

Travel and Tourism Management Team Decision-Making Event

Performance Indicators

Performance Indicators 2007-2008 DECA Competitive Events

Performance Indicators for this competitive event are used to define the parameters of the written exam, role-plays, case studies and other activities that are part of the overall competition.

This list was compiled by MarkED and represents its preliminary efforts to support all DECA competitive events within the overall framework of the National Marketing Education Standards. Individual indicators are based on a review of prior MarkED research and on extensive review of available online and print literature—both from industry and education. Over the next year, MarkED will refine the list, edit, and evaluate individual indicators and validate the entire list with the national business community.

For additional information on these Performance Indicators, the National Curriculum Framework, or the National Marketing Education Standards, please visit the MarkED web site at www.Mark-ED.org. Questions may be e-mailed to betho@mark-ed.com.

Instructional Area**BUSINESS LAW****Performance Element**

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

Performance Indicators

Describe legal issues affecting businesses
Describe the nature of legally binding contracts

Performance Element

Adhere to commerce laws and regulations to establish and continue business operations.

Performance Indicators

Explain types of business ownership
Explain the nature of trade regulations
Explain the nature of environmental regulations

Performance Element

Understand human-resource laws and regulations to facilitate business operations.

Performance Indicators

Explain the nature of personnel regulations
Explain the nature of workplace regulations (including OSHA, ADA)

Performance Element

Additional specialized performance indicators

Performance Indicators

Describe the role of the government in the travel and tourism industry
Explain the nature of regulations affecting the travel and tourism industry

Instructional Area**COMMUNICATION SKILLS****Performance Element**

Read to acquire meaning from written material and to apply the information to a task.

Performance Indicators

Analyze company resources to ascertain policies and procedures

Performance Element

Apply verbal skills to obtain and convey information.

Performance Indicators

Defend ideas objectively
Handle telephone calls in a businesslike manner
Participate in group discussions
Make oral presentations

Performance Element

Write effectively to convey information.

Performance Indicators

- Explain the nature of effective written communications
- Write business letters
- Write informational messages
- Write inquiries
- Write persuasive messages
- Prepare simple written reports
- Prepare complex written reports
- Write proposals

Performance Element

Communicate with staff to clarify workplace objectives.

Performance Indicators

- Explain the nature of staff communication
- Participate in a staff meeting
- Provide directions for completing job tasks
- Conduct a staff meeting

Performance Element

Additional specialized performance indicators

Performance Indicators

- Prepare confirmation letters
- Respond to requests for facilities/services/community information
- Inform guests/clients of local sites/events
- Explain world time zones to clients
- Direct guest/client to other locations
- Make/Confirm travel arrangements for guest/client
- Inquire about/Confirm fares, schedules, or accommodations for clients
- Confirm transportation fares
- Orient clients to locale
- Conduct pre-departure briefing
- Direct guest/client to other locations
- Assist customer with passport and visa
- Assist clients with customs regulations and health requirements for international travel
- Explain communication services that can be used to assist clients with specialized needs

Instructional Area

ECONOMICS

Performance Element

Acquire an understanding of fundamental economic concepts to obtain a foundation for employment in business.

Performance Indicators

- Distinguish between economic goods and services
- Explain the concept of economic resources
- Describe the concepts of economic scarcity and economic activities
- Determine economic utilities created by business activities
- Explain the principles of supply and demand
- Describe the concept of price

Performance Element

Recognize the nature of business to understand its contributions to society.

Performance Indicators

Explain the role of business in society
Describe types of business activities

Performance Element

Differentiate among economic systems to understand the environments in which businesses function.

Performance Indicators

Explain the types of economic systems
Determine the relationship between government and business
Describe the nature of taxes
Explain the concept of private enterprise
Identify factors affecting a business's profit
Determine factors affecting business risk
Explain the concept of competition
Describe businesses' market structures

Performance Element

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

Performance Indicators

Explain the concept of productivity
Analyze the effects of government expenditures and tax policies on productivity
Analyze impact of specialization/division of labor on productivity
Explain the concept of organized labor and business
Explain the impact of the law of diminishing returns
Describe the concept of economies of scale
Describe the nature of cost/benefit analysis
Determine relationships among total revenue, marginal revenue, output, and profit

Performance Element

Identify economic indicators to measure economic trends and conditions.

