FBLA HS: Hospitality & Event Management

Competency A: Hospitality Marketing Concepts	MBA Research Performance Indicators	LAPs
Task / Skill		
1. Describe the basic concepts of marketing as they relate to the hospitality industry.	MP:041 Explain the use of marketing strategies in hospitality and tourism (SP)	
2. Define the seven key marketing functions (Selling, Marketing Information Management, Financing, Pricing, Promotion, Product/Service Management, and Distribution).	MK:002 Describe marketing functions and related activities (CS)	LAP-MK-002 Work the Big Seven (Marketing Functions)
3. Define service marketing and how it relates to the hospitality industry.	MK:008 Differentiate between service marketing and product marketing (CS)	
4. Explain the impact of travel and tourism on the U.S. economy as well as worldwide.	EC:136 Explain the relationship between the economy and hospitality and tourism (SP)	
5. Describe various advertising strategies for the hospitality industry.	PR:082 Explain promotional methods used by the hospitality and tourism industry (SP)	
6. Explain public relations and publicity as they relate to the hospitality industry.	PR:003 Identify the elements of the promotional mix (SP)	LAP-PR-903 Spread the Word (Nature of the Promotional Mix)
7. Explain the role of demographics as it relates to hospitality management.	MP:035 Identify ways to segment hospitality and tourism markets (CS)	
8. Describe market segmentation and meeting the needs of various target markets in the hospitality industry.	MP:003 Explain the concept of market and market identification (CS) MP:035 Identify ways to segment hospitality and tourism markets (CS)	LAP-MP-003 Have We Met? (Market Identification)
9. Explain the product and service mix for various types of hospitality businesses.	PM:081 Explain the concept of product in the hospitality and tourism industry (CS) PM:003 Explain the concept of product mix (SP)	LAP-PM-003 Mix and Match (The Nature of the Product Mix)
10. Describe marketing strategies for the hospitality industry.	MP:041 Explain the use of marketing strategies in hospitality and tourism (SP)	

Competency B: Types of Hospitality Markets and Customers		
Task / Skill		
1. Define the impact that a conference/convention center has on the hospitality industry for a city or region.	PD:413 Explain the purpose and scope of the conventions and meetings industry (SP)	
2. Describe the latest trends regarding the leisure traveler. (Eco/environmental, etc.)	NF:305 Describe current issues and trends in the hotel/lodging industry (SP) PD:404 Explain areas of specialization within the tour guide industry (e.g., historical, corporate, nature/eco, adventure, etc.) (SP)	
3. Define the different hotel and motel types.	PD:357 Describe lodging accommodation types and classifications (SP)	
4. Describe property wide amenities that meet the needs of the different target markets in the hospitality industry.	MK:028 Describe property features that influence customer appeal (SP)	
5. Explain the difference between a full-service and a limited-service hotel.	PD:358 Describe levels of service in lodging establishments (SP)	
6. Differentiate needs for various markets in the hospitality industry.	MP:035 Identify ways to segment hospitality and tourism markets (CS)	
7. Describe financial criteria for different target markets in the hospitality industry.	MP:035 Identify ways to segment hospitality and tourism markets (CS)	
8. Analyze the importance of long-term hospitality relationships with other major industries and individuals.	CM:021 Explain the nature of affinity partner relationships (SP)	
9. Describe incentives and rewards for long-term repeat individuals/groups in the hospitality industry.		
10. Describe the value of customer feedback in the hospitality industry as it relates to improvement to product and service.		

Competency C: Hospitality Operation and Management Functions		
Task / Skill		
1. Select an accounting system using good accounting practices.		
2. Describe strategies and procedures for determining room rates and prices in the hotel industry.	PI:080 Explain considerations in hotel/lodging room pricing (SP)	
3. Collect and interpret financial data to prepare financial statements such as balance sheet, income statement, cash flow projections and summary of sales and receipts.	FI:092 Prepare cash flow statements (MN) FI:149 Prepare income statements (MN) FI:393 Prepare balance sheets (MN)	
4. Interpret data from financial statements to develop short- and long-term budgetary plans, to determine point of profitability and viability and to analyze cash flow forecast (i.e. RevPar)	FI:812 Explain metrics used to measure lodging property performance (e.g., RevPar, Average Daily Rate [ADR], Average Room Rate [ARR], occupancy rates) (MN) FI:099 Develop company's/department's budget (MN) FI:102 Interpret financial statements (MN) FI:322 Determine product-line profitability (MN) FI:541 Interpret cash-flow statements (SP) FI:542 Monitor business's profitability (MN)	LAP-FI-099 Build Your Game Plan (Developing a Company/Department Budget)
5. Describe basic purchasing procedures commonly used in the hospitality industry.	OP:015 Explain the nature and scope of purchasing (CS)	LAP-OP-015 Buy Right (Purchasing)
6. List different sources of financing available for purchasing a hospitality business.	EN:015 Describe processes used to acquire adequate financial resources for venture creation/start-up (ON) FI:031 Explain sources of financial assistance (ON)	
7. Discuss strategies for increasing occupancy rates.		

