

Case study example

[Business](#), [Management](#)



Answer Gunter's assumption of the problem of turnover was positive because he believed that turnover needed to be addressed innovatively and looked from new perspective. His effort to seek fresh look from strangers to the industry problem was highly creative and provided him with wider scope of looking at the issue as opportunity rather than problem.

The hospitality literature was pessimistic about turnover and saw it as chronic problem which was always there and must be endured. The need to address it was important but inability to evolve solution was thought to be difficult because of its chronic nature in hospitality industry.

Consultant, while not very well versed with the issues in hospitality industry, was nevertheless of the view that if turnover is a recurring or chronic problem, one must tackle it differently. In this case, while turnover was recognized as consistent problem, recruitment remained the only solution.

Answer 2

Gunter's assumption that issue needed to be looked from different perspective was correct. Consultant's advice inspired him to investigate turnover and ex employees who had left for better prospects. The resort was seen as major training institute by other resorts who thought of Green Mountain's alumni employees as top performers. Hence, Gunter took new recruits as opportunity to get hard working and committed workers. The recruits as career building would be able to give excellent level of service and thereby, contribute to resort's success. It was sound strategy because there will not be shortage of potential top performers as they would continue to wait for their enlistment in the resort. Recruits are motivated because

working in the resort is good for career advancement.

(words: 274)