



# MANUAL



**SnowHotel**  
Hospitality

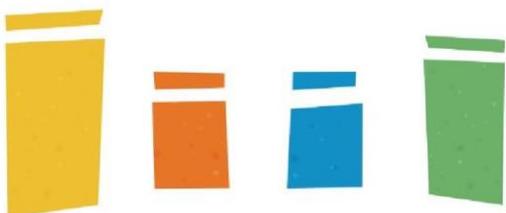
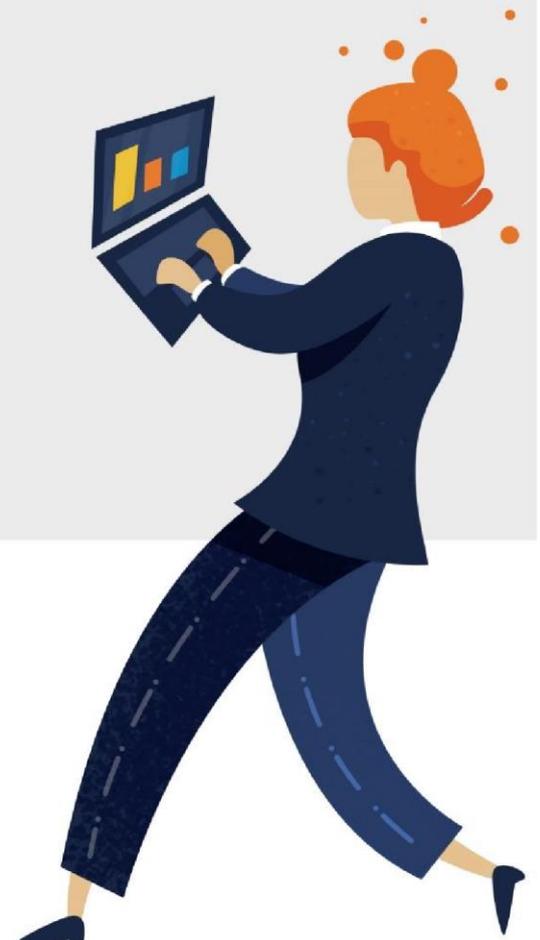


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# Introduction

Dear Participant!

During the SnowHotel simulation you and your team, as a management team, take control over a virtual ski hotel. Your tasks are data analyzing, decision making and optimizing. Aim is to lead your company as efficient and successful as possible, as well as to optimize the performance index.

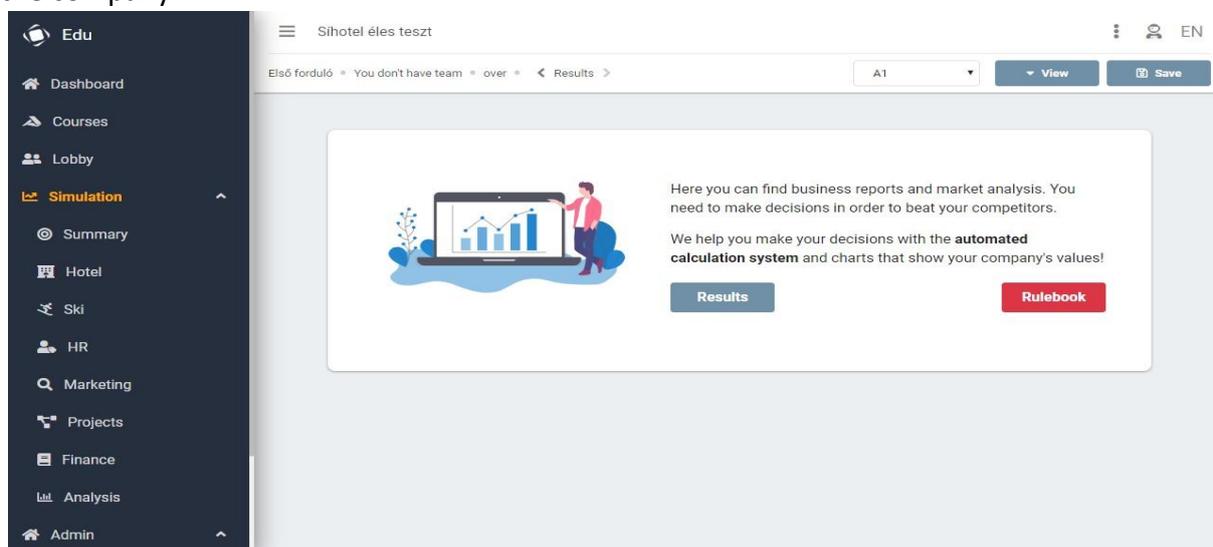
This rulebook presents the virtual economic circumstances, in which your company is supposed to operate. Firstly, you shall find information about the game in general, decisions to make and economic environment. Later on, the reports are explained in detail. Important, that this manual is solely a summary on things worth to know, due to extensional reasons. Continuous reviewing of the online simulation surface in line with the reading of this manual is highly recommended!