8. Define occupancy rate and yield management in the hospitality industry.	FI:812 Explain metrics used to measure lodging property performance (e.g., RevPar, Average Daily Rate [ADR], Average Room Rate [ARR], occupancy rates) (MN)	
9. Explain the four basic functions of hospitality management (planning, organizing, implementing, controlling).	SM:001 Explain the concept of management (CS)	LAP-SM-001 Manage This! (Concept of Management)
10. Describe the importance of planning and forecasting for the hospitality industry.	SM:063 Discuss the nature of managerial planning (SP)	
11. Analyze the importance of having good hospitality personnel to support meetings, events, and lodging for the customer.		
12. Explain the importance of strategic planning and synergy for successful management of hospitality events.	SM:063 Discuss the nature of managerial planning (SP)	
13. Describe the leadership characteristics and human relations skills that help managers influence employees to perform at a higher level.	SM:001 Explain the concept of management (CS)	LAP-SM-001 Manage This! (Concept of Management)
Competency D: Customer Service in the Hospitality Industry		
Task / Skill		
1. Describe in-room hotel amenities and explain why they are important to guests.	SE:491 Acquire knowledge of property capacity/amenities (CS)	
2. Describe property wide hotel amenities and explain why they are important to guests.	MK:028 Describe property features that influence customer appeal (SP) SE:491 Acquire knowledge of property capacity/amenities (CS)	
3. Determine, maintain, and improve the marketing mix (product, price, place and promotion.)	MP:018 Develop marketing plan (MN) MP:049 Evaluate marketing strategies (MN)	

4. Apply strategies for determining and adjusting prices to maximize on return and meet customer's perceptions of value.	PI:007 Set prices (MN) PI:008 Adjust prices to maximize profitability (MN)	
5. Develop and deliver effective customer relation skills in order to provide good customer service.	CR:004 Demonstrate a customer service mindset (CS) CR:055 Deliver positive moments of truth (CS)	LAP-CR-004 Set Your Mind to It (Customer Service Mindset)
6. Establish effective selling philosophies in order to develop customer loyalty and profitability.	SE:518 Plan sales strategy (SP)	
7. Explain typical rating systems used in the lodging business.		
8. Conduct research to determine customer needs and wants in the hospitality industry.	SE:500 Determine hospitality and tourism customer/guest needs (CS)	
9. Gather and evaluate marketing information to make hospitality business decisions.	NF:284 Obtain business information from customer databases (CS) NF:286 Obtain hospitality and tourism information from online sources (e.g., search engines, online databases, blogs, forums, listservs, web analytics, social media, geolocation services) (SP)	
9. Analyze the characteristics, motivations, and behaviors of hospitality consumers.	MK:014 Explain factors that influence customer/client/business buying behavior (SP) SE:112 Differentiate between consumer and organizational buying behavior (SP) MK:029 Explain factors that influence customer selection of food places and menu items (SP) MK:032 Explain reasons that people travel (CS) MK:033 Describe reasons that people choose destinations (CS) SE:509 Discuss motivations of travelers (SP)	LAP-MK-014 Cause and Effect (Buying Behavior)

Competency E: Human Resource Management in the Hospitality Industry		
Task / Skill		
1. Explain basic activities for front-of-the-house and back-of-the-house operations in a hotel.	PD:360 Explain the nature of front office operations (SP) PD:362 Explain the nature of back-of-the house operations (SP)	
2. Identify various types of employee compensation and recognition.	HR:390 Discuss employee compensation (SU)	
3. Evaluate the effects of employee absenteeism, errors or other negative employee behaviors on business productivity.	HR:452 Explain labor-relations issues (SP)	
4. Plan, develop and implement employee orientation and training programs.	HR:360 Orient new employees (CS) HR:361 Orient new employees (management's role) (SU) HR:392 Train staff (SU) HR:447 Develop training program (MN)	
5. Develop an employee recruitment plan designed to identify and hire qualified employees.	HR:421 Develop strategies to market the organization to potential employees (MN)	
6. Describe the salary and fringe benefit package that will attract the best employees to the hospitality industry.	HR:390 Discuss employee compensation (SU) HR:468 Determine components of total rewards system (MN)	
7. Develop a plan for evaluation of employee performance and productivity.	HR:463 Develop written performance-management procedures (MN) HR:536 Develop performance management system = (MN)	
8. Develop separation, termination and transition procedures for processing employee personnel actions.		

