[Assessment #2] **Case study: Operating an eco-lodge with competitive advantages (55%)**

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| **Mode** | Individual Report (4,000 words) + one page handout |
| **Deadline** | By Week 13: 2pm, Fri, 28th Oct, 2022 |
| **Task Description** | The Australian accommodation sector is benefited from the natural beauty and diversity of landscapes, from ancient rainforests to the heritage-listed Great Barrier Reef. However, the same accommodation sector simultaneously suffers from extreme weather events and natural disasters like cyclones, floods, and bushfires. These natural disasters incur not only environmental threats but high economic risks. The ‘Black Summer’ bushfires hit Binna Burra Lodge on 8th Sep 2019 and affected business viability, destroying most of the heritage listed buildings (Cotterell & Gardiner, 2019). On 21st June 2022, the [Queensland Government](https://www.binnaburralodge.com.au/news/qld-government-will-provide-funding-support-to-rebuild-the-historic-binna-burra-lodge/) announced that it will provide funding support of $18 million to rebuild the historic, heritage listed Binna Burra Lodge and cabins.  You are required to write a real industry case study of Binna Burra Lodge about its post-disaster capability building from the operational perspective. Several research tasks of this assessment include:   1. **Study** Binna Burra Lodge. Describe its location, source market after the bushfires, organisational size and characteristics, ownership, organisational structure, the role of each department (in-house vs outsourcing), workforce structure (full-time, parti-time, and casual ratio), cultural and historical assets, and the company’s relationship with the local community. (800 words) 2. **Conduct a SWOT analysis** for Binna Burra Lodge and **identify its operational problems**. Discuss its strengths, weaknesses, opportunities, and threats after the bushfire which has seriously affected its operations since 2019. Please search relevant online information (e.g., media data, government reports, media release of the company, etc.) to justify your analysis and findings. (1200 words) 3. **Develop business recovery and innovation recommendations** to help Binna Burra Lodge’s operations based on your SWOT analysis and identified problems. Innovative recommendations can include, but not limited to, the change of their business model or ownership, the change of the way they operate the lodge, the creative F&B experience design with limited resources, themed events aligned with their business goal, and many other hospitality operations innovations. Using examples, explain how your recommendations can address the identified problems and improve its competitive advantage, discuss how feasible your recommendations are in terms of return of investment. (2000 words) 4. **Design a one-page handout** to communicate your recommendations to the lodge operators. (Exclude in the word limit)   (Industry guest talk will be offered to help you develop a good understanding about Binna Burra Lodge and its post-bushfire recovery needs). |
| **Referencing** | Referencing style is APA. *Direct quotations* should be used sparingly and must be placed in quotations and referenced appropriately (including page numbers). |
| **Format** | 1.5 line spacing, 12 point, Times New Roman/Arial. 4,000 words are including tables and figures, but excluding references, appendices, and one-page handout |
| **Marking Criteria** | A detailed marking criteria sheet for this assessment item will be uploaded to your course Blackboard. Further details will also be discussed in class. Online submission via Blackboard. |