

Instructional Area: Business Law (BL)

Standard: Understands business's responsibility to know, abide by, and enforce laws and regulations that affect business operations and transactions

Performance Element: Acquire knowledge of commerce laws and regulations to continue business operations.

Performance Indicators:

Explain the nature of regulations affecting the hospitality and tourism industry (BL:065) (SP)

Describe the rights of customers in the hospitality and tourism industry (BL:135) (SP)

Instructional Area: Communication Skills (CO)

Standard: Understands the concepts, strategies, and systems used to obtain and convey ideas and information

Performance Element: Manage communications efforts to protect brand viability.

Performance Indicators:

Develop a crisis management plan (CO:200) (MN)

Instructional Area: Customer Relations (CR)

Standard: Understands the techniques and strategies used to foster positive, ongoing relationships with customers

Performance Element: Foster positive relationships with customers to enhance sales.

Performance Indicators:

Explain the importance of meeting and exceeding customer/guest expectations (CR:067) (CS)

Anticipate unspoken customer needs (CR:053) (CS)

Accommodate special needs/specific requests of customers (CR:054) (CS)

Process customer/guest orders (CR:021) (CS)

Identify strategies to manage customer experience during peaks in demand (CR:038) (CS)

Maintain service standards during peaks in demand (CR:039) (CS)

Use digital media to enhance customer post-sales experience (CR:028) (SP)

Performance Element: Resolve conflicts with/for customers to encourage repeat business.

Performance Indicators:

Describe customer-service challenges in the hospitality and tourism industry (CR:043) (CS)

Resolve hospitality and tourism related conflicts for customers (CR:044) (CS)

Explain the nature of guest recovery (CR:045) (CS)

Determine strategies for resolving customer-service situations (CR:046) (SP)

Resolve sensitive/dangerous customer-service situations (CR:047) (MN)

Resolve compromising/fraudulent customer-service situations (CR:048) (MN)

Performance Element: Reinforce company's image to exhibit the company's brand promise.

Performance Indicators:

Explain the nature of customer service in the hospitality and tourism industry (CR:049) (CS)

Identify factors affecting customer-service practices in hospitality and tourism (CR:051) (CS)

Identify factors associated with positive customer experiences (CR:052) (CS)

Deliver positive moments of truth (CR:055) (CS)

Instructional Area: Economics (EC)

Standard: Understands the economic principles and concepts fundamental to business operations

Performance Element: Understand the nature of business to show its contributions to society.

Performance Indicators:

Explain the relationship between the economy and hospitality and tourism (EC:136) (SP)

Instructional Area: Emotional Intelligence (EI)

Standard: Understands techniques, strategies, and systems used to foster self-understanding and enhance relationships with others

Performance Element: Develop personal traits to foster career advancement.

Performance Indicators:

Describe personal traits important to success in hospitality and tourism (EI:090) (PQ)

Instructional Area: Financial Analysis (FI)

Standard: Understands tools, strategies, and systems used to maintain, monitor, control, and plan the use of financial resources

Performance Element: Implement accounting procedures to track money flow and to determine financial status.

Performance Indicators:

Determine product-line profitability (FI:322) (MN)

Performance Element: Manage financial resources to ensure solvency.

Performance Indicators:

Discuss considerations in accepting credit-card payments (FI:789) (SP)

Calculate credit-card processing costs (FI:790) (SP)

Interpret cash-flow statements (FI:541) (SP)

Monitor business's profitability (FI:542) (MN)

Performance Element: Maintain cash controls to track cash flow.

Performance Indicators:

Explain cash control procedures (e.g., signature cards, deposit slips, internal/external controls, cash clearing, etc.) (FI:113) (CS)

Reconcile cash (FI:396) (CS)

Set up cash collection and deposit systems (FI:785) (MN)

Instructional Area: Human Resources Management (HR)

Standard: Understands the tools, techniques, and systems that businesses use to plan, staff, lead, and organize its human resources

Performance Element: Control human resources management activities to maintain workforce standards.

Performance Indicators:

Manage employee turnover (HR:512) (MN)

Performance Element: Understand staff issues/problems to enhance productivity and improve employee relationships.

Performance Indicators:

Explain labor-relations issues (HR:452) (SP)

Discuss issues associated with workplace diversity (e.g., ethnic, generational, religious, gender) (HR:515) (SP)

Instructional Area: Marketing (MK)

Standard: Understands the tools, techniques, and systems that businesses use to create exchanges and satisfy organizational objectives

Performance Element: Understand marketing's role and function in business to facilitate economic exchanges with customers.

Performance Indicators:

Differentiate between service marketing and product marketing (MK:008) (CS)

Instructional Area: Information Management (NF)

Standard: Understands tools, strategies, and systems needed to access, process, maintain, evaluate, and disseminate information to assist business decision-making

Performance Element: Utilize information-technology tools to manage and perform work responsibilities.

Performance Indicators:

Explain ways that technology impacts the hospitality and tourism industry (NF:060) (PQ)

Describe the impact of mobile technology on the hospitality and tourism industry (NF:313) (SP)

Use database for information analysis (NF:185) (SP)

Use software to automate services (NF:106) (SP)

Use analytical tracking tools (NF:205) (SP)

Performance Element: Acquire information to guide business decision-making.

Performance Indicators:

Explain the need for hospitality and tourism business information (NF:279) (CS)

Describe current issues and trends in the hospitality and tourism industry (NF:048) (SP)

Identify information monitored for business decision making (NF:280) (SP)

Explain sources of secondary hospitality and tourism information (NF:281) (SP)

Explain types of primary hospitality and tourism market information (NF:282) (SP)

Performance Element: Understand data-collection methods to evaluate their appropriateness for a business problem/issue.

Performance Indicators:

Describe methods used to collect hospitality and tourism business information (e.g., observations, mail, telephone, Internet, discussion groups, interviews) (NF:283) (SP)

Performance Element: Collect secondary business data to ensure accuracy and adequacy of information for hospitality and tourism decision-making.

Performance Indicators:

Obtain business information from customer databases (NF:284) (CS)

Identify challenges with the use of unstructured business data (NF:285) (SP)

Obtain hospitality and tourism information from online sources (e.g., search engines, online databases, blogs, forums, listservs, web analytics, social media, geolocation services) (NF:286) (SP)

Track environmental changes that impact hospitality and tourism (e.g., technological changes, guest trends, economic changes, regulatory changes) (NF:287) (SP)

Monitor hospitality and tourism sales data (NF:288) (SP)

Performance Element: Interpret research data into information for business decision-making.

Performance Indicators:

Explain the use of descriptive statistics in business decision making (NF:236) (SP)

Interpret descriptive statistics for business decision making (NF:237) (SP)

Performance Element: Report findings to communicate information to others.

Performance Indicators:

Display hospitality and tourism data in charts/graphs or in tables (NF:289) (SP)

Prepare and use presentation software to aid in making oral reports (NF:290) (SP)

Present hospitality and tourism findings orally (NF:291) (SP)

Prepare written reports for hospitality and tourism decision-making (NF:292) (SP)

Instructional Area: Operations (OP)

Standard: Understands the processes and systems implemented to monitor, plan, and control the day-to-day activities required for continued business functioning

Performance Element: Implement safety procedures to minimize loss.

Performance Indicators:

Handle emergency situations in hospitality and tourism (OP:119) (CS)

Provide first-aid (OP:657) (CS)

Identify factors affecting evacuation procedures/protocols (OP:527) (SP)

Performance Element: Implement security policies/procedures to minimize chance for loss.

Performance Indicators:

Explain security considerations in the hospitality and tourism industry (OP:115) (CS)

Identify credit card fraud prevention methods (OP:653) (CS)

Explain the nature of identity theft controls (OP:654) (CS)

Performance Element: Comply with security rules, regulations, and codes (e.g., property, privacy, access, confidentiality) to protect customer and company information, reputation, and image.

Performance Indicators:

Comply with strategies for protecting business' digital assets (e.g., website, social media, email, etc.) (OP:517) (SP)

Comply with strategies to protect digital customer data (e.g., information about customers, customers' credit-card numbers, passwords, customer transactions) (OP:518) (SP)

Performance Element: Develop policies/procedures to protect workplace security.

Performance Indicators:

Coordinate money handling (OP:655) (SU)

Monitor cash-handling procedures (OP:656) (MN)

Develop procedures for safeguarding cash (OP:528) (MN)

Performance Element: Implement purchasing activities to obtain business supplies, equipment, resources, and services.

Performance Indicators:

Describe types of purchase orders (OP:250) (CS)

Discuss types of inventory (OP:336) (CS)

Performance Element: Determine technology security strategies needed to protect customer information and company image.

Performance Indicators:

Evaluate strategies for protecting business' digital assets (e.g., website, social media, email, etc.), customer data, and other protected information (OP:473) (MN)

Develop strategies to protect digital data (OP:105) (MN)

Performance Element: Implement expense-control strategies to enhance a business's financial wellbeing.

Performance Indicators:

Track invoices (OP:184) (CS)

Performance Element: Acquire foundational knowledge of distribution to understand its role and function.

Performance Indicators:

Explain the nature and scope of distribution (OP:522) (CS)

Explain the concept of place (distribution) in the hospitality and tourism industry (OP:529) (CS)

Explain the relationship between customer service and distribution (OP:523) (CS)

Performance Element: Manage facilities to reduce costs and minimize social impact.

Performance Indicators:

Practice safe and sanitary handling/disposal of wastes/recyclables (OP:134) (PQ)

Identify environmental sustainability issues in hospitality and tourism (OP:658) (SP)

Instructional Area: Professional Development (PD)

Standard: Understands concepts, tools, and strategies used to explore, obtain, and develop in a business career

Performance Element: Acquire industry knowledge to aid in making career choices.

Performance Indicators:

Describe the nature of the hospitality and tourism industry (PD:111) (CS)

Describe the development of the hospitality and tourism industry (PD:105) (CS)

Explain the roles and responsibilities of hospitality and tourism organizations (PD:398) (CS)

Describe the interdependence of segments of the hospitality and tourism industry (PD:399) (SP)

Performance Element: Acquire foundation knowledge of hospitality and tourism processes and activities to facilitate workplace activities.

Performance Indicators:

Discuss the role of ethics in hospitality and tourism (PD:400) (SP)

Performance Element: Acquire information about hospitality and tourism to aid in making career choices.

Performance Indicators:

Explain career opportunities in hospitality and tourism (PD:272, LAP-PD-272) (CS)

Instructional Area: Strategic Management (SM)

Standard: Understands tools, techniques, and systems that affect a business's ability to plan, control, and organize an organization/department

Performance Element: Recognize management's role to understand its contribution to business success.

Performance Indicators:

Discuss the nature of managerial planning (SM:063) (SP)

Explain managerial considerations in organizing (SM:064, LAP-SM-064) (SP)

Describe managerial considerations in staffing (SM:065, LAP-SM-065) (SP)

Discuss managerial considerations in directing (SM:066, LAP-SM-066) (SP)

Instructional Area: Knowledge Management (KM)

Standard: Understands the systems, strategies, and techniques used to collect, organize, analyze, and share information known in an organization

Performance Element: Use knowledge management strategies to improve the performance and competitive advantage of an organization.

