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SPHM  
HOSPITALITY

## SPHM – HOTEL S & M MANUAL



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# Hotel S & M Manual



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## OBJECTIVES

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The Corporate Pre-Opening Marketing and Sales Manual are written to assist the Marketing and Sales team during the months prior to the opening of the hotel:

This manual has been designed for implementation worldwide, with the understanding that certain aspects may have to be altered to accommodate local needs. Thorough implementation of the pre-opening procedures described within this manual will ensure smooth and efficient running of the hotel's Pre-Opening Sales Department.

This manual describes the activities that must be completed before the hotel is open. Guidelines are given as to whom, ideally, should carry out each task. This may vary from hotel to hotel due to the hiring schedule of management during the pre-opening period. It is the responsibility of the Pre-Opening Director of Sales to assign tasks as necessary.

The Pre-Opening Director of Sales should specifically review this manual in relation to the hotel's size, organization, market mix and competitive environment to determine appropriate local adaptations, which should be inserted in all local copies of the manual.

The SUN PARADISE HOTELS Manual System describes other disciplines which guide the Marketing and Sales process in concert with this manual. All manuals should be available for reference during introduction and review of this manual with the Pre-Opening Sales Department.

As soon as the opening is complete, this pre-opening manual should be replaced with the Corporate Marketing and Sales Management Module.



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## OVERVIEW

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Establishing a smoothly functioning hotel sales office is a challenge which must be met long before the hotel actually opens its doors. There are a number of steps to take to guarantee a successful pre-opening sales effort which can mean a full house for years to come.

Traditionally, the first employee on board in the Pre-Opening Sales Office is the Pre-Opening Director of Sales. This executive enjoys the distinction of working with the hotel architects, the pre-opening management team, and eventually greeting the first guests. However, the Pre-Opening Director of Sales may be a "one man show" for a long period of time.

Prior to the actual establishment of a Pre-Opening Sales Office, pre-opening efforts are carried out by the Corporate and Divisional Offices. During pre-opening and beyond, these offices will continue to be a great source of assistance and information to the hotel sales office.

Once a Pre-Opening Director of Sales is hired, there are a number of activities which he must carry out in order to prepare the hotel for opening:

These and other important pre-opening activities are described in detail in this manual.



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## **DIVISIONAL OFFICE PRE-OPENING RESPONSIBILITY**

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Before a Pre-Opening Director of Sales is appointed to a Pre-Opening Sales Office, the Divisional Office handles numerous activities. In particular, the Division Office's Director of Marketing should:

1. Obtain and provide information from the Corporate Office.
2. Send a memo to Directors of Sales of SUN PARADISE HOTELS Group properties regarding new property.
3. Notify the Convention and Visitors Bureau of Chamber of Commerce of hotel.
4. Maintain a log of sales referrals in chronological order.
5. Follow up on all leads.
  - a. Check requests for availability from other SUN PARADISE HOTELS Group properties.
  - b. Check requests for availability from incoming calls.
  - c. Solicit current files for business which could be placed in the new hotel.
  - d. Respond in writing to all referrals from other SUN PARADISE HOTELS Group properties.
6. Compile data regarding specifics on the property and city:
  - a. This could involve architect's renderings, floor plans etc.
  - b. Prepare information for various publications such as the Red Book, Convention and Visitors Bureau directories, Chamber of Commerce directories, etc.
7. Maintain a resume file and conduct interviews.



8. Participate in trade shows and city events.

9. Coordinate activities with owners.

10. Miscellaneous

Each of these responsibilities is discussed in detail in the following section.

#### **Divisional Office to Obtain/Provide**

- Marketing and Sales Policies and Procedures Manual
- Marketing and Sales Management Module
- Marketing Communications Manual
- Gold Passport Manual
- Private Line Manual
- Courtesy Card Manual
- Graphics Standards Manual
- Advertising Manual
- SMASH User's Manual
- SUN PARADISE HOTELS Group advertising