



WINNING Standards for Managing a Great Hotel Sales Department

It's Not What You Do,
It's How Well You Do It...

--Tom Pasha

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Or, to quote two
famous hotel managers...

“You can’t always get what
you want...”

--Mick Jagger / Keith Richards



Why Get Involved in Sales?

- The operations are structured and static
- Great depth of experience in operations
- The only variable is quality and quantity of business
- To direct your operation, you have to direct Sales
- Sales Drives the Hotel; You Drive Sales!



Starts with a Sales Attitude

- Work with your DOS and GM:
 - Sales is like any department, you can design it, measure it and reward it;
 - Production is everything– if you can't measure it, it didn't happen! Measure Tentative and Definite Business
 - Compare production to Budget, Year Prior, Rolling Production Totals:
 - 300 Rooms= 12 months
 - 500 Rooms= 24 months
 - 750+ Rooms= 36 months



Remember Your First Boss?

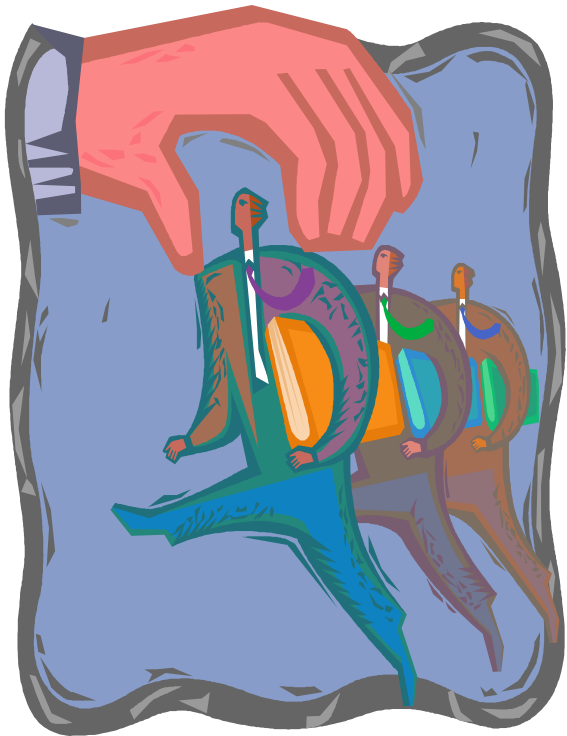
- Today's Managers need that NOW– many have never been through a tough market, and they are about to enter one.
- Firm, Fair and at times, VERY demanding
- A Teacher, Mentor, Coach
- Set Goals and Deadlines and held you to them
- Three Keys: Systems, Standards, Support

Sales Systems:

- Sales Recruiting
- Sales Training
- Strategic Selling
- Sales Office Systems



Recruiting: Hire the Best, Not the “Best Available”



- Interview Tough: Role-Play a Sale— listen for Features, Benefits and Closing.
- Have a candidate make a sales call with you watching.
- Tell the candidate exactly what you expect
- Keep the Sales Desks full of quality sales people— an empty desk is very expensive!
- Keep a “Man in the Pocket,” a bench of Managers who want to be in Sales
 - **Area candidates**
 - **Competitors**
 - **In-House operations staffers**



Man in The Pocket?

- Sales is Not just an HR problem--Recruiting is the Most Critical Part of Sales Management
- HSMAI Members / CVB Managers
- Hot Prospects at competing area hotels and competing cities
- Call your top clients-- who do they like?
- Sales File with your DOS (keep a DOS File, too!)
- Keeps you covered in case of a loss, allows you to manage better, because you have options.

More Hiring Tips...

- **Picture the manager in front of your toughest client or your boss**
- **Check references—personal and professional—you're trusting your career in the candidate's hands. Call a couple current clients of your Sales Manager candidate.**
- **Role-play a sale: play a tough client, a space heavy client, a rated one**
- **Have the manager sell you something: Listen for Features, Benefits and Closing. If the candidate includes those steps, you can teach them everything else.**
- **Are you comfortable with your career in their hands?**





Critical Training Questions

- Can every new manager give a hotel tour with the sales team? With the GM and DOS?
- Can every manager give capacities, specs and square footage of every meeting room?
- Does every manager use FBC: “Features, Benefits and Closing?”
- Does every manager know Strategic Selling?
- Does every manager know basic hotel math?

Strategic Selling?

- Helps you understand the Sales Process NOW!
- Read the Miller Heiman Book, The New Strategic Selling: All the buyer's roles and goals are part of the process.
 - Economic Buyer
 - End User Buyer
 - Technical Buyer
 - Guide





Hotel Math 101

- ASK YOUR SALES STAFF AT A MEETING...
- 100 SF of mtg space per group room
- 75% Rooms profit (Mtg space fills rooms)
- 25% F&B profit (Catered F&B minimum)
- $300 \text{ rms} \times 365 = 109,500$ (100% occupancy)
- $1095 = 1\%$ on the annual;
- $90 = 1\%$ on monthly;
- $\text{Occ. rooms} \times \text{ADR} = \text{Revenue @ } 75\% \text{ profit}$



Setting Up Sales Systems

- **Trace System:** Computer or manual system; do all the GM's know how to access information in their Sales System?
- **File System:** File Layout, File/Book Audit, ABCD Accounts
- **Lost Business:** Organized by the dates the meeting was declined, and stacked on dates that the meeting had requested. This is critical for re-solicitation of the group, both for future business and if the originally requested dates open up.
- **Reader Boards:** Ideally, for the local area competition, competitive cities and either downtime date patterns or high rated groups over your prime dates, booked into someone else's hotel.
- **Stacking Tentatives:** The one with the most revenue wins the dates. Stack by decision dates and revenue.
- **The Little Red Book:** Hotel and Sales Department Manual— SOP's, hotel history and information, monthly copy of financials, issued and maintained by every Sales Manager.

