

**A reference tool
and check-list for
building knowledge,
professionalism
and success in the
hospitality industry**

Acknowledgements

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Previous Publications

The Institute of Hospitality Management Standards published in 2017 replace the earlier version published in 2008.

Historical publications include:

- HCIMA Corpus of Management Excellence 1998
- HCIMA Corpus of Knowledge 1977

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Disclaimer

Whilst considerable care has been taken in compiling the material contained within this publication, the Institute of Hospitality believes it to be accurate at the time of its publication, but does not warrant that it is accurate or up-to-date and will have no responsibility for any reliance on such material.

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Introduction

The Institute of Hospitality is the professional body for individual managers and aspiring managers working and studying in the hospitality, leisure and tourism industry. Since our formation in 1938, we've worked to unite professionals, promote best practice, enhance skills and raise the profile of the industry.

As a registered educational charity with a global membership, the Institute offers a wide range of benefits including online resources, regional networks, industry-specific management publications and research. Through membership, individuals can attain globally recognised designatory letters signifying their qualifications and level of industry expertise.

The Institute is also an authoritative international body in the field of accreditation for programmes of professional study in hospitality, leisure, tourism, events and related fields as well as endorsement of hospitality training.

The Management Standards are primarily intended for (i) professional staff building a career in the industry and (ii) both managers and leaders to determine their continuing professional development. However, these standards can also be used by:

- Employers to identify the roles and responsibilities required in their business.
- Human resource professionals in the recruitment, training, retention, progression and capacity building of their workforce.
- Educational institutions to create focused and directed learning programmes.
- Careers advisors to understand the wealth of opportunities and range of occupations within the hospitality, tourism and leisure industry.
- The Institute of Hospitality itself to determine programmes of initial and continuing professional development for the sector.

Our **vision** is to provide international hospitality professionals with the highest professional standards of management and education in the hospitality and tourism sectors and help them become the best and most sought-after managers within the industry.

Our **mission** is to support and help our members achieve their highest potential within the industry through professional recognition, membership status, education and continued professional and personal development.



Our Standards can help graduates build successful careers.

How to use this publication

The Management Standards publication is intended as a reference tool and checklist to enable individuals and organisations to achieve success and professionalism in the hospitality industry.

They can be used by:

Individuals

To build a professional career in hospitality management.

Organisations

To identify roles and responsibilities required in their business and to guide and develop their staff through successful career progression.

Education and training providers

To develop the knowledge, skills and competencies required by the industry.

The Standards are listed as a series of checkboxes which can be reviewed in relation to knowledge, skills and competencies attained. Areas which require further development can then be highlighted and researched using the Institute's Knowledge Centre, publications and e-Resources;

by asking colleagues and employers for help; through training and development opportunities and by networking with other industry professionals. Once the new knowledge is gained, then the Standard can be checked (☑).

The Standards are set out in three sections:

Section 1 covers Personal and Professional Skills which apply to all hospitality professionals. This section includes a code of conduct, background on the industry and professional development.

Section 2 covers Managing People and Operations. This section includes the core competencies required in the main operational job roles of food production, food and beverage operations, accommodation services, front office and reception operations and meetings and events.

Section 3 covers Managing the Business which will be of particular interest to owner operators and those starting their own business. Specific areas of management include health and safety, marketing, finance, strategy, public relations and sales.



If you are using the Standards for your own professional development and attainment, you can check each Standard in relation to your own knowledge and competencies.

SECTION 1

**Personal and
Professional
Skills**

Management
Standards



1.1 Professional Code of Conduct

1.1.1 Demonstrate professionalism at all times



- ☐ Be responsible and accountable for your actions and decisions.
- ☐ Demonstrate a professional appearance in line with organisation or brand guidelines.
- ☐ Demonstrate professional and personal integrity; be truthful and transparent.



- ☐ Act reasonably and justifiably in conflicts.
- ☐ Don't offer or take gifts of any nature which could be seen as a bribe.
- ☐ Comply with relevant legislation and regulations in the countries where you work.

1.1.2 Act in the best interests of your organisation and customers



- ☐ Act in a manner which supports your organisation's overall objectives and reputation.



- ☐ Aim to deliver excellence at all times; constantly maintain a 'can do' attitude and strive to deliver excellent service to customers.
- ☐ Promote best practice at all times.

1.1.3 Respect and value your customers and colleagues



- ☐ Value your colleagues; encourage and support them to work to a high standard, identify their development needs and access appropriate support to develop in their role or career.
- ☐ Be consistent and fair when addressing personal performance or standards of behaviour.



- ☐ Show empathy for the physical and mental health, safety and wellbeing of customers and colleagues, recognising their specific needs and the pressures and problems they face.
- ☐ Deal ethically at all times with both customer and colleagues.

Consider the support of a mentor to help you develop in your role and future career.



Treat others fairly and with respect; promote equality of opportunity, diversity and inclusion, and support human rights and dignity.

1.1.4 Own and manage your personal development



- ☐ Design your own development and career progression plans.
- ☐ Implement your plan and review progress at regular intervals.



- ☐ Consider the support of a mentor to help you develop in your role and future career.

1.1.5 Create a positive impact on society



- ☐ Treat others fairly and with respect; promote equality of opportunity, diversity and inclusion, and support human rights and dignity.
- ☐ Address the interests and needs of all stakeholders in a balanced manner.



- ☐ Ensure that the environmental impact of your work is as positive as possible.
- ☐ Challenge and report conduct or behaviour which you feel is unlawful or unethical and encourage others to do the same.
- ☐ Recognise and value the responsibilities you have to the communities in which you operate.



Case Study

Kenneth N Ivory MIH

"I was fortunate to complete my Master of Business Administration in Hospitality Studies at Oxford Brookes University. That's when I joined the Institute of Hospitality. My exciting, challenging, and rewarding career spans over the past 30 years. I have been fortunate to lead high-performing teams, and manage high quality operations throughout my career. My passion for the industry began in my first year of high school with a chance sign up for Home

Economics. I became very interested in the food service industry, received scholarships to attend Abraham Baldwin Agricultural College and then the University of Georgia. I started in the industry as a Food Service Manager, and developed food and beverage, leadership, and operational fundamental skills along the way. I am currently Vice-President of Operations, Creative Dining Services, Midwestern Region, USA."

"I became very interested in the food service industry, received scholarships to attend Abraham Baldwin Agricultural College and then the University of Georgia."



Understand different sub-sectors in the restaurant sector such as gastro pubs.



1.2 Understanding the Industry

1.2.1 Complexity



- Different sectors within the hospitality industry e.g. hotels; restaurants; pubs, cost sector catering; clubs and bars; contract catering; self-catering; cruises; quick service and hospitality services.
- Different sub-sectors e.g. in the restaurant sector: fine dining, gastro-pub, French cuisine
- Different types of hospitality business structures e.g. independents and corporates, single unit and chains, public and private sector organisations, managed outlets, franchises and contracted out business models .



- How the different sectors, sub-sectors and business structures integrate and interrelate and the impact on the overall customer experience.
- Recent trends in eating and drinking.
- The emergence and importance of rating systems and quality performance measures including both formal (AA Rosettes) and informal (Trip Advisor) and quality awards such as ISO, Investors in People and Hospitality Assured.

Understand the relationship between large corporations and small and micro-businesses.



1.2.2 Size, importance and uniqueness



- The importance of the hospitality industry to national and local economies.
- People employed, number of businesses, franchises and/or outlets.
- The relationship between large corporations and small and micro-businesses; the contribution each makes to the customer experience and the local/national economy.



- The factors that make hospitality so different to other industries e.g. intangibility, perishability, variability, inseparability, ease of duplication, demand variation, difficulty of comparison.

Understand the difference between the 'service economy' and the 'experience economy'.



1.2.3 Hospitality as part of the Visitor Economy

- ✓
- Definition of 'visitor economy' and 'visitor'
- Trends in visitors to your country e.g. country of origin, levels of spend, length of stay, locations visited, accommodation used.
- ✓
- Examples of different types of customers and reasons for travelling.
- Examples of different needs of visitors from different cultures.

1.2.4 Hospitality as part of the Experience Economy

- ✓
- Definition of the 'service economy' and 'experience economy'
- ✓
- Difference between the 'service economy' and the 'experience economy'.

1.2.5 Economic influences

- ✓
- Macro-economic factors that affect the performance of a hospitality business e.g. political, economic, socio-cultural, technological, legal and environmental (PESTLE).
- ✓
- Micro-economic factors that affect the performance of a hospitality business e.g. customers, suppliers, competitors, product life cycle, ease of market entry and duplication, advances in technology, spending power of consumers at different times of an economic cycle.