9. Plan and manage work schedules and personnel to maximize operations.	HR:566 Schedule staff (SU)	
10. Describe safe working conditions in the hospitality industry to include OSHA Guidelines.	BL:008 Explain the nature of workplace regulations (including OSHA, ADA) (SU)	
11. Identify and explore career opportunities to create a professional growth and development plan.	PD:272 Explain career opportunities in hospitality and tourism (CS)	LAP-PD-272 Career Opportunities in Hospitality and Tourism
12. Exhibit positive work behaviors and personal qualities to enhance the work environment.	EI:004 Demonstrate ethical work habits (PQ)	LAP-EI-004 Work Right (Demonstrating Ethical Work Habits)
13. Motivate and supervise personnel to achieve completion of projects and company goals.	HR:401 Ensure staff understanding of responsibilities, duties, functions, and authority levels (SU) HR:567 Coordinate efforts of service teams to achieve customer service goals (MN)	
14. Develop an organizational chart with staffing/human resource plans including job descriptions and recruitment techniques.	SM:032 Develop an organizational plan for human resources (MN) HR:518 Develop job descriptions and profiles (MN)	
15. Identify ways to improve employee morale and customer satisfaction.		
16. Identify basic principles of organized labor and describe its influence on the hospitality industry.	EC:015 Explain the concept of organized labor and business (SP) HR:452 Explain labor-relations issues (SP) EC:053 Describe the impact of unions on the event industry (SP)	LAP-EC-915 Get United (Organized Labor)
17. Explain the impact of equal employment opportunity and affirmative action on the hospitality industry.	HR:515 Discuss issues associated with workplace diversity (e.g., ethnic, generational, religious, gender) (SP)	
18. Identify personal characteristics of effective employees within the hospitality industry.	EI:090 Describe personal traits important to success in hospitality and tourism (PQ)	

19. Identify global factors affecting the future of the hospitality workforce.	EC:101 Explain labor issues associated with global trade (SU)	
20. Identify technology and other factors affecting the future hospitality workforce.	NF:060 Explain ways that technology impacts the hospitality and tourism industry (PQ)	
Competency F: Legal Issues, Financial Management, and Budgeting for the Hospitality Industry		
Task / Skill		
1. Describe the type of liability insurance needed in the hospitality industry.	PD:328 Explain the nature of commercial liability insurance (SP) FI:793 Explain the need for event insurance (SP)	
2. Describe accommodations that meet ADA standards.	BL:008 Explain the nature of workplace regulations (including OSHA, ADA) (SU)	
3. Interpret the information found on financial statements in the hospitality industry.	FI:091 Describe the nature of cash flow statements (SP) FI:093 Explain the nature of balance sheets (SP) FI:094 Describe the nature of income statements (SP)	LAP-FI-091 Count the Cash (Cash Flow Statements) LAP-FI-093 The Right Balance (The Nature of Balance Sheets) LAP-FI-094 Watch Your Bottom Line (Income Statements)
4. Explain the relationship between occupancy rate and budget for a hospitality venue.	FI:812 Explain metrics used to measure lodging property performance (e.g., RevPar, Average Daily Rate [ADR], Average Room Rate [ARR], occupancy rates) (MN)	
5. Explain rack rates, business rates, and leisure rates in the hospitality industry.	FI:812 Explain metrics used to measure lodging property performance (e.g., RevPar, Average Daily Rate [ADR], Average Room Rate [ARR], occupancy rates) (MN)	

6. Demonstrate knowledge of social, ethical and legal issues of the hospitality industry.	PD:400 Discuss the role of ethics in hospitality and tourism (SP) BL:065 Explain the nature of regulations affecting the hospitality and tourism industry (SP)	
7. Explain the legal aspects of contracts in the hospitality industry.	BL:168 Distinguish between letters of agreement and contracts (SP) BL:169 Explain the use of hotel management contracts (SP)	
8. Apply legal interpretations to employee situations, retention of records, safety and security issues and financial data.		
9. Demonstrate knowledge of consumer protection laws.	BL:135 Describe the rights of customers in the hospitality and tourism industry (SP)	
10. Develop procedures for the legal review of documents and procedures, such as contracts.		
11. Analyze the impact of Federal, State and Local government regulations on the hospitality industry.	BL:065 Explain the nature of regulations affecting the hospitality and tourism industry (SP)	
12. Implement safety, health, and environmental controls to minimize loss and risk.	OP:660 Monitor group's activities to ensure compliance with safety regulations (CS) OP:541 Enhance guest safety through access control procedures (MN) OP:543 Develop safety policies/procedures to prevent sanitation problems (MN) OP:134 Practice safe and sanitary handling/disposal of wastes/recyclables (PQ)	
13. Identify reasons for liability insurance and disclaimers in the hospitality industry.		

14. Analyze the importance of guest security and anonymity in the hospitality industry.	OP:115 Explain security considerations in the hospitality and tourism industry (CS)	
	OP:518 Comply with strategies to protect digital customer data (e.g., information about customers, customers' credit-card numbers, passwords, customer transactions) (SP)	
	OP:545 Explain hotel security considerations (SP)	
	OP:546 Use key-control measures to protect guests (SP)	
Competency G: Current Hospitality Industry Trends		
Task / Skill		
1. Describe the impact of technology on the reservation business/process.	NF:301 Discuss online guest reservation systems (SP)	
2. Describe the latest trends and technologies affecting business travelers.	NF:305 Describe current issues and trends in the hotel/lodging industry (SP)	
	NF:319 Identify issues and trends in travel and tourism (SP)	
3. Describe the latest trends affecting leisure	NF:048 Describe current issues and trends in the hospitality and tourism industry (SP)	
4. Describe how advances in technology allow the hospitality industry to keep up-to-date customer records.	NF:060 Explain ways that technology impacts the hospitality and tourism industry (PQ)	
5. Explain hospitality industry processes for the collection of customer database information.	NF:279 Explain the need for hospitality and tourism business information (CS)	
6. Describe advances in technology that benefit hotel guests. the latest technology available to hotel guests.	NF:305 Describe current issues and trends in the hotel/lodging industry (SP)	

