



Australian Government

Department of Education, Employment and Workplace Relations

THHGLE12B Develop and manage marketing strategies

Release: 1

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Modification History

Not applicable.

Unit Descriptor

This unit deals with the skills and knowledge required to develop and manage marketing plans and strategies within a tourism and hospitality context. It focuses on planning, monitoring and evaluation. The actual conduct of activities, which generally takes place within the framework of marketing plans, is covered in various other units such as THHGCS07B Co-ordinate marketing activities and THTSMA01B Co-ordinate the production of brochures and marketing materials. This unit equate to the units BSBMKG01A Research the market and BSBMKG403A Develop marketing strategies in the Business Services Training Package.

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Application of the Unit

Not applicable.

Licensing/Regulatory Information

Not applicable.

Pre-Requisites

Not applicable.

Employability Skills Information

Not applicable.

Elements and Performance Criteria Pre-Content

Not applicable.

Elements and Performance Criteria

Elements and Performance Criteria

Element	Performance Criteria
1 Collect and analyse information on the internal business environment	1.1 Identify and confirm core activities, customer base, business values and current business direction. 1.2 Identify and analyse information on current and past marketing and its effectiveness. 1.3 Review performance information from all areas of the business to identify strengths, weaknesses and critical success factors. 1.4 Identify and record current capabilities and resources, including the need for specialist assistance. 1.5 Identify any under-performing products and services and analyse and report on reasons for under-performance. 1.6 Record and report information in accordance with enterprise requirements.
2 Collect and analyse information on the external business environment	2.1 Identify and analyse information on expected market growth or decline with associated risk factors. 2.2 Record and analyse projected changes in the labour force, population and economic activity. 2.3 Gather and analyse comparative market information. 2.4 Identify and analyse industry and customer trends and developments, including emerging issues and technology. 2.5 Identify and analyse the legal, ethical and environmental constraints of the market and potential business impacts.

- 2.6 Record and report information in accordance with enterprise requirements.
- 3 Prepare marketing strategies or plans
 - 3.1 Identify and analyse opportunities based on internal and external market analysis.
 - 3.2 Develop strategies that are consistent with the direction, values and business plans of the enterprise.
 - 3.3 Develop strategies in consultation with key stakeholders.
 - 3.4 Prepare marketing strategies to meet legal and ethical requirements.
 - 3.5 Provide timely opportunities for colleagues to contribute to the marketing plan.
 - 3.6 Submit marketing plan for approval where appropriate in accordance with enterprise policy.
- 4 Implement and monitor marketing activities
 - 4.1 Define and communicate clearly all priorities, responsibilities, timelines and budgets, involving all appropriate colleagues.
 - 4.2 Implement and monitor actions detailed in the plan in a cost-efficient manner and according to schedule and contingencies.
 - 4.3 Produce reports in accordance with enterprise policy.
 - 4.4 Share information on marketing activities with operational staff to maintain awareness of current enterprise focus.
- 5 Conduct ongoing evaluation
 - 5.1 Evaluate marketing activities using agreed methods and benchmarks.
 - 5.2 Make adjustments in accordance with evaluation.
 - 5.3 Communicate and implement agreed changes promptly.

Required Skills and Knowledge

Not applicable.

Evidence Guide

Essential Knowledge and Skills to be Assessed

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

data collection tools and methodologies

marketing planning techniques and formats

internal and external issues which impact on market planning in a given industry context

in-depth knowledge of tourism and hospitality industry marketing and distribution networks

legal issues that impact on marketing activities including Trade Practices and Fair Trading legislation

research and analytical skills to analyse internal and external business environments.

Linkages to Other Units

There is a very strong link between this unit and the following unit Both units focus on planning and depending upon the industry sector and workplace, combined delivery and assessment may be appropriate.

THHGLE03B Develop and implement operational plans

Note: Knowledge of specific legal issues is required within this unit. This means that there is some duplication with the generic unit THHGLE20B Develop and update the legal knowledge required for business compliance. Repetition should be avoided in training and assessment.

For generic pre-employment training and assessment, a range of industry contexts must be addressed. Where the focus is sector or workplace specific, training and assessment must be tailored to meet particular needs.

Critical Aspects of Assessment

Evidence of the following is critical:

ability to develop a marketing strategy for a specific tourism and/or hospitality product,

service or enterprise. Plans should identify current and relevant industry enterprise

marketing issues and include a detailed, realistic implementation program

knowledge and understanding of specific implementation and monitoring issues.

Context of Assessment and Resource Implications

Assessment must ensure:

project or work activities conducted over a period of time to allow the candidate to both develop and implement a marketing strategy for a given product or service

development and implementation of a marketing strategy which targets and involves

individuals or businesses who have a genuine interest or potential in purchasing the product or service

involvement of stakeholders in the planning process

involvement of customers to whom products and services are marketed.

Assessment Methods

Assessment methods must be chosen to ensure that marketing planning and implementation can be practically demonstrated. Methods must include assessment of knowledge as well as assessment of practical skills.

The following examples are appropriate for this unit:

evaluation of the marketing aspects of a project conducted by the candidate either alone or in conjunction with industry

evaluation of reports prepared by the candidate detailing marketing plans and results achieved

case studies to assess application of marketing planning to different industry situations and contexts

review of portfolios of evidence and third party workplace reports of on-the-job performance by the candidate.

Key Competencies in this Unit

Key Competencies are an integral part of all workplace competencies. The table below describes those applicable to this unit. Trainers and assessors should ensure that they are addressed in training and assessment.

Level 1 = Perform Level 2 = Administer and Manage Level 3 = Design and Evaluate

Key Competencies

Collecting, Organising and Analysing Information

For example:

Sourcing and analysing destination visitation data for its impact on a particular product or service (3)

Communicating Ideas and Information

For example:

Writing a marketing plan (3)

Planning and Organising Activities

For example:

Co-ordinating the consultation and research phases for the development of a marketing plan (3)

Working with Others and in Teams

For example:

Conducting a brainstorming session to gain staff input into the planning process (3)

Using Mathematical Ideas and Techniques

For example:

Calculating budget figures for marketing activities (1)

Solving Problems

For example:

Developing new marketing approaches for products or services which have so far failed to meet performance expectations (3)

Using Technology

For example:

Integrating new technology into various marketing activities (2)

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Range Statement

This unit applies to all tourism and hospitality sectors. The following explanations identify how this unit may be applied in different workplaces, sectors and circumstances.

For generic pre-employment training and assessment, a range of industry contexts must be addressed. Where the focus is sector or workplace specific, training and assessment must be tailored to meet particular needs.

Marketing plans and strategies may be for:

- a specific product or service (new or existing)
- a small/medium sized business enterprise
- a destination
- a single event.

Sources of information may include:

- peers
- Internet
- official statistics
- government agencies
- industry associations
- business advisory services
- financial institutions
- industry publications.

Capabilities and resources may include:

- human resources
- financial resources
- equipment capacity
- staff skill levels
- hours of operation
- communication capabilities
- location/position
- e-business.

Trends and developments may be:

- economic
- ecological/environmental
- government activities
- social and cultural
- demographic
- technology
- industrial.

Comparative market information may include:

- best practice information
- benchmarking
- competitor information.

Legal and ethical constraints may include:

- legislation
- regulation
- codes of practice
- cultural expectations and influences
- social responsibilities (e.g. protection of children, environmental issues).

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Unit Sector(s)

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