Case Study

Roshan Perera FIH

"I started as a banqueting waiter 30 years ago at the Hotel Ceylon Intercontinental and worked with international hotel brands and iconic Sri Lankan hotels. Currently I am the director/CEO of Laugfs Leisure Ltd and I manage Anantaya Resorts in Chilaw and Pasikudah on the east coast of Sri Lanka. Also I am the director/CEO of Silk Route by Laugfs Leisure, a total destination management company. I am a Fellow of the Institute of Hospitality, a Certified Hotel Administrator and I hold an MBA from Buckinghamshire New University, UK. In addition I hold Diplomas in Hotel Management, HR and Labour Law and I attended Cornell's General

Manager Programme too. My relationship with the Institute started over 25 years ago. Its resources have helped me to reach where I am today. Networking and industry acceptance also come with Institute membership. I developed the Institute's academic activities in Sri Lanka during my time in office as the chair of the Sri Lanka International Branch and the Institute is now very well-regarded in Sri Lanka by the industry. The Institute's CPD programmes are the best way to success for young hoteliers across the world and they helped me immensely during my early career."

"I developed the Institute's academic activities in Sri Lanka during my time in office as the chair of the Sri Lanka International Branch and the Institute is now very well-regarded in Sri Lanka by the industry."



Understand learning programmes and qualifications (general and industry-specific) that may help your progression.



1.3 Professional Development and Lifelong Learning

1.3.1 Your organisation's approach



- Different job roles, management structures and development opportunities at each level of your organisation.
- Different job roles, management structures and development opportunities across the wider industry offered by larger corporate chains and smaller, independent businesses.



- How you can develop within your job and progress within your career.
- Professional development programmes, learning opportunities and career support (e.g. training, mentoring, shadowing) available via your organisation (with or without an external partner).

Undertake a personal 'SWOT' (strengths, weaknesses, opportunities and threats) to identify areas of focus.



1.3.2 The self-audit



- Undertaking a personal 'SWOT' (strengths, weaknesses, opportunities and threats) to identify areas of focus.
- Developing a learning plan with clear milestones as to where you want to be, within which timeframe and how you plan to get there.
- Defining 'personal effectiveness' and behaviours that support it e.g. assertiveness, drive, energy, motivation, confidence.
- Understanding how you (and others) learn (e.g. your mix of kinesthetic, visual and auditory preferences; whether you are an activist, theorist, pragmatist, reflector) and how this will affect your success in learning new skills and knowledge at work.



- Understanding learning programmes and qualifications (general and industry-specific) that may help your progression; what they entail and where to go for help and advice.
- Understanding the remit, products and resources of professional and skills related bodies that can help support your professional development.

"The Management Standards are a good source of guidance for those looking to widen their knowledge and skills."

Monica Or FII

Understand the remit, products and resources of professional and skills related bodies that can help support your professional development.



1.3.3 Developing knowledge, skills and behaviours



- Management behaviours and approaches and when to use them e.g: cultural influence, leadership styles and theories, management trends and theories, motivation, power, authority.
- Management and leadership attributes e.g. integrity, fairness, justice, non-dominance, humility, trust, supportive, encouraging, correcting, competitiveness, innovation, entrepreneurship.
- Interpersonal skills e.g. selecting and leading teams, people skills, communicating, influencing, persuading, balancing, delegating, stress management, project management, negotiation techniques, time management, managing meetings.



- Project management skills e.g. initial evaluation; planning, risk mitigation, resource allocation, setting milestones, using project management tools and techniques.
- Decision making skills e.g. information analysis (quantitative and qualitative based information), synthesis, evaluation, planning, problem solving techniques, reliability testing, modelling.
- Change management skills: understanding and communicating the reasons for change (e.g. customer, market, technology and cost-led); changing staff hierarchy to empower key roles; designing and evaluating the change programme; communicating internally and externally; leading the change process; winning support; evaluating success and identifying lessons learned.



Case Study

Oliver Constant MIH

"I became a member of the Institute while at Bournemouth University and won the CHME (Council for Hospitality Management Education) Young Guns Student Award in 2015, a scheme supported by the Institute of Hospitality which recognises individuals with exceptional leadership potential. The Award opened up a wealth of opportunities. Since winning, I attended the FLIGHT (Future Leaders in Global Hospitality and Tourism) weekend trip to Spain as a guest speaker and earned a strong

reputation within the Bangkok-based MINOR Hotel Group during management training in their flagship hotel, Anantara Riverside. Having already worked in F&B, I have now gained a year's experience in events management and now wish to go into restaurant management. I recently moved to Phuket to work for Marriott International on a small private island at one of the most beautiful and tranquil resorts, The Naka Island."

"I recently moved to Phuket to work for Marriott International on a small private island at one of the most beautiful and tranquil resorts, The Naka Island."



SECTION 2

Managing
People and
Operations

Management
Standards



2.1 Customer Service

2.1.1 Your organisation's approach



- ☐ Who your organisation's internal and external customers are.
- ☐ The customer service journey across the business from initial contact to after service care.



- ☐ Your organisation's Standard Operating Procedures (SOPs) and standards relating to customer service.
- ☐ The impact on the business and customer experience of not using the procedures or not meeting service standards.

2.1.2 Customer needs and expectations



- ☐ The difference between customer needs and expectations.
- ☐ The benefits to the business of meeting customers' needs and exceeding expectations.
- ☐ The customer's perception of your organisation (including its brand reputation and values) prior to purchase and how this affects their expectations.
- ☐ The importance of detailed customer profiles and how to build them.
- ☐ The different customer profiles your organisation targets - how they behave and how their needs and expectations might differ.



- ☐ How your organisation and others are positioned in the market to appeal to particular customer profiles.
- ☐ The unique needs and expectations of individual customers (e.g. customers with disabilities, customers from different cultures or who speak a different language).
- ☐ The needs and expectations of both external customers (paying and non-paying e.g. suppliers, contractors or inspectors) and internal customers (e.g. colleagues from other departments or business units).

Consider how your organisation and others are positioned in the market to appeal to particular customer profiles.



Understand the importance of all team members understanding their role in providing excellent customer service.



2.1.3 Communicating with customers, colleagues and stakeholders

- ✓
 - The importance of regular and on-going internal communication (between individuals within teams and across the wider organisation) to share intelligence and identify ways to further improve the business and the customer experience.
 - The importance of organisation culture and processes in capturing and using such intelligence.
 - Communicating professionally and in line with organisational guidelines when speaking (e.g. tone of voice, questioning, listening, sensitivity) and writing (e.g. email, letter, social media, twitter, website).
- ✓
 - Using the most effective form of media or communication available (e.g. face to face, telephone, email, social networking).
 - The importance of non-verbal communication (e.g. appearance and cleanliness, behaviour, body language, cultural influences, eye contact and facial expression).
 - The importance of capturing intelligence generated through internal communication on a daily basis and using this intelligence to improve the business and further enhance customer service.

2.1.4 An empowering culture

- ✓
 - What it means to champion the business and maintain comprehensive product, service, brand and market knowledge.
 - The importance of organisational culture in ensuring excellent customer service.
- ✓
 - The importance of all team members understanding their role in providing excellent customer service.
 - The importance of all team members understanding their role in resolving customer service issues and the limits within which they are empowered to act.

2.1.5 Evaluating success

- ✓
 - Targets to measure customer service; how to ensure all staff understand the targets and their individual role in meeting them on an organisational level.
 - How to actively seek, analyse and evaluate customer feedback relevant to your department and take appropriate action to improve quality of service and customer experience.
- ✓
 - How to reduce potential complaints by suggesting improvements to systems, procedures and staff training where appropriate.

Understand the difference between a manager and a leader and positive behaviours for each role.

2.2 Recruiting, Developing and Leading Teams

2.2.1 Preparing to recruit

- ✓
- ☐ Designing or adapting the job description and person specification.
 - ☐ Deciding what application process is required (e.g. CV, pro-forma).
- ✓
- ☐ Deciding where to advertise the role e.g. print media, online, via word of mouth, social networking sites such as LinkedIn.

2.2.2 Recruiting team members

- ✓
- ☐ Filtering and reviewing applications.
 - ☐ Interviewing candidates using different interview techniques.
- ✓
- ☐ Using other assessment methods (e.g. psychometric tests, practical assessment).

