

SQA Advanced Unit Specification

General information

Unit title:	Hospitality Front Office Sales Management (SCQF level 8)
Unit code:	J47E 48
Superclass:	ND
Publication date:	June 2020
Source:	Scottish Qualifications Authority
Version:	02 (January 2022)

Unit purpose

The purpose of this unit is to enable learners to apply tools and techniques to maximise front office sales. It covers customer relationship management, e-marketing and the use of revenue and yield management to maximise the sales potential of hospitality accommodation operations.

Outcomes

On successful completion of the unit, the learner will be able to:

- 1 explain techniques for the maximisation of room sales
- 2 assess the effect of customer relationship management (CRM) on front office sales
- 3 examine the use of intermediaries and e-marketing in maximising front office sales

Credit points and level

- 1 SQA unit credit at SCQF level 8: (8 SCQF credit points at SCQF level 8)

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Recommended entry to the unit

Access to this unit will be at the discretion of the centre. It would be beneficial if learners have achieved qualifications in front office procedures at SCQF level 7 and/or have relevant industrial experience.

Core Skills

Achievement of this unit gives automatic certification of the following:

- ◆ Core Skill component Critical Thinking at SCQF level 6

Opportunities to develop aspects of Core Skills are highlighted in the **support notes section** for this unit specification.

Context for delivery

If this unit is delivered as part of a group award, it is recommended that it should be taught and assessed within the subject area of the group award to which it contributes.

If this unit is delivered as part of the SQA Advanced Diploma in Hospitality Management, it is recommended that it be completed in the second year of the programme.

Equality and inclusion

This unit specification has been designed to ensure that there are no unnecessary barriers to learning or assessment. The individual needs of learners should be taken into account when planning learning experiences, selecting assessment methods, or considering alternative evidence.

Further advice can be found on our website www.sqa.org.uk/assessmentarrangements.

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Statement of standards

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Acceptable performance in this unit will be the satisfactory achievement of the standards set out in this part of the unit specification. All sections of the statement of standards are mandatory and cannot be altered without reference to SQA.

Where evidence for outcomes is assessed on a sample basis, the whole of the content listed in the knowledge and/or skills section must be taught and available for assessment. Learners should not know in advance the items on which they will be assessed and different items should be sampled on each assessment occasion.

Outcome 1

Explain techniques for the maximisation of room sales.

Knowledge and/or skills

- ◆ yield management
- ◆ revenue and occupancy statistics
- ◆ management of overbooking rooms
- ◆ upselling and cross-selling of rooms

Outcome 2

Assess the effect of customer relationship management (CRM) on front office sales.

Knowledge and/or skills

- ◆ use of guest history and profiles in CRM
- ◆ loyalty and retention programmes
- ◆ use of customer feedback to improve products and services

Outcome 3

Examine the use of intermediaries and e-marketing in maximising front office sales.

Knowledge and/or skills

- ◆ hospitality accommodation accreditation and ratings
- ◆ hotel booking sites and agents
- ◆ social media applications

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Evidence requirements for this unit

Learners will need to provide evidence to demonstrate their knowledge and/or skills across all outcomes by showing that they can:

Outcome 1

- ◆ explain how yield management can be used to effectively manage room sales
- ◆ analyse revenue and occupancy statistics to make decisions on room sales
- ◆ describe how overbooking contributes to maximising room sales
- ◆ state two examples of upselling and/or cross-selling that would help to maximise room sales

Outcome 2

- ◆ explain how the effective use of guest history and profiles can impact on front office sales
- ◆ examine the effect that loyalty and retention programmes have on front office sales
- ◆ assess the impact of customer feedback on the improvement of products and services

Outcome 3

- ◆ identify one hospitality accreditation system and explain what it can do to enhance rooms sales
- ◆ assess the need to use booking sites and agents to maximise front office sales
- ◆ explain the impact that social media can have on increasing sales in front office

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Support notes

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Unit support notes are offered as guidance and are not mandatory.

While the exact time allocated to this unit is at the discretion of the centre, the notional design length is 40 hours.

Guidance on the content and context for this unit

The purpose of this unit is to provide the learner with techniques and tools to maximise sales within hospitality front office.