Performance Indicators

Explain measures used to analyze economic conditions
Describe the concept of price stability as an economic measure
Discuss the measure of consumer spending as an economic indicator
Discuss the impact of a nation's unemployment rates
Describe the economic impact of inflation on business
Explain the economic impact of interest-rate fluctuations
Determine the impact of business cycles on business activities

Performance Element

Determine international trade's impact on business decision-making.

Performance Indicators

Explain the nature of international trade
Discuss the impact of cultural and social environments on world trade

Performance Element**Additional specialized performance indicators****Performance Indicators**

Compute currency conversions
 Describe the impact of travel and tourism on the environment
 Explain the economic impact of travel and tourism on a community or an area
 Describe the impact of international policies on the travel and tourism industry

Instructional Area**EMOTIONAL INTELLIGENCE****Performance Element****Exhibit techniques to manage emotional reactions to people and situations.****Performance Indicators**

Lead change
 Explain the nature of stress management

Performance Element**Understand others' feelings, needs, and concerns to enhance interpersonal relations.****Performance Indicators**

Explain the nature of positive customer/client relations
 Demonstrate a customer-service mindset
 Develop cultural sensitivity
 Explain the impact of political relationships within an organization
 Explain management's role in customer relations

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

Foster positive working relationships
 Explain the concept of leadership
 Participate as a team member
 Use consensus-building skills
 Persuade others
 Explain ethical considerations in providing information
 Reinforce service orientation through communication
 Respond to customer inquiries
 Use conflict-resolution skills
 Handle difficult customers
 Interpret business policies to customers/clients
 Handle customer/client complaints
 Encourage team building
 Recognize/Reward others for their efforts and contributions
 Coach others

Performance Element**Additional specialized performance indicators****Performance Indicators**

Explain the concept of gratuities
 Maintain waiting list
 Assess customer's special needs (e.g., children, disabilities, etc.)
 Provide customer service in compliance with ADA
 Resolve disputes raised by customers

Instructional Area**FINANCIAL ANALYSIS****Performance Element**

Acquire an understanding of the fundamental principles of money needed to make financial exchanges.

Performance Indicators

Explain the nature and scope of financing
 Explain the time value of money
 Explain the purposes and importance of credit
 Explain legal responsibilities associated with financial exchanges

Performance Element

Analyze financial needs and goals to determine financial requirements.

Performance Indicators

Explain the nature of financial needs (e.g., college, retirement, wills, insurance, etc.)
 Set financial goals
 Develop personal budget
 Determine profitability of business services

Performance Element

Manage personal finances to achieve financial goals.

Performance Indicators

Maintain financial records
 Read and reconcile bank statements
 Demonstrate the wise use of credit
 Validate credit history
 Protect against identity theft
 Prepare personal income tax forms

Performance Element

Acquire foundational knowledge of financial-services providers to understand their role in financial-goal achievement.

Performance Indicators

Describe types of financial-services providers
 Discuss considerations in selecting a financial-services provider

Performance Element

Understand the need for investing to ensure financial well being.

Performance Indicators

Explain types of investments
 Establish investment goals and objectives

Performance Element

Understand potential business threats and opportunities to protect a business's financial well being.

Performance Indicators

Describe the concept of insurance

Performance Element

Understand accounting's role and function in business to track money flow and to determine financial status.

Performance Indicators

Explain the concept of accounting
 Explain the need for accounting standards (GAAP)
 Prepare invoices
 Maintain petty cash records
 Maintain daily financial transactions
 Record and report sales tax
 Describe the nature of cash flow statements
 Prepare cash flow statements
 Explain the nature of balance sheets
 Describe the nature of profit-and-loss statements

Performance Element

Understand payroll requirements to facilitate the payroll process.

Performance Indicators

Explain issues associated with the payroll process

Performance Element

Manage financial resources to ensure solvency.

