Your hotel name and logo here

Success Plan for

New Director of Sales

October 2011

New DOS Success Plan

**The 20 Fundamentals of Sales**

1. Having an Incredible Hunger for the Business.
2. Wanting it more than the competition.
3. Being more Creative than the other person to make the point.
4. Maintaining a stronger Field Presence than the competition.
5. Utilizing the Strengths that we have and not dwelling on those that we don’t.
6. Focusing on specific Goals and expecting specific Results.
7. Recognizing that WE-not the environment or the market-CONTROL our results.
8. Maintaining a Balanced Attack in all opportunity areas.
9. Being Better in the future than we were in the past.
10. Knowing the decision makers that no one else knows.
11. Building loyal client Partnerships.
12. Showing Appreciation to those who support us.
13. Listening more than talking.
14. Utilizing your intuition as a complement to intellect.
15. Personally committing service.
16. Providing diligent follow through.
17. Using all resources available.
18. Celebrating Success.
19. Selling the Company, not just the property.
20. Being not only a Unique product, but a Unique individual as well.

Your Hotel Name Here-The Sales Success Plan

Welcome, New Sales Professional!!

The purpose of this Sales Success Plan is to provide you a resource that will guide you until you are able to attend the next Sales Workshop.

This Success Plan is, for the most part, a basic checklist format. Place a check mark on the line above each topic as you complete the item at hand. To review any topic in more detail, reach out to the \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ or the Corporate Development team-\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_.

**Once again, welcome to the Our team!!**

Before you get started:

Ask your General Manager to order your business cards, name tag, and to contact the corporate IT Department for your company email address. These items may take a few days or a few weeks to arrive at your hotel. Users in the company are set up with the following email address:\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

YOUR FIRST DAY:

\_\_Meet with your General Manager to go over this training agenda.

\_\_Have your GM introduce you around the hotel briefly. Get to know where you can find the restrooms, telephones, coffee, etc. Ensure you get introduced to the front desk so they each know your name and telephone extension. This will ensure any incoming telephone calls get transferred to the right place, without confusion.

\_\_Ask your GM to send a work order to the Help Desk to add you to the DOS email distribution list. Also, request access to Email and Remote Server.

\_\_Request access to brand Intranet website, Constant Contact, Trip Advisor hotel account, Starcite, and any other program your hotel participates in.

\_\_Create your “Property Resource Manual” to include:

* Personnel list
* Phone and extension list
* Current Sales & Marketing Plan
* Current Budget
* Copy of latest property P&L Statement
* Collateral
* Meeting space diagrams
* Menus
* List of top 20 accounts
* Rate sheets
* Last 3 STR Reports
* MSP Model
* Current GRC through the next 12 months
* List of competitive set hotels, addresses, phone numbers, and DOS names
* Notes from last week’s weekly sales meeting
* Current Quarterly Action Plan
* List of CNR accounts and rates/rate codes or SRP’s
* Current list of RFP’s

\_\_Find out what day and time is scheduled for “stand up” with all hotel staff, weekly sales/revenue call, and establish day and time for weekly sales meeting with sales professional staff.

\_\_Introduce yourself to the operations department heads. Schedule one on one meetings with each department head as your schedule permits. The goal of these meetings should be to establish mutual rapport, gain a perspective on the current state of affairs in the hotel, and learn about how each department affects the sales team.

\_\_When meeting with the Front Desk Manager, discuss how you can obtain copies of the Daily Report and the nightly/daily call around each day. These reports will allow you to see how the hotel performed each night and how the competitors are doing in both rate and occupancy. Also discuss top hotel guests and prospective business they may know of.

\_\_Complete PMS training within the first 10 days of assuming position.

IN THE COMING WEEKS:

Backyard and Market Reconnaissance:

\_\_Get in your car and DRIVE! Drive around your backyard immediately to learn about guest amenities in the immediate vicinity of the hotel (i.e. Dining, shopping, attractions, etc.).

\_\_Gain a working understanding of the major demand generators of your city, your county, and your immediate backyard. Visit your top 20 local offices to familiarize yourself with the distance to and from your hotel.

\_\_Make an appointment to meet with the DOS of each of your competitive set hotels. Obtain a Sales/Meeting folder from each hotel after touring property.