2.2.3 Leading the team

- ✓
- ☐ The difference between a manager and a leader and positive behaviours for each role (e.g. listening skills, emotional intelligence, ability to control stress).
 - ☐ Different stages of team formation ('forming, norming, storming') and team dynamics.
 - ☐ Leadership styles, leadership approaches, and how to adapt these to different situations.
- ✓
- ☐ Different personalities and motivations and how to get the best from them.
 - ☐ The psychological contract.
 - ☐ Handling conflict and difficult situations; dealing with under-performance.
 - ☐ Considering and implementing strategies to increase productivity e.g. reducing sickness and absenteeism, improving work-life balance.

2.2.4 Appraising performance and giving feedback

- ✓
- ☐ Delivering appraisals and performance reviews.
- ✓
- ☐ Giving feedback (both on-going and at scheduled appraisals).

Establish a culture of learning and continuous professional development within the business.



2.2.5 Developing the team



- ☐ Establishing a culture of learning and continuous professional development within the business.
- ☐ Development of training materials e.g. relevance and clarity, interactive programmes, use of internet, selection of training tools to suit purpose and learner.
- ☐ Planning and delivery of training events.
- ☐ Sourcing and evaluation of external expertise for training as appropriate.



- ☐ Development of in-house coaches and trainers.
- ☐ Implementing evaluation and feedback systems for staff and managers (e.g. 360 degree appraisals, staff satisfaction questionnaires).
- ☐ Scheduling and running management and team meetings, pre-shift meetings, handovers.
- ☐ Establishing an appropriate system of reward and recognition.

2.2.6 Human Resource specialisms



- ☐ Planning short, medium and long-term human resource needs in line with the organisation's strategic and operational plans; implementing appropriate learning and personal development plans, succession plans.
- ☐ Employment practices in hospitality including conditions of employment and their impact on business performance.
- ☐ Setting the staff development budget and delivery practices within the overall business plan; tracking expenditure of training budget against objectives.
- ☐ Administration of Human Resource related processes e.g. payroll (PAYE and National Insurance, Statutory Sick Pay and Statutory Maternity Pay), annual leave, change of contracted hours, discipline and grievance, welfare, retirement, redundancy, bereavement leave.



- ☐ Maintaining accurate and up to date personnel records in line with legislative requirements.
- ☐ Representation of the organisation in any legal disputes (e.g. employment tribunal, disciplinary or performance management reviews as required).
- ☐ Remuneration policies and practice including gratuities and their links to performance management.
- ☐ Role of specialist advisers e.g. employment lawyers, arbitrators, health and welfare professionals, employment agencies.

Understand the remuneration policies and practice including gratuities and their links to performance management.

2.3 Procurement, Supply and Logistics

Effective procurement is an essential component in ensuring profitability. However, as products and services move along the supply and logistics chain (e.g. from procurement through to consumption by customers) there is significant scope to add value at key stages. As a Hospitality Professional, explore the Procurement, Supply and Logistics chain within your organisation and identify key points at which value can be added or lost as products and services flow towards the customer.

2.3.1 Procurement



- ☐ The importance of effective procurement policies and procedures.
- ☐ How to carry out ethical and sustainable procurement practices.
- ☐ How to minimise waste and maximise quality through accurate forecasting of resource requirements.



- ☐ Evaluating suppliers in terms of cost, value, reliability, convenience, quality, consistency, impact on the environment and sustainability.
- ☐ The importance of and developing effective and sustainable working relationships with suppliers and other stakeholders in the supply chain.

2.3.2 Stock control



- ☐ How to ensure the right amount of the right stock is available at the right time.
- ☐ How to store and rotate stock to maximise quality, safety and use of storage space.



- ☐ How to manage stock control to minimise costs whilst meeting your customer service standards.

Understand how to store and rotate stock to maximise quality, safety and use of storage space.



2.3.3 The wider supply and logistics chain

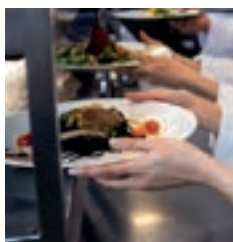


- ☐ The different stages in your organisation's end-to-end supply and logistics chain.
- ☐ Types of resources used at each stage (e.g. human, physical, transport, technology, energy).
- ☐ The value that can be gained or lost at each stage in the chain (e.g. inefficient energy systems, poor procurement, inadequate staff motivation policies).



- ☐ How effectively and efficiently each resource is being employed and the potential gain or loss in value.
- ☐ Use of benchmarks and comparisons to assess efficiency (e.g. past performance of the organisation, industry norms and best practice, operating ratios).
- ☐ Decisions as to whether services should be 'contracted out' or maintained under full internal control.

Understand different ways to design and lay out a kitchen or other food production area to maximise workflow efficiency and profitability.



2.4 Food Production Operations

Key job titles: Chef Manager, Head Chef, Executive Chef

2.4.1 Your organisation's approach



- ☐ Your organisation's Standard Operating Procedures (SOPs) and dish/menu specifications.



- ☐ The benefits to the business and customer experience of having these procedures and the potential impact of not following them.

2.4.2 The total meal experience



- ☐ How your organisation defines the total meal experience (food and drink on offer, level of service, perceived value for money, atmosphere (e.g. design, décor, lighting, heating, furnishings, acoustics, noise levels, other customers, staff attitudes), level of cleanliness and hygiene.



- ☐ The contribution of the meal experience to the overall customer experience in your organisation.
- ☐ The contribution of food and drink to your organisation's profits.
- ☐ Menu design and engineering in line with your organisation's objectives and target market expectations.

2.4.3 Running a food production operation



- ☐ Different ways to design and lay out a kitchen or other food production area to maximise workflow efficiency and profitability while maintaining a customer experience in line with your organisation's aims and objectives.
- ☐ Different management and team structures and how these can improve productivity and performance.
- ☐ Leading, motivating and managing the food production team; managing change and making sure staff are aware of new developments, understand them and are empowered to deliver.
- ☐ Forecasting demand; organising staff rotas, working patterns and supplies accordingly.



- ☐ Keeping inventory and stock control systems; rotating items effectively and ordering new supplies as required.
- ☐ Potential problems or hazards relating to the food production operation and how to deal with them.
- ☐ The Service Sequence: integrating food production into the customer experience (e.g. the sequence of events including preparation for service, taking food and beverage orders, serving of food and beverages, billing, clearing, dishwashing, clearing following service).

**Understand ordering
and receiving
deliveries of food
goods and products.**

2.4.4 Driving value



- ☐ Variable and fixed costs relating to the food production operation; which costs can be controlled and how (e.g. minimising food waste or theft).
- ☐ The impact of food related costs on profit margins.
- ☐ Liaising with suppliers (including staffing agencies) to negotiate the best prices and minimise costs.



- ☐ Ordering and receiving deliveries of food goods and products.
- ☐ How to cost a menu to maximise profitability while meeting customer expectations.
- ☐ Budgeting and forward planning of revenue and costs; reviewing performance against targets and taking action to address any shortfall.

2.4.5 Diet and nutrition



- ☐ The relationship between health and sensible eating and drinking.
- ☐ What constitutes a balanced diet; the role of the main food groups (e.g. carbohydrates, proteins), vitamins and minerals in a healthy diet and typical foods they are found in.
- ☐ Why a balanced diet is important; health issues that can arise from an unbalanced or unhealthy diet (e.g. diabetes, cholesterol related illnesses).
- ☐ Different types of diet e.g. diet according to culture or religious beliefs, pescatarian, vegetarian, vegan, diets in place for health reasons.



- ☐ Product and menu labelling.
- ☐ Food allergies; common foods that people may be allergic to (allergens); the implications of consuming an allergen if allergic.
- ☐ How to adapt dishes and menus to meet different types of dietary need.
- ☐ Food additives, why and how they are used and their effect on food.

**Understand why
a balanced diet is
important and the
health issues that
can arise from an
unbalanced diet.**



2.4.6 Trends, fashions and fads



- Different service styles and techniques e.g. plated, banquet, silver service, carving and gueridon, casual dining, bar, buffet, quick service, counter, take-away, vending.
- Food production operations in different organisations and sectors; differences in terms of efficiency, effectiveness and the customer experience.
- Developments in working practices, technology and its use, new market entries, competitor activity and other factors that could affect competitive advantage.



- Cultural and ethnic cuisine e.g. national and regional dishes from across the world and how they may differ (ingredients, cooking methods, presentation).
- Trends and influences on food production in recent years (e.g. sustainability, trends and changes in sourcing, use of pre-prepared food).