Competency H: Environmental, Ethical, and Global Issues for the Hospitality Industry		
Task / Skill		
1. Identify factors that encourage influence global tourism.	MK:034 Describe factors influencing customer willingness to travel to a destination (SP)	
2. Explain special considerations for international travelers. ADA?		
3. Describe the importance of global travel.	MP:047 Explain segments of the tour market (e.g., mode of transport, distance to destination, length of vacation, travel season, etc.) (SP)	
4. Apply ethical conduct in dealing with international business transactions.	PD:400 Discuss the role of ethics in hospitality and tourism (SP)	
5. Describe environmentally sound practices regarding guests in the hospitality industry.	OP:658 Identify environmental sustainability issues in hospitality and tourism (SP)	
6. Describe environmentally sound practices for hospitality industry properties.	OP:658 Identify environmental sustainability issues in hospitality and tourism (SP)	
7. Exhibit ethical and legal social behaviors when using information and technology in the hospitality industry and discuss the consequences of misuse.	PD:400 Discuss the role of ethics in hospitality and tourism (SP) BL:065 Explain the nature of regulations affecting the hospitality and tourism industry (SP)	
8. Apply a professional code of ethics to a workplace problem or issue.	EI:125 Recognize and respond to ethical dilemmas (CS)	LAP-EI-125 Make the Right Choice (Recognizing and Responding to Ethical Dilemmas)
9. Explain the relationship of business ethics to product/service management.	PM:040 Explain business ethics in product/service management (SP)	LAP-PM-040 Safe and Sound (Ethics in Product/Service Management)
10. Describe the role of ethics and social responsibility on decision making in the hospitality industry.	PD:400 Discuss the role of ethics in hospitality and tourism (SP) EC:070 Explain the role of business in society (CS)	LAP-EC-070 Business Connections (Business and Society)

11. Explain lodging and tourism taxes imposed by states, and counties.	FI:799 Discuss lodging tax structures (SP) BL:177 Describe the nature of tax regulations affecting tourism (SP)	
12. Identify current laws and regulations that impact the hospitality industry.	BL:065 Explain the nature of regulations affecting the hospitality and tourism industry (SP)	
13. Explain the ripple direct and indirect effect of tourism dollars.	PD:417 Discuss the effect of tourism on the community (e.g., transportation systems, safety, security) (SP)	
14. Demonstrate the economic impact of tourism on a state's economy.	PD:417 Discuss the effect of tourism on the community (e.g., transportation systems, safety, security) (SP)	
15. Explain the economic role played by the hospitality industry in satisfying customer needs and wants in a free enterprise system.	EC:136 Explain the relationship between the economy and hospitality and tourism (SP)	
16. Explain the importance of monitoring economic trends in the hospitality industry as it relates to sales strategies for different economic cycles.	EC:136 Explain the relationship between the economy and hospitality and tourism (SP)	
Competency I: Hotel Sales Process		
Task / Skill		
1. Explain strategies for increasing sales in the hospitality industry as it relates to rooms, commodities, attractions etc.	MP:041 Explain the use of marketing strategies in hospitality and tourism (SP)	
2. Describe the impact of internet sales on the hospitality industry.	OP:555 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.) (CS) NF:301 Discuss online guest reservation systems (SP)	
3. Identify markets for potential group sales.	MP:035 Identify ways to segment hospitality and tourism markets (CS)	

4. List sales strategies for event marketing as it relates to business.	MP:001 Explain the concept of marketing strategies (CS) MP:041 Explain the use of marketing strategies in hospitality and tourism (SP)	LAP-MP-001 Pick the Mix (Nature of Marketing Strategies)
5. List sales strategies as it relates to leisure/industrial customers.	MP:041 Explain the use of marketing strategies in hospitality and tourism (SP)	
6. Apply the steps of the sales process in the hospitality industry.	SE:499 Establish relationship with hospitality and tourism customer/guest (CS) SE:500 Determine hospitality and tourism customer/guest needs (CS) SE:221 Recommend hospitality and tourism services (SP)	
7. Describe different sales promotions used in the lodging industry.	R:443 Explain considerations in designing sales-promotion materials for use in travel and tourism (SP)	
8. Identify successful strategies for the hospitality industry that are designed to generate repeat business.		
9. Explain how sales efforts are tied to personal service.	SE:076 Explain the role of customer service as a component of selling relationships (CS)	LAP-SE-076 Go Beyond the Sale (Customer Service in Selling)
10. Identify characteristics of an effective salesperson as it relates to the sale, communication after the sale and follow up in the hospitality industry.		
11. Identify customer prospecting strategies for the hospitality industry.	SE:001 Prospect for customers (SP)	LAP-SE-001 Digging for Sales (Prospecting for Customers)
12. Describe elements of the hospitality sales contract.	BL:168 Distinguish between letters of agreement and contracts (SP)	
13. Describe effective strategies for servicing hospitality meetings and hotel individual guests.	CR:067 Explain the importance of meeting and exceeding customer/guest expectations (CS)	
14. Describe sales strategies for economic downturns.		