Sales Standards

by GM and DOS

- Can every sales manager read a P&L? Do they know the impact of Average Rate and Hotel Revenue?
- Daily production report from Sales Automation System— can you run the Sales Computer system?
- Daily BRM : Business Review Meetings— Be There!
- Daily walk-around: “What’d you book today?” “ Is there anything I can do to help you on that booking?”
- Three times weekly—Client Entertainment with Sales Managers
- Go with your managers on in-person local sales calls

Setting Winning Standards for Sales People



- Get Involved– Lead from the Front...
 - Client Appointments
 - Site Inspections and Sales Trips
- Monthly Sales Trip– Every Manager, every month
- 10 new client calls a day – get a Do Not Disturb Sign. High Phone bills are Good!
- Daily Business Review Meeting– present new business only, no filler; have an assistant there to take notes and send out a “Critical Path” to-do list on each account.

Managing the Telephone

Inbound Telephone Management

Inbound: Your PBX department makes the first impression! Make it a good one!

- PBX Operators--- Proper diction, accent, etc.
- Music on Hold--- Check your music and message daily
- Give the Caller the right options: Caller is offered, "May I help you, take a message, or would you prefer (the Manager's) voicemail?"
- Maintain a Lead Log for Inbound Calls;
- Add all inbound calls to the Lead Log, with assigned Sales Managers... have Sales Managers update it daily!
- Test Call! Test Call! Test Call!



Outbound Calls

Sales Begin with Telephone Skills!



- 2 Hours per day– proactive business recruiting– “Prospecting”
- Headsets for every Sales Manager
- Phone records in Sales Automation System
- Every Manager has 2-3 Lists working
- Do Not Disturb Signs
- High phone bills– have a contest!
- Review phone bills to ascertain calls are being made to the correct area code, based on their market.

Sales Support



- Strong administrative staff
- Keep Sales Managers out of meetings
- Sales People Sell, Service People Service
- Give them all the tools to succeed— computers, cell's
- Remove obstacles— you remove excuses.



Actions to Increase Sales

- **Weekly tentative review—Building a Funnel of Suspects, Prospects, Contacts and Customers**
- **Monthly Travel—everyone on the road for personal client trips**
- **Weekly Sales meeting attendance**
- **Quarterly Chef's Tables**
- **Semi-annual Book/File audits: treat every booking like Cash**
 - **File neatness**
 - **ABC Weighting based on activity**
 - **No missed trace dates**
 - **Blocks vs. history**
- **Updated history between booking date and event dates**
- **Space matches history and daily block**



Returning to Sales Essentials

- Post a Scoreboard: Definite Production, Tentative Pace
- Booking Bell, Contests, Competition
- Weekly Incentives, Weekly Specials
- Incentive Programs for the client
- Be a Coach and Mentor— Remember your early bosses



Recognizing Stars

■ Bonus Program:

- Monthly or Quarterly; annual programs are not effective and are actually a “dis-incentive;”
- Personal Performance Meeting: Reward Performance, Set Goals and Timelines
- Discuss Past, Present, Future; take notes
- Hand the check and award to the manager.
- Design a Carry-over program: Presidents Club, etc.
- Stick to the program... no delays, “problems,” etc.



Targeting a Group Market

- Peaks need revenue, valleys need filling
- Define a Market, Find Lists in the Market, Get on the Phone— No Short-Cuts
- Favorite Peak Period Markets:
 - Insurance, Investment, Financial, Real Estate
 - Pharmaceutical
 - Local Industries
 - Top professional assn's: Medical, Dental, Bar, etc.



Valley Period Sales

- Hotels need weekends and holidays filled
- Target the dates you need; fill them first
 - SMERF
 - Special Events: Teams, Fans, Bands
 - Tours, Elderhostels
 - Golf Marketing— most area courses have great lists
 - Have a designated SMERF person, responsible for the valley periods. Target all weekends, holidays, patterns and brainstorm to find business.



Review Time...

- Return to Basics– Firm, Fair, Expect the Best– Remember your First Boss...
- Develop Systems, Standards and Support
- Teacher, Mentor and Coach Attitude
- Set Goals– Reward those who achieve them; if not, see why they weren't achieved.
- Most managers came up in operations– the most successful ones learn to master Sales.

And to quote our two
famous hotel managers...



“If You Try
Sometime, You
Might Find, You
Get What You
Need!”

-- Mick and Keith



And... Thank You!

Tom Pasha

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