Performance Indicators:

Identify techniques that can be used to capture and transfer knowledge in an organization (KM:005) (SP)

Develop operations manual (KM:026) (MN)

Instructional Area: Product/Service Management (PM)

Standard: Understands the concepts and processes needed to obtain, develop, maintain, and improve a product or service mix in response to market opportunities and to build brand for the organization

Performance Element: Acquire a foundational knowledge of product/service management to understand its nature and scope.

Performance Indicators:

Explain the concept of product in the hospitality and tourism industry (PM:081) (CS)

Explain the nature and scope of the product/service management function (PM:001, LAP-PM-017) (SP)

Performance Element: Apply quality assurances to enhance product/service offerings.

Performance Indicators:

Explain guarantees in hospitality and tourism (PM:314) (CS)

Performance Element: Employ product-mix strategies to meet customer expectations.

Performance Indicators:

Describe services offered by the hospitality and tourism industry (PM:095) (CS)

Explain the concept of product mix (PM:003, LAP-PM-003) (SP)

Describe the nature of product bundling (PM:041) (SP)

Explain the nature of product extensions in the hospitality and tourism industry (PM:099) (SP)

Performance Element: Position company to acquire desired business image.

Performance Indicators:

Explain the nature of corporate branding (PM:206, LAP-PM-206) (SP)

Describe the role of customer voice in hospitality and tourism branding (PM:317) (SP)

Performance Element: Analyze vendor performance to choose vendors and goods/services.

Performance Indicators:

Evaluate vendors' goods and services (PM:239) (SP)

Choose hospitality and tourism vendors (PM:318) (SP)

Negotiate terms with hospitality and tourism suppliers (PM:319) (SP)

Performance Element: Position products/services to acquire desired business image.

Performance Indicators:

Explain the nature of product/service branding (PM:021, LAP-PM-021) (SP)

Communicate core values of product/service (PM:214) (SP)

Identify product's/service's competitive advantage (PM:246) (SP)

Analyze customer touchpoints' impact on brand strategy (PM:315) (MN)

Evaluate consistency in delivering brand values and service guarantees (PM:316) (MN)

Instructional Area: Market Planning (MP)

Standard: Understands the concepts and strategies utilized to determine and target marketing strategies to a select audience

Performance Element: Select target market appropriate for product/business to obtain the best return on marketing investment (ROMI).

Performance Indicators:

Explain the concept of market and market identification (MP:003, LAP-MP-003) (CS)

Identify ways to segment hospitality and tourism markets (MP:035) (CS)

Performance Element: Employ marketing-information to plan marketing activities.

Performance Indicators:

Explain the use of marketing strategies in hospitality and tourism (MP:041) (SP)

Instructional Area: Pricing (PI)

Standard: Understands concepts and strategies utilized in determining and adjusting prices to maximize return and meet customers' perceptions of value

Performance Element: Develop a foundational knowledge of pricing to understand its role.

Performance Indicators:

Explain the nature and scope of the pricing function (PI:001, LAP-PI-001) (SP)

Explain the concept of price in the hospitality and tourism industry (PI:029) (CS)

Performance Element: Employ pricing strategies to determine optimal pricing.

Performance Indicators:

Determine price objectives (PI:088) (MN)

Calculate break-even point (PI:006, LAP-PI-006) (MN)

Negotiate charges with vendors (PI:051) (MN)

Select pricing strategies (PI:046) (MN)

Determine discounts and allowances that can be used to adjust base prices (PI:022) (MN)

Set prices (PI:007) (MN)

Adjust prices to maximize profitability (PI:008) (MN)

Performance Element: Assess pricing strategies to identify needed changes and to improve profitability.

Performance Indicators:

Evaluate pricing decisions (PI:057) (MN)

Instructional Area: Promotion (PR)

Standard: Understands the concepts and strategies needed to communicate information about products, services, images, and/or ideas to achieve a desired outcome

Performance Element: Acquire a foundational knowledge of promotion to understand its nature and scope.

Performance Indicators:

Explain the role of promotion as a marketing function (PR:001, LAP-PR-002) (CS)

Explain the types of promotion (i.e., institutional, product) (PR:002, LAP-PR-004) (CS)

Identify the elements of the promotional mix (PR:003, LAP-PR-001) (SP)

Describe the concept of promotion in the hospitality and tourism industry (PR:121) (CS)

Explain promotional methods used by the hospitality and tourism industry (PR:082) (SP)

Explain the relationship between promotion and brand (PR:422) (SP)

Instructional Area: Quality Management (QM)

Standard: Understands the need for standards and the strategies and techniques used to implement, monitor, and evaluate them

Performance Element: Understand the role and function of quality management to obtain a foundational knowledge of its nature and scope.

Performance Indicators:

Explain the nature of quality management (QM:001, LAP-QM-001) (SP)

Discuss the need for continuous improvement of the quality process (QM:003) (SP)

Instructional Area: Risk Management (RM)

Standard: Understands risk-management strategies and techniques used to minimize business loss

Performance Element: Explore risk control to understand its relationship to risk management.

Performance Indicators:

Discuss the nature of risk control (i.e., internal and external) (RM:058) (SP)

Performance Element: Manage risk to protect a business's well-being.

Performance Indicators:

Describe types of indicators used to manage business risk (e.g., key risk indicators, key performance indicators, key process indicators) (RM:088) (SP)

Discuss the nature of enterprise risk management (ERM) (RM:062) (SP)

Coordinate contingency planning (RM:068) (MN)

Evaluate contingency planning (RM:069) (MN)

Select risk-management strategies (RM:089) (MN)

Instructional Area: Selling (SE)

Standard: Understands the concepts and actions needed to determine client needs and wants and respond through planned, personalized communication that influences purchase decisions and enhances future business opportunities

Performance Element: Acquire a foundational knowledge of selling to understand its nature and scope.

Performance Indicators:

Explain the nature and scope of the selling function (SE:017, LAP-SE-017) (CS)

Explain the role of customer service as a component of selling relationships (SE:076, LAP-SE-076) (CS)

Explain company selling policies (SE:932, LAP-SE-932) (CS)

Explain key factors in building a clientele (SE:828, LAP-SE-828) (SP)

Performance Element: Acquire product knowledge to communicate product benefits and to ensure appropriateness of product for the customer.

Performance Indicators:

Acquire product information for use in selling (SE:062, LAP-SE-062) (CS)

Performance Element: Understand sales processes and techniques to enhance customer relationships and to increase the likelihood of making sales.

Performance Indicators:

Explain the selling process (SE:048, LAP-SE-048) (CS)

Performance Element: Employ sales processes and techniques to enhance customer relationships and to increase the likelihood of making sales.

Performance Indicators:

Establish relationship with hospitality and tourism customer/guest (SE:499) (CS)

Determine hospitality and tourism customer/guest needs (SE:500) (CS)

Explain factors that motivate people to choose a hospitality and tourism site (SE:220) (SP)

Recommend hospitality and tourism services (SE:221) (SP)

Up-sell to enhance customer experience (SE:476) (SP)

Performance Element: Implement support activities to facilitate the selling process.

Performance Indicators:

Process telephone orders in hospitality and tourism (SE:477) (CS)

Process special orders in hospitality and tourism (SE:478) (CS)

Sell gift certificates in hospitality and tourism (SE:479) (CS)

Performance Element: Collect payment from customer to complete customer transaction.

Performance Indicators:

Process complimentary offers and coupons/discounts (SE:149) (CS)

Process sales transactions (e.g., cash, credit, check) (SE:329) (CS)

Instructional Area: Business Law (BL)

Standard: Understands business's responsibility to know, abide by, and enforce laws and regulations that affect business operations and transactions

Performance Element: Acquire foundational knowledge of business laws and regulations to understand their nature and scope.

Performance Indicators:

Describe legal issues affecting the event management industry (BL:165) (SP)

Performance Element: Understand tax laws and regulations to adhere to government requirements.

Performance Indicators:

Describe the nature of tax regulations affecting events (BL:166) (SP)

Performance Element: Apply knowledge of business contracts to establish business relationships.

Performance Indicators:

Issue a service/goods contract (BL:087) (MN)

Comply with intellectual-property use restrictions (BL:167) (MN)

Instructional Area: Communication Skills (CO)

Standard: Understands the concepts, strategies, and systems used to obtain and convey ideas and information

Performance Element: Write internal and external business correspondence to convey and obtain information effectively.

Performance Indicators:

Solicit event sponsors/vendors/speakers (CO:211) (SP)

Write funding requests (CO:212) (SP)

Respond to proposals (CO:213) (MN)

Instructional Area: Customer Relations (CR)

Standard: Understands the techniques and strategies used to foster positive, ongoing relationships with customers

Performance Element: Foster positive relationships with customers to enhance company image.

Performance Indicators:

Identify factors affecting attendee satisfaction with events (CR:056) (SP)

Instructional Area: Economics (EC)

Standard: Understands the economic principles and concepts fundamental to business operations

Performance Element: Analyze cost/profit relationships to guide business decision-making.

Performance Indicators:

Describe the impact of unions on the event industry (EC:053) (SP)

Instructional Area: Financial Analysis (FI)

Standard: Understands tools, strategies, and systems used to maintain, monitor, control, and plan the use of financial resources

Performance Element: Use risk management products to protect a business's financial well-being.

Performance Indicators:

Explain the need for event insurance (FI:793) (SP)

Performance Element: Manage financial resources to ensure solvency.

Performance Indicators:

Describe the nature of event budgeting (FI:794) (SP)

Develop event budget (FI:795) (SP)

Forecast revenue (FI:796) (MN)

Determine economic impact of events (FI:797) (MN)

Instructional Area: Human Resources Management (HR)

Standard: Understands the tools, techniques, and systems that businesses use to plan, staff, lead, and organize its human resources

Performance Element: Adjust the staffing capacity of an organization to meet predicted demands.

Performance Indicators:

Identify alternative staffing options (HR:557) (SP)

Determine staffing needs for events (HR:558) (SP)

Develop staffing plan to meet predicted demand (HR:559) (MN)

Performance Element: Manage staff growth and development to increase productivity and promote customer/guest satisfaction

Performance Indicators:

Orient volunteers (HR:560) (SU)

Coach volunteers (HR:561) (SU)

Supervise volunteers (HR:562) (SU)

Performance Element: Utilize techniques to staff an event

Performance Indicators:

Evaluate event volunteer needs (HR:563) (SP)

Staff key volunteer positions for events (HR:564) (MN)

Instructional Area: Marketing (MK)

Standard: Understands the tools, techniques, and systems that businesses use to create exchanges and satisfy organizational objectives

Performance Element: Understand marketing's role and function in business to facilitate economic exchanges with customers.

Performance Indicators:

Explain the nature of event marketing (MK:024) (CS)

Instructional Area: Information Management (NF)

Standard: Understands tools, strategies, and systems needed to access, process, maintain, evaluate, and disseminate information to assist business decision-making

Performance Element: Utilize information-technology tools to manage and perform work responsibilities.