\_\_Set up a sales call to your local Convention and Visitors Bureau and Chamber of Commerce to introduce yourself as the new DOS for your hotel. Develop rapport and establish opportunities for good working relationships. Invite them to hotel or take them to lunch! While you are there, find out how to obtain a calendar of citywide events for the next year.

\_\_Learn the top 5 accounts of each hotel in your competitive set. This is your new “Target” account list.

Become an Expert on your hotel’s history and trends:

\_\_Familiarize yourself with your property’s placement on all booking engines.

\_\_Analyze the P&L statement from last December and the current year YTD along with the GM. What segments exceeded by more than 5% last year? How does that compare to this year? What trends do you see? What was the market mix between transient, group, and all other segments last year? How has that changed this year and why? Look at current year MSP Model to understand your property’s current strategy.

\_\_Review the STR report to determine your hotel’s market penetration for at least the past 12 months. Is the hotel gaining or losing total REVpar share? How is the hotel performing in occupancy penetration? ADR penetration? What competitors are gaining? What competitors are losing?

\_\_Read cover to cover, the Sales and Marketing Plan for the current year.

\_\_Run a list of LNR account production YTD and review pricing strategy with GM.

Getting Geared up to hit the market and SELL:

\_\_Review the 20 Fundamentals of Sales and the “Four Steps of Selling”. Also, be sure to understand and monitor the “Do’s and Don’ts of Prime Selling Time” amongst your team which are listed in this Success Plan.

\_\_Understand the RFP process. Verify with a friendly travel agent that all of your RFP’s are visible in the GDS and companies are able to book your hotel at their rates through GDS.

\_\_Review/Create Segment Action Plans.

\_\_If your hotel has meeting space, review current rate sheet for each meeting room. Make any necessary pricing changes.

Setting yourself up for Success:

\_\_Complete STS training.

\_\_Review minimal acceptable weekly/monthly sales call goals and set your goals with your GM. Enter in to STS.

\_\_All Sales Professionals should record all sales activity in STS daily.

\_\_DOS should learn all about the tools that the brand has to offer. Each brand offers many different promotions in place at any given time to drive revenue and create awareness. Find out what Brand Sales training is mandatory and schedule with your GM to attend. Complete 6 Brand Focused Selling online training modules on Brand Website within 90 days of hire date.

\_\_Update your Brand website. Ensure that it is up to date with precise factual information and looks appealing.

\_\_Familiarize yourself with your independent website.

\_\_Check all property collateral and order any that is needed with GM approval.

\_\_Inventory general gift and promotional items of hotel and order if needed with GM approval through approved vendor.

\_\_Prepare Picture and Professional Bio for yourself and send to GM for Press Release.

\_\_Create 90 action item working document for Sales Team.

\_\_Conduct Property Sales File audit (Sales Files vs. Reservations Systems, STS etc).

\_\_Familiarize yourself with “Tools for Success”: IATA List, Corporate ID Tool, Hoovers List,

\_\_Familiarize yourself with SOP’s: Trip Advisor, Constant Contact, Sales/Catering File Standards, Sales Incentive Program, DOS Expense Report.

-Fundamental Expectations of a Director of Sales/Catering

Initiate & Maintain a Direct and Aggressive Sales Effort:

1. Utilize 4 walls selling technique.
2. Outside Sales Calls during key selling hours.
3. Use STS on a daily basis-tracking all sales call and proprietary information regarding your accounts.
4. Weekly breakfast room attendance (one per week).
5. Evening Social attendance (one per week).

Be a strong Leader:

1. Lead by example.
2. Be on time, organized, prepare in advance.
3. Set and evaluate priorities.
4. Be fair and be firm when needed.
5. Motivate and show enthusiasm.
6. Exploit the Brand.
7. Be positive.

Master Sales Administration:

1. Master and Use STS-hold your sales team accountable.
2. Ensure that any meetings occur during non-selling hours.
3. Enforce ideal sales day-guard prime selling window.
4. Knowledge of pace and opportunity dates.
5. Complete knowledge of market conditions.
6. Solid relations with competitors.
7. Accurate and informed forecasting capabilities.
8. Use DOS Corner as a resource for knowledge and training.
9. Know Top 20 accounts and thank them for production often.
10. Utilize the Hotelligence report weekly to uncover accounts to add to “Hit List”.