Outcome 1 is concerned with the use of data to make decisions to maximise room sales. Initially, the subject of yield management should be introduced. A definition should be given and its uses within hospitality front office should be made clear to the learner. Consideration should be given to differential pricing strategies in relation to consumer buying behaviour as a mechanism for maximising sales. Learners should then be introduced to statistical information that may help with maximising sales such as occupancy rates, average room rates and revenue per available room and how these can help in making decisions in front office.

The procedures and rationale for overbooking should be examined so that it allows for hospitality rooms to be fully utilised without detriment to the customer experience. This could include overbooking levels and strategies for booking guests into other hotels. Ways of upselling and cross-selling should be explored to increase revenue opportunities such as potential room upgrades and different room packages.

Outcome 2 looks at customer relationship management (CRM). Learners should be introduced to what CRM is and what it is used for in hospitality front office. Consideration should be given to systems within establishments that are used for this purpose such as Opera PMS. The information gained from these systems such as guest history and profiling customers can be invaluable in anticipating returning customers' needs and wants and can provide forecasting data for future sales. The use of CRM as a way to ensure customer loyalty and retention should be highlighted. The benefits of the system should be considered including such aspects as customer discounted rates, loyalty membership packages and providing for guests' particular needs including special requests and guest extras.

The provision of customer feedback should be explained in relation to how it will improve customer expectations and how it helps inform changes and improvements to the products and services offered. This could include such things as revision of opening hours for various departments, implementation of refurbishment and preventative maintenance programmes, and additional services to enhance the customer experience.

In Outcome 3, learners should be introduced to organisations who categorise the quality of a hospitality establishment such as Visit Scotland and the Automobile Association, and how this

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provision helps in maximising sales for the business. This could include examples such as benchmarking against a recognised accreditation system, marketing the business and providing reviews of the properties within the rating scheme.

As well as direct bookings to the hospitality establishment, intermediaries should be considered as tools to potentially help maximise sales. Online travel agents and hotel booking sites such as Booking.com, TUI and comparison websites such as Trivago should be investigated in relation to increasing revenue for the establishment. Learners should also address the effect social media such as Facebook, Twitter, Instagram and Trip Advisor can have on front office sales such as positive user generated content, using ads in a smart way, and finding influencers who will comment on the business positively.

Learners should explore how a business's own website could be used to maximise sales such as ensuring the booking system and the website are synchronised; providing re-marketing opportunities; using search engine optimisation effectively to create bookings as well as making it mobile friendly through an app to encourage potential buyers on the move.

Guidance on approaches to the delivery of this unit

The logical order of delivery for this unit should be from Outcome 1 through to Outcome 3. There are various delivery methods that can be used for this unit. Where appropriate, these could include tutor lectures, practical activities and exercises, group discussions, visits to hotels and other residential establishments, and guest speakers from front office departments who understand how front office sales are managed effectively.

This unit should be delivered as a stand-alone unit. As it is an optional unit within the SQA Advanced Diploma Hospitality Management framework, it can be delivered at any time within the course, however it would be advisable to complete the unit in the second year of the programme. This unit should be taught in a way that enables learners to appreciate its relevance to the occupational area covered.

Guidance on approaches to assessment of this unit

Evidence can be generated using different types of assessment. The following are suggestions only. There may be other methods that would be more suitable to learners.

The assessment of this unit could be carried out with all outcomes being assessed together or in three separate parts, ie outcome by outcome. If the assessment is completed as one assessment this should be undertaken once all the content of the unit has been delivered. If the assessment is completed in three distinct parts, they should be completed at the end of each outcome.

For this assessment, learners could be given a case study from a hospitality accommodation operation to analyse that relates to the management of front office sales. Learners would be required to use the information to answer a series of extended response questions. To ensure authentication of learners' work, it is advisable to complete the assessment under controlled conditions.

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Centres are reminded that prior verification of centre-devised assessments would help to ensure that the national standard is being met. Where learners experience a range of assessment methods, this helps them to develop different skills that should be transferable to work or further and higher education.