Performance Indicators

Forecast sales
 Calculate financial ratios
 Describe the nature of budgets
 Explain the nature of operating budgets
 Develop company's/department's budget
 Analyze cash-flow patterns
 Conduct break-even analysis
 Interpret financial statements

Performance Element

Additional specialized performance indicators

Performance Indicators

Transfer payments to suppliers
 Initiate refund process for cancellations
 Process advance payments
 Run credit check report
 Collect payment
 Maintain petty-cash fund
 Balance daily posting transactions
 Prepare daily revenue report
 Make deposits with travel suppliers
 Complete bank deposits/records
 Record and report sales tax
 Review expense reports filed by employees

Instructional Area

HUMAN RESOURCE MANAGEMENT

Performance Element

Employ skills needed to organize and facilitate work efforts.

Performance Indicators

Describe ethics in personnel issues
 Explain the nature of wage and benefit programs

Performance Element

Utilize techniques to staff an organization or a department within an organization.

Performance Indicators

Determine hiring needs
 Screen job applications/resumes
 Interview job applicants
 Select and hire new employees
 Conduct exit interviews
 Dismiss/fire employees
 Maintain personnel records

Performance Element

Lead staff growth and development to increase productivity and employee satisfaction.

Performance Indicators

Orient new employees
 Orient new employees (management's role)
 Explain the role of training and human resource development
 Explain the nature of management/supervisory training
 Coach employees
 Recognize/reward employees
 Handle employee complaints and grievances
 Ensure equitable opportunities for employees
 Assess employee performance
 Explain the nature of remedial action

Performance Element

Additional specialized performance indicators

Performance Indicators

Establish staffing and service ratios for group events
 Train employees to use travel technology
 Design travel policies for company employees

Instructional Area

INFORMATION MANAGEMENT

Performance Element

Maintain business records to facilitate business operations.

Performance Indicators

Describe the nature of business records
 Maintain customer records

Performance Element

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

Performance Indicators

Demonstrate collaborative/groupware applications

Performance Element

Acquire information to guide business decision-making.

Performance Indicators

Describe current business trends
Monitor internal records for business information
Conduct an environmental scan to obtain business information

Performance Element

Additional specialized performance indicators

Performance Indicators

Describe current issues and trends in the travel and tourism industry
Explain ways that technology impacts the travel and tourism industry
Use check authorization system

Instructional Area**MARKETING****Performance Element**

Acquire an understanding of marketing's role and function in business to facilitate economic exchanges with customers.

Performance Indicators

Explain marketing and its importance in a global economy
Describe marketing functions and related activities

Performance Element

Additional specialized performance indicators

Performance Indicators

Explain the nature of travel and tourism marketing
Differentiate between service marketing and product marketing

Instructional Area**OPERATIONS****Performance Element**

Evaluate safety issues needed to protect employees.

Performance Indicators

Follow safety precautions
Maintain a safe work environment
Explain procedures for handling accidents
Handle and report emergency situations

Performance Element**Analyze security issues to protect employees and to minimize loss.****Performance Indicators**

Explain routine security precautions

Performance Element**Analyze purchasing activities implemented to obtain business supplies and equipment.****Performance Indicators**Explain the nature and scope of purchasing
Place orders/reorders**Performance Element****Acquire an understanding of production's role and function in business to recognize its need in an organization.****Performance Indicators**Explain the concept of production
Describe production activities**Performance Element****Utilize business systems to expedite workflow and enhance a business's image.****Performance Indicators**Describe crucial elements of a quality culture
Describe the role of management in the achievement of quality
Analyze business systems and procedures**Performance Element****Implement organizational skills to improve efficiency and workflow.****Performance Indicators**Use time-management principles
Develop project plan
Manage projects
Schedule employees**Performance Element****Implement expense-control strategies to enhance a business's financial well being.****Performance Indicators**Explain the nature of overhead/operating costs
Explain employee's role in expense control
Control use of supplies
Negotiate service and maintenance contracts
Negotiate lease or purchase of facility
Develop expense-control plans
Use budgets to control operations**Performance Element****Perform activities to facilitate ongoing business operations.****Performance Indicators**Maintain inventory of supplies
Identify resources needed for project
Identify routine activities for maintaining business facilities and equipment