Competency J: Manage the Strategic Plan for a Meeting or Event		
Task / Skill		
1. Develop a mission statement to specify the purpose, philosophy, and target markets for the event.	PJ:017 Determine event vision, mission, and goals (MN) MP:043 Identify event market segments (SP)	
2. Create goal statements to specify how the event will achieve its mission.	PJ:017 Determine event vision, mission, and goals (MN)	
3. Work with, communicate, and understand the event stakeholder goals.	PJ:018 Identify event's stakeholders and their concerns (MN) PJ:019 Determine strategies to respond to and manage stakeholder concerns (MN)	
4. Conduct surveys or evaluations to improve future events.	PJ:079 Document lessons learned (MN)	
5. Understand the value of networking with resource people involved with previous hosting and event organization committees.		
6. Develop a profile of potential attendees.	MP:044 Develop event participant profile (SP)	
7. Identify the planning cycle, sponsorship opportunities, human resources needs, and marketing for an event.	PJ:011 Explain the nature of event planning (SP) PJ:021 Determine sponsorship/vendor goals and objectives (MN) HR:558 Determine staffing needs for events (SP) MK:024 Explain the nature of event marketing (CS)	
8. Compile financial information using balance sheets, income statements, cash flow statements, and break-even analysis.	FI:795 Develop event budget (SP) FI:796 Forecast revenue (MN) FI:797 Determine economic impact of events (MN) PI:072 Determine cost of event (breakeven, profit margin) (MN)	

9. Compare the meeting event progress to the mission statement, goals, and objectives.		
10. Monitor cash flow to determine financial standing.		
11. List professional assistance available for financial management of an event.		
12. Review evaluations and feedback from previous events.	PJ:015 Conduct pre-event research (e.g., event history, event brand image, event risks) (SP)	
13. Determine short- and long-term impacts of events.	FI:797 Determine economic impact of events (MN)	
14. Comply with legislation (environmental, local zoning, human rights, health, and safety, labor).	ECl053 Describe the impact of unions on the event industry (SP) PJ:036 Identify health and safety requirements (SP) PJ:038 Determine event's required contracts, licenses, and intellectual property use restrictions (SP)	
15. Integrate environmental awareness into meeting or event management.		
16. Apply conservation practices (reduce energy, reduce water consumption, minimize pollution.		
17. Measure the value of a business or entertainment event.	FI:797 Determine economic impact of events (MN)	
18. Develop an event evaluation plan.	PJ:022 Determine metrics for evaluating event success (e.g., participation or attendance, revenue goals, desired sponsorships, cost containment, satisfaction levels) (MN) PJ:023 Establish event evaluation process (MN)	

19. Collect and understand critical benchmarks for an event.	PJ:022 Determine metrics for evaluating event success (e.g., participation or attendance, revenue goals, desired sponsorships, cost containment, satisfaction levels) (MN)	
20. Evaluate collected event information success or failure.	PJ:077 Determine whether goals/objectives were met (MN)	
21. Develop a summary report to evaluate the event and plan for future events.	PJ:079 Document lessons learned (MN)	
22. Explain a risk management strategy for event management.		
23. Identify risk associated with events that require insurance.	RM:098 Identify risks to successful event execution (SP)	
24. Prepare risk management strategies for events.	RM:099 Develop event contingency plan (e.g., personnel, weather, power outage, damage control) (MN) RM:100 Determine risk management plan (MN)	
Competency K: Project Management		
Task / Skill		
1. Develop a project plan for an event.	PJ:053 Develop event plan (MN)	
2. Identify target markets, event planning tools (Gantt chart, software, etc.), stakeholder requirements, and processes to deliver the event.	MP:043 Identify event market segments (SP) MP:044 Develop event participant profile (SP) NF:130 Utilize project-management software (SP) PJ:018 Identify event's stakeholders and their concerns (MN)	
3. Review previous event plans.	PJ:015 Conduct pre-event research (e.g., event history, event brand image, event risks) (SP)	
4. Identify financial, material, and staff resources available for an event.	PJ:025 Identify resources needed for event (SP) HR:558 Determine staffing needs for events (SP)	

