

Competency standard

UNIT TITLE: DEVELOP A MARKETING STRATEGY AND COORDINATE SALES ACTIVITIES		NOMINAL HOURS: 100
UNIT NUMBER: D1.HCS.CL6.01 D1.HSM.CL5.03 D2.TTA.CL2.09 D2.TCS.CL5.05		
UNIT DESCRIPTOR: This unit deals with the skills and knowledge required for developing a marketing strategy and coordinating sales activities in a range of settings within the hotel and travel industries.		
ELEMENTS AND PERFORMANCE CRITERIA	UNIT VARIABLE AND ASSESSMENT GUIDE	
<p>Element 1. Collect and analyse information on the business environment</p> <p>1.1 Identify and <i>analyse information</i> on expected market growth or decline with associated risk factors</p> <p>1.2 Gather and <i>analyse comparative market information</i></p> <p>1.3 Identify and analyse industry and customer <i>trends and developments</i>, including emerging issues and technology</p> <p>1.4 Identify and analyse the <i>legal and ethical constraints</i> of the market and potential business impacts</p> <p>1.5 Identify and analyse <i>capabilities and resources</i></p> <p>1.6 Record and report information in accordance with enterprise requirements</p>	<p>Unit Variables</p> <p>The Unit Variables provide advice to interpret the scope and context of this unit of competence, allowing for differences between enterprises and workplaces. It relates to the unit as a whole and facilitates holistic assessment.</p> <p>This unit applies to developing a marketing strategy and coordinating sales activities within the labour divisions of the hotel and travel industries and may include:</p> <ol style="list-style-type: none"> 1. Front Office 2. Housekeeping 3. Food and Beverage Service 4. Food Production 5. Travel Agencies 6. Tour Operation <p><i>Analyse</i> refers to analysis activities for a specific market and may include consideration of:</p> <ul style="list-style-type: none"> • Location • Product and service mix 	

<p>Element 2. Prepare marketing strategies or plans</p> <p>2.1 Identify and analyse opportunities based on internal and external market analysis</p> <p>2.2 Develop <i>marketing and sales strategies</i> that are consistent with the direction, values and business plans of the enterprise</p> <p>2.3 Develop strategies in consultation with <i>key stakeholders</i> that clearly identify <i>business goals and outcomes</i></p> <p>2.4 Prepare marketing strategies that reflect legal and ethical constraints</p> <p>2.5 Provide timely opportunities for <i>colleagues</i> to contribute to the <i>marketing plan and approach</i></p> <p>2.6 Submit marketing plan for approval in accordance with enterprise policy</p>	<ul style="list-style-type: none"> • Packaging or presentation • Quality factors (time, cost, variations) • Access • Continuity. <p><i>Information</i> may include:</p> <ul style="list-style-type: none"> • Current performance data • Sales and contracts • Forecasted trends and opportunities • Available resource commitments and capacity. <p><i>Analyse comparative market information</i> may relate to:</p> <ul style="list-style-type: none"> • Best practice information • Benchmarking • Competitor information. <p><i>Trends and developments</i> may be</p>
<p>Element 3. Implement and monitor marketing activities and sales strategies</p> <p>3.1 Define and communicate clearly all priorities, responsibilities, timelines and budgets, involving all appropriate colleagues</p> <p>3.2 Implement and monitor actions detailed in the plan/s in a cost-efficient manner and according to schedule and <i>contingencies</i></p> <p>3.3 Produce <i>reports</i> in accordance with enterprise policy</p>	<ul style="list-style-type: none"> • Economic • Ecological/environmental • Government activities • Social and cultural • Demographic • Technological • Industrial. <p><i>Legal and ethical constraints</i> may include</p> <ul style="list-style-type: none"> • Legislation

3.4 Share information on *marketing activities and sales strategies* with staff to maintain awareness of current enterprise focus

Element 4. Implement sales policies and procedures

4.1 Implement and monitor adherence to *enterprise policy and procedures* and *relevant legislation* in regard to selling

4.2 Implement and monitor organisation policy and procedures in regard to sales transactions

4.3 Monitor *team* to ensure information is entered into point of sale equipment accurately

4.4 Monitor team to ensure the efficient and safe handling of goods through point of sale areas

4.5 Monitor team to ensure that products and services are matched to *customers'* needs

Element 5. Monitor achievement of sales targets, *business goals and outcomes*

5.1 Monitor and record individual and department sales targets according to *enterprise policy and procedures*

5.2 Monitor and record sales results in line with sales targets and according to enterprise policy and procedures

- Regulation
- Codes of practice
- Cultural expectations and influences
- Social responsibilities, e.g. Protection of children and environmental issues.

Capabilities and resources may include

- Human resources
- Financial resources
- Equipment capacity
- Staff skill levels
- Hours of operation
- Communication capabilities
- Location/position
- E-business capacity.

Marketing and sales strategies may be for:

- A new or existing, specific product or service
- A small/medium sized business enterprise
- A destination
- A single event

Marketing strategies state how marketing objectives will be achieved and may include:

- Status quo
- Intense growth
- Integrated growth
- Diversification

5.3 Provide *feedback to management and staff* on sales performance in relation to sales targets and planning

Element 6. Determine factors affecting attainment of sales targets

6.1 Regularly monitor progress towards sales targets

6.2 Evaluate *factors affecting sales performance* against the agreed sales targets

6.3 Anticipate and address factors likely to impinge upon attainment of sales targets

6.4 Approve amended or new sales targets according to business policy and procedures

Element 7. Conduct ongoing evaluation

7.1 Evaluate marketing and sales activities using *agreed parameters and benchmarks*

7.2 Make adjustments in accordance with evaluation

7.3 Communicate and implement agreed changes promptly

- Market penetration
- Product or market development

and may address:

- Product
- Price
- Promotion
- Distribution
- Demand
- Target market.