In the course of this simulation, you will come across numerous periods, each one of them represents a one-year long period. When making a decision, you shall not forget that the regarding time period is next year and these decisions should be noted on the game surface, in the data input fields. Based on your decisions, the simulation software runs several analyses and statistics. These output data can be found under the Simulation menu, as an up-to-date report on your company, the market and economy. This rulebook shall be observed parallel with the online surface.

## The simulation game surface

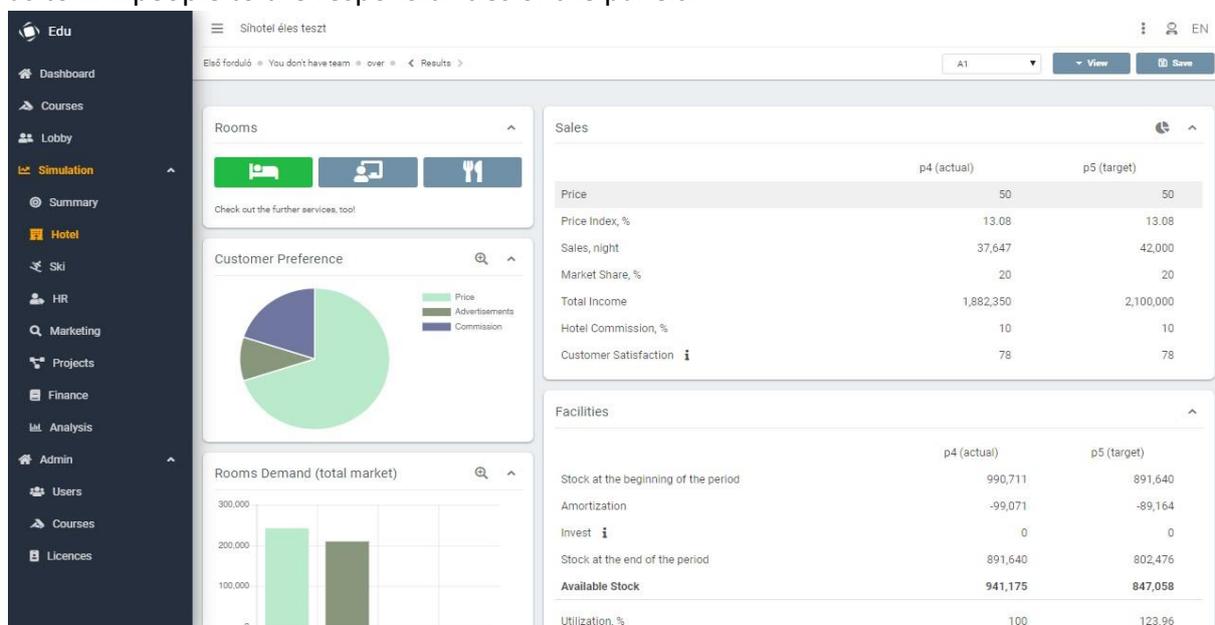
During the simulation, all the decisions should be made by deadlines. This requires not only organized teamwork, but cooperation and task delegation, too.

On the left side of the online surface, you find the simulation panel, which allows you to operate through statements. Attention! You are advised to look through each panel in one decisionmaking round, since each panel contains either decisions or useful information about the company.



The information panel can be found at the top of the surface, on the left side. Here, you can find the selected decision round, your team's name, the actual deadline and the period. Finalizing your decisions 10 minutes before deadline is highly recommended, since the system closes automatically. In terms of the periods, you can select which to observe with assistance by the arrows. However, decisions can only be made for the actual period. The game is usually divided into 4 periods; hence you are supposed to make 4 decisions "package" (completing all data input fields).