Opportunities for e-assessment

E-assessment may be appropriate for some assessments in this unit. By e-assessment, we mean assessment which is supported by Information and Communication Technology, such as e-testing or the use of e-portfolios or social software. Centres wishing to use e-assessment must ensure that the national standard is applied to all learner evidence and that conditions of assessment — as specified in the evidence requirements — are met, regardless of the mode of gathering evidence. The most up-to-date guidance on the use of e-assessment to support SQA's qualifications is available at: www.sqa.org.uk/e-assessment

Opportunities for developing Core and other essential skills

The Critical Thinking component of Problem Solving at SCQF level 6 is embedded in this unit. When a learner achieves the unit, their Core Skills profile will also be updated to include this component.

Information and Communication Technology: Accessing Information at SCQF level 6

Learners will be demonstrating the Core Skill component of Accessing Information level 6 when they:

- ◆ analyse the data used to make decisions and maximise room sales
- ◆ assess CRM systems for profiling customer information and forecasting future demand
- ◆ investigate the impact of external rating bodies and online travel agents

Problem Solving: Critical Thinking at SCQF level 6

Learners will be demonstrating the Core Skill component of Critical Thinking at SCQF level 6 when they:

- ◆ explain how yield management can be used to effectively manage room sales
- ◆ analyse revenue and occupancy statistics to make decisions on room sales
- ◆ identify tools and techniques used to maximise room sales
- ◆ explain how the effective use of guest history and profiles in CRM systems can impact on front office sales
- ◆ examine the effect loyalty and retention programmes have on front office sales
- ◆ assess the impact of customer feedback on the improvement of products and services
- ◆ investigate how accreditation systems can do to enhance rooms sales
- ◆ assess the use of booking sites, online agents and social media in maximising sales

Learners will also develop their analytical and decision-making skills and enhance their employability skills in the front office management.

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History of changes to unit

Version	Description of change	Date
02	Embedded Core Skills info added: Critical Thinking at SCQF level 6	12/01/2022

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SQA acknowledges the valuable contribution that Scotland's colleges have made to the development of SQA Advanced Qualifications.

Further information

Call SQA's Customer Contact Centre on 44 (0) 141 500 5030 or 0345 279 1000. Alternatively, complete our [Centre Feedback Form](#).

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General information for learners

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This section will help you to decide whether this is the unit for you by explaining: what the unit is about; what you should know or be able to do before you start; what you will need to do during the unit; and opportunities for further learning and employment.

This unit is about how to manage front office sales. You require no prior knowledge to complete this unit but the completion of the SCQF level 7 unit Hospitality Front Office Procedures, or equivalent, would be beneficial.

You will consider tools and techniques used in the front office area that help ensure the effective management of room sales.

In Outcome 1, you will look at yield management and what it entails. This will include making decisions on pricing of rooms; when to overbook; what to do to increase revenue when occupancy and revenue are low and how to make use of tools such as upselling or cross-selling to increase sales.

In Outcome 2, you will consider how you use the data you have on your guests to make informed decisions about the management of front office sales. You will consider how guest history and profiles can impact on sales. You will also investigate loyalty and retention programmes used by hospitality operations, why they use them and the benefits gained by the establishment. You will also look at customer feedback and what it can do to improve products and services offered and again help increase room sales.

Finally, you will consider external businesses that can help you with front office sales such as Visit Scotland and the AA. You will also look at booking sites and agents and what they do to sell your products and services. The contribution that social media can make to sales will be addressed.

You will develop skills and knowledge in yield management, customer relationship management and the use of intermediaries and e-marketing to maximise sales in front office.

Assessment of this unit will test your knowledge and understanding of the tools and techniques to maximise front office sales and the application of your knowledge to a given situation.

The Critical Thinking component of *Problem Solving* at SCQF level 6 is embedded in this unit. When you achieve the unit, your Core Skills profile will also be updated to include this component.

Completion of this unit will also enable you to develop the following Core Skills components:

- ◆ Information and Communication Technology: Accessing Information at SCQF level 6

On completion of this unit, you could progress to other units in Hospitality at SCQF level 8 and/or seek employment in the hospitality industry in a front office role.