Key stakeholders may include:

- Owner/s
- Board of directors
- Managers
- Supervisors
- Finance staff
- Marketing personnel
- Human resource staff
- Information Technology staff
- Production staff.

Business goals and outcomes may include:

- Key performance indicators
- Strategic objectives
- Price

- Market and sales indicators
- Brand value
- Quality standards and criteria
- Performance benchmarks
- Milestones.

Colleagues may include:

- Full-time, part-time, casual or contract staff
- People with varying degrees of language and literacy
- People from a range of cultural, social and ethnic backgrounds
- People with a range of responsibilities and job descriptions.

Marketing plan and approach should include quantitative statements in terms of:

- Profit
- Volume
- Value
- Market share

Usually stated by:

- Product
- Segment
- Overall.

Contingencies may relate to:

- Plans to deal with uncontrollable business factors
- Challenges, issues, barriers.

Reports may relate to:

- Product or service
- Merchandising and sales strategy
- Promotional strategies and their duration, cycle, territory coverage and product or service focus
- Market research
- Sales performance
- Business performance.

Marketing activities may include:

- Mass marketing
- Differentiated target marketing
- Product variety marketing
- E-business.

Sales strategies may include:

- Promotional activities
- Sales techniques
- Territory management
- Rapport building
- Product knowledge
- Administration procedures and requirements
- Time management
- Negotiation skills.

Enterprise policy and procedures in regard to:

- Selling products and services
- Sales transactions
- Reporting.

Relevant legislation may include:

- Tobacco laws
- Liquor laws
- Industry codes of practice
- Occupational health, safety and welfare
- Pricing procedures, including tax requirements
- Trading hours
- Transport, storage and handling of goods.

A *team* may include:

- Small work teams
- Business team
- Full-time, part-time, casual or contract staff
- People with varying degrees of language and literacy
- People from a range of cultural, social and ethnic backgrounds
- People with a range of responsibilities and job descriptions.

Customers may include:

- New or repeat contacts
- External or internal contacts

- Customers with routine or special requests
- People from a range of social, cultural and ethnic backgrounds and with varying physical and mental abilities.

Enterprise policy and procedures in relation to:

- Sale of products and services
- Sales planning and evaluation
- Approval processes
- Interaction with customers
- Interaction with colleagues.

Feedback to management and staff may include:

- Presentations
- Reports
- Informal meetings
- Email
- Financial reports
- Business documents
- Records of sales.

Factors affecting sales performance may include:

- Customer requirements
- Market share
- Competitor activities
- Quality of products or services

- Presentation or merchandising of the product
- Associated sales
- Associated promotions
- Promotional tie-ins or co-location
- Merchandise availability
- Logistics.

Agreed parameters and benchmarks may include:

- Volume
- Price
- Territory
- Customer accounts
- Trading terms
- Market share
- Customer satisfaction.

Assessment Guide

The following skills and knowledge must be assessed as part of this unit:

- Parameters determining successful attainment of sales targets
- Knowledge of factors affecting sales
- Knowledge of territory characteristics and features
- Knowledge of types of business customers
- Knowledge of range of products and services
- Knowledge of customer needs

- Knowledge of relevant business policy and procedures
- Ability to develop business plans and targets affecting personal sales targets
- Ability to apply business policy and procedures
- Application of ohs aspects of job
- Knowledge of and ability to apply relevant consumer law, commercial law and legislation.

Linkages To Other Units

- Monitor workplace operations
- Lead and manage people
- Manage workplace diversity
- Develop and implement a business plan
- Develop new products and services
- Manage and implement small projects
- Plan, and establish systems and procedures
- Plan, manage and conduct meetings
- Prepare business documents.

Critical Aspects of Assessment

Evidence of the following is essential:

- Demonstrated ability to access, analyse and integrate information regarding current company sales and marketing strategies
- Demonstrated ability to develop realistic sales and marketing strategies that directly relate to strategic and business planning targets
- Demonstrated ability to develop a successful marketing strategy for a product or service in consultation with relevant personnel

- Demonstrated ability to establish procedures and mechanisms to collect and report on sales and marketing strategies during the development stage
- Demonstrated ability to develop implementation procedures and review mechanisms for sales and marketing strategies
- Consistency of performance across a range of situations that demonstrates knowledge, understanding and skill in implementing the principles and practices of developing a marketing strategy and coordinating sales activities.

Resource Implications

Training and assessment to include access to a real or simulated workplace with a sales-oriented work environment; and access to workplace standards, procedures, policies, guidelines, tools and equipment. Assessment must ensure access to: relevant documentation, such as strategic plans and information on the internal and external operating environment; and a team.

Assessment Methods

The following methods may be used to assess competency for this unit:

- Case studies
- Observation of practical candidate performance
- Oral and written questions
- Portfolio evidence
- Problem solving
- Role plays
- Third party reports completed by a supervisor
- Project and assignment work.

	Key Competencies in this Unit <i>Level 1 = competence to undertake tasks effectively</i> <i>Level 2 = competence to manage tasks</i> <i>Level 3 = competence to use concepts for evaluating</i>		
	Key Competencies	Level	Examples
	Collecting, organising and analysing information	3	Source and analyse destination visitation data for its impact on a particular product or service
	Communicating ideas and information	2	Write a marketing plan
	Planning and organising activities	2	Coordinate the consultation and research phases for the development of a marketing plan
	Working with others and in teams	3	Conduct a brainstorming session to gain staff input into the planning process
	Using mathematical ideas and techniques	2	Calculate budget figures for marketing activities
	Solving problems	3	Develop new marketing approaches for products or services which have so far failed to meet performance expectations
	Using technology	2	Integrate new technology into various marketing activities