After completing the data input fields in the given panel, you can save your decisions by clicking the Save button on the right top of the surface, which should -under all circumstances- be done. Until the given deadline, you can change and save your decisions as many times as you wish, bearing in mind that the last update will be the final one. The Save button turns green, indicating that no changes have been made. If the game is run on multiple PCs, the latest update of your team's decision overwrites the old ones. You can run changes simultaneously on multiple PCs regardless, but make sure to save the final decisions, as well as to link people to the responsibilities of the panels.



The picture above shows a typical screen of the simulation surface. In the charts and other statements data is either shown basically regarding only your team, or comparing different teams. You can change view by clicking on the pie chart-icon in the right top corner of the chart.

Concerning the periodical portrayal, there is a "fact-period" and a "plan-period". The factperiod reflects on the past, whereas the plan-period shows the next period (for example, today is 01.01.2018 which means that the fact-period is 2017 and the plan-period is 2018). Data in the fact-period cannot be altered. On the other hand, you can determine the decisions of the plan-period. By the deadline, there is a change in decision rounds meaning that the previous plan-period transforms into the fact-period. Not all information will be matched, since the future is unpredictable. In the data input fields you can change some details about the company's operation. These alterations always apply to the next period (it is possible that

the consequences appear later). The plan-period will automatically be updated, when changing and saving a decision.

## The structure of the simulation surface

The Product panel is usually placed in the top left corner, where you can choose from the different products or employee types that are currently available. Each item has different features (see below), therefore the statements differ from each other in content, but not in structure.

The Forecasts are usually charts that show present or future information about a specific item or employee type. For example, the Consumer Preferences or Demand Values. The exact explanation will be detail later on.

When planning the next year, you can overwrite decisions and try out new strategies, since alterations are only saved when you click the Save button. Until then, the system should only be looked at as a planning surface.

Decisions can be altered in a way that you click into the input field and overwrite the number or with the help of the cursor you change the value. The initial decisions can be changed, but in case of every decision there are advised and compulsory limits. You might note that while moving the cursor and extending a decision, you can reach a point, where the extension stops with this method. You are furthermore not advised to make decisions outside the given limits, since it usually leads to unbeneficial outcome. Moreover, making a decision beyond the compulsory limits is impossible, for example the price cannot take negative value.

There are usually 4-6 teams in each market, depending on the number of the teams in the game. The direct market competitors' decisions will impact your company, as you are competing on the same market, for the same potential customers!

The market competitors are similar to your company: middle-sized companies, founded a couple of years ago in similar market position. All companies start the game from the same position.

Numbers in this Rulebook serve only as an example, the concrete numbers are always available on the game surface or can be calculated based on those.

## The company

The hotels are located in the same region of a country in the Alps, with the same natural abilities, client circle and agglomeration (the inhabitants, tourists), and are placed at the same distance from the region's capital city, airport and motorways.

The two main activities are the hotel and the ski centers.

The hotel has 8 training and conference rooms, 1 large (150 seats), 2 medium (80 seats) and 5 small (35 seats) conference rooms, as well as a 90-seat restaurant. Currently, the hotel has 20 single rooms, 40 double rooms, 15 triple rooms and 5 quadruple rooms, mostly for private use (not only during the ski season), whereas the conference rooms are rather used by companies. The number of beds can be reduced or increased by adding unused rooms, new seats and (for single and triple rooms) extra beds. Decisions in these cases can be made about the amount of the price of the night (room) or rent hour (conference hall), while in case of the restaurant it can be about the average price of catering per person. For both the hotel and the ski centers, an average amount of sales commission can be calculated.

Regarding the ski center, which has 3 slopes in the beginning, entrance fee and rental can be specified, and these services can be upgraded and expanded (with new lifts and enlargement of existing centers)

In the field of HR, the main focus is on human resource management. It is not only possible to hire and dismiss people, but also to train them, as well as to raise or cut down salaries. People working in different fields carry different characteristics, which should be taken into careful consideration when making a decision.

You may use marketing tools in the game, for instance for promotion through different channels.

There are different and exciting projects to expand either the hotel or the ski centers, in order to improve and specialize your services.

For the record, if you do not find measure unit in the game or in the Rulebook, you are advised to calculate in S\$ (Sim Dollar).

The game also includes a line of Overhead costs, which includes utility costs, costs arising from the use of rooms-conference rooms-restaurants-ski slopes-rental, as well as impact factors from projects.