Case Study

Matt White FIH

"I have been a chef, deputy head chef, catering manager, head of catering operations, and am currently the Director of Catering, Hotel and Conference Services at the University of Reading. I love my work and I have been so lucky to meet some fantastic people. Through the network of in-house caterers across the HE and FE sector I have truly been able to grow and develop myself. I now manage a business with over 250 staff and an annual turnover in excess of £12m. The business has 120 four-star hotel beds, a catering operation that produces in excess of 45,000 meal items a week and

delivers conferences and events to thousands of delegates a year both in and out of term. My role here at Reading has led me to work very closely with our member organisation TUCO (The University Caterers Organisation). I have served on the Company Board as a Non-Executive Director for the last four years and am now the Company Chairman, which is a huge honour and privilege. This obviously leads me to networking across the whole of our industry and allows me to champion the public sector as a great part of the hospitality industry in which to work."

"Through the network of in-house caterers across the HE and FE sector I have truly been able to grow and develop myself."



2.5 Food and Beverage Operations

Key job titles: Restaurant Manager, F&B Manager, Bar Manager, Landlord, Pub Manager

Food and beverage operations encompass a wide range of organisations such as restaurants, pubs, bars, cocktail bars, coffee shops and others. Each type of establishment will offer a different combination of food and/or drink products and define a particular type of customer experience.

2.5.1 Your organisation's approach



- ☐ Your organisation's Standard Operating Procedures (SOPs) and service standards.



- ☐ The impact on the business and customer experience of not using the procedures and service standards.

2.5.2 The customer experience



- ☐ How your organisation defines the total customer experience (food and/or drink on offer, level of service, perceived value for money, atmosphere (e.g. design, décor, lighting, heating, furnishings, acoustics, noise levels, other customers, staff attitudes), level of cleanliness and hygiene).



- ☐ The contribution of food and/or drink to your company's profitability.
- ☐ Explaining different menu items to customers; how to match different menu items and how to advise on matching food and wine or other beverages.

Understand different ways to design and lay out a food and drink service area to maximise efficiency and profitability while maintaining a customer experience in line with your organisation's ambitions.



Understand how to forecast demand and organise staff rotas, working patterns and supplies accordingly.

2.5.3 Running the food and beverage operation

- ✓
- The difference between standards of service and levels of service.
- The Service Sequence: linking food production, beverage provision and the customer experience. For example: preparation for service, taking food and beverage orders, serving of food and beverages, billing, clearing, dishwashing, clearing following service.
- Different styles of customer service e.g. table service, self-service, assisted service (combination of table and self-service), single point service (e.g. counter, bar, fast food, vending), specialised service (e.g. tray service in hospitals and aircraft, trolley service, home delivery, lounge and room service).
- Different ways to design and lay out a food and drink service area to maximise efficiency and profitability while maintaining a customer experience in line with your organisation's ambitions.
- ✓
- Leading and managing the service team: managing change and making sure staff are aware of and understand new developments and are empowered to deliver.
- Forecasting demand; organising staff rotas, working patterns and supplies accordingly.
- Keeping inventory and stock control systems; rotating items effectively and ordering new supplies as required.
- Potential hazards relating to the food and beverage operation and how to deal with them.
- Integrating the food and drink service within the food production operation.



Case Study

Jane Reid M1H

"I started as a food & beverage supervisor at Hilton Hotels before joining the CH&CO group in 2010 as an assistant manager. I was promoted to general manager in 2011 and I have now been at the Mansion House for six years and was privileged to win an Acorn Award in 2015. I want to maintain the high standards that are synonymous with Mansion House banquets, which can be challenging but very rewarding. I also want to continue developing myself further and be able to progress within the CH&Co group. Each year is different in the House and in my role

it is important to build strong relationships with the new Mayoralty, and ensure they have a year to remember. I want to make more young people aware that you don't need to be an academic genius to succeed in this field; you just need the right attitude, drive and ambition. I volunteer to talk about my job role to young people to inspire them for the future. I think more of us need to give up an hour of our time to inspire the next generation into hospitality and show them what a fun and rewarding career they could have in our industry."

"More of us need to give up an hour of our time to inspire the next generation and show them what a fun and rewarding career hospitality is."



Understand different types of diet e.g. diet according to religious beliefs, pescetarian, vegetarian, vegan, diets in place for health reasons.



2.5.4 Driving value



- ☐ Variable and fixed costs relating to the food and beverage operation; which costs can be controlled and how (e.g. minimising wastage or theft).
- ☐ The impact of all costs on profit margins.
- ☐ How to offer the right level of service to maximise profitability while meeting customer expectations.



- ☐ Liaising with suppliers (including staffing agencies) to negotiate best prices and minimise costs.
- ☐ Revenue management; budgeting and forward planning of revenue and costs; reviewing performance against targets and taking action to address any shortfall.

2.5.5 Diet and nutrition



- ☐ The relationship between health and eating.
- ☐ What constitutes a balanced diet; the role of the main food groups (e.g. carbohydrates, proteins), vitamins and minerals in a healthy diet and typical foods they are found in.
- ☐ Why a balanced diet is important; health issues that can arise from an unbalanced or unhealthy diet (e.g. diabetes, cholesterol related illnesses).
- ☐ Different types of diet e.g. diet according to religious beliefs, pescetarian, vegetarian, vegan, diets in place for health reasons.



- ☐ Product and menu labelling.
- ☐ Food allergies; common foods that people may be allergic to (allergens); the implications of consuming an allergen if allergic.
- ☐ The importance of correctly advising customers on foods which match their dietary requirements.
- ☐ Food additives, why and how they are used and their effect on food.

2.5.6 Trends, fashions and fads



- ☐ Different service styles and techniques e.g. plated, banquet, silver service, carving and gueridon, casual dining, bar, buffet, quick service, counter, take-away, vending.
- ☐ Food and beverage operations in different organisations and sectors; differences in terms of efficiency, effectiveness and the customer experience.



- ☐ Developments in working practices, technology and its use, new market entries, competitor activity and other factors that could affect competitive advantage.
- ☐ Differences in quality ratings across the industry.
- ☐ Dynamic pricing and revenue management.

Understand managing linen and laundry, quality assuring third party providers, rejecting poor quality returns, maintaining stock control on laundry items.



2.6 Accommodation Services

Key job titles: Rooms Division Manager, Housekeeping Manager, Hotel Manager

2.6.1 Your organisation's approach



- Your organisation's Standard Operating Procedures (SOPs) and brand standards, quality standards and/or standards of appearance.



- The impact on the business and customer experience of not using the procedures, brand standards, quality standards or standards of appearance.

2.6.2 Running the accommodation service



- Different ways to deliver an accommodation service while maintaining the appropriate level of customer experience.
- Leading, motivating and managing the team; managing change and making sure staff are aware of and understand new developments and are empowered to deliver.
- Forecasting demand; organising staff rotas, working patterns and supplies accordingly.
- Communicating with reception/front office regarding check in times, hospitality packages (e.g. flowers in room), special guest requirements.
- Ensuring accessibility for customers with disabilities; understanding and being able to use specialised equipment to provide support.



- Managing third party accommodation staff (where an agency or similar is used) to ensure the service provided is in line with the service level agreement.
- Keeping inventory and stock control systems; rotating items effectively and ordering new supplies as required.
- Managing linen and laundry (internal and external), quality assuring third party providers, rejecting poor quality returns, maintaining stock control on laundry items.
- Potential problems or hazards relating to the delivery of an accommodation service (e.g. dealing with lost property, control of infection, pest control) and how to deal with them.

Understand managing third party accommodation staff to ensure the service provided is in line with the service level agreement.

2.6.3 Driving value



- Variable and fixed costs relating to the accommodation service; which costs can be controlled and how (e.g. minimising wastage or theft).
- The impact of all costs on profit margins.
- Liaising with suppliers (including staffing agencies) to negotiate best prices and minimise costs.



- How to offer the right level of service to maximise profitability while meeting customer expectations.
- Budgeting and forward planning of revenue and costs; reviewing performance against targets and taking action to address any shortfall.

2.6.4 Trends and developments



- Accommodation operations in different organisations and hospitality sectors; differences in terms of efficiency, effectiveness and the customer experience.
- Developments in technology and how these could help improve the accommodation service.



- Environmental impacts of running the service (e.g. use of cleaning products, detergent) and the effect on the organisation's environmental footprint).
- Differences in quality rating matrices across the sector.



