

## Unit 32: Sales Management

<b>Unit code</b>	<b>F/616/1817</b>
<b>Unit level</b>	<b>5</b>
<b>Credit value</b>	<b>15</b>

### **Introduction**

This unit introduces students to the discipline of sales management for the 21st century, in today's highly competitive hospitality market, it is vital to have an understanding of sales. Changing dynamics between buyers and sellers, driven by the fast-paced evolution of e-commerce and globalisation, has led organisations to review and adapt their sales management approach in response to a customer-driven culture.

Sales is a vital part of the hospitality industry and plays a significant role within each of the different sectors. From hotel sales departments to the barman behind a bar, it is critical that all employees within the industry are equipped with the knowledge of how to sell.

This unit gives a comprehensive overview of sales management within each of the different sectors of hospitality and equips students with the tools and knowledge they need to succeed in today's fast-paced hospitality sales environment.

## **Learning Outcomes**

By the end of this unit a student will be able to:

1. Demonstrate an understanding of the principles of sales management within the hospitality industry
2. Evaluate the merits of how sales structures are organised within the hospitality industry and recognise the importance of having sales orientated staff
3. Analyse and apply principles of successful selling within the hospitality industry
4. Demonstrate an understanding of the finance of selling.

## Essential Content

### LO1 **Demonstrate an understanding of the principles of sales management within the hospitality industry**

#### *Introduction and scope of sales management:*

Definition of sales management and the key aspects of sales management, including planning, selling and reporting

Sales versus marketing and the major differences between the two

Strategies for measuring and monitoring, including the sales funnel and hit rate metric

Different modes of selling (Business to Business B2B and Business to Consumer B2C) and their impact upon buyer and seller roles and dynamics

Consumer buying behaviour process

Business buying behaviour process

Sales promotions and incentives and how they are used within the different sectors

How hospitality sales differs from consumer good sales – intangible and tangible products, selling a service rather than a tangible product

The challenges of selling a perishable product

The role sales play in food service management and contract catering

The impact of new technology on the sales management environment: the use of Skype, video conferencing on tablet devices for improved communication; online events and sales training to improve sales skills and productivity and cloud computing to improve information access

### LO2 **Evaluate the merits of how sales structures are organised within the hospitality industry and recognise the importance of having sales orientated staff**

#### *Sales leadership and the sales executive:*

Ethics of behaviour, law and sales leadership

Designing and organising the sales force and choosing the right structure: geography, product and customer-based design

The structure of sales departments within the hospitality industry and how they differ from traditional sales departments

#### *Appropriate recruitment and training to develop an efficient sales force:*

Characteristics of hospitality sales people

Supervising, managing and leading the sales force

Goal setting, managing performance and reward of the sales force

The different sales distribution channels hotels can use – individual property websites, social media, global distribution systems, online travel agents

The costs and benefits of these for hotels

### **L03 Analyse and apply principles of successful selling within the hospitality industry**

*Turning customer information into knowledge:*

Classification of sales leads: hot, warm and cold

The cold versus warm approach

Successful pitching and positioning

Negotiation techniques and tactics: closing sale, handling objections, when to say 'no', ethics of behaviour and overpromising

Building and managing relationships

Internal sales techniques: upgrading hotel rooms, suggestive selling and employee incentive programmes

Exit and terminating relationships

### **L04 Demonstrate an understanding of the finance of selling**

*Portfolio management:*

Calculating margins

Payment mechanisms and terms

The sales cycle

Sector specific sales cycle management

Performance management

The link between hotel sales and revenue management

## Learning Outcomes and Assessment Criteria

Pass	Merit	Distinction
<p><b>LO1</b> Demonstrate an understanding of the principles of sales management within the hospitality industry</p>		<p><b>LO1 LO2 LO3</b></p> <p><b>D1</b> Produce a coherent, fully justified critical evaluation based upon a comprehensive understanding of sales management, structure and selling techniques within a hospitality organisational context</p>
<p><b>P1</b> Explore the key principles of sales management in relation to the importance of sales planning, methods of selling and sale reporting</p>	<p><b>M1</b> Evaluate how principles of sales management will be different in response to consumer and business buying behaviour</p>	
<p><b>LO2</b> Evaluate the merits of how sales structures are organised within the hospitality industry and recognise the importance of having sales orientated staff</p>		
<p><b>P2</b> Evaluate the benefits of sales structures and how they are organised using specific hospitality examples</p> <p><b>P3</b> Explain the importance of having sales orientated staff within the hospitality industry</p> <p><b>P4</b> Assess the use of different sales distributions channels for specific hospitality examples</p>	<p><b>M2</b> Critically evaluate the implementation of different types of sales structures using specific hospitality examples</p>	
<p><b>LO3</b> Analyse and apply principles of successful selling within the hospitality industry</p>		
<p><b>P5</b> Analyse the key principles and techniques for successful selling and how they contribute to building and managing guest relationships in application to specific hospitality organisational examples</p>	<p><b>M3</b> Critically analyse the application of successful selling principles and techniques in application to specific organisational examples</p>	

Pass	Merit	Distinction
<b>LO4</b> Demonstrate an understanding of the finance of selling		<b>D2</b> Critically evaluate and make recommendations on how sales structures and approaches can improve financial viability
<b>P6</b> Explain the importance of developing sales strategies that yield highest profitability and incorporating account management within sales structures	<b>M4</b> Evaluate how core finance principles and successful portfolio management can lead to increased profitability and a competitive edge	

## Recommended Resources

### Textbooks

HAIR, J., ANDERSON, R., MEHTA, R. and BABIN, B. (2008) *Sales Management:*

*Building Customer Relationships and Partnerships*. 1st ed. London: Cengage Learning.

JOBBER, D. and LANCASTER, G. (2015) *Selling and Sales Management*. 10th ed. Harlow: Pearson

TANNER, J., HONEYCUTT, E. and ERFFMEYER, R. (2013) *Sales Management*.

Harlow: Pearson.

WEINBERG, M. (2015) *Sales Management. Simplified: The Straight Truth About Getting Exceptional Results from Your Sales*. New York: Amacom.

### Links

This unit links to the following related units:

*Unit 5: Leadership and Management*

*for Service Industries Unit 31:*

*Hospitality Digital Marketing*

*Unit 19: Hospitality Consumer*

*Behaviour and Insight Unit 47:*

*Pitching and Negotiation Skills*