Performance Element**Performance Indicators****Additional specialized performance indicators**

Select travel suppliers
 Negotiate favorable rates with travel suppliers
 Enhance guest safety through access control procedures
 Process lost and found
 Obtain travel insurance for clients
 Discuss employee safety/security issues in travel and tourism
 Explain security considerations in the travel and tourism industry
 Explain procedures for reducing bad check losses
 Explain procedures for handling robbery situations
 Handle emergency situations in travel and tourism
 Open/Close business facility
 Develop procedures for safeguarding cash
 Develop emergency procedures for travel and tourism
 Schedule tours (involves computing cost, distance, and travel time factors)
 Prepare background manuals and materials for tour escort
 Explain maintenance issues unique to travel and tourism

Instructional Area**PROFESSIONAL DEVELOPMENT****Performance Element**

Acquire self-development skills to enhance relationships and improve efficiency in the work environment.

Performance Indicators

Determine vision
 Set personal goals
 Make decisions
 Demonstrate negotiation skills
 Demonstrate appropriate creativity

Performance Element

Participate in career-planning to enhance job-success potential.

Performance Indicators

Identify sources of career information
 Identify tentative occupational interest
 Explain employment opportunities in business

Performance Element

Implement job-seeking skills to obtain employment.

Performance Indicators

Write a follow-up letter after job interviews
 Write a letter of application
 Prepare a resume

Performance Element

Utilize career-advancement activities to enhance professional development.

Performance Indicators

Identify skills needed to enhance career progression
 Utilize resources that can contribute to professional development (e.g., trade journals/periodicals, professional/trade associations, classes/seminars, trade shows, and mentors)
 Use networking techniques for professional growth

Performance Element

Additional specialized performance indicators

Performance Indicators

Describe traits important to the success of employees in the travel and tourism industry
 Explain employment opportunities in the travel and tourism industry
 Describe geographic factors that foster travel and tourism
 Use maps and charts to identify geographic and topographic factors which impact travel and tourism
 Obtain travel and tourism information from resources
 Assess the services provided by professional organizations in the travel and tourism industry
 Describe the nature of the travel and tourism industry
 Discuss the interdependence of travel and tourism industry segments
 Explain factors affecting the development and growth of the travel and tourism industry
 Describe the cyclical/seasonal nature of tourism
 Describe the impact of international considerations on the travel and tourism industry

Instructional Area**STRATEGIC MANAGEMENT****Performance Element**

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

Performance Indicators

Explain the concept of management
 Explain the nature of managerial ethics
 Explain the nature of organizational culture

Performance Element

Control an organization's/department's activities to encourage growth and development.

Performance Indicators

Describe the nature of managerial control (control process, types of control, what is controlled)
 Analyze operating results in relation to budget/industry

Performance Element

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

Performance Indicators

Explain the nature of business plans
 Explain external planning considerations

Instructional Area**DISTRIBUTION****Performance Element**

Acquire foundational knowledge of distribution to understand its role in marketing.

Performance Indicators

Explain the nature and scope of distribution
 Explain the relationship between customer service and distribution
 Explain the nature of channels of distribution
 Describe the use of technology in the distribution function
 Explain legal considerations in distribution
 Describe ethical considerations in distribution

Performance Element

Manage distribution activities to minimize costs and to determine distribution strategies.

Performance Indicators

Coordinate distribution with other marketing activities
 Explain the nature of channel-member relationships
 Explain the nature of channel strategies
 Select channels of distribution
 Evaluate channel members

Performance Element

Additional specialized performance indicators

Performance Indicators

Explain the concept of place (distribution) in the travel and tourism industry
 Stock brochure racks
 Prepare and forward rooming lists to suppliers

Instructional Area**MARKETING-INFORMATION MANAGEMENT****Performance Element**

Acquire foundational knowledge of marketing-information management to understand its nature and scope.