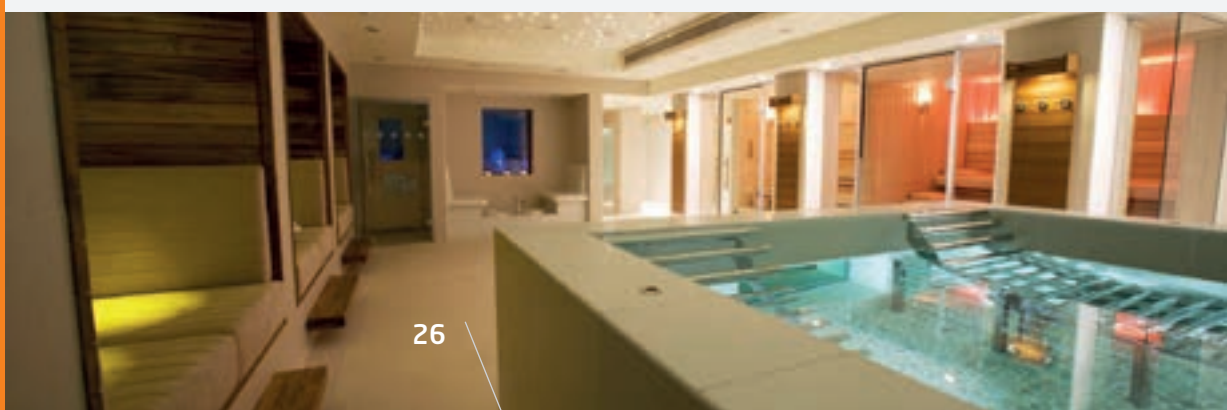
Case Study

Stephen Kyjak-Lane FIH MI

"Born into a family of hoteliers, I took my HCIMA at Dorset Institute of Higher Education (now Bournemouth University) and started as a graduate trainee with Thistle Hotels. I proceeded to hold senior management positions at several prestigious properties including the Goring, the Montcalm, Conrad Chelsea Harbour, Conrad Istanbul and Lancaster London and I was

instrumental in the implementation and opening of one of London's first lifestyle boutique hotels, K West Hotel and Spa, where I was general manager for eight years. In 2014, at the age of 57, I made a career change and started my own hospitality recruitment business, Summit Recruitment."

"The Standards can be used as a check-list for continuous professional development."



Understand the roles that make up front office, reception and rooms division.



2.7 Front Office and Reception Operations

Key job titles: Front Office Manager, Head of Reception

2.7.1 Your organisation's approach



- Your organisation's Standard Operating Procedures (SOPs) and brand standards, quality standards and/or standards of appearance.



- The impact on the business and customer experience of not using the procedures, brand standards, quality standards or standards of appearance.

2.7.2 Running the front office service



- The effect on the customer experience of the front office area (access for people with disabilities, décor, colour, layout, use of space, fixtures, fittings).
- Different ways to deliver a front office, reception service, rooms division (depending on the organisation) while maintaining a customer experience in line with an organisation's ambitions.
- The roles and functions that make up front office, reception or rooms division (e.g. receptionist, concierge, portering service).
- Leading, motivating and managing the team; managing change and making sure staff are aware of and understand new developments and are empowered to deliver.
- Communicating effectively with visitors; taking ownership of and helping resolve any problems or queries they may have.
- Different techniques and considerations for forecasting demand e.g. trends, seasonality, random or residual variation, cyclical variation and time frames (short, medium and long term).



- Organising staff rotas, working patterns and supplies accordingly.
- The booking/reservation system and how it works (e.g. pricing, allocations, group vs individual, packages, manual close outs, third party booking sites, price matching, commission, agencies), what to do in event of technology failure.
- Services offered to customers (e.g. photocopying, conveying of messages, specific services offered during events, support to customers with disabilities).
- Keeping inventory and stock control systems; rotating items effectively and ordering new supplies as required.
- Potential problems or hazards relating to the delivery of a front office service and how to deal with them.
- Maintaining a safe and secure environment for staff and guests (e.g. by monitoring who is entering the premises, dealing with individuals who may try to enter without permission or who may be under the influence of alcohol or potentially violent).

Understand different ways to deliver a front office, reception service, rooms division while maintaining a customer experience in line with an organisation's ambitions.

2.7.3 Driving value



- Variable and fixed costs relating to the front office service; which costs can be controlled and how (e.g. minimising wastage or theft, negotiating with customers seeking discounts or additional benefits).
- The impact of all costs on profit margins.
- How to offer the right level of service to maximise profitability while meeting customer expectations.



- Budgeting and forward planning of revenue and costs; reviewing performance against targets and taking action to address any shortfall.
- Liaising with suppliers (including staffing agencies) to negotiate best prices and minimise costs.

2.7.4 Trends and developments



- Front office operations in different organisations and industry sectors; differences in terms of efficiency, effectiveness and the customer experience.



- Developments in technology and how this could help improve the front office service.



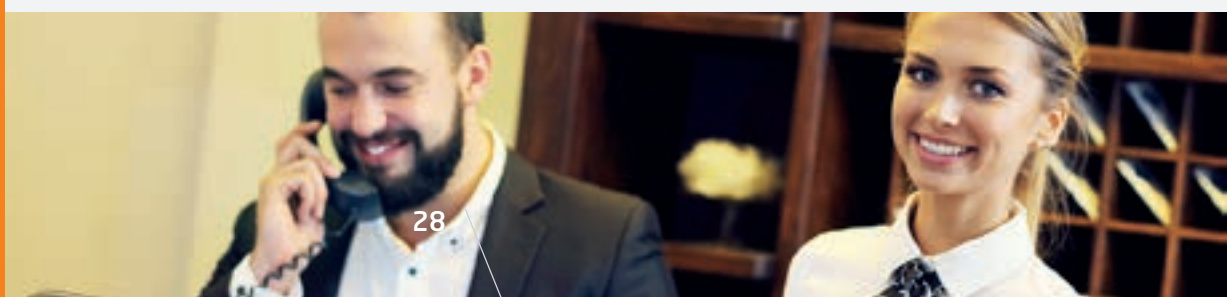
Case Study

Martin Hartmann MIH

"I started my apprenticeship with Radisson SAS in Hamburg. It was tough, good schooling and I learned a lot. I worked in Rimini, Italy, for three months and then moved to London. I started with Hilton in 2003 at the Hilton London Mews and was hired as a receptionist. The Iraq War affected hotels greatly. They told me: 'There isn't enough work here right now. You can either go back to Germany or be flexible and work in housekeeping, F&B or any department where we need you.' I opted for the second choice, and after four months, I returned to the role I was hired for. Hilton was always supportive

and gave me every opportunity to grow as a professional. They also supported me while I founded Reception Academy in 2008. It became apparent to me that the majority of applications for receptionist positions were rejected due to a lack of experience. Whilst many applicants had the passion and desire to work in hotels, they could not be given a chance to prove this in interviews, due to a lack of knowledge and skills. Today, Reception Academy training programmes are endorsed by the Institute of Hospitality and we train nearly 1,000 hotel employees per year and work with a client-base of 800 hotels."

"It became apparent to me that the majority of applications for receptionist positions were rejected due to a lack of experience."



2.8 Meetings and Events

Key job titles: Banqueting Manager, Conference & Events Organiser

2.8.1 Your organisation's approach



- Your organisation's Standard Operating Procedures (SOPs) relating to meetings, incentives, conferences and events.



- The impact on the business and customer experience of not using the procedures.

2.8.2 Running the meetings and events service



- Different techniques and considerations for forecasting demand e.g. trends, seasonality, random or residual variation, cyclical variation and time frames (short, medium and long term).
- Responding to and tracking progress of business enquiries.
- Planning, coordinating and managing events in line with customer and legislative requirements.
- Identifying, sourcing and evaluating information required to plan a meeting, conference or event.
- Developing event agreements to meet customer needs including planning resources and logistics to ensure the smooth and safe operation of events.



- Providing support to customers during the event to ensure their requirements are met.
- Negotiating and managing third party supplier arrangements.
- Developing and maintaining effective working relationships with suppliers, exhibitors and other stakeholders and why this is important for the business.
- Identifying the potential impact of events on the environment and community and minimising any negative impact wherever possible.

Understand developing event agreements to meet customer needs including planning resources and logistics to ensure the smooth and safe operation of events.



2.8.3 Managing profit



- Variable and fixed costs relating to the events service; which costs can be controlled and how (agreeing budgets for events with customers and ensuring these are adhered to and accurate records of expenditure are kept).
- The impact of all costs on profit margins.
- Offering the right level of service to maximise profitability while meeting customer expectations.