5. Develop a theme, marketing plan, and public relations plan for an event.	PR:405 Plan a public-relations strategy (MN)	
6. Explain branding for an event.	PM:288 Explain the nature of event branding (SP)	
7. Determine event stakeholders' expectations.	PJ:018 Identify event's stakeholders and their concerns (MN)	
8. Explain the brainstorming process for developing an event.		
9. Select cost effective strategies to carry out events.		
10. Identify specific, realistic, measurable and achievable tasks and phases required to meet event objectives.		
11. Develop an integrated communication plan for an event.	PJ:046 Develop marketing communications plan (MN)	
12. Explain data collection and reporting procedures for events.	NF:297 Use event-management tools to monitor and communicate event planning progress (SP)	
13. Design event participant evaluation forms and use the feedback to improve future events.		
Competency L: Manage the Event		
Task / Skill		
1. Identify specific tasks and projects required to achieve the mission, goals, and objectives of an event.	PJ:053 Develop event plan (MN)	
2. Prioritize tasks and projects required for an event.	PJ:053 Develop event plan (MN)	
3. Set critical event timelines.	PJ:034 Determine event planning timeline (SP) PJ:047 Develop event production schedule (MN) PJ:052 Create event milestone schedule (MN)	
4. Delegate tasks to specific individuals or groups based on skills or areas of expertise.	HR:559 Develop staffing plan to meet predicted demand (MN)	

5. Explain key elements of event contracts.	PJ:038 Determine event's required contracts, licenses, and intellectual property use restrictions (MN)	
6. Negotiate contracts that are beneficial for all parties involved.	PI:075 Negotiate venue charges (MN) PI:076 Negotiate hotel/lodging rates and amenities (MN) PI:077 Negotiate tour packages and participant activity charges (MN)	
7. Develop a sequence of activities for an event.	OP:532 Coordinate design of event-related activities (SP) PJ:052 Create event milestone schedule (MN)	
8. Implement risk management techniques and strategies to minimize disruption to event attendees.	RM:099 Develop event contingency plan (e.g., personnel, weather, power outage, damage control) (MN) RM:100 Determine risk management plan (MN)	
9. Explain all event procedures to personnel working the event.	HR:560 Orient volunteers (SU)	
10. Maintain flow/sequence of activities during and event.		
Competency M: Hospitality Marketing Concepts		
Task / Skill		
1. Explain risk management for an event.	SM:075 Explain the nature of risk management (SP)	LAP-SM-075 Prepare for the Worst; Expect the Best (Nature of Risk Management)
2. Identify risks associated with an event.	RM:098 Identify risks to successful event execution (SP)	
3. Determine scope and nature of legal, ethical, and regulatory obligations associated with an event.	BL:165 Describe legal issues affecting the event management industry (SP)	
4. Describe insurance needed to cover an event.	FI:793 Explain the need for event insurance (SP)	

Task / Skill		
5. Determine what is exposed to damage, loss or liability (property, persons, cash, reputation, environment)	RM:098 Identify risks to successful event execution (SP)	
6. Describe unexpected events.	RM:098 Identify risks to successful event execution (SP)	
7. Define risk management for an event.	RM:099 Develop event contingency plan (e.g., personnel, weather, power outage, damage control) (MN)	
8. List options to cover event risks.	RM:100 Determine risk management plan (MN)	
9. Identify health and safety requirements associated with an event.	PJ:036 Identify health and safety requirements (SP)	
10. Establish risk management policies and procedures.	RM:100 Determine risk management plan (MN)	
11. Develop emergency response plans.	RM:099 Develop event contingency plan (e.g., personnel, weather, power outage, damage control) (MN)	
12. Explain the need for law enforcement security at an event.		
Competency N: Develop Financial Resources		
Task / Skill		
1. Explain the sponsorship process for an event.		
2. Describe sponsorship levels.	PJ:021 Determine sponsorship/vendor goals and objectives (MN)	
3. Gain support of key stakeholders for the proposed sponsorship arrangements.		
4. Identify potential sponsors.	PR:399 Describe participation factors evaluated by event sponsors/speakers (SP)	
5. Explain sponsor benefit packages.	PR:404 Create sponsorship package materials (MN)	

6. Explain the importance of maintaining relationships with sponsors.		
7. Manage contractual fulfillment by event sponsors	PJ:063 Confirm vendors/speakers/sponsors/transportation (SP)	
8. Identify potential donors and donor opportunities.		
9. Determine the need for donor recognition.		
10. Describe the procedure for soliciting donors.	CO:211 Solicit event sponsors/vendors/speakers (SP)	
11. Manage the event registration process.	PJ:035 Determine event registration process (SP) PJ:066 Maintain registration area (CS)	
Competency O: Manage the Event Budget		
Task / Skill		
1. Develop budget categories and format.	FI:794 Describe the nature of event budgeting (SP) FI:795 Develop event budget (SP)	LAP-FI-106 Money Tracks (Nature of Budgets)
2. Determine potential sources of revenue (grants, sponsorships, registration, exhibitor fees).	FI:796 Forecast revenue (MN)	
3. Allocate budget amounts for event activities.	PJ:051 Set event budget (MN)	
4. Establish a contingency plan and funds for the events.	RM:099 Develop event contingency plan (e.g., personnel, weather, power outage, damage control) (MN)	
5. Specify fixed and variable costs for an event.	PJ:051 Set event budget (MN)	
6. Determine profit requirements for an event.	PJ:022 Determine metrics for evaluating event success (e.g., participation or attendance, revenue goals, desired sponsorships, cost containment, satisfaction levels) (MN) PI:072 Determine cost of event (breakeven, profit margin) (MN)	
7. Collect and analyze information related to current market conditions.		