Uncover Top 5 Accounts at Competitive Set hotels:

1. Can you shift share??? Visit each company and TRY TO SHIFT SHARE!

Review Lost Business:

1. What would you have done differently?
2. Have you set a trace to follow up with them?

Review of Weekly Goals:

1. Conduct weekly Sales Meeting with staff-complete notes each week and send to GM.
2. Review Pace Report weekly at meeting.
3. Review STS Sales Production report to see weekly/monthly progress.

Client Recognition:

1. What are you doing for your top accounts?
2. Is there an arrivals program set up at the front desk to capture new business?
3. Is there a program set up to honor rewards members? Highlight their stays? Guest of the day?
4. Have we achieved total penetration of Top 10 accounts?

Marketing Plan Review:

1. How are you doing with your monthly action plans? Do you have monthly action plans?
2. What will you change for your next quarter’s action plans?
3. What is working? What is not?
4. Are you keeping a folder of information for next year’s business plan? Market Intel, economy information, lay off’s, additions to market, housing decline, unemployment rates, local business additions?
5. Are you following your Trade Show Calendar?
6. Are you following your Marketing Strategy in Sales and Marketing Plan? Have you measured your ROI on your advertising?

Find a New Way to WIN!!

Teamwork is about spirit, attitude, and enthusiasm. It’s about how you get everyone to work together toward the same goal. The clearest example of teamwork in today’s society and what we all understand is sports. When a team pulls together, it usually wins. Sports metaphors in the business world have long been used for emphasis and motivation.

A team will outperform individuals anytime. A strong DOS with a meaningful playbook for creating strategies, planned training and rewarding players, and a determination to maintain a spirit of creativity and fun in the process, becomes both the captain and the coach. A winning team in business demands exactly the same focus that a winning team on the playing field requires:

Sports: Your hotel name here:

Coaching to win Sales Incentive Program

Scouting the competition Regular Shops

Devising a game strategy Living, Breathing Business Plan

Selecting Competent Players Strong Interviews

Holding Drills Training

Scheduling Scrimmages Role Plays/Director involved in sales calls

Critiquing Performance “How did you do?” Follow up conversations

Giving Pep Talks Regular mentoring meetings

Working the Clubhouse Meetings to Analyze

Learning from the losses Regular One on One’s

Recruiting Consistently Let them make mistakes

Developing Strong Reserves Interview Regularly

Developing a Coaching Staff Training Competent Assistants

Celebrating the Wins! Celebrating the wins!

Key Selling Hours:

Tuesday-Wednesday-Thursday: 9:00am-12:00pm and 1:30-4:30pm

Standard Sales Call Goals per month:

|  |  |  |
| --- | --- | --- |
| Cold Calls  Telemarketing Calls  Networking  Personal Appointment  Site Visit | 15  120  4  20  8 | Any outside call, without an appointment  Any solicitation by phone to any type of client; existing, new, prospect, lead, etc.  Attendance at a networking event  Any appointment in person, no matter where it takes place (office, hotel, lunch, coffee, dinner, golfing, etc.)  Person visits the hotel to tour the property |

Director of Sales: Ideal Day

6:30-7:30am: Work breakfast area (one time per week) to talk to guests and gather leads. This is also a great opportunity to catch any complaints and uncover new business.

8:00am: Check on in-house meetings

Greet meeting planners or onsite contacts and presenters

Return messages, check emails

8:30am: Review upcoming day with Sales Manager and Coordinator

Other housekeeping items

Attend Morning Staff meeting

9:00am-12:00pm: Outside Calls-KEY SELLING HOURS

12:00pm: Return phone calls/emails

Lunch

1:30pm-4:30pm: Outside Calls-KEY SELLING HOURS

5:00pm-Debrief with GM/Sales Team on day’s events

Do’s and Don’ts of Key Selling Hours

**Do’s:**

Spend more time out of the office than in the office. People do business with people they know and have relationships with.

Reader Board investigation, history calls, lost business calls.

Get in your car and drive to local businesses, churches, restaurants, schools, apartment complexes, concert venues, etc. and make cold calls.