Performance Indicators

Describe the need for marketing information
 Explain the nature and scope of the marketing-information management function
 Explain the role of ethics in marketing-information management
 Describe the use of technology in the marketing-information management function
 Assess marketing-information needs
 Develop marketing-information management system

Performance Element

Collect marketing information to ensure accuracy and adequacy of data for decision-making.

Performance Indicators

Identify information monitored for marketing decision making
 Collect marketing information from otjers
 Explain the nature of marketing research in a marketing-information management system

Performance Element

Process marketing information to test hypotheses and/or to resolve issues.

Performance Indicators

Describe techniques for processing marketing information
 Explain the use of databases in organizing marketing data
 Interpret descriptive statistics for marketing decision making

Performance Element

Employ marketing information to plan marketing activities.

Performance Indicators

Explain the concept of marketing strategies
 Explain the concept of market and market identification
 Explain the nature of marketing planning
 Explain the nature of marketing plans
 Explain the role of situational analysis in the marketing-planning process
 Explain the nature of sales forecasts
 Identify considerations in implementing international marketing strategies
 Identify market segments
 Select target market
 Conduct market analysis
 Conduct SWOT analysis for use in marketing planning process
 Assess global trends and opportunities
 Conduct competitive analysis
 Set marketing goals and objectives
 Set a marketing budget
 Develop marketing plan
 Describe measures used to control marketing planning
 Monitor and evaluate performance of marketing plan
 Conduct marketing audits

Performance Element

Additional specialized performance indicators

Performance Indicators

Develop profile of visitors
 Design a group convention profile
 Complete a property analysis
 Determine tours to offer
 Describe the nature of target marketing in the travel and tourism industry
 Forecast travel markets

Instructional Area**PRICING****Performance Element**

Develop a foundational knowledge of pricing to understand its role in marketing.

Performance Indicators

Explain the nature and scope of the pricing function
 Describe the role of business ethics in pricing
 Explain the use of technology in the pricing function
 Explain legal considerations for pricing

Performance Element

Employ pricing strategies to determine prices.

Performance Indicators

Explain factors affecting pricing decisions

Performance Element

Additional specialized performance indicators

Performance Indicators

Explain the concept of price in the travel and tourism industry
Describe factors affecting the prices of travel and tourism products
Set price of group tour

Instructional Area

PRODUCT/SERVICE MANAGEMENT

Performance Element

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

Performance Indicators

Explain the nature and scope of the product/service management function
Identify the impact of product life cycles on marketing decisions
Describe the use of technology in the product/service management function
Explain business ethics in product/service management

Performance Element

Generate product ideas to contribute to ongoing business success.

Performance Indicators

Identify product opportunities
Identify methods/techniques to generate a product idea
Generate product ideas
Determine initial feasibility of product idea
Create processes for ongoing opportunity recognition

Performance Element

Develop an understanding of quality assurances to enhance product/service knowledge.

Performance Indicators

Describe the uses of grades and standards in marketing
Explain warranties and guarantees
Identify consumer protection provisions of appropriate agencies
Evaluate customer experience

Performance Element

Employ product-mix strategies to meet customer expectations.

Performance Indicators

Explain the concept of product mix
Describe the nature of product bundling
Identify product to fill customer need
Plan product mix
Determine services to provide customers

Performance Element

Position products/services to acquire desired business image.

Performance Indicators

Describe factors used by marketers to position products/businesses
 Explain the nature of branding
 Explain the role of customer service in positioning/image
 Develop strategies to position product/business
 Build brand

Performance Element

Additional specialized performance indicators

Performance Indicators

Explain the concept of product in the travel and tourism industry
 Describe services offered by the travel and tourism industry
 Explain the nature of product extensions in the travel and tourism industry
 Customize travel and tourism services for clients (e.g., meal options, types of rooms, types of travel options, etc.)
 Explain site variables that affect the travel and tourism product (e.g., climate, time zones, wind, etc.)
 Plan special events for meetings
 Schedule familiarization trips
 Explain how to create a marketing partnership with other entities
 Plan variety of guest/client activities
 Plan tourist destinations
 Plan tours
 Monitor guest satisfaction with services/facility
 Explain environmental factors conducive to customer satisfaction
 Evaluate hotel properties
 Evaluate effectiveness of tours

Instructional Area

PROMOTION

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
 Explain the types of promotion
 Identify the elements of the promotional mix
 Describe the use of business ethics in promotion
 Describe the use of technology in the promotion function
 Describe the regulation of promotion

Performance Element

Advertise to communicate promotional messages to targeted audiences.