## Evaluation

The aim of this game is to receive higher performance index in the end than the direct market participants. There is no exact best practice for this, since different strategies can be used.

The performance index is the weighted average of the cumulated profit, the customer satisfaction indicator and the employee satisfaction indicator.

The customer satisfaction depends on the maintenance, the price and the satisfaction of the employees.

The employee satisfaction is determined by the relative wages, the trainings and the personal utilization.

## Hotel and ski center

On the product palette of the company, guests can choose from hotel services, ski center tickets and ski equipment rental. Each product has different demand trends and customer preferences, which can be observed on the preference and demand charts.

Customers evaluate and compare products based on 3 factors: price, advertisements and commission. Each factor receives an evaluation from 0% to 100% based on your decisions (for example price index). The price index is feedback about the average opinion of the customers, considering the value for money. The higher the value of the price index, the better the reputation.

The customers are price-sensitive, over a certain price, they refuse to buy the product. The maximum prices can be presumed from the price index, because over the maximum price, the index takes the 0 value. In case of this exchange rate, there are no sales.

Important! In case of each product, some facilities are necessary (so that the service is fulfilled, like a capacity), for example the number of rooms, restaurant seats or built ski slopes. No available capacity means full house, utilization reached 100%. Some capacities can only be increased in the projects.

### Coalition between ski resorts

The ski pass coalition is a service extension possibility, whereby you can cooperate with your competitors. It means the mutual acceptance of each other's' ski passes. The shared ski passes benefit the participating hotels by offering more favorable packages to their customers by mutually accepting ski passes. 2-4 hotels can participate in the coalition, so there can be more cooperation in one market. The cooperation lasts for one period, renewal shall be indicated in each period.

It is up to your team to discuss the cooperation with your competitor. To start a joint pass, agree on a "password" that for each team involved. The "password" can be 1-6 characters long.

Each team will need to enter exactly the same password.

## HR

The tasks in the HR field consist of managing the employees, securing the necessary personnel and taking care of the salaries and training costs. In the game there are 3 fields to hire employees for: *hotel*, *restaurant* and *ski center*.

There is a possibility to both hire and dismiss people, therefore the number of employees may change by the end of a period. This number at the beginning of a period is always equal to the number at the end of the previous period, meaning that the drift of labor happens during the year.

You are advised to reckon with fluctuation, throughout the year people might leave of their own accord. The number of people leaving in the plan-period can only be estimated. However, it depends much on the offered payment. The higher the payment, the less the fluctuation, but bear in mind that the fluctuation level cannot decrease under a certain level, it cannot equal 0. For each type there is a certain minimum wage, you can only give in a higher value into the input field as a decision.

The Personal Utilization index marks, how overstressed employees are. This value is calculated by the average personnel (the average of the employees' number at the beginning and at the end of a period), the correlation should differ based on the different types of people (this will be detailed later). Should the application go beyond 100%, overtime bonus must be paid, which will be paid with an increased wage, so it is worth to pay attention to that.

Specifying the Training expenditures is also one of your team's tasks. This should be clarified by types and per one person. By changing the training expenditures, you can affect the Targeted level of training. This is an index-number indicating how the actual qualification level turns out, if the amount of costs remains the same every year in the long turn.

The Actual training level depends additionally on its level from the previous year and the employees' skills. Calculating a weighted average is highly recommended, therefore the less unskilled people you hire, the less it affects the actual level.

Moreover, you can hereby find other HR-related costs. To the Personal costs belong the wages and overtime. Administrative costs are divided into hiring expenditures, dismissing and fluctuation expenditures.

## Marketing

Advertising is one of the key elements of brand building. In the game, you have 3 possibilities to choose from and make decisions about how much money you spend on each.

The Brand index shows how customers perceive your promotions and advertisements. Its value ranges from 0% to 100%, where 0% means that you have no marketing activities, whereas 100% indicates that all customers know your brand and services perfectly. The higher the evaluation, the more customers purchase from you. On the other hand, the more money you spend, the less effective your promotion will be.

## Projects

The SnowHotel complex can be improved by projects, as well as you can offer special services for your customer base. You may also take useful steps toward environmental-friendly management.

In each period, the number of projects is limited, that is why setting up the order of them is highly recommended at the beginning. Once a project is launched it cannot be shut down. The capacity effects will be done in the starting year, and the demand effects will work from the starting year till the end of the game.