- Budgeting and forward planning of revenue and costs; reviewing performance against targets and taking action to address any shortfall.
- Liaising with suppliers (including staffing agencies) and customers to negotiate best prices and minimise costs.

2.8.4 Trends and developments



- Event services in different organisations and sectors; differences in terms of efficiency, effectiveness and the customer experience.



- Developments in technology and how this could help improve the events service.



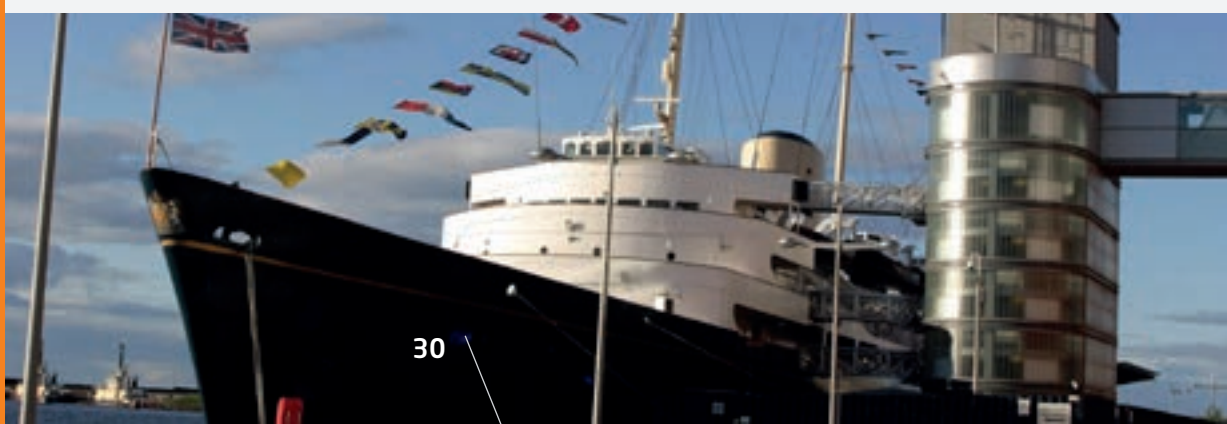
Case Study

Andrew Thomson MIH

"I had never worked in a bar, restaurant or hotel but after graduating from St Andrews University with a Joint Honours Degree in Management and Modern History I spotted an exciting opportunity at The Gleneagles Hotel. Gleneagles is renowned for its world-class management programme and passionate about staff development and, before I knew it, five years later, I was managing the events team. It was an amazing experience to be working at the one of the best hotels in the

world. Working with like-minded individuals who are passionate about customer experience just had me hooked! Looking for a new challenge, and something completely different, I was delighted to be asked to head up the hospitality & events team at The Royal Yacht Britannia in Leith, Edinburgh, in 2010. The Queen's former floating palace is now an exclusive evening events venue and celebrated visitor attraction"

"Working with like-minded individuals who are passionate about customer experience just had me hooked."



SECTION 3

Managing the Business

Management
Standards



3.1 Health and Safety and Risk Management

As with legislation, there is a wide range of health and safety considerations relating to the hospitality industry. The key areas you need to know more about will depend on your job role and future career plans. Legislation will vary from country to country and is subject to continuous update. The following is an overview and is provided as a guide, not a definitive list.

3.1.1 Risk assessment methods and techniques

- ✓
 - ☐ Principles of risk assessment and hazard management.
 - ☐ Ergonomics e.g. work physiology, metabolism, fatigue.
 - ☐ Ergonomics risk assessment e.g. definitions of hazard, risk and danger, evaluating quantity, quality of risk, monitoring and feedback, particular hazards and risks in hospitality.
- ✓
 - ☐ Measurements and information gathering e.g. observational techniques, models and simulation.
 - ☐ Psychology at work e.g. perception of risk, memory, vigilance, shift working and overtime, stress.
 - ☐ Work design e.g. task analysis, user trial, problem solving.
 - ☐ Your organisation's approach to risk and its level of risk adversity.

Understand
Government and its
agencies such as
the Health & Safety
Executive.

3.1.2 Occupational health

- ✓
 - ☐ Asbestos risk to maintenance staff.
 - ☐ Provision and care of facilities for disabled customers and staff.
 - ☐ Computer-related risks e.g. to eyesight from monitors, carpal tunnel syndrome from keyboard work, back problems.
 - ☐ Health risk management.
 - ☐ Musculoskeletal disorders.
 - ☐ Noise and vibration.
- ✓
 - ☐ Respiratory sensitisation e.g. cleaning staff.
 - ☐ Violence at work.
 - ☐ Work-related cancers e.g. skin melanomas in gardening and outdoor staff.
 - ☐ Work-related dermatitis e.g. linked to use of cleaning chemicals, bar and kitchen duties.
 - ☐ Work-related illness.

3.1.3 Environmental issues

- ✓
 - ☐ Hearing and sound.
 - ☐ Sick building syndrome (SBS).
 - ☐ Sight and lighting.
- ✓
 - ☐ Smell, taste and tactile senses.
 - ☐ Thermal sensation.
 - ☐ Vibration and shock.

3.1.4 Legal and regulatory



- ☐ Accessing specialist advice e.g. legal.
- ☐ Government role and agencies e.g. Health and Safety Executive (HSE).
- ☐ Information sources.
- ☐ Subscription databases.



- ☐ Regulatory instruments for: health and safety at work, manual handling, personal protective equipment, display screens, noise, Control of Substances Hazardous to Health Regulations (COSHH), asbestos, lead, electrical.
- ☐ Risk assessment.
- ☐ Health and safety regulations.

3.1.5 Design ergonomic



- ☐ Design of equipment e.g. catering equipment, cleaning equipment, office, computing equipment.
- ☐ Design of front of house areas, service system logistics, customer flows, workspaces.



- ☐ Floor and wall surfaces; design of passage ways and access points such as doors.
- ☐ Furniture design e.g. beds, seating, counters, dining.
- ☐ Psychological aspects.



Case Study

Alexander Wilson MIH

"It all began for me at the age of 14 when I became a regional finalist of the 'Future Chef' competition in 2005 which sparked an interest in cooking and hospitality at school. After Future Chef I went on to study at college for a BTEC in hospitality supervision (where I did a three month internship in the kitchen at Claridges). I then decided to go on to Surrey University to study for a degree in International Hospitality Management which I completed in 2012. I started working for Elite Hotels in 2012 as a management trainee; I rotated around all four properties within the group and experienced working in many departments within each property. Following the completion of the

management programme I took on the role of Assistant Manager, Rooms Division before being promoted to Reception Manager of Tylney Hall Hotel. I left Elite Hotels in December 2015.

My current role since the beginning of 2016 has been 'House Manager' at Brown's Hotel in London where I am focused on the day to day operation of the hotel with a key focus on rooms and front office. An important part of my role is in developing people within Front Office to help them provide a unique experience to our guests and to help them grow within the company. This is a very rewarding and satisfying part of the job."

"An important part of my role is in developing people within Front Office to help them provide a unique experience to our guests and to help them grow within the company."



3.2 Legal Requirements

There is a wide range of legal requirements relating to the hospitality sector. The key areas you need to know more about will depend on your job role, level of responsibility and future career plan. It is important to know which legislation affects your organisation and how your organisation ensures compliance.

As these Standards are intended for international use it would not be practical to list each individual piece of legislation in each judicial authority and regulatory framework. The four broad areas of legislation to consider are:

- Legal requirements and statutory regulations (e.g. contract law).
- Hospitality industry specific requirements (e.g. alcohol licensing and regulation).
- Health and safety.
- Food safety and hygiene.

3.3 Marketing and Public Relations (PR)

3.3.1 The relationship between marketing, public relations (PR) and sales



- The difference between marketing, PR and sales and the value of each discipline to the business.



- The marketing, PR and sales strategies for the business unit and how these disciplines best complement each other at different levels of the organisation*.

3.3.2 Your organisation's approach to marketing and PR



- Market segmentation and which segments your organisation targets.
- How your organisation profiles and targets customers.
- The overarching offer to the customer – what prompts the customer to choose one brand or product over another.
- The Public Relations strategies and tactics employed by your organisation.



- How your organisation optimises the marketing mix (people, product, place, price, promotion).
- Your organisation's digital media policy and how it is monitored, evaluated and updated.
- Working with marketing and PR agencies.