Call existing clients-ask for referrals-Are we getting 100% of their business?

Call pending tentative and verbal definite, follow up with people you sent interest letters to.

Produce creative Site Visits.

Eat with clients-host luncheons, or take clients out to lunch.

Deliver cookies and treats.

If you go in to a building to drop off a contract, stop into a few other offices and prospect for new business.

Call on the Convention and Visitor’s Bureau and the Chamber of Commerce like they are a client. Build a strong relationship with each place to help with lead referral program, and market intelligence.

**Don’ts:**

Waste time socializing within your hotel departments

Make personal phone calls

Distract or disturb other sales people with personal life challenges

Disregard your STS system. Track your calls daily.

Be unorganized

Be paperless-utilize the SOP for Sales and Catering Files

FOUR WALLS SELLING:

“Four Walls Selling” is a top priority for the Sales Team at each hotel. What is it? And why is it so important? Let’s take a look!

Four Walls selling is identifying guests who are already staying at your hotel and applying your sales skills to learn about them and build more loyalty for your hotel. In reality, all associates sell with everyone they come into contact with. It is the responsibility of the GM and the Sales team to create processes to identify who our current guests are. We want to understand who they are, what brings them to the area, whether they have stayed with us before, and the big question: CAN WE GET MORE BUSINESS FROM THE COMPANY THEY ARE WITH??

Here are some methods to help with successful Four Walls Selling:

* Review the PMS arrivals list each day to uncover any honors/rewards members who be arriving that evening. Uncover what company they represent and have a process in place to introduce yourself. Go above and beyond the standard “bottle of water and snack”. These clients represent over 70% of the brands most loyal guests and companies. They represent significant future business for your hotel.
* Monday through Friday morning a member of management should work the breakfast area. After you have been doing this for some time, you will quickly learn regular guest names, and build rapport. It is the unknown guests, however, who represents a potential new account. Uncover who is staying, what brings them to the area, whether they have stayed with us before, and CAN WE GET MORE BUSINESS FROM THE COMPANY THEY ARE WITH.
* Establish an incentive program with the Front Desk to daily identify any new guest and company that the hotel is unfamiliar with. For example: Each GSA could keep a lead sheet and turn it into the sales office weekly. The sales professional in turn would follow up with each lead. At the end of the month, the GSA that turned in the most leads (that were successful) wins a $100 American Express gift Cheque.
* If your hotel offers an evening social hour, a member of the sales staff is required to work at least one social per week. This is another opportunity to identify guests and work sales leads.
* If your hotel does not have an established social hour, you could easily plan a guest appreciation night once or twice a month. The same theory applies. Invite all guests of the hotel to refreshments during check, 5:00-7:00pm and work the guests with several hotel associates.

At large, busy or short staffed hotels, any hotel associate can be trained to seek out new guests and ask pertinent questions. We have breakfast attendants who are personable and capable of learning these skills. This does not mean that you should abdicate your responsibilities, just share the task. Your hotel name does not expect you to work every day from 6:30am to 7:30pm, but you should vary your hours. Sales department hours are NOT 9 to 5!!!

Site Tours, Show Rooms and Stimulating Trial

One of the Key Strategies used by Your hotel name is our company wide philosophy of Site Tours, Show Rooms, and Stimulating trial by using Complimentary Room Certificates. Since we don’t sell a product that you can bring along with you on sales calls, it is highly desirable to bring your clients to the hotel to see for themselves our product, and experience our friendly service. Let’s look at the three components of our philosophy.

Site Tours:

1. It is imperative to have a well organized and planned event. Put yourself in your guest shoes and think through the tour.
2. The hotel staff must be aware that you are bringing a client through the hotel. The staff should know who the client is and what the potential revenue means to the hotel.
3. You should plan encounters with different staff members so the client experiences what their guests will experience. Introduce the client to the GSA as you begin your tour. Be sure the GSA uses the guest name and welcomes them to the hotel. Plan a route through the lobby to see the breakfast area (or restaurant). If the client needs to include a meeting room, ensure the room is set up to showcase the usefulness of the room.
4. Make sure you have walked the entire path you are going to take with the guest shortly before they arrive, so as to ensure there are no unsightly distractions to your tour (like a bag of trash lying against a wall, or a mop left unattended in a corner).
5. You will already have the room keys with you, and should know the show room locations and should check the condition of each room before the potential client arrives.
6. The hotel General Manager should meet your client at the beginning or end of the tour and spend a few minutes thanking them for coming and impressing on them the high product and service level we deliver to our guests. We strongly suggest the General Manager helps conduct the tour to reinforce our strong commitment to earning their business.