Performance Indicators:

Utilize project-management software (NF:130) (SP)

Explain the role of event management systems (NF:293) (SP)

Discuss event registration and attendee management systems (NF:294) (SP)

Demonstrate secure document sharing applications (NF:295) (SP)

Utilize mobile applications for event participation (NF:296) (SP)

Use event-management tools to monitor and communicate event planning progress (NF:297) (SP)

Establish specifications for event mobile applications (NF:298) (MN)

Instructional Area: Operations (OP)

Standard: Understands the processes and systems implemented to monitor, plan, and control the day-to-day activities required for continued business functioning

Performance Element: Implement purchasing activities to obtain business supplies, equipment, resources, and services.

Performance Indicators:

Determine event-hosted merchandise/products to buy (OP:534) (SP)

Determine quantities of event-hosted merchandise/products to buy (OP:535) (SP)

Purchase event-hosted merchandise/products for resale (OP:536) (SP)

Performance Element: Implement organizational skills to improve efficiency and work flow.

Performance Indicators:

Coordinate design of event-related activities (OP:532) (SP)

Coordinate design of event-related materials (OP:533) (SP)

Instructional Area: Professional Development (PD)

Standard: Understands concepts, tools, and strategies used to explore, obtain, and develop in a business career

Performance Element: Acquire industry knowledge to aid in making career choices.

Performance Indicators:

Explain types of events (PD:346) (SP)

Describe the nature of the event industry (PD:347) (SP)

Performance Element: Participate in career planning to enhance job-success potential.

Performance Indicators:

Describe the duties of event planners (PD:348) (SP)

Explain employment opportunities in event planning (PD:349) (SP)

Describe the duties of event managers (PD:350) (SP)

Explain employment opportunities in event management (PD:351) (SP)

Performance Element: Utilize career-advancement activities to enhance professional development.

Performance Indicators:

Explain the services of professional organizations in event planning and management (PD:352) (SP)

Employ career-advancement strategies in event planning and management (PD:353) (SP)

Explain certifications available to event planners and managers (PD:354) (SP)

Instructional Area: Product/Service Management (PM)

Standard: Understands the concepts and processes needed to obtain, develop, maintain, and improve a product or service mix in response to market opportunities and to build brand for the organization

Performance Element: Position company to acquire desired business image.

Performance Indicators:

Explain the nature of event branding (PM:288) (SP)

Describe factors used to position events (PM:289) (SP)

Create social-media brand identity (PM:290) (SP)

Implement brand-development process (PM:291) (MN)

Create brand (PM:292) (MN)

Develop strategies to position events (PM:293) (MN)

Performance Element: Analyze potential vendors performance to choose those who would meet event needs.

Performance Indicators:

Analyze responses to Request for Proposals (RFP) (PM:294) (MN)

Instructional Area: Market Planning (MP)

Standard: Understands the concepts and strategies utilized to determine and target marketing strategies to a select audience

Performance Element: Develop marketing strategies to guide marketing tactics.

Performance Indicators:

Explain the concept of marketing strategies (MP:001, LAP-MP-001) (CS)

Performance Element: Select target market appropriate for product/business to obtain the best return on marketing investment (ROMI).

Performance Indicators:

Explain the concept of event market identification (MP:042) (CS)

Identify event market segments (MP:043) (SP)

Develop event participant profile (MP:044) (SP)

Instructional Area: Pricing (PI)

Standard: Understands concepts and strategies utilized in determining and adjusting prices to maximize return and meet customers' perceptions of value

Performance Element: Employ pricing strategies to determine optimal pricing.

Performance Indicators:

Explain considerations in event pricing (PI:071) (SP)

Determine cost of event (breakeven, profit margin) (PI:072) (MN)

Establish participant pricing objectives (PI:073) (MN)

Establish vendor/sponsor pricing objectives (PI:074) (MN)

Negotiate venue charges (PI:075) (MN)

Negotiate hotel/lodging rates and amenities (PI:076) (MN)

Negotiate tour packages and participant activity charges (PI:077) (MN)

Establish pricing structure (e.g., levels, discount percentages) (PI:078) (MN)

Set event prices (PI:079) (MN)

Instructional Area: Project Management (PJ)

Standard: Understands tools, techniques, and systems that are used to plan, implement, monitor, and evaluate business projects

Performance Element: Understand the foundational principles of event planning and management to recognize their roles in event success.

Performance Indicators:

Explain the nature of event planning (PJ:011) (SP)

Describe the nature of event management (PJ:012) (SP)

Explain the role of situation analysis in the event planning process (PJ:013) (SP)

Explain the role of feasibility analysis in the event planning process (PJ:014) (SP)

Performance Element: Define the event to facilitate planning and to ensure event meets intended goals.

Performance Indicators:

Conduct pre-event research (e.g., event history, event brand image, event risks) (PJ:015) (SP)

Define event concept (PJ:016) (MN)

Determine event vision, mission, and goals (PJ:017) (MN)

Identify event's stakeholders and their concerns (PJ:018) (MN)

Determine strategies to respond to and manage stakeholder concerns (PJ:019) (MN)

Set attendance or participation goals (PJ:020) (MN)

Determine sponsorship/vendor goals and objectives (PJ:021) (MN)

Determine metrics for evaluating event success (e.g., participation or attendance, revenue goals, desired sponsorships, cost containment, satisfaction levels) (PJ:022) (MN)

Establish event evaluation process (PJ:023) (MN)

Develop scope overview of event (PJ:024) (MN)

Performance Element: Determine event needs to create actionable event plan.

Performance Indicators:

Identify resources needed for event (PJ:025) (SP)

Determine accessibility needs (PJ:026) (SP)

Determine signage needs (PJ:027) (SP)

Identify audio/visual requirements (PJ:028) (SP)

Identify transportation requirements (PJ:029) (SP)

Determine on-site communication requirements (PJ:030) (SP)

Define conference room/banquet room requirements (PJ:031) (SP)

Determine guest transportation needs (PJ:032) (SP)

Identify required guest services (PJ:033) (SP)

Determine event planning timeline (PJ:034) (SP)

Determine event registration process (PJ:035) (SP)

Identify health and safety requirements (PJ:036) (SP)

Identify food and beverage requirements (PJ:037) (SP)

Determine event's required contracts, licenses, and intellectual property use restrictions (PJ:038) (MN)

Hospitality and Tourism Management Cluster

(PQ) = Prerequisite; (CS) = Career-sustaining; (SP) = Specialist; (SU) = Supervisor; (MN) = Manager; (ON) = Owner

Copyright © 2022, MBA Research and Curriculum Center

Performance Element: Create needed plans to guide event implementation.**Performance Indicators:**

- Determine site selection criteria (PJ:039) (SP)
- Determine site layout (PJ:040) (SP)
- Select event décor (PJ:041) (SP)
- Determine event amenities (PJ:042) (SP)
- Establish speaker/performer selection criteria (PJ:043) (MN)
- Develop transportation plan (PJ:044) (MN)
- Develop crowd-management plan (PJ:045) (MN)
- Develop marketing communications plan (PJ:046) (MN)
- Develop event production schedule (PJ:047) (MN)
- Develop event call sheets (PJ:048) (MN)
- Create facilities plan (PJ:049) (MN)
- Develop event specification guides (PJ:050) (MN)
- Set event budget (PJ:051) (MN)
- Create event milestone schedule (PJ:052) (MN)
- Develop event plan (PJ:053) (MN)

Performance Element: Execute event plan to achieve desired outcomes**Performance Indicators:**

- Secure guest services required to support events (PJ:054) (SP)
- Prepare materials for attendees (PJ:055) (SP)
- Secure in-house/outsourced services to support events (PJ:056) (SP)
- Complete room specification sheets (PJ:057) (SP)
- Document functional site specifications (PJ:058) (SP)
- Select speakers/performers (PJ:059) (MN)
- Select venue (PJ:060) (MN)

Performance Element: Manage pre-event logistics to help to ensure operational efficiencies.**Performance Indicators:**

- Set up banquet/conference rooms (PJ:061) (CS)
- Check audio-visual set up (PJ:062) (CS)
- Confirm vendors/speakers/sponsors/transportation (PJ:063) (SP)
- Verify site layout/specifications (PJ:064) (SP)
- Check signage/displays (PJ:065) (SP)

Performance Element: Conduct event to meet goals and objectives.

Performance Indicators:

Maintain registration area (PJ:066) (CS)
Disseminate event materials (PJ:067) (CS)
Check people into the event (PJ:068) (CS)
Accept payments (PJ:069) (CS)
Use crowd management strategies (PJ:070) (SP)
Monitor event areas (PJ:071) (SP)
Implement guest transportation plans (PJ:072) (MN)
Implement facilities plan (PJ:073) (MN)
Implement event staffing plan (PJ:074) (MN)

Performance Element: Manage post-event activities to help to ensure operational efficiencies.

Performance Indicators:

Tear down event areas (banquet rooms, meeting rooms, tents, temporary seating, staging, carpeting, etc.) (PJ:075) (CS)
Box and ship exhibition materials (PJ:076) (CS)

Performance Element: Close event to determine goal achievement and lessons learned.

Performance Indicators:

Determine whether goals/objectives were met (PJ:077) (MN)
Determine event-improvement needs (PJ:078) (MN)
Document lessons learned (PJ:079) (MN)

Instructional Area: Promotion (PR)

Standard: Understands the concepts and strategies needed to communicate information about products, services, images, and/or ideas to achieve a desired outcome

Performance Element: Understand the use of public-relations activities to communicate with targeted audiences.

Performance Indicators:

Identify types of public-relations activities (PR:252) (SP)
Discuss internal and external audiences for public-relations activities (PR:253) (SP)

Performance Element: Implement display techniques to attract customers and increase sales potential.

Performance Indicators:

Create promotional banners/signs (PR:410) (SP)
Select promotional booth configurations/specifications (PR:411) (SP)
Determine promotional gadgets/participation draws (PR:412) (SP)
Set-up promotional space (PR:413) (SP)

Performance Element: Manage promotional activities to maximize return on promotional efforts.

Performance Indicators:

Develop media schedule (PR:421) (SP)

Performance Element: Utilize word-of-mouth strategies to build brand and to promote products.

Performance Indicators:

Explain the nature of word-of-mouth (WOM) strategies (PR:319) (SP)

Discuss the role of customer voice in word-of-mouth strategies (PR:363) (SP)

Select word-of-mouth strategies appropriate for promotional objectives (PR:355) (MN)

Explain the nature of buzz-marketing (PR:317) (SP)

Develop buzz-marketing strategies (PR:229) (MN)

Performance Element: Understand the use of direct marketing to attract attention and to build brand.

Performance Indicators:

Discuss types of direct mail tactics (PR:301) (SP)

Explain the nature of email marketing tactics (PR:165) (SP)

Explain the use of social media for digital marketing (PR:365) (SP)

Describe the use of blogging for marketing communications (PR:281) (SP)

Explain the use of video/images for digital marketing (PR:366) (SP)

Describe mobile marketing tactics (PR:276) (SP)

Explain mobile marketing applications (PR:367) (SP)

Discuss the use of search-engine optimization tactics for digital marketing (PR:299) (SP)

Performance Element: Develop content for use in marketing communications to create interest in product/business/idea.

