

Competency standard

UNIT TITLE: DEVELOP AND IMPLEMENT A BUSINESS PLAN		NOMINAL HOURS: 60
UNIT NUMBER: D1.HCS.CL6.05 D1.HSM.CL5.06 D2.TRM.CL9.02		
UNIT DESCRIPTOR: This unit deals with the skills and knowledge required to develop and implement a business plan in a range of settings within hotel and travel industries		
ELEMENTS AND PERFORMANCE CRITERIA	UNIT VARIABLE AND ASSESSMENT GUIDE	
<p>Element 1. Analyse the internal and external business environment</p> <p>1.1. Determine information requirements and undertake <i>research</i> to deliver <i>relevant information</i></p> <p>1.2 Consult with all internal and external <i>stakeholders</i> in the research process</p> <p>1.3 Use research to assist in the prediction of social, political, economic and technological <i>trends and developments</i></p> <p>1.4 Identify and seek <i>assistance and advice from appropriate experts</i> when necessary</p> <p>1.5 Review and analyse the existing internal <i>resources and capabilities</i></p> <p>1.6 Document and analyse business opportunities and obstacles based on valid and reliable <i>comparative market information</i></p> <p>1.7 <i>Review and analyse current and emerging competitors</i> for their potential impact</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 and implementing business plans 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 of the internal and external business environment</i> should include</p> <ul style="list-style-type: none"> • Capabilities and resources • Human resources • Financial resources • Equipment capacity • Staff skill levels 	

<p>Element 2. Formulate business plans and strategies</p> <p>2.1 Create or confirm enterprise mission, vision and purpose as the starting point for the <i>business plan</i> in consultation with stakeholders</p> <p>2.2 Establish realistic, clearly stated and measurable <i>objectives</i> for the business</p> <p>2.3 Develop appropriate <i>strategies</i> and tactics to address objectives across all <i>areas of business operation</i></p> <p>2.4 Identify and include opportunities for strategic business alliances</p> <p>2.5 Develop all aspects of the business plan to ensure the business meets relevant legal, social, environmental and ethical obligations</p> <p>2.6 Include appropriate action plans and <i>evaluation processes</i>, including key <i>performance indicators</i></p> <p>2.7 Consult with appropriate staff, management and other stakeholders to encourage support for the planning process so that all perspectives are taken into account in the development of the plan</p>	<ul style="list-style-type: none"> • Hours of operation • Communication capabilities • Location/position • Trends and developments in the marketplace such as: <ul style="list-style-type: none"> ▪ Economic ▪ Ecological/environmental ▪ Government activities ▪ Social and cultural ▪ Demographic ▪ Technological ▪ Industrial • Comparative market information • Best practice information • Benchmarking • Competitor information • Legal and ethical constraints • Legislation • Regulation
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<p>Element 3. Implement the business plan</p> <p>3.1 Communicate the <i>business objectives</i> and content of plans in a timely manner to facilitate a clear understanding of the plan and associated activities and individual responsibilities</p> <p>3.2 Use appropriate leadership techniques to <i>encourage team commitment</i> to the business plan</p> <p>3.3 Encourage staff to provide ongoing input into the business plan</p> <p>3.4 Implement and organise actions detailed in the plan in a cost-efficient manner and in accordance with schedule and <i>contingencies</i></p>	<ul style="list-style-type: none"> • Codes of practice • Cultural expectations and influences • Social responsibilities, e.g. Protection of children and environmental issues. <p><i>Research</i> may include:</p> <ul style="list-style-type: none"> • Interviewing colleagues and clients • Focus groups • Data analysis • Product sampling • Documentation reviews. <p><i>Relevant 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>Element 4. Monitor the business plan</p> <p>4.1 <i>Review the business plan</i> regularly and adjust in the light of changing circumstances</p> <p>4.2 Monitor activities detailed in the plan on an ongoing basis</p> <p>4.3 Identify and analyse successes and <i>performance</i> gaps on an ongoing basis</p> <p>4.4 Implement agreed changes to plans promptly</p> <p>4.5 Report performance in a transparent manner to all stakeholders</p>	<p><i>Stakeholders</i> may include:</p> <ul style="list-style-type: none"> • Customers • Employees • Government agencies • Owners • Suppliers • Strategic alliance partners.