Task / Skill	Performance Indicator	
8. Explain cash flow requirements for an event.	PI:072 Determine cost of event (breakeven, profit margin) (MN)	
9. Explain why budgets must be reviewed and adjusted.	FI:794 Describe the nature of event budgeting (SP)	
10. Revise or reallocate funds to cover unexpected expenditures or revenues.		
11. Describe security procedures for handling cash at an event.		
12. Communicate policies and procedures to staff and volunteers for an event to prevent theft.		
Competency P: Human Resources		
Task / Skill		
1. Develop selection process for staff.		
2. Describe employment conditions.		
3. Explain a job description and job requirements.		
4. Explain the methods to recruit target groups.		
5. Evaluate and adjust the interview process to select the best employees.	HR:355 Interview job applicants (SU)	
6. Understand labor laws.	BL:007 Explain the nature of human resources regulations (SU) BL:008 Explain the nature of workplace regulations (including OSHA, ADA) (SU)	
7. Use effective interview protocols.	HR:355 Interview job applicants (SU)	
8. Explain the reference check for potential employees.		
9. Communicate with all individuals who apply for a position.		
10. Select and retain the best employees.	HR:356 Select and hire new employees (SU)	

Competency Q: Train and Manage Staff and Volunteers		
Task / Skill		
1. Describe employee orientation.	HR:560 Orient volunteers (SU)	
2. Develop an employee training program.		
3. Assess employee training needs.		
4. Describe orientation and employee training procedures.	HR:560 Orient volunteers (SU)	
5. List the best strategies for delivering employee training.	HR:362 Explain the role of training and human resources development (SU)	
6. Determine successful training results.		
7. Create a job description.		
8. Describe strategies to motivate employees and volunteers.	HR:561 Coach volunteers (SU)	
9. Design strategies to maximize employee and volunteer retention.	HF:513 Foster employee engagement and commitment (SU)	
10. Define the purpose of the event management team.		
11. Determine performance indicators to evaluate employee performance.		
12. Design exit interviews to determine the reason for employee turnover.	HR:512 Manage employee turnover (HR)	
Competency R: Manage Stakeholder Relationships		
Task / Skill		
1. Identify internal and external event stakeholders	PJ:018 Identify event's stakeholders and their concerns (MN)	
2. Describe the desired impact of an event.	PJ:017 Determine event vision, mission, and goals (MN)	

Task / Skill		
3. Prioritize stakeholders according to power, influence, and interest.		
4. Recognize and integrate varied interests and goals of stakeholders	PJ:019 Determine strategies to respond to and manage stakeholder concerns (MN)	
5. Develop a code of ethics including customer rights.		
6. Determine the best channels of communication for stakeholders.		
7. Monitor activities, products, and services offered by competitors.		
8. Ensure staff understands expectations of stakeholders.		
Competency S: Design the Program		
Task / Skill		
1. Create a mission statement, goals, and objectives for an event.	PJ:017 Determine event vision, mission, and goals (MN)	
2. Determine program components for the event.		
3. Evaluate previous year's event.	PJ:015 Conduct pre-event research (e.g., event history, event brand image, event risks) (SP)	
4. Identify the desired program components (speakers, entertainment, attractions, activities, etc.)	PJ:059 Select speakers/performers (MN) PR:408 Determine event-related activities to engage participants (SP)	
5. Communicate event needs with speakers and entertainers.		
6. Match program format and outcomes to stakeholder objectives.	PJ:019 Determine strategies to respond to and manage stakeholder concerns (MN)	
7. Determine location and duration requirements for each event component.		
8. Create a program agenda.		

9. Assign agenda items to appropriate staff.		
10. Create agenda contingency plans.	RM:099 Develop event contingency plan (e.g., personnel, weather, power outage, damage control) (MN)	
Competency T: Engage Speakers and Performers		
Task / Skill		
1. Determine the role of speakers and performers for an event.		
2. Match the speakers and performers to audience demographics.	PJ:059 Select speakers/performers (MN) PJ:043 Establish speaker/performer selection criteria (MN)	
3. Create the speaker/performer contract.		
4. Communicate event expectations to the speaker/performer.		
5. Determine the logistics for the speaker/performer at the event.	PJ:063 Confirm vendors/speakers/sponsors/transportation (SP)	
Competency U: Food and Beverage Sales		
Task / Skill		
1. Determine food and beverage service requirements.	Pj:037 Identify food and beverage requirements (SP)	
2. Offer menus that meet the customer's dietary and budgetary needs.	PM:311 Plan menu mix (MN)	
3. Plan the appropriate food service style.		
4. Select food and beverage providers.		
5. Follow rules regarding alcohol sales, group size, security requirements.		