Performance Indicators:

Describe participation factors evaluated by event sponsors/speakers (PR:399) (SP)

Identify effective promotional headlines (PR:400) (SP)

Explain the use of storytelling in promoting events (PR:401) (SP)

Discuss effective print promotional content (PR:414) (SP)

Describe effective electronic promotional content (PR:415) (SP)

Write promotional content for use on the website (PR:416) (SP)

Write promotional content for use in social media (PR:417) (SP)

Repurpose promotional content for use in multiple platforms (PR:418) (SP)

Develop promotional messages for targeted audience (PR:419) (MN)

Design event-related materials (PR:402) (SP)

Develop requests for proposals (RFPs) to solicit interest in event participation (PR:403) (MN)

Create sponsorship package materials (PR:404) (MN)

Performance Element: Understand design principles to be able to communicate needs to designers.

Performance Indicators:

- Describe the use of color in advertisements (PR:123) (SP)
- Describe the elements of design (PR:222) (SP)
- Explain the use of illustrations in advertisements (PR:322) (SP)
- Discuss the nature of typography (PR:295) (SP)
- Explain type styles used in advertisements (PR:326) (SP)
- Describe effective advertising layouts (PR:275) (SP)

Performance Element: Understand how a website presence can be used to promote business/product.

Performance Indicators:

- Explain website-development process (PR:328) (SP)
- Identify strategies for attracting targeted audience to website (PR:333) (SP)
- Identify technologies to improve website ranking/positioning on search engines/directories (PR:278) (MN)
- Explain website linking strategies (PR:327) (MN)
- Identify website design/components (PR:336) (MN)

Performance Element: Develop promotional materials to gain attention, interest, and action of clients.

Performance Indicators:

- Develop promotional brochures (PR:420) (SP)

Performance Element: Manage media planning and placement to enhance return on marketing investment.

Performance Indicators:

- Determine advertising reach of media (PR:225) (SP)
- Calculate media costs (PR:009) (SP)
- Select advertising media (PR:010) (MN)
- Choose appropriate media outlets (PR:230) (MN)
- Buy ad space/time (PR:104) (SP)
- Develop a media plan (includes budget, media allocation, and timing of ads) (PR:285) (MN)

Performance Element: Utilize publicity to inform stakeholders of business activities.

Performance Indicators:

- Write a press release (PR:057) (SP)
- Cultivate media relationships (PR:185) (SP)
- Obtain publicity (PR:055) (MN)

Performance Element: Employ sales-promotion activities to inform or remind customers of business/product.

Performance Indicators:

Participate in the design of collateral materials to promote special events (PR:234) (SP)

Select event signage (PR:407) (SP)

Determine event-related activities to engage participants (PR:408) (SP)

Promote participant packages (PR:409) (SP)

Performance Element: Utilize public-relations strategies to create positive image of organization/company.

Performance Indicators:

Plan a public-relations strategy (PR:405) (MN)

Instructional Area: Risk Management (RM)

Standard: Understands risk-management strategies and techniques used to minimize business loss

Performance Element: Manage risks to protect a business's financial well-being.

Performance Indicators:

Identify risks to successful event execution (RM:098) (SP)

Develop event contingency plan (e.g., personnel, weather, power outage, damage control) (RM:099) (MN)

Determine risk management plan (RM:100) (MN)

Instructional Area: Business Law (BL)

Standard: Understands business's responsibility to know, abide by, and enforce laws and regulations that affect business operations and transactions

Performance Element: Understand the civil foundations of the legal environment of business to demonstrate knowledge of contracts.

Performance Indicators:

Distinguish between letters of agreement and contracts (BL:168) (SP)

Explain the use of hotel management contracts (BL:169) (SP)

Performance Element: Acquire knowledge of commerce laws and regulations to continue business operations.

Performance Indicators:

Explain the nature of regulations affecting the hotel/lodging industry (BL:170) (SP)

Describe the rights of guests in the hotel/lodging industry (BL:171) (SP)

Instructional Area: Communication Skills (CO)

Standard: Understands the concepts, strategies, and systems used to obtain and convey ideas and information

Performance Element: Apply verbal skills to obtain and convey information.

Performance Indicators:

Route telephone calls (CO:214) (CS)

Instructional Area: Customer Relations (CR)

Standard: Understands the techniques and strategies used to foster positive, ongoing relationships with customers

Performance Element: Foster positive relationships with customers to enhance company image.

Performance Indicators:

Orient guests to lodging facility (CR:057) (SP)

Offer services to guests (CR:058) (SP)

Performance Element: Resolve conflicts with/for customers to encourage repeat business.

Performance Indicators:

Recommend alternative lodging facilities for guests (CR:059) (SP)

Process guest room changes (CR:060) (SP)

Resolve reservation issues (CR:061) (SP)

Instructional Area: Financial Analysis (FI)

Standard: Understands tools, strategies, and systems used to maintain, monitor, control, and plan the use of financial resources

Performance Element: Classify, record, and summarize data to produce needed financial information.

Performance Indicators:

Discuss the nature of lodging accounting systems (FI:798) (SP)

Discuss lodging tax structures (FI:799) (SP)

Explain the purpose of night audits (FI:800) (SP)

Complete a night audit (FI:801) (SP)

Reconcile accounting issues (FI:802) (SP)

Produce daily reports (FI:803) (SP)

Performance Element: Maintain cash controls to track cash flow.

Performance Indicators:

Check cashiers in/out (FI:804) (SU)

Verify banks at shift end (FI:805) (SU)

Complete bank deposits/records (FI:806) (SU)

Performance Element: Perform accounts payable functions to record, control, and disburse payments to vendors.

Performance Indicators:

Process refunds (FI:807) (SP)

Performance Element: Perform accounts receivable functions to record, control, and collect payments due from the sale of goods and services.

Performance Indicators:

Process advance deposits (FI:808) (SP)

Track credit availability/usage (FI:809) (SP)

Post charges to guest folios (FI:810) (SP)

Resolve billing/folio disputes (FI:811) (MN)

Performance Element: Utilize managerial accounting methods to guide business decision-making

Performance Indicators:

Explain metrics used to measure lodging property performance (e.g., RevPar, Average Daily Rate [ADR], Average Room Rate [ARR], occupancy rates) (FI:812) (MN)

Forecast room rates (FI:813) (MN)

Forecast occupancy rates (FI:814) (MN)

Manage yield (FI:815) (MN)

Analyze room rates (FI:816) (MN)

Analyze departmental allocations (FI:817) (MN)

Determine lodging property's financial performance (FI:818) (MN)

Instructional Area: Human Resources Management (HR)

Standard: Understands the tools, techniques, and systems that businesses use to plan, staff, lead, and organize its human resources

Performance Element: Utilize techniques to staff an organization or a department within an organization.

Performance Indicators:

Evaluate adequacy of staffing levels (HR:402) (MN)

Performance Element: Manage staff growth and development to increase productivity and employee satisfaction.

Performance Indicators:

Ensure staff understanding of responsibilities, duties, functions, and authority levels (HR:401) (SU)
Supervise unionized staff (HR:565) (SU)

Performance Element: Implement organizational skills to facilitate others' work efforts.

Performance Indicators:

Schedule staff (HR:566) (SU)

Instructional Area: Marketing (MK)

Standard: Understands the tools, techniques, and systems that businesses use to create exchanges and satisfy organizational objectives

Performance Element: Understand marketing's role and function in business to facilitate economic exchanges with customers.

Performance Indicators:

Explain the nature of hotel/lodging marketing (MK:025) (SP)

Performance Element: Acquire foundational knowledge of customer/client/business behavior to understand what motivates decision-making.

Performance Indicators:

Identify factors that influence guest experiences throughout the guest life cycle (MK:027) (SP)
Describe property features that influence customer appeal (MK:028) (SP)

Instructional Area: Information Management (NF)

Standard: Understands tools, strategies, and systems needed to access, process, maintain, evaluate, and disseminate information to assist business decision-making

Performance Element: Utilize information-technology tools to manage and perform work responsibilities.

Performance Indicators:

Explain ways that technology impacts the hotel/lodging industry (NF:299) (SP)

Explain the role and components of property management systems (NF:300) (SP)

Discuss online guest reservation systems (NF:301) (SP)

Maintain accurate guest room status/accounts (NF:302) (SP)

Utilize property management system applications (NF:303) (SP)

Describe system integration challenges in hotel management (NF:304) (SP)

Performance Element: Acquire information to guide business decision-making.

Performance Indicators:

Describe current issues and trends in the hotel/lodging industry (NF:305) (SP)

Instructional Area: Operations (OP)

Standard: Understands the processes and systems implemented to monitor, plan, and control the day-to-day activities required for continued business functioning

Performance Element: Implement safety procedures to minimize loss.

Performance Indicators:

Explain procedures for handling robbery situations (OP:113) (CS)

Handle emergency situations in hotel/lodging establishments (OP:537) (CS)

Performance Element: Implement biohazard safety procedures to minimize chance for loss.

Performance Indicators:

Identify hazardous chemicals/waste (OP:538) (CS)

Label/store hazardous chemicals/waste (OP:539) (CS)

Describe strategies for responding to biohazard incidents (OP:540) (SP)

Performance Element: Determine needed safety policies/procedures to protect employees and guests.

Performance Indicators:

Enhance guest safety through access control procedures (OP:541) (MN)

Develop policies and procedures for responsible alcohol service and intervention (OP:542) (MN)

Develop safety policies/procedures to prevent sanitation problems (OP:543) (MN)

Develop emergency procedures for a hospitality establishment (OP:544) (MN)

Performance Element: Implement security policies/procedures to minimize chance for loss.

Performance Indicators:

Explain hotel security considerations (OP:545) (SP)

Use key-control measures to protect guests (OP:546) (SP)

Performance Element: Perform daily activities to facilitate ongoing lodging operations.

Performance Indicators:

Process deliveries (OP:547) (CS)

Book and confirm room reservations (i.e., direct and indirect) (OP:548) (CS)

Modify/cancel guest reservations (OP:549) (CS)

Extend reservations (OP:550) (CS)

Complete guest check-in procedures (OP:551) (CS)

Process front-desk transactions (e.g., check cashing, valet parking, call routing, requests) (OP:552) (CS)

Process guest departures (OP:553) (CS)

Block group reservations (OP:554) (SP)

Performance Element: Implement expense-control strategies to enhance a business's financial wellbeing.

Performance Indicators:

Identify performance/productivity standards for lodging facilities (OP:556) (SP)

Select and apply metrics to measure performance/productivity (OP:557) (MN)

Performance Element: Acquire foundational knowledge of distribution to understand its role and function.