Trends and developments may be

- Economic
- Ecological/environmental
- Government activities
- Social and cultural
- Demographic
- Technological
- Industrial.

Assistance and advice from appropriate experts may be sought for:

- Facts and information, e.g. Copy writer, journalist, researcher
- Legal or financial advice, e.g. Solicitor, accountant.

Resources and capabilities may include

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

Comparative market information may include:

- Best practice information
- Benchmarking
- Competitor information.

Review and analyse current and emerging competitors may relate to:

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

The business plan may be for:

- A new small business venture
- An existing small business
- A division or department of a large organisation
- A new product development initiative.

Objectives may include:

- Sales figures
- Revenues
- Delivery times
- Service standards
- Client numbers
- Client handling times
- Staff turnover
- Profit margins.

Strategies may include:

- Client development
- Geographic expansion
- Organisational growth
- Service growth
- Debt reduction
- Income development.

Areas of business operation in the business plan should include:

- Operations
- Marketing
- Technology
- Human resources/labour requirements
- Management and organisational structure
- Financial plan and projections
- Quality management.

Evaluation processes may include:

- Key performance indicators
- Gap analysis
- Customer feedback
- Compliance reports
- Employee feedback.

Performance indicators may include:

- Sales
- Return on investment
- Customer service

- Debt servicing costs.

Business objectives may include:

- Sales figures
- Revenues
- Delivery times
- Service standards.

Encourage team commitment may relate to:

- Clarity of purpose, such as vision, mission, goals
- Communication
- Collaboration
- Building trust
- Team involvement.

Contingencies may relate to:

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

Review the business plan may relate to:

- Quarterly reviews
- Business plan cycle
- Major events triggering a review, e.g. Change in market-place.

Performance may relate to:

- Market share
- Sales figures
- Customer satisfaction.

Assessment Guide

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

- Detailed knowledge of business planning techniques and formats
- Knowledge of the legal, social, environmental and ethical obligations and compliance issues that affect the relevant industry context or enterprise
- Detailed knowledge of the tourism and hospitality industry including current trends, structures and government policies
- Research skills to identify and analyse the broad range of issues that impact on business operations.

Linkages To Other Units

- Develop and implement operational plans
- Plan and establish systems and procedures
- Prepare business documents
- Maintain financial standards and records
- Manage legal requirements for business compliance
- Manage physical assets and infrastructure
- Lead and manage people.

Critical Aspects of Assessment

Evidence of the following is essential:

- Demonstrated ability to undertake detailed, thorough and appropriate analyses of both internal and external business environments to provide a sound basis for business planning
- Demonstrated ability to develop and implement an integrated business plan which is implemented in a tourism or hospitality context, including:
 - Demonstrated ability to collect and analyse financial performance information
 - Demonstrated ability to plan and forecast
 - Demonstrated ability to schedule activities to meet milestones
 - Demonstrated ability to research data and trends.

Context of Assessment

This unit may be assessed on or off the job:

- Assessment should include practical demonstration of the ability to develop and implement a business plan in the workplace or through a simulation activity, supported by a range of methods to assess underpinning knowledge
- Assessment must relate to the individual's work area, job role and area of responsibility
- Assessment must include project or work activities that allow the candidate to respond to multiple and varying workplace issues relevant to work area, job role and area of responsibility that allow the candidate to demonstrate knowledge and awareness of developing and implementing a business plan.

Resource Implications

Training and assessment to include access to a real or simulated commercial environment in which the business plan can be implemented; and access to workplace standards, procedures, policies, guidelines, tools and equipment.

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	Identify and analyse competitive activity
	Communicating ideas and information	3	Express complex strategies in a clear and concise format
	Planning and organising activities	3	Coordinate stakeholder involvement in the planning process
	Working with others and in teams	2	Devise strategies to ensure team commitment to business strategies
	Using mathematical ideas and techniques	2	Create financial projections and forecasts
	Solving problems	3	Adjust strategies to respond to severe and sudden budgetary constraints
	Using technology	2	Identify and analyse the optimum use of technology to achieve business objectives