** e.g. at operational level, sales and marketing may be closely linked in with merchandising and display management while at higher levels of the hierarchy all three are treated more as separate disciplines.*

3.3.3 Brand management



- Understanding the brand, brand values and how these impacts on the customer experience and repeat business; the benefits and unique selling proposition generated by the brand and, where appropriate, its products and services and competitive advantage.



- Building the brand locally and nationally.
- Working with branding agencies.

3.3.4 Planning and strategy



- How to write a marketing plan setting out marketing objectives and strategy.
- Marketing decision making models (e.g. Ansoff matrix, Growth-Share matrix).
- Sources of market intelligence.



- Designing and using market research.
- Outsourcing marketing services (e.g. advertising, public relations).
- Use of digital media and social networking.



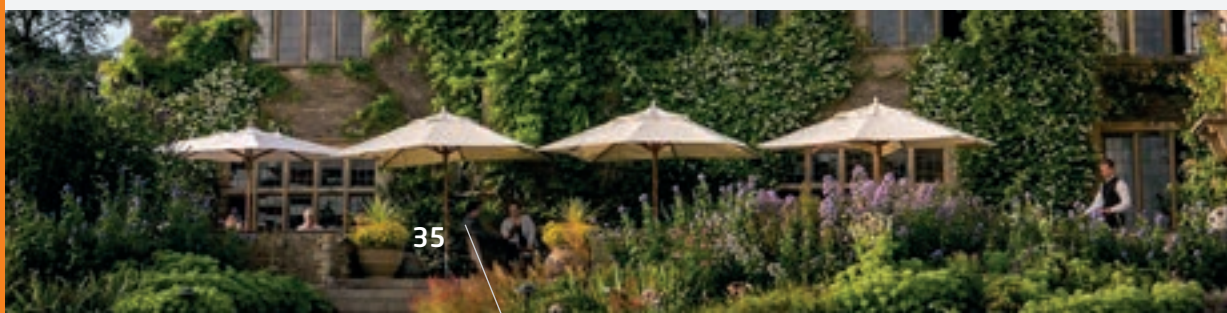
Case Study

Peter Hancock FIH

"I started working in hospitality in 1977 as a barman and waiter at a small hotel & country club in Sussex where, by sheer fluke, I was promoted through the ranks and became the manager aged 21. This led to similar positions at other establishments in the region. Since 2000 I have been Chief Executive at Pride of Britain Hotels, a not-for-profit marketing consortium which now has 48 independent luxury member hotels and a £1m annual marketing budget, all of which is used to reach out to high-spending consumers here in Britain.

The Institute of Hospitality has definitely played a part in what crumbs of success I can claim to have achieved in recent years. The opportunity to network at events, armed with the credibility of membership, has enabled me to strike up conversations and even friendships with hoteliers and sponsors alike, not to mention the many invitations to speak at conferences, dinners and award ceremonies that seem to come my way. All of this has helped us strengthen Pride of Britain's status as a serious quality brand and made my life more interesting and varied than I could have dreamed possible when starting a career, bereft of skills or qualifications, all those years ago."

"The opportunity to network at events, armed with the credibility of membership, has enabled me to strike up conversations and even friendships with hoteliers and sponsors alike."



3.4 Developing Sales

3.4.1 The relationship between sales, marketing and public relations (PR)

- ✓
 - The difference between sales, marketing and PR and their relative value to the business.
- ✓
 - The sales, marketing and PR strategies for the business unit and how these disciplines best complement each other at different levels of the organisation (e.g. at operational level sales and marketing may be closely linked in with merchandising and display management while at higher levels of the hierarchy all three are treated more as separate disciplines).

3.4.2 Your organisation's products and services

- ✓
 - The range of products your organisation offers; different features and benefits of each product.
 - The steps involved to make a sale within your organisation from initial customer interest (the lead) through to product delivery and customer payment.
- ✓
 - How your business differentiates its products in the market and builds competitive advantage.

Understand key events in your organisation's calendar that offer the opportunity to maximise sales.



Understand the use of digital media and social networking.



3.4.3 Your organisation's approach to sales



- ☐ How your organisation identifies and exploits opportunities to increase sales.
- ☐ How your organisation balances short term transactions with longer term relationship building.
- ☐ Techniques used to maximise sales (e.g. merchandising and display management).
- ☐ Different sales channels (e.g. internet, telephone) for different circumstances (e.g. leisure vs business customers).
- ☐ Different situations when selling to customers (depending on your organisation this could be face-to-face, telephone, internet) and techniques to maximise success in each case.



- ☐ Sales targets for different parts of your organisation (on a daily, weekly or longer term basis).
- ☐ Growing sales – discounting and its effects on sales and profits; opportunities for up-selling and cross-selling; opportunities from local and national events.
- ☐ Key sales skills: identifying prospects, negotiating, closing the sale, post-sale follow up.
- ☐ Key events in your organisation's calendar that offer the opportunity to maximise sales.
- ☐ Reporting and evaluating success; defining strategy.
- ☐ Benchmarking against competitors.

3.4.4 The sales process



- ☐ Using, maintaining and cleaning a customer and prospect database.
- ☐ Setting up and maintaining systems for forecasting sales.
- ☐ Collecting and interpreting sales figures; comparing results to current and future targets and understanding differences.



- ☐ Identifying and managing key accounts.
- ☐ The product life cycle and the support needed at each stage.
- ☐ Designing, piloting and implementing new products to harvest new revenue.
- ☐ Reviewing and evaluating success after each sales drive; recommending improvements.

3.5 Managing Profit

3.5.1 Managing profit in your area of work



- ☐ The relationship between revenue, cost and profit.
- ☐ The key performance indicators that relate to your job role (e.g. sales, cost control and profit).



- ☐ Different ways to control operating costs and how every member of staff can contribute (e.g. portion control, use of utilities such as electricity, levels of waste).
- ☐ Types of contracts (e.g. fixed cost, subsidised, cost plus).



Understand break even analysis and its use in pricing and decision making.

3.5.2 Setting a budget



- ☐ The use of historic information and current/future trends when setting a budget.
- ☐ Monitoring the budget, identifying any fluctuations of actual v budgeted performance; when and how to report such fluctuations.



- ☐ Risk analysis and mitigation when forecasting revenue and costs during budgeting.

3.5.3 Financial tools and information sources



- ☐ The balance sheet, income (profit and loss) statement and cash flow report.
- ☐ Break even analysis and its use in pricing and decision making.



- ☐ Performance measures and variance analysis e.g. operational ratios, activity ratios, profitability ratios, liquidity ratio, gearing ratios, stock market ratios.

3.5.4 Financial considerations and their impact on the business



- ☐ Overheads and overhead recovery.
- ☐ Debtors and creditors: the importance of debt control and cash flow; mitigating against and dealing with bad debts.
- ☐ Principle of accruals.



- ☐ The cost of taxation and items that can be 'written off' against tax.
- ☐ Depreciation and its impact on financial performance.

3.6 Managing and Maintaining Property, Assets and Utilities

3.6.1 Portfolio management



- Accounting principles relating to property values.
- Buildings insurance.
- Criteria for finding and evaluating properties for hospitality business e.g. location, previous land use, transport networks, demographic characteristics, regional features and projections.
- Effects of economic conditions on property values.
- Heritage and conservation issues for change of use to hospitality.



- Impact of property on customer attitudes e.g. brand identity.
- Investment appraisal.
- New build or conversion decisions.
- Sources of finance for property acquisition.
- Typical patterns of property ownership and occupation in hospitality enterprises e.g. wholly owned, leased, partnership, managed, tied houses (pubs), chains, franchises, manchises.



Case Study

Hilary Cooke FIH

"I developed a love of hotels from an early age and always knew it was what I wanted to do. I gained my HND at Birmingham College of Food and Domestic Arts (now University College Birmingham) joining HCIMA as a member soon after. I developed a passion for HR in general and then learning and development as a specialism."

I have now run my own consultancy, Merlin, for more than 25 years, operating mostly in the hospitality sphere. I was recently awarded a PhD in Personnel and Development from London Metropolitan University and my thesis was on Leadership Development in the Hotel Industry."

"I developed a passion for HR in general and then learning and development as a specialism."



Identify areas of the business which require refurbishment (including soft furnishings).



3.6.2 Acquisitions and disposal



- ☐ Building and/or building land selection e.g. use of agents, brokers, surveys.
- ☐ Buy or lease: features of a typical commercial lease e.g. insurance, rent review, dilapidations, assignments.
- ☐ Negotiations and management of leases e.g. initial terms, rent reviews.
- ☐ Occupancy costs: budgeting and cost control.