Performance Indicators:

Describe distribution systems used in lodging (e.g., global distribution systems [GDS], intersell agencies, property direct reservation channels, central reservation system, affiliate and non-affiliate networks, Internet, etc.) (OP:555) (CS)

Performance Element: Maintain property and equipment to facilitate ongoing business activities.**Performance Indicators:**

- Identify guest room/public area maintenance needs (OP:558) (CS)
- Process maintenance request (OP:559) (CS)
- Explain the housekeeping function (OP:560) (SP)
- Identify signs of pest infestations (OP:561) (SP)
- Describe pest control strategies (OP:562) (SP)
- Assign guest rooms for cleaning (OP:563) (SP)
- Develop pest management program (OP:564) (MN)
- Implement pest management program (OP:565) (MN)
- Assess cleanliness of guest rooms/public areas (OP:566) (MN)
- Create a housekeeping plan (OP:567) (MN)
- Schedule preventive maintenance (OP:568) (MN)
- Develop guest room/public area maintenance program (OP:569) (MN)
- Inspect guest rooms and facilities (OP:570) (MN)

Performance Element: Manage facilities to reduce costs and minimize social impact.**Performance Indicators:**

- Identify waste management opportunities (OP:494) (SP)
- Identify waste redirection opportunities (OP:571) (SP)
- Discuss strategies to manage guest use of water/energy (OP:572) (SP)
- Develop and maintain waste reduction program (OP:573) (MN)
- Develop a green cleaning program (OP:574) (MN)
- Develop and maintain guest usage conservation program (OP:575) (MN)
- Develop and maintain energy conservation program (OP:576) (MN)
- Develop and maintain grounds maintenance program (OP:577) (MN)
- Create and monitor standards for front-office operations (OP:578) (MN)
- Create and maintain procedures for front-office operations (OP:579) (MN)
- Create and monitor standards for housekeeping operations (OP:580) (MN)
- Create and maintain procedures for housekeeping operations (OP:581) (MN)

Instructional Area: Professional Development (PD)

Standard: Understands concepts, tools, and strategies used to explore, obtain, and develop in a business career

Performance Element: Acquire industry knowledge to facilitate work processes.

Performance Indicators:

Describe the nature of the lodging industry (PD:355) (CS)

Describe the development of the lodging industry (PD:356) (SP)

Describe lodging accommodation types and classifications (PD:357) (SP)

Describe levels of service in lodging establishments (PD:358) (SP)

Describe the organizational structure of lodging establishments (e.g., rooms division, food and beverage division, marketing and sales division) (PD:359) (SP)

Explain the nature of front office operations (PD:360) (SP)

Discuss the nature of food and beverage division (PD:361) (SP)

Explain the nature of back-of-the house operations (PD:362) (SP)

Describe the role of hotel management companies (PD:363) (SP)

Performance Element: Participate in career planning to enhance job-success potential.

Performance Indicators:

Explain employment opportunities in the lodging industry (PD:364) (SP)

Performance Element: Utilize career-advancement activities to enhance professional development.

Performance Indicators:

Determine the services provided by professional organizations in the lodging industry (PD:365) (SP)

Instructional Area: Strategic Management (SM)

Standard: Understands tools, techniques, and systems that affect a business's ability to plan, control, and organize an organization/department

Performance Element: Utilize planning tools to guide organization's/department's activities.

Performance Indicators:

Negotiate hotel management contracts (SM:099) (ON)

Instructional Area: Product/Service Management (PM)

Standard: Understands the concepts and processes needed to obtain, develop, maintain, and improve a product or service mix in response to market opportunities and to build brand for the organization

Performance Element: Apply quality assurances to enhance product/service offerings.

Performance Indicators:

Describe the uses of grades and standards in lodging (PM:295) (CS)

Establish service standards (PM:296) (MN)

Performance Element: Employ product-mix strategies to meet customer expectations.

Performance Indicators:

Explain the role of guest services (PM:297) (SP)

Discuss the nature of concierge services (PM:298) (SP)

Describe the purpose of guest relations (PM:299) (SP)

Identify services for the establishment to offer (PM:300) (MN)

Determine complementary services to provide guests (PM:301) (MN)

Determine programs to offer guests (PM:302) (MN)

Determine amenities to offer guests (PM:303) (MN)

Coordinate amenities/services across multiple property outlets (PM:304) (MN)

Performance Element: Position products/services to acquire desired business image.

Performance Indicators:

Identify property differentiators (PM:305) (MN)

Instructional Area: Channel Management (CM)

Standard: Understands the concepts and processes needed to identify, select, monitor, and evaluate sales channels

Performance Element: Acquire foundational knowledge of channel management to understand its role in marketing.

Performance Indicators:

Explain the nature and scope of channel management (CM:001, LAP-CM-001) (CS)

Explain the nature of channels of distribution (CM:003, LAP-CM-003) (CS)

Performance Element: Manage channel activities to minimize costs and to determine distribution strategies.

Performance Indicators:

Explain the nature of channel strategies in lodging organizations (CM:023) (SP)

Discuss room distribution payment models (CM:024) (SP)

Select room distribution management strategies (CM:025) (MN)

Instructional Area: Market Planning (MP)

Standard: Understands the concepts and strategies utilized to determine and target marketing strategies to a select audience

Performance Element: Select target market appropriate for product/business to obtain the best return on marketing investment (ROMI).

Performance Indicators:

Describe lodging market segments (MP:045) (SP)

Instructional Area: Pricing (PI)

Standard: Understands concepts and strategies utilized in determining and adjusting prices to maximize return and meet customers' perceptions of value

Performance Element: Develop a foundational knowledge of pricing to understand its role.

Performance Indicators:

Explain considerations in hotel/lodging room pricing (PI:080) (SP)

Performance Element: Employ pricing strategies to determine optimal pricing.

Performance Indicators:

Determine room rates (PI:081) (MN)

Adjust room rates (PI:082) (MN)

Determine prices for bundled hotel services and accommodations (PI:083) (MN)

Instructional Area: Promotion (PR)

Standard: Understands the concepts and strategies needed to communicate information about products, services, images, and/or ideas to achieve a desired outcome

Performance Element: Employ sales-promotion activities to inform or remind customers of business/product.

Performance Indicators:

Develop property fact book (PR:423) (SP)

Prepare sales kit (PR:424) (SP)

Instructional Area: Selling (SE)

Standard: Understands the concepts and actions needed to determine client needs and wants and respond through planned, personalized communication that influences purchase decisions and enhances future business opportunities

Performance Element: Acquire product knowledge to communicate product benefits and to ensure appropriateness of product for the customer.

Performance Indicators:

Differentiate between consumer and organizational buying behavior (SE:112) (SP)

Identify lodging sales opportunities (SE:494) (SP)

Performance Element: Acquire product knowledge to be equipped to solve customer/ client's problems.

Performance Indicators:

Acquire knowledge of property capacity/amenities (SE:491) (CS)

Acquire knowledge of lodging meeting room capacity/requirements (SE:492) (CS)

Acquire knowledge of food and beverage capabilities (SE:493) (CS)

Performance Element: Employ sales processes and techniques to enhance customer relationships and to increase the likelihood of making sales.

Performance Indicators:

Identify factors influencing customer selection of lodging property for groups/events (SE:495) (SP)

Explain factors considered when determining group/event negotiation strategies (SE:496) (SP)

Negotiate letters of agreement/block contracts (SE:497) (SP)

Oversee fulfillment/delivery of client services (SE:498) (SP)

Performance Element: Plan sales activities to increase sales efficiency and effectiveness.

Performance Indicators:

Explain the nature of key account management (SE:381) (SP)

Identify key accounts (SE:385) (MN)

Design/Implement a key account plan (SE:376) (MN)

Instructional Area: Business Law (BL)

Standard: Understands business's responsibility to know, abide by, and enforce laws and regulations that affect business operations and transactions

Performance Element: Acquire knowledge of commerce laws and regulations to continue business operations.

Performance Indicators:

Explain the nature of regulations affecting food establishments (BL:172) (SP)

Describe liability issues in food establishments serving alcohol (BL:173) (SP)

Performance Element: Implement compliance measures in the food industry to adhere to regulatory requirements

Performance Indicators:

Describe the nature and scope of government agencies that oversee the food industry (BL:174) (SP)

Discuss local regulation of food establishments (BL:175) (SP)

Identify food-safety guidelines/requirements (BL:176) (SP)

Instructional Area: Customer Relations (CR)

Standard: Understands the techniques and strategies used to foster positive, ongoing relationships with customers

Performance Element: Foster positive relationships with customers to enhance company image.

Performance Indicators:

Provide table service (CR:062) (SP)

Provide beverage service (CR:063) (SP)

Strategically interact with customers/employees (CR:064) (MN)

Performance Element: Foster positive relationships with customers to enhance sales.

Performance Indicators:

Identify customer dynamics affecting food establishments (CR:065) (SP)

Describe strategies for managing customer dynamics (CR:066) (SP)

Instructional Area: Financial Analysis (FI)

Standard: Understands tools, strategies, and systems used to maintain, monitor, control, and plan the use of financial resources

Performance Element: Maintain cash controls to track cash flow.

Performance Indicators:

Check cashiers in/out (FI:804) (SU)

Verify banks at shift end (FI:805) (SU)

Complete bank deposits/records (FI:806) (SU)

Performance Element: Understand the fundamentals of managerial accounting to aid in business decision-making.

Performance Indicators:

Discuss the use of make-or-buy analysis in food establishments (FI:819) (SP)

Describe factors influencing make-or-buy decisions (FI:820) (SP)

Calculate food product unit costs (FI:821) (SP)

Calculate food product total cost (FI:822) (SP)

Calculate standard recipe yield measure (FI:823) (SP)

Calculate per plate costs (FI:824) (SP)

Calculate per person buffet/salad bar costs (FI:825) (SP)

Instructional Area: Human Resources Management (HR)

Standard: Understands the tools, techniques, and systems that businesses use to plan, staff, lead, and organize its human resources

Performance Element: Implement organizational skills to facilitate others' work efforts.

Performance Indicators:

Coordinate efforts of service teams to achieve customer service goals (HR:567) (MN)

Instructional Area: Marketing (MK)

Standard: Understands the tools, techniques, and systems that businesses use to create exchanges and satisfy organizational objectives

Performance Element: Acquire foundational knowledge of customer/client/business behavior to understand what motivates decision-making.

Performance Indicators:

Explain factors that influence customer selection of food places and menu items (MK:029) (SP)

Instructional Area: Information Management (NF)

Standard: Understands tools, strategies, and systems needed to access, process, maintain, evaluate, and disseminate information to assist business decision-making

Performance Element: Utilize information-technology tools to manage and perform work responsibilities.

Performance Indicators:

Explain the role of restaurant management systems (NF:306) (SP)

Discuss online reservation systems (NF:307) (SP)

Utilize restaurant management system applications (NF:308) (SP)

Describe system integration challenges in restaurant management (NF:309) (SP)

Performance Element: Analyze trends to guide business decision-making.

Performance Indicators:

Assess trends affecting food preparation (NF:310) (SP)

Evaluate trends affecting food presentation (NF:311) (SP)

Analyze trends in food habits/preferences (NF:312) (SP)

Instructional Area: Operations (OP)

Standard: Understands the processes and systems implemented to monitor, plan, and control the day-to-day activities required for continued business functioning

Performance Element: Adhere to health and safety regulations to support a safe work environment.

Performance Indicators:

Discuss the role of personal hygiene in food safety (OP:582) (PQ)

Identify personal health conditions that affect food safety (OP:583) (PQ)

Demonstrate proper hand-washing technique (OP:584) (PQ)

Use proper work attire (OP:585) (PQ)

Follow safety precautions for lifting/moving materials (OP:586) (PQ)

Comply with policies and procedures for handling bodily fluids (OP:587) (PQ)

Explain the relationship between personal safety/sanitation and allergen exposure (OP:588) (CS)

Performance Element: Implement safety procedures to minimize loss.