6. Identify room set up.	PJ:031 Define conference room/banquet room requirements (SP)	
7. Address liability and insurance requirements.	FI:793 Explain the need for event insurance (SP)	
Competency V: Meeting Design and Layout		
Task / Skill		
1. Establish functional requirements for the event.	PJ:039 Determine site selection criteria (SP)	
2. Select décor and furnishings for the event.	PJ:041 Select event décor (SP)	
3. Coordinate meeting or event signage.	PR:407 Select event signage (SP)	
4. Determine requirements for staging and technical equipment.		
5. Describe the role of meeting set-up companies.		
6. Install staging and technical equipment.		
7. Manage and oversee technical production operation.		
Competency W: Managing Movement of Attendees		
Task / Skill		
1. Develop admittance credential systems.		
2. Select crowd management techniques.	PJ:045 Develop crowd-management plan (MN)	
3. Understand event protocol (titles, invitations, reception room, seating arrangements, introductions, security)		

Competency X: Event Site Selection and Management		
Task / Skill		
1. Determine site specifications.	PJ:039 Determine site selection criteria (SP) PJ:057 Complete room specification sheets (SP) PJ:058 Document functional site specifications (SP)	
2. Identify and inspect sites.		
3. Design the site layout.	PJ:040 Determine site layout (SP)	
4. Create logistics action plan for site set-up and take-down.	PJ:057 Complete room specification sheets (SP) PJ:058 Document functional site specifications (SP)	
5. Set up the site.	PJ:061 Set up banquet/conference rooms (CS)	
6. Monitor the site during the event.	PJ:071 Monitor event areas (SP)	
7. Take down the site.	PJ:075 Tear down event areas (banquet rooms, meeting rooms, tents, temporary seating, staging, carpeting, etc.) (CS)	
Competency Y: Marketing the Event		
Task / Skill		
1. Conduct a situational analysis.	PJ:013 Explain the role of situation analysis in the event planning process (SP)	
2. Define target market segments.	MP:043 Identify event market segments (SP)	
3. Develop branding for an event.	PM:292 Create brand (MN)	
4. Select marketing distribution channels.		
5. Develop an integrated marketing strategy for the event.	MP:018 Develop marketing plan (MN)	
6. Implement the marketing plan.		
7. Determine needed marketing materials for an event.		

Task / Skill		
8. Develop content and design parameters for an event.	OP:533 Coordinate design of event-related materials (SP)	
9. Produce marketing materials for an event.		
10. Develop the advertising plan for an event.		
11. Coordinate sales promotions for events.		
12. Tie the event to a public relations campaign.	PR:405 Plan a public-relations strategy (MN)	
13. Develop a media relations plan for an event.		
14. Develop the sales plan for the event.		
15. Conduct sales activities.		
16. Determine different sales platforms for events.		
Competency Z: Communication and Professionalism		
Task / Skill		
1. Define the effective elements of communication.	EI:007 Explain the nature of effective communications (PQ)	LAP-EI-140 More Than Just Talk (Effective Communication)
2. Establish lines of communication for effective events.		
3. Define communication procedures and protocols.		
4. Communicate verbally and in writing.	EI:129 Foster open, honest communication (SP)	LAP-EI-129 Can We Talk? (Fostering Open, Honest Communication)
5. Use communication tools/equipment effectively.		
6. Make effective presentations.	CO:025 Make oral presentations (SP)	LAP-CO-025 Well Said! (Making Oral Presentations)
7. Plan and conduct meetings.	CO:052 Conduct planning meetings (SU)	
8. Establish and conduct business relationships.	EI:037 Foster positive working relationships (CS)	LAP-EI-037 Can You Relate? (Fostering Positive Working Relationships)

9. Project a professional image.		
10. Describe effective leadership.	EI:009 Explain the concept of leadership (CS)	LAP-EI-909 Lead the Way (Concept of Leadership)
11. Demonstrate ethical behavior.	EI:125 Recognize and respond to ethical dilemmas (CS)	LAP-EI-125 Make the Right Choice (Recognizing and Responding to Ethical Dilemmas)
12. Work effectively in a diverse environment.		
13. Define time management.	PD:019 Use time-management skills (SP)	LAP-PD-019 About Time (Time Management)
14. List stress management techniques.	EI:028 Explain the nature of stress management (SP)	LAP-EI-028 Keep Your Cool (Stress Management)
15. Identify issues and assess time constraints.	PD:019 Use time-management skills (SP)	LAP-PD-019 About Time (Time Management)
16. Identify and investigate problems	PD:077 Demonstrate problem-solving skills (CS)	LAP-PD-077 No Problem (Demonstrating Problem-Solving Skills)
17. Participate in professional development activities.	PD:036 Utilize resources that can contribute to professional development (e.g., trade journals/periodicals, professional/trade associations, classes/seminars, trade shows, and mentors) (SP)	