Performance Indicators

Explain the types of advertising media
 Explain components of advertisements
 Explain the nature of direct advertising strategies
 Describe considerations in using databases in advertising

Performance Element

Manage promotional activities to maximize return on promotional efforts.

Performance Indicators

Explain the nature of a promotional plan
Coordinate activities in the promotional mix

Performance Element

Additional specialized performance indicators

Performance Indicators

Describe the concept of promotion in the travel and tourism industry
Write direct-mail letters
Select placement of advertisements
Design advertisements for tour operators
Coordinate news releases
Prepare store/department for special event
Explain promotional methods used by the travel and tourism industry
Implement creative display techniques and theme options in travel and tourism
Develop a sales packet for a segment of the travel and tourism industry
Select strategies for delivering promotional materials to prospective travelers
Determine effectiveness of promotional efforts
Design frequency/loyalty marketing program strategy

Instructional Area**SELLING****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
Explain the role of customer service as a component of selling relationships
Explain key factors in building a clientele
Explain company selling policies
Explain business ethics in selling
Describe the use of technology in the selling function
Describe the nature of selling regulations

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
Analyze product information to identify product features and benefits

Performance Element

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

Performance Indicators

Explain the selling process

Performance Element**Manage sales activities to meet sales goals/objectives.****Performance Indicators**

Explain the nature of sales management

Performance Element**Additional specialized performance indicators****Performance Indicators**

Describe the rights of customers in the travel and tourism industry
 Describe destination marketing services (including government agencies, tourist centers, convention and visitor's bureaus, and chambers of commerce)
 Categorize types of destinations
 Identify types of destination attractions
 Describe the services of the travel intermediary industry segment (including retail travel agents, tour wholesalers, tour operators, corporate travel managers and agencies, incentive travel planners, and convention/meeting planners)
 Describe air transportation services
 Identify the classifications of U.S. airlines
 Explain land transportation services
 Explain water transportation services
 Identify important U.S. ports for cruise ships
 Explain elements of dining experience that are used to satisfy clients
 Describe lodging options used to increase customer satisfaction
 Analyze product information to identify product features and benefits
 Identify popular local, regional, state, national, and international destinations
 Explain factors that motivate people to travel
 Describe what motivates people to choose a destination
 Describe factors that motivate people to attend events
 Explain what motivates people to select an agency
 Guide client in making travel decisions
 Determine client's travel preferences/needs
 Recommend specific destinations and travel services to travelers
 Recommend travel and tourism services
 Conduct walk-through for on-site tour
 Ask for booking
 Register guests/clients
 Reserve rental car for client
 Book client's train reservation
 Make hospitality reservation for customer/client
 Book sightseeing tour for client
 Book cruise for client
 Book a tour
 Sell trips to individuals
 Sell good/service/idea to groups
 Process group arrivals
 Sell trips to groups
 Promote trips to travel agents
 Plan follow-up strategies for use in selling
 Change/Cancel customer's reservation
 Arrange local sightseeing tours for guests
 Process complimentary offers and coupons/discounts
 Calculate flying time and time zone differences
 Calculate cost of travel packages
 Calculate cost of event
 Arrange special services for customers

Performance Indicators

Arrange luggage-handling services
Plan/Develop itinerary for customer
Prepare for tour
Process cash sales
Process travelers checks
Assist with currency exchange
Process credit sales
Cash guest/client checks
Sell gift certificates
Process telephone orders
Process advance reservations
Process sales documentation
Process client's tickets
Generate ATB boarding passes
Prepare Airline Reporting Corp (ARC) report
Issue travel voucher
Settle group's account
Establish relationship with customer
Determine customer needs
Recommend specific product
Convert customer objections into selling points
Close the sale
Demonstrate suggestion selling