Performance Indicators:

Explain procedures for handling robbery situations (OP:113) (CS)

Performance Element: Implement restaurant safety procedures to minimize loss.

Performance Indicators:

Identify restaurants' hazardous chemicals/waste (OP:589) (CS)

Label/store restaurants' hazardous chemicals/waste (OP:590) (CS)

Describe strategies for responding to biohazard incidents at restaurants (OP:591) (SP)

Identify physical hazards (OP:592) (SP)

Assess fire hazards (OP:593) (SP)

Identify fire prevention strategies (OP:594) (SP)

Identify equipment safety requirements (OP:595) (SP)

Analyze the cause of accidents (OP:596) (SP)

Identify accident prevention strategies (OP:597) (MN)

Establish fire prevention strategies (OP:598) (MN)

Performance Element: Implement food safety procedures to minimize chance for contamination.**Performance Indicators:**

Describe the nature and scope of the Hazard Analysis and Critical Control Point (HAACP) food safety management system (OP:599) (CS)

Identify methods/practices used to control/eliminate food contamination (OP:600) (CS)

Monitor food temperatures (OP:601) (SP)

Monitor consumer self-service food stations (OP:602) (SP)

Mark/label foods properly (OP:603) (SP)

Store foods properly (OP:604) (SP)

Identify critical control points (OP:605) (SP)

Identify biological hazards (OP:606) (SP)

Identify potentially hazardous foods (PHF) (OP:607) (SP)

Identify time and temperature control for food safety (TCS) (OP:608) (SP)

Identify temperature danger zone (TDZ) foods (OP:609) (SP)

Adjust equipment/workstations to prevent cross-contamination (OP:610) (SP)

Performance Element: Implement quality-control processes to minimize errors and to expedite workflow.**Performance Indicators:**

Identify quality-control measures in food establishments (OP:620) (SP)

Utilize quality control methods in food establishments (OP:621) (SP)

Performance Element: Implement organizational skills to improve efficiency and work flow.**Performance Indicators:**

Identify factors affecting wait time (OP:617) (SP)

Describe strategies for managing table turns (OP:618) (SP)

Establish process to manage wait time (OP:619) (MN)

Performance Element: Maintain property and equipment to facilitate ongoing business activities.**Performance Indicators:**

Dispose of food and food by-products (OP:629) (CS)

Distinguish among cleaning, sterilizing, and sanitizing (OP:630) (CS)

Label cleaning/sanitation solutions (OP:631) (CS)

Follow sanitization procedures (OP:632) (CS)

Mix cleaning/sanitation solutions (OP:633) (SP)

Determine cleaning requirements (OP:634) (SP)

Identify signs of pest infestations (OP:561) (SP)

Describe pest control strategies (OP:562) (SP)

Set up and maintain commercial equipment/machines (OP:637) (SP)

Break down commercial equipment/machines (OP:638) (SP)

Take equipment offline until fixed (OP:639) (MN)

Develop cleaning schedule (OP:640) (MN)

Develop and implement pest management program (OP:641) (MN)

Discuss the nature of restaurant property management (OP:642) (SP)

Performance Element: Manage purchasing activities to obtain the best service/product at the least cost.

Performance Indicators:

Identify factors influencing food and beverage purchasing decisions (OP:643) (SP)

Identify sustainability factors affecting the purchase of food and nonfood products (OP:644) (SP)

Identify alternative sources for food products (OP:645) (SP)

Determine optimal sourcing mix (OP:646) (MN)

Performance Element: Plan the production of a product/service to facilitate business operations.

Performance Indicators:

Explain the factors impacting a food production schedule (OP:648) (MN)

Create a food production schedule/forecast (OP:649) (MN)

Evaluate the effectiveness and efficiency of a food production schedule (OP:650) (MN)

Develop an operational contingency plan for food production (OP:651) (MN)

Performance Element: Utilize inventory-control methods to minimize costs and to meet customer demand.

Performance Indicators:

Maintain inventory levels (OP:407) (CS)

Describe strategies to minimize the cost of maintaining inventory (OP:489) (SP)

Determine inventory shrinkage (OP:415) (SP)

Plan inventory flow (turnover, lead time, peak seasons, delivery dates, etc.) (OP:418) (MN)

Develop inventory management procedures (OP:647) (MN)

Performance Element: Determine needed safety policies/procedures to minimize chance of contamination.

Performance Indicators:

Establish safety-check procedures (OP:611) (MN)

Conduct self-inspect audits (OP:612) (MN)

Respond to health code violations (OP:613) (MN)

Develop corrective action plans (OP:614) (MN)

Implement corrective action plans (OP:615) (MN)

Develop food safety program (OP:616) (MN)

Performance Element: Implement expense-control strategies to reduce costs and to minimize social impact.

Performance Indicators:

Identify common sources of food loss (OP:622) (SP)

Describe strategies for reducing food loss (OP:623) (SP)

Select strategies to reduce food loss (OP:624) (MN)

Develop ingredient control standards/protocols (OP:625) (MN)

Develop portion control standards/protocols (OP:626) (MN)

Develop food waste reduction management program (OP:627) (MN)

Identify waste management opportunities at restaurant (OP:659) (SP)

Develop and maintain waste reduction program at restaurant (OP:628) (MN)

Instructional Area: Professional Development (PD)

Standard: Understands concepts, tools, and strategies used to explore, obtain, and develop in a business career

Performance Element: Acquire industry knowledge to aid in obtaining a foundation for employment in food establishments.

Performance Indicators:

Differentiate among segments of the culinary and foodservice operations industry (PD:366) (SP)

Discuss types of table service (PD:367) (SP)

Identify types of food service in different segments of the culinary and foodservice operations industry (PD:368) (SP)

Identify domestic cuisines (PD:369) (SP)

Identify international cuisines (PD:370) (SP)

Identify cuisines common to different regions (PD:371) (SP)

Identify food requirements applicable to special populations (PD:373) (SP)

Performance Element: Acquire knowledge of food-related illnesses and diseases to obtain a foundation for employment in food establishments.

Performance Indicators:

Explain the nature of pathogens (PD:374) (CS)

Identify types of harmful bacteria (PD:375) (CS)

Identify types of viruses (PD:376) (CS)

Identify types of parasites (PD:377) (CS)

Identify types of fungi (PD:378) (CS)

Identify types of toxins (PD:379) (CS)

Identify foodborne illnesses and their causes (PD:380) (CS)

Identify conditions affecting the rate of multiplication in bacteria (PD:381) (CS)

Performance Element: Acquire foundational knowledge of allergens and intolerances to obtain a foundation for employment in food establishments.

Performance Indicators:

Identify common food allergies (PD:382) (CS)

Identify common food intolerances (PD:383) (CS)

Describe consequences of exposure to food allergens (PD:384) (CS)

Describe consequences of exposure to food intolerances (PD:385) (CS)

Discuss strategies for preventing exposure to food allergens (PD:386) (SP)

Performance Element: Acquire knowledge of food safety and sanitation practices to obtain a foundation for employment in food establishments.

Performance Indicators:

Describe strategies for preventing bacteria multiplication in food (PD:387) (CS)

Describe the effect of water characteristics on food safety and sanitation (PD:388) (CS)

Describe the effect of food pH levels on food safety and sanitation (PD:389) (CS)

Describe the effect of moisture levels of food safety and sanitation (PD:390) (CS)

Identify food-safety warning signs observable during the receiving and storing processes (PD:391) (CS)

Identify food-safety warning signs observable during the storing process (PD:392) (CS)

Identify food-safety warning signs observable during the serving process (PD:393) (CS)

Explain the purpose of temperature probes (PD:394) (CS)

Performance Element: Participate in career planning to enhance job-success potential.

Performance Indicators:

Explain employment opportunities in the foodservice industry (PD:395) (CS)

Performance Element: Participate in career-advancement activities to enhance professional development.

Performance Indicators:

Describe culinary certifications (PD:396) (SP)

Explain restaurant-management certifications (PD:397) (SP)

Instructional Area: Product/Service Management (PM)

Standard: Understands the concepts and processes needed to obtain, develop, maintain, and improve a product or service mix in response to market opportunities and to build brand for the organization

Performance Element: Apply quality assurances to enhance product/service offerings.

Performance Indicators:

Describe the uses of grades and standards in foodservice (PM:306) (CS)

Determine effect of changes in nutritional guidelines (PM:307) (SP)

Performance Element: Employ product-mix strategies to meet customer expectations.

Performance Indicators:

Discuss the nature of the menu as a management tool (PM:308) (SP)

Describe the relationship among menu selection, operational capabilities, and brand (PM:309) (MN)

Determine menu items for the restaurant to offer (PM:310) (MN)

Plan menu mix (PM:311) (MN)

Determine menu priorities (PM:312) (MN)

Performance Element: Position products/services to acquire desired business image.

Performance Indicators:

Describe foodservice branding strategies (e.g., retail-item, restaurant, in-house/signature, branded concept) (PM:313) (SP)

Instructional Area: Pricing (PI)

Standard: Understands concepts and strategies utilized in determining and adjusting prices to maximize return and meet customers' perceptions of value

Performance Element: Employ pricing strategies to determine optimal pricing.

Performance Indicators:

Explain considerations in meal pricing (PI:084) (SP)

Determine cost of meal service (breakeven, profit margin) (PI:085) (MN)

Determine menu price points (PI:086) (MN)

Determine optimal menu prices (PI:087) (MN)

Instructional Area: Promotion (PR)

Standard: Understands the concepts and strategies needed to communicate information about products, services, images, and/or ideas to achieve a desired outcome

Performance Element: Utilize menus to increase sales potential and build brand

Performance Indicators:

Describe the use of design principles in menu development (PR:425) (SP)

Identify effective menu descriptions (PR:426) (SP)

Explain the nature of effective nutritional disclosures (PR:427) (SP)

Critique menu descriptions (PR:428) (MN)

Develop menus for special occasions/events (PR:429) (MN)

Develop menus for room service/take-out (PR:430) (MN)

Instructional Area: Business Law (BL)

Standard: Understands business's responsibility to know, abide by, and enforce laws and regulations that affect business operations and transactions

Performance Element: Understand tax laws and regulations to adhere to government requirements.

Performance Indicators:

Describe the nature of tax regulations affecting tourism (BL:177) (SP)

Instructional Area: Communication Skills (CO)

Standard: Understands the concepts, strategies, and systems used to obtain and convey ideas and information

Performance Element: Write internal and external business correspondence to convey and obtain information effectively.

Performance Indicators:

Solicit event sponsors/vendors/speakers (CO:211) (SP)

Write funding requests (CO:212) (SP)

Respond to proposals (CO:213) (MN)

Performance Element: Use communication to enhance relationships.

Performance Indicators:

Use social media to enhance customer post visit experience (CO:215) (SP)

Communicate with stakeholders on an ongoing basis (CO:216) (MN)

Represent stakeholder interests to government agencies (CO:217) (MN)

Instructional Area: Customer Relations (CR)

Standard: Understands the techniques and strategies used to foster positive, ongoing relationships with customers

Performance Element: Foster positive relationships with customers to enhance sales.

