that builds an identity resonating with Gen Z, spotlights what makes Nashville competitive, and ultimately increases occupancy, revenue, and brand visibility during the spring travel season,

2026–2027 Competitive Events Guidelines

Hospitality Management Case Competition



blending market research, pricing strategy, targeted messaging, and guest-experience design across both the luxury tower and the resort campus.

Before you begin, take time to understand the sector you will be working in. [Click here to explore what the hotel industry entails](#) and to build the context you will need to create a credible, data-driven recommendation.

Additional Note: Your analysis should draw on Marriott’s publicly available brand and property information, Nashville’s attractions and tourism trends, and the broader economics of the hotel industry, and should reflect the distinct positioning of a downtown luxury tower versus a resort entertainment campus, honoring each property’s character while creating one cohesive Spring Break story.

Deliverables

Your final presentation should include:

- **Destination & Attraction Strategy:**
 - Identify the Nashville attractions, experiences, and events most likely to appeal to travelers ages 18 to 24, and how Marriott should weave them into a cohesive Spring Break story for the destination as a whole.
 - Explain what makes Nashville competitive against beach-centric Spring Break options for drive-market college students.
- **Property-Specific Experience Strategy:**
 - Recommend how the JW Marriott Nashville and Gaylord Opryland Resort should each leverage current amenities, dining, and entertainment, plus new Spring Break programming, to draw 18 to 24 travelers over competing hotels.
 - Address how a single downtown tower and a large resort campus can each play a distinct, complementary role.
- **Guest Experience & Gen Z Alignment:**
 - Propose ways to elevate the on-property experience to match Gen Z expectations for convenience, technology, social spaces, and shareable moments.
 - Include specific, feasible ideas such as mobile-first service, group-friendly spaces, and content-worthy activations.
- **Pricing, Promotions & Revenue Strategy:**
 - Recommend the pricing, promotional offers, and bundled packages that would most effectively increase Spring Break occupancy at the two properties.
 - Explain how to balance room pricing, occupancy goals, and revenue management to stay competitive yet profitable, referencing ADR, RevPAR, and total revenue.
- **Recommendation & Rollout:**
 - Provide a clear, data-supported recommendation and a practical rollout plan across the Spring Break window.
 - Identify how success should be measured, for example, occupancy lift, RevPAR, direct-booking and Bonvoy sign-ups, and social engagement.

Additional Resources

The following resources are provided as starting points for your independent research:

2026–2027 Competitive Events Guidelines

Hospitality Management Case Competition



JW Marriott Nashville - A 33-story glass tower in the SoBro district with 533 rooms, steps from the Music City Center, Bridgestone Arena, and the honky-tonks of Lower Broadway, featuring a year-round rooftop pool deck with cabanas and a bar.

Gaylord Opryland Resort & Convention Center - A self-contained entertainment campus with 2,888 rooms wrapped around nine acres of climate-controlled indoor gardens, cascading waterfalls, and an indoor river, plus SoundWaves, a four-acre indoor and outdoor water park, all a short ride from the Grand Ole Opry.

[Hotel Occupancy Rates](#) - American Hotel & Lodging Association resource center for hotel industry data and occupancy trends.

[About Marriott](#) - Marriott News Center, with corporate, brand, and property background information.

[Explore Nashville](#) - Official Nashville visitor and tourism site for attractions, events, and neighborhoods.