- ☐ Rationalisation of the property portfolio e.g. disposal, letting.
- ☐ Stages in property transactions e.g. pre-contract, exchange of contract, agreement for lease.
- ☐ Breaches of agreement or contract.

3.6.3 New builds



- ☐ Building project management e.g. assembling the team, progress monitoring and co-ordination techniques, contractual issues.
- ☐ Commissioning a new hospitality building.



- ☐ Cost control in new building design e.g. through energy efficient systems.
- ☐ Developing a brief e.g. visualisation, computer-aided design (CAD).
- ☐ Managing construction projects in a building in use.
- ☐ Selection of building design team e.g. architects.

3.6.4 Refurbishment



- ☐ Identifying areas of the business which require refurbishment (including soft furnishings).
- ☐ Planning refurbishments to minimise impact on customers or disruption to business activity.



- ☐ Engaging and managing the maintenance department and/or external contractors to ensure refurbishments are carried out in line with requirements e.g. to time, quality, specification.
- ☐ Evaluating the work undertaken against agreed objectives.

3.6.5 Property law



- ☐ Legislation relating to property management will differ according to each national regulatory framework and judicial system. If this is an area you plan to develop in it is worth investigating the different legislation that affects your organisation.

"Our Management Standards represent an important step forward in reinforcing hospitality management as a true profession."

Peter Ducker FIH
Chief Executive
Institute of Hospitality

Understand principles of financial control: planning and forecasting, record keeping, monitoring, prudence.

3.7 Running a Business

3.7.1 Entrepreneurship

- ✓
- Entrepreneurial behaviours, characteristics and traits (such as innovation, tenacity, creativity, innovation) in response to new market opportunities, new economic conditions or consumer trends. Examples could include creating and developing an internet presence, developing e-business, developing new products, redefining and/or repackaging existing products, forging strategic alliances, business process review.

- ✓
- Business ethics.
- Principles of financial control: planning and forecasting, record keeping, monitoring, prudence.

3.7.2 Different categories of director

- ✓
- Different roles of e.g. executive, non-executive, nominee.



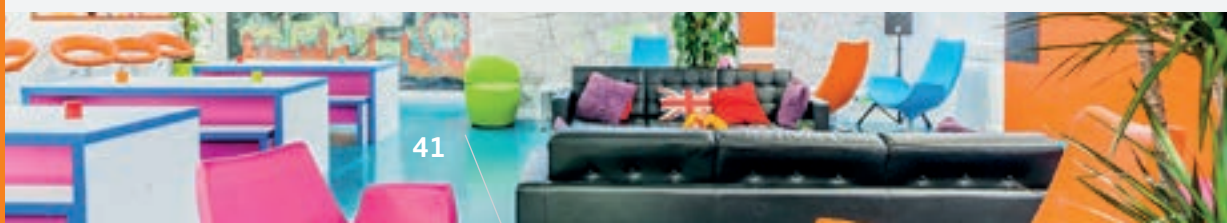
Case Study

Monica Or FIH

"I started by studying hotel management at South Devon College and worked in three-star hotels in Torquay. I then forged my career with Radisson Edwardian Hotels, working in several of their London hotels, then took my five-star experience and travelled the world with Cunard, working on two of their cruise ships: The Countess and the QE2. Returning to London I worked for Berkeley Scott recruiting personnel to fulfil vacancies in all disciplines. I then returned to education and studied for an MA in Personnel

Management at the University of the West of England. After which I became human resource manager for Hilton Group Plc and worked in five of their London properties. I then taught at Westminster Kingsway College and the employer groups I managed included Travelodge managers and the British Army. With over twenty five years of experience I am the founder of Star Quality Hospitality, a consultancy that helps the owner/managers of independent hotels and restaurants."

"The industry is far-reaching and these Standards are a good source of guidance for those wanting to know more about what is involved."



3.7.3 The director's responsibilities



- ☐ Accounting e.g. overtrading, management accounting systems.
- ☐ Computer security e.g. firewalls, computer failures, computer fraud, theft and loss.
- ☐ Financial reporting.



- ☐ Insurance.
- ☐ Managing business information systems.
- ☐ Taxation.
- ☐ Ensuring legal compliance.

3.7.4 Business development and growth decisions



- ☐ Business planning.
- ☐ Sale of company or assets.
- ☐ Diversification.
- ☐ Finance for business growth e.g. bank, government schemes, venture capital, business angels, crowdfunding.
- ☐ Gearing.
- ☐ Implications of business expansion e.g. for HR, organisational structure, service delivery, customer satisfaction.



- ☐ Internal, external drivers of business growth and development.
- ☐ Management buy outs and buy ins, mergers and acquisitions (e.g. calculation of risk).
- ☐ Specialisation.
- ☐ Winding up.
- ☐ Integration: vertical, horizontal and lateral.

Understand
computer security
such as firewalls,
computer failures,
computer fraud, theft
and loss.



Deal ethically at all times with both customers and colleagues.



3.8 Corporate Responsibility (CR)

3.8.1 Demonstrating CR



- How businesses demonstrate corporate responsibility e.g. sustainable tourism, green promotions, community involvement, philanthropic and energy efficiency, individual well-being.



- Deal ethically at all times with both customers and colleagues.

3.8.2 The importance of CR



- The importance of effective CR and the consequences of poor CR e.g. on the environment, individuals, communities and business.



- The importance of setting sustainability goals e.g. water usage, carbon dioxide emissions and electricity.
- The awareness of the importance of CR at all levels within the organisation.

3.8.3 Monitoring performance



- The importance of setting CR goals and monitoring progress against these goals.



- How to review performance against CR goals and make recommendations for improvement.

Understand the importance of medium and long term planning to the success of the business.

3.9 Developing and Implementing Strategy

3.9.1 Developing strategy and the strategic plan



- The importance of medium and long term planning to the success of the business.
- The need for effective consultation with colleagues and other stakeholders during the development of the plan and the importance of winning support.
- Using a range of tools and techniques (e.g. Porter Five Forces, SWOT, external comparison and benchmarking) to carry out a situational analysis and identify the organisation's current position.
- The importance of a clear and compelling vision to set out the business direction.



- Identifying, evaluating and prioritising strategic objectives.
- Identifying, evaluating and selecting a business strategy to meet the objectives; balancing innovation with tried and tested solutions.
- Setting and evaluating operational tactics to achieve the strategic objectives; ensuring these tactics are specific, measurable, achievable, realistic, and time-bound (SMART).
- Identifying key indicators to measure progress against each part of the plan.
- Identifying and mitigating risk associated with the plan.

3.9.2 Implementing and monitoring the strategy



- The importance of ensuring people fully understand the plan and their responsibilities in relation to achieving it.
- Developing and implementing policies and values that will guide the people towards the vision.
- Delegating responsibility for achieving tactical objectives and allocating resources accordingly.



- Adjusting the plan in line with changes within the operating environment.
- Maintaining records of how the plan has been implemented, evaluated and adjusted to assist any future planning process.

Develop and implement policies and values that will guide the people towards the vision.



APPENDIX 1

Consultation Participants

Management
Standards



Individuals from the following groups and organisations kindly gave their time and expertise in the development of the Institute of Hospitality Management Standards 2017.

- Allens
- Aramark UK
- Austen Bennett
- Blue Arrow
- British Medical Association (BMA)
- Castleman (UK) Ltd
- Caterlink
- Cloud Hotel
- Concord Hotels
- Elior UK
- ES-KO
- Food Allergy Aware
- Glion Institute of Higher Education
- GuestPath® Business Partner for Delaware North
- Hospitality and Leisure Manpower
- Hotel Ibis Heathrow
- ISS Education
- JDR Hospitality Recruitment
- Kingston Maurward College
- Lead Association for Catering in Education (LACA)
- Merchant Navy Training Board (MNTB)
- Merlin Consultancy
- NJW Procurement Solutions
- Oxford and Cambridge Club
- People 1st
- Q Hotels
- Reception Academy
- Star Quality Hospitality
- Sue Kennie Ltd
- Summit Recruitment Ltd
- The Clink Restaurant
- The Food and Beverage Training Company
- The Georgian House Hotel
- The University Caterers Organisation (TUCO)
- UK Housekeepers Association
- University College Birmingham
- University of Derby
- University of West London
- Webb Educational Services
- Wedding Planning Academy
- Wentworth Jones Ltd
- West London College
- Wine and Spirit Education Trust (WSET)



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