Performance Indicators:

Offer sightseeing advice (CR:068) (CS)

Provide interesting or enlightening information about points of interest (CR:069) (CS)

Provide service to customers with special needs (CR:070) (CS)

Respond to customer feedback (CR:071) (SP)

Adapt customer service to meet the customers' individual needs (CR:072) (SP)

Organize excursions for visitors/travelers (CR:073) (SP)

Instructional Area: Economics (EC)

Standard: Understands the economic principles and concepts fundamental to business operations

Performance Element: Understand the nature of business to show its contributions to society.

Performance Indicators:

Discuss the relationship between tourism assets and economic development/growth potential (EC:143) (SP)

Instructional Area: Emotional Intelligence (EI)

Standard: Understands techniques, strategies, and systems used to foster self-understanding and enhance relationships with others

Performance Element: Manage internal and external business relationships to foster positive interactions.

Performance Indicators:

Liaise with travel providers and accommodations providers (EI:142) (SP)

Instructional Area: Financial Analysis (FI)

Standard: Understands tools, strategies, and systems used to maintain, monitor, control, and plan the use of financial resources

Performance Element: Implement accounting procedures to track money flow and to determine financial status.

Performance Indicators:

Track expenses (FI:604) (SP)

Track client billing (FI:605) (MN)

Perform payroll duties (i.e., compile hours, write payroll checks, distribute checks) (FI:606) (MN)

Performance Element: Manage financial resources to ensure solvency.

Performance Indicators:

Identify costs associated with travel/tourism packages and events (FI:826) (SP)

Discuss standard payment terms/fees in travel/tourism (FI:827) (SP)

Determine fee structures (FI:828) (MN)

Establish payment plans (FI:829) (MN)

Instructional Area: Human Resources Management (HR)

Standard: Understands the tools, techniques, and systems that businesses use to plan, staff, lead, and organize its human resources

Performance Element: Utilize techniques to staff an event/function or attraction.

Performance Indicators:

Evaluate volunteer needs (HR:568) (SU)

Staff volunteer positions (HR:569) (MN)

Performance Element: Manage staff growth and development to increase productivity and promote customer/guest satisfaction

Performance Indicators:

Orient volunteers (HR:560) (SU)

Coach volunteers (HR:561) (SU)

Instructional Area: Marketing (MK)

Standard: Understands the tools, techniques, and systems that businesses use to create exchanges and satisfy organizational objectives

Performance Element: Understand marketing's role and function in business to facilitate economic exchanges with customers.

Performance Indicators:

Explain the nature of destination marketing (MK:030) (SP)

Describe factors affecting travel and tourism marketing (MK:031) (SP)

Performance Element: Acquire foundational knowledge of customer/client/business behavior to understand what motivates decision-making.

Performance Indicators:

Explain reasons that people travel (MK:032) (CS)

Describe reasons that people choose destinations (MK:033) (CS)

Describe factors influencing customer willingness to travel to a destination (MK:034) (SP)

Explain factors influencing convention meeting/event site appeal (MK:035) (SP)

Instructional Area: Information Management (NF)

Standard: Understands tools, strategies, and systems needed to access, process, maintain, evaluate, and disseminate information to assist business decision-making

Performance Element: Utilize information-technology tools to manage and perform work responsibilities.

Performance Indicators:

Explain ways that technology impacts the travel and tourism industry (NF:314) (SP)

Discuss the use of RFID technology in travel and tourism (NF:315) (SP)

Explain travel and tourism-related apps for smartphones (NF:316) (SP)

Discuss Global Distribution Systems (GDS) (NF:317) (SP)

Performance Element: Acquire information to guide business decision-making.

Performance Indicators:

Identify sources that provide input into tourism (NF:318) (SP)

Identify issues and trends in travel and tourism (NF:319) (SP)

Follow trends in the popularity of destinations and packages (NF:320) (SP)

Monitor travel patterns (NF:321) (SP)

Analyze industry surveys of perceptions and challenges (NF:322) (MN)

Performance Element: Interpret research data into information for business decision-making.

Performance Indicators:

Use tourism statistics to inventory destination product (NF:323) (MN)

Assess destination's capacity using tourism statistics (NF:324) (MN)

Performance Element: Manage business records to maintain needed documentation.

Performance Indicators:

Create a destination management system to store data (NF:325) (SP)

Instructional Area: Operations (OP)

Standard: Understands the processes and systems implemented to monitor, plan, and control the day-to-day activities required for continued business functioning

Performance Element: Implement safety procedures to minimize loss.

Performance Indicators:

Monitor group's activities to ensure compliance with safety regulations (OP:660) (CS)

Performance Element: Perform daily activities to facilitate ongoing travel and tourism operations.

Performance Indicators:

Take and confirm reservations for travel and tourism services (OP:661) (SP)

Book tickets with hospitality and tourism service providers (OP:662) (SP)

Manage pre-booking travel processes (OP:663) (SP)

Manage post-booking travel processes (OP:664) (SP)

Manage currency exchange (OP:665) (SP)

Organize tours (OP:666) (SP)

Arrange transportation (OP:667) (SP)

Arrange accommodations for travelers (OP:668) (SP)

Arrange catering (OP:669) (SP)

Performance Element: Maintain property and equipment to facilitate ongoing business activities.

Performance Indicators:

Explain the principles of sustainable tourism development (OP:670) (SP)

Assess the environmental impact of tourism (OP:671) (SP)

Develop strategies to maintain attractiveness/appeal of tourism sites (OP:672) (MN)

Use sustainable practices to preserve a community's heritage (OP:673) (MN)

Promote sustainable practices to preserve natural/historical tourist assets (OP:674) (MN)

Instructional Area: Professional Development (PD)

Standard: Understands concepts, tools, and strategies used to explore, obtain, and develop in a business career

Performance Element: Acquire industry knowledge to facilitate work processes.

Performance Indicators:

Explain the nature of the travel and tourism industry (PD:401) (CS)

Distinguish between front office and back office operations in the travel business (PD:402) (SP)

Describe types of tours (PD:403) (SP)

Explain areas of specialization within the tour guide industry (e.g., historical, corporate, nature/eco, adventure, etc.) (PD:404) (SP)

Describe major destination types (e.g., cultural, natural, recreational) (PD:405) (SP)

Identify key travel destinations (PD:406) (SP)

Identify characteristics influencing classification of destinations (PD:407) (SP)

Identify attraction options/types by their destination classification (PD:408) (SP)

Distinguish between traditional and sustainable tourism (PD:409) (SP)

Distinguish among types of travel agencies based on services offered and their size (PD:410) (SP)

Explain types of travel companies (e.g., tour organizers, tour operators, retail/travel agents, brokers, consolidators, suppliers, etc.) (PD:411) (SP)

Discuss the roles and types of organizations involved in tourism marketing/promotion (PD:412) (SP)

Explain the purpose and scope of the conventions and meetings industry (PD:413) (SP)

Discuss the role of destination management organizations (DMOs) (PD:414) (SP)

Describe the purpose/use of contracted services in travel and tourism (PD:415) (SP)

Describe lodging accommodation types and classifications (PD:357) (SP)

Describe levels of service in lodging establishments (PD:358) (SP)

Identify transportation/travel modes used in travel and tourism (PD:416) (SP)

Discuss the effect of tourism on the community (e.g., transportation systems, safety, security) (PD:417) (SP)

Describe strategies to manage the effect of tourism on the community (PD:418) (MN)

Determine inventory of a destination's tourism supply (PD:419) (MN)

Performance Element: Participate in career planning to enhance job-success potential.

Performance Indicators:

Describe employment opportunities in travel and tourism (PD:420) (CS)

Performance Element: Acquire knowledge of corporate governance to be aware of the restraints imposed upon finance functions.

Performance Indicators:

Discuss the importance of corporate governance in business (PD:213) (CS)

Ascertain employee's role in achieving governance objectives (PD:301) (CS)

Identify the factors that impact governance structures (PD:302) (SP)

Describe the components of a well-governed company (e.g., board of directors, reporting, transparency, internal and external audit functions) (PD:214) (SP)

Instructional Area: Strategic Management (SM)

Standard: Understands tools, techniques, and systems that affect a business's ability to plan, control, and organize an organization/department

Performance Element: Utilize planning tools to guide organization's/department's activities.

Performance Indicators:

Develop destination's vision (SM:101) (MN)

Determine long-term goals for tourism development (SM:102) (MN)

Instructional Area: Product/Service Management (PM)

Standard: Understands the concepts and processes needed to obtain, develop, maintain, and improve a product or service mix in response to market opportunities and to build brand for the organization

Performance Element: Generate product ideas to contribute to ongoing business success.

Performance Indicators:

Identify product opportunities (PM:134) (SP)

Determine initial feasibility of product idea (PM:129) (MN)

Performance Element: Employ product-mix strategies to meet customer expectations.

Performance Indicators:

Develop travel and tourism packages to offered targeted audiences (PM:320) (MN)

Performance Element: Position company to acquire desired business image.

Performance Indicators:

Maintain destination brand (PM:321) (SP)

Create social-media brand identity (PM:290) (SP)

Implement brand-development process (PM:291) (MN)

Create brand (PM:292) (MN)

Develop strategies to position corporate brands (PM:208) (MN)

Instructional Area: Channel Management (CM)

Standard: Understands the concepts and processes needed to identify, select, monitor, and evaluate sales channels

Performance Element: Acquire foundational knowledge of channel management to understand its role in marketing.

Performance Indicators:

Explain the nature and scope of channel management (CM:001, LAP-CM-001) (CS)

Explain the nature of channels of distribution (CM:003, LAP-CM-003) (CS)

Performance Element: Manage channel activities to minimize costs and to determine distribution strategies.

Performance Indicators:

Explain the nature of affinity partner relationships (CM:021) (SP)

Identify affinity relationship opportunities (CM:026) (SP)

Negotiate affinity relationships (CM:027) (MN)

Manage travel suppliers (CM:028) (MN)

Instructional Area: Marketing-Information Management (IM)

Standard: Understands the concepts, systems, and tools needed to gather, access, synthesize, evaluate, and disseminate information for use in making business decisions

Performance Element: Monitor customers and potential customers to stay abreast of trends and changes that could impact business decision-making.

Performance Indicators:

Monitor traveler behavior (IM:486) (SP)

Monitor attitude changes among local population (IM:487) (SP)

Track public perceptions of organization (IM:488) (SP)

Performance Element: Develop data-collection instruments to facilitate data-collection process.

Performance Indicators:

Determine questions to ask to elicit needed data for marketing research problem/issue (IM:447) (MN)

Create simple questionnaires (e.g., types of questions, question wording, routing, sequencing, length, layout) (IM:332) (MN)

Design a visitor experience survey (IM:489) (MN)

Performance Element: Collect marketing-research data to answer research questions or to resolve issues.

Performance Indicators:

Administer visitor experience survey (IM:490) (SP)

Conduct surveys of visitor/traveler perceptions (IM:491) (SP)

Conduct visitor/traveler satisfaction surveys (IM:492) (SP)

Conduct focus groups (IM:320) (MN)

Performance Element: Interpret research data into information for decision-making.