Show Rooms:

Every hotel should have guest rooms set aside that are in perfect condition and available to show anyone interested in seeing a room. We naturally expect that all rooms in the hotel be in top condition, but let’s put our best foot forward when trying to sell to our clients!

1. Each hotel should set aside one room at the hotel for a show room. It is ideal for this room number to be assigned the status of “show room” and all staff members understand this purpose.
2. If the hotel does not fill, the show room should not be rented. Obviously, if you are expecting a perfect 100% fill, this room should be sold last.
3. The housekeeper should check the show room each morning to validate the room is ready to be used for site tours.
4. You should pick the best room that is closest to the lobby to make the tour path as efficient as possible.
5. Each room should be perfect in every way. The room should have all lights on and the TV channel set to a station that reflects the client’s interest or to CNN or FOX news. The room should NOT be sprayed with heavy room freshener. If the room is clean, freshly painted, with new linens, pillows, bedspreads, drapes and towels, with shampooed carpets, it should smell neutral and clean! Do NOT put any fruit basket in the room or items that embellish the room, if the guest will not experience the same. The temperature should be set between 70-72 degrees to simulate the comfort level a guest would desire.
6. If there is any question, the Sales Professional should validate the status of the show room before the client arrives.

Stimulating Trial:

The only product we really sell is friendly service and a good night’s sleep! Giving away a complimentary room is a small price to pay to gain a great client, especially since each empty room is lost forever each night!

1. Your hotel name is fully committed to the concept of using complimentary room nights to stimulate trial.
2. The sales department should have a supply of pre numbered letters or “certificates” that five the user complimentary use of a guest sleeping room.
3. The certificates should be numbered so as to control and identify who the certificates were given to and who issued them.
4. The certificate should require the users to call the DOS or GM directly to book a reservation. The certificate should be “based on availability”, but you should make every effort to accommodate your guest!
5. Once a request is converted into a reservation to use a room, every effort should be made to track the guest who uses the room and unsure VIP status of that guest. The worst thing that could happen is for a potential client to place a guest at your hotel and that person NOT have a GREAT experience!!
6. After you have ensured that the guest had a great stay, and hopefully you have even gotten a chance to meet the guest, a discrete call to the client to close the business is appropriate.
7. Common sense applies here and you should work out the details with your GM. If a client has room night potential, but does not have a need for complimentary room certificates, be creative! Offer a free breakfast voucher, a free meeting space, SOMETHING for the client to “experience”.

The Vision:

**People**Our success depends upon our people. We will hire the right people, train them properly, and utilize all resources available to ensure we monitor their success and growth. We will encourage our people, provide them with the tools and resources to be successful, and always communicate strengths and shortcomings. Training cannot be sacrificed and must always be on the minds of our leaders.

**Processes**We will ensure that we are constantly doing things as efficiently and effectively as possible. Checklists are a key to ensuring team members know what the process is. All of the valuable reports we provide should assist our leaders in knowing when a process may need to be changed or enhanced to ensure the best possible experience for our guests.

**Inspect the Expectation**We will ensure we are walking our properties, inspecting our properties, and holding folks accountable. Through the audit process we must ensure our team members know where improvements are to be made and provide the proper training to accomplish those tasks.

**Communication**We will communicate in an open and honest environment, we will communicate frequently at all levels. It is imperative that after the communication takes place we follow up to ensure that everything was understood and change the communication process if there are misunderstandings.

**Consistency and Balance**By implementing the first four Objectives we anticipate that the fifth objective, our ultimate goal, will be achieved. By creating consistency there will be fewer surprises allowing our leaders to focus on all the facets of our business. By achieving professional balance we want our team members to enjoy personal balance.

On behalf of your hotel name, we welcome you to our team!

Sales and Marketing Contacts:

Name

Email address

Phone number

Name

Email address

Phone number