2026-2027 Competitive Events Guidelines

Hospitality Management Case Competition



Hospitality Management Case Competition Presentation Rating Sheet

Expectation Item	Not Demonstrated	Below Expectations	Meets Expectations	Exceeds Expectations	Points Earned
Content					
Understanding of the Case & Market Opportunity	<i>Does not demonstrate understanding of the Spring Break opportunity or target market.</i>	<i>Shows limited understanding of the opportunity, audience, or business goals.</i>	<i>Clearly explains the opportunity, target market, and Marriott's goals.</i>	<i>Demonstrates strong insight into the market opportunity, audience, competition, and property positioning.</i>	
	0 points	1-6 points	7-8 points	9-10 points	
Destination & Attraction Strategy	<i>No meaningful destination strategy or relevant attractions identified.</i>	<i>Identifies attractions, but connections to the target audience or strategy are weak.</i>	<i>Integrates relevant Nashville attractions into a clear Spring Break strategy.</i>	<i>Creates a compelling, research-supported strategy that clearly differentiates Nashville from beach destinations.</i>	
	0 points	1-4 points	5-10 points	11-12 points	
Property-Specific Experience Strategy	<i>No meaningful strategy for either property.</i>	<i>Recommendations are limited, generic, or weakly connected to property features.</i>	<i>Provides feasible strategies that use each property's amenities and distinct strengths.</i>	<i>Creates distinctive, complementary strategies that maximize the unique appeal of both properties.</i>	
	0 points	1-4 points	5-10 points	11-12 points	
Guest Experience & Gen Z Alignment	<i>Does not address Gen Z guest expectations.</i>	<i>Shows limited understanding of Gen Z preferences or guest experience needs.</i>	<i>Provides feasible ideas aligned with convenience, technology, social interaction, and shareable experiences.</i>	<i>Delivers an innovative, cohesive guest experience strongly aligned with Gen Z expectations.</i>	
	0 points	1-4 points	5-10 points	11-12 points	
Pricing, Promotions & Revenue Strategy	<i>No meaningful pricing, promotion, or revenue strategy.</i>	<i>Ideas are unclear, unrealistic, or weakly connected to occupancy and profitability.</i>	<i>Provides appropriate pricing and promotions that balance occupancy and profitability.</i>	<i>Presents a strong, data-supported strategy using pricing, packages, ADR, RevPAR, and total revenue considerations.</i>	
	0 points	1-4 points	5-10 points	11-12 points	
Recommendation, Rollout & Measures of Success	<i>No clear recommendation, rollout, or success measures.</i>	<i>Recommendation is general or lacks a practical rollout and clear metrics.</i>	<i>Provides a clear recommendation, feasible rollout, and appropriate measures of success.</i>	<i>Provides a compelling recommendation with a strong implementation plan and meaningful performance measures.</i>	
	0 points	1-4 points	5-10 points	11-12 points	
Presentation Delivery					
Statements are well organized and clearly stated	<i>Competitor(s) did not appear prepared</i>	<i>Competitor(s) seemed prepared, but flow was not logical</i>	<i>Presentation flowed in logical sequence</i>	<i>Presentation flowed in a logical sequence; statements were well organized</i>	
	0 points	1-6 points	7-8 points	9-10 points	
Demonstrates self-confidence, poise, assertiveness, and good voice projection	<i>Competitor(s) did not demonstrate self-confidence</i>	<i>Competitor(s) demonstrated self-confidence and poise</i>	<i>Competitor(s) demonstrated self-confidence, poise, and good voice projection</i>	<i>Competitor(s) demonstrated self-confidence, poise, good voice projection, and assertiveness</i>	
	0 points	1-6 points	7-8 points	9-10 points	
Demonstrates the ability to effectively answer questions	<i>Unable to answer questions</i>	<i>Does not completely answer questions</i>	<i>Completely answers questions</i>	<i>Interacted with the judges in the process of completely answering questions</i>	
	0 points	1-6 points	7-8 points	9-10 points	

2026-2027 Competitive Events Guidelines

Hospitality Management Case Competition



Presentation Protocols			
Adherence to Competitive Events Guidelines	Competitor(s) Did Not Follow Guidelines	Execution Aligned with Guidelines: ✓ Used only allowable technology devices (sizing specs followed; maximum of two, with only one facing judges at a time) ✓ Presentation aligned with the assigned topic ✓ Maintained professional boundaries during set-up time (no interaction with judges) ✓ Did not leave materials behind after the presentation ✓ Links or QR codes were displayed appropriately (not clicked or scanned by judges) ✓ Audio was presented without external speakers - Avoided use of food or live animals	
	0 points	1- 10 points	
Staff Only: Penalty Points (5 points for dress code penalty and/or 5 points for late arrival penalty)			
			Presentation Total (110 points)
Name(s):			
School:			
Judge Signature:			Date:
Comments:			