Performance Indicators:

Measure impact of attitude changes on the community (IM:493) (MN)

Audit results of a visitor experience survey (IM:494) (MN)

Determine changes in market positioning (IM:495) (MN)

Performance Element: Manage marketing information to guide and assess promotional activities.

Performance Indicators:

Pre-test promotional campaign (e.g., advertising, direct marketing, etc.) (IM:392) (SP)

Performance Element: Apply marketing information to facilitate sales-management decisions.

Performance Indicators:

Conduct a test sales campaign (IM:496) (MN)

Instructional Area: Market Planning (MP)

Standard: Understands the concepts and strategies utilized to determine and target marketing strategies to a select audience

Performance Element: Select target market appropriate for product/business to obtain the best return on marketing investment (ROMI).

Performance Indicators:

Describe types of travel market segments (e.g., luxury, business travel, mass market, cruise market, rail market, specialty/activity/sports markets, ski market, niche market, etc.) (MP:046) (SP)

Explain segments of the tour market (e.g., mode of transport, distance to destination, length of vacation, travel season, etc.) (MP:047) (SP)

Identify market segments (MP:004) (MN)

Develop customer profile (MP:031) (MN)

Select target market (MP:005) (MN)

Performance Element: Employ marketing-information to plan marketing activities.

Performance Indicators:

Explain the nature of marketing plans (MP:007, LAP-MP-007) (SP)

Explain the role of situation analysis in the marketing planning process (MP:008) (SP)

Conduct market analysis (market size, area, potential, etc.) (MP:009) (MN)

Conduct SWOT analysis for use in the marketing planning process (MP:010, LAP-MP-010) (MN)

Identify potential threats and improvement's to a destination's assets (MP:048) (MN)

Conduct competitive analysis (MP:012) (MN)

Explain the nature of sales forecasts (MP:013, LAP-MP-013) (SP)

Forecast sales for marketing plan (MP:014) (MN)

Set marketing goals and objectives (MP:015) (MN)

Select marketing metrics (MP:016) (MN)

Set marketing budget (MP:017) (MN)

Develop marketing plan (MP:018) (MN)

Performance Element: Assess results of marketing planning to determine effectiveness of plan.

Performance Indicators:

Evaluate marketing strategies (MP:049) (MN)

Determine cause of variance between actual results and marketing plan (MP:050) (MN)

Instructional Area: Pricing (PI)

Standard: Understands concepts and strategies utilized in determining and adjusting prices to maximize return and meet customers' perceptions of value

Performance Element: Develop a foundational knowledge of pricing to understand its role.

Performance Indicators:

Describe considerations in travel pricing (PI:090) (SP)

Discuss factors impacting the price of tours (e.g., season, exchange rates, competitive pricing, promotions, market segments, etc.) (PI:091) (SP)

Performance Element: Employ pricing strategies to determine optimal pricing.

Performance Indicators:

Negotiate venue charges (PI:075) (MN)

Negotiate hotel/lodging rates and amenities (PI:076) (MN)

Negotiate tour packages and participant activity charges (PI:077) (MN)

Price complementary options (e.g., insurance, optional excursions, single occupancy, etc.) (PI:092) (MN)

Instructional Area: Promotion (PR)

Standard: Understands the concepts and strategies needed to communicate information about products, services, images, and/or ideas to achieve a desired outcome

Performance Element: Acquire a foundational knowledge of promotion to understand its nature and scope.

Performance Indicators:

Explain the purpose of tourism promotion (PR:431) (SP)

Performance Element: Understand promotional channels used to communicate with targeted audiences.

Performance Indicators:

Identify communication channels used in travel and tourism promotion (PR:432) (SP)

Explain information points of contact within an overall tourism information system (PR:433) (SP)

Performance Element: Understand the use of public-relations activities to communicate with targeted audiences.

Performance Indicators:

Identify types of public-relations activities (PR:252) (SP)

Discuss internal and external audiences for public-relations activities (PR:253) (SP)

Performance Element: Implement display techniques to attract customers and increase sales potential.

Performance Indicators:

- Describe promotional displays used in travel and tourism (PR:436) (SP)
- Create promotional banners/signs (PR:410) (SP)
- Select promotional booth configurations/specifications (PR:411) (SP)
- Determine promotional gadgets/participation draws (PR:412) (SP)
- Set-up promotional space (PR:413) (SP)

Performance Element: Manage promotional activities to maximize return on promotional efforts.

Performance Indicators:

- Track promotional activities (PR:459) (MN)
- Select and register website domain name (PR:460) (MN)

Performance Element: Understand the use of direct marketing to attract attention and to build brand.

Performance Indicators:

- Discuss types of direct mail tactics (PR:301) (SP)
- Explain the nature of email marketing tactics (PR:165) (SP)
- Explain the role of business websites in digital marketing (PR:364) (SP)
- Explain the use of social media for digital marketing (PR:365) (SP)
- Describe the use of blogging for marketing communications (PR:281) (SP)
- Explain the use of video/images for digital marketing (PR:366) (SP)
- Describe mobile marketing tactics (PR:276) (SP)
- Explain mobile marketing applications (PR:367) (SP)
- Discuss the use of search-engine optimization tactics for digital marketing (PR:299) (SP)

Performance Element: Develop content for use in marketing communications to create interest in product/business/idea.

Performance Indicators:

- Identify effective promotional headlines (PR:400) (SP)
- Explain the use of storytelling in promoting tourism (PR:437) (SP)
- Discuss effective print promotional content (PR:414) (SP)
- Describe effective electronic promotional content (PR:415) (SP)
- Write promotional content for use on the website (PR:416) (SP)
- Write promotional content for use in social media (PR:417) (SP)
- Repurpose promotional content for use in multiple platforms (PR:418) (SP)
- Develop promotional messages for targeted audience (PR:419) (MN)
- Develop promotional messages for affinity partners (PR:438) (MN)

Performance Element: Participate in company's community outreach involvement to foster a positive company image and to meet other professionals.

Performance Indicators:

Participate in community outreach activities (PR:341) (SP)

Support government initiatives for hospitality and tourism (PR:434) (SP)

Host appreciation functions for travel and tourism professionals (PR:435) (MN)

Performance Element: Understand how a website presence can be used to promote business/product.

Performance Indicators:

Explain website-development process (PR:328) (SP)

Identify strategies for attracting targeted audience to website (PR:333) (SP)

Identify technologies to improve website ranking/positioning on search engines/directories (PR:278) (MN)

Explain website linking strategies (PR:327) (MN)

Identify website design/components (PR:336) (MN)

Performance Element: Develop promotional materials to gain attention, interest, and action of clients.

Performance Indicators:

Develop promotional brochures for travel and tourism (PR:439) (SP)

Performance Element: Manage media planning and placement to enhance return on marketing investment.

Performance Indicators:

Calculate media costs (PR:009) (SP)

Select advertising media (PR:010) (MN)

Buy ad space/time (PR:104) (SP)

Develop a media plan (includes budget, media allocation, and timing of ads) (PR:285) (MN)

Performance Element: Utilize publicity to inform stakeholders of business activities.

Performance Indicators:

Cultivate media relationships (PR:185) (SP)

Develop community partnerships (PR:440) (SP)

Conduct familiarization (FAM) tours (PR:441) (SP)

Plan familiarization (FAM) tours (PR:442) (MN)

Obtain publicity (PR:055) (MN)

Performance Element: Employ sales-promotion activities to inform or remind customers of business/product.

Performance Indicators:

Explain considerations in designing sales-promotion materials for use in travel and tourism (PR:443) (SP)

Identify considerations used to evaluate trade show/exposition participation (PR:444) (SP)

Participate in the design of collateral materials to promote special events/tours (PR:445) (SP)

Set up cross-promotions of events/tours (PR:446) (SP)

Participate in trade shows/expositions to showcase tourism assets/services (PR:447) (SP)

Organize and promote contest (PR:448) (MN)

Recruit members to a destination management organization (PR:449) (MN)

Develop strategy for creating a special event to promote a tour/travel package (PR:450) (MN)

Performance Element: Develop marketing/creative briefs to apprise staff and client of promotional strategy.

Performance Indicators:

Discuss the use of marketing/creative briefs (PR:297) (SP)

Prepare marketing/creative briefs (PR:345) (MN)

Performance Element: Plan marketing communications to maximize effectiveness and to minimize costs.

Performance Indicators:

Explain the nature of marketing communications calendars (PR:451) (SP)

Develop marketing communications calendars (PR:452) (SP)

Develop and maintain a visitor information program (PR:453) (MN)

Select social-media channels (PR:454) (MN)

Explain the use of destination web portals (PR:455) (MN)

Develop a tourist information strategy (PR:456) (MN)

Develop a social-media campaign (PR:457) (MN)

Performance Element: Implement and monitor promotional activities to maximize return on promotional efforts.

Performance Indicators:

Monitor user-generated content (UGC) (PR:393) (SP)

Manage comments on digital channels (PR:458) (SP)

Manage day-to-day content on social platforms (PR:396) (MN)

Performance Element: Utilize public-relations strategies to create positive image of organization/company.

Performance Indicators:

Plan a public-relations strategy (PR:405) (MN)

Instructional Area: Selling (SE)

Standard: Understands the concepts and actions needed to determine client needs and wants and respond through planned, personalized communication that influences purchase decisions and enhances future business opportunities

Performance Element: Acquire product knowledge to communicate product benefits and to ensure appropriateness of product for the customer.

Performance Indicators:

Identify travel and tour plan options (SE:505) (SP)

Visit local attractions (SE:506) (SP)

Participate in familiarization (FAM) tours (SE:507) (MN)

Performance Element: Acquire product knowledge to be equipped to solve customer/ client's problems.

Performance Indicators:

Identify local attractions/events (SE:501) (CS)

Discuss key travel destinations in major geographical regions (SE:502) (CS)

Explain the nature of a region's geophysical/landscape/aesthetic features (SE:503) (CS)

Describe a region's sociocultural environment (SE:504) (CS)

Performance Element: Perform pre-sales activities to facilitate sales presentation.

Performance Indicators:

Prospect for customers (SE:001, LAP-SE-001) (SP)

Conduct pre-trip research (SE:508) (SP)

Performance Element: Employ sales processes and techniques to enhance customer relationships and to increase the likelihood of making sales.

Performance Indicators:

Discuss motivations of travelers (SE:509) (SP)

Build rapport and credibility with prospect (SE:483) (SP)

Determine client's tourism motives for use in offering recommendations (SE:510) (SP)

Research tourism options fitting client motives (SE:511) (SP)

Propose tourism experiences (SE:512) (SP)

Recommend individual/group travel arrangements (SE:513) (SP)

Recommend individual/group attractions/events/entertainment (SE:514) (SP)

Sell packaged travel and tourism products (SE:515) (SP)

Propose individual/group itineraries (SE:516) (SP)

Performance Element: Conduct sales-support activities to meet prospect's needs/requirements.

Performance Indicators:

Develop and submit sales proposal (SE:517) (SP)

Performance Element: Plan sales activities to increase sales efficiency and effectiveness.

Performance Indicators:

Plan sales strategy (SE:518) (SP)

Explain the nature of key account management (SE:381) (SP)

Identify key accounts (SE:385) (MN)

Design/Implement a key account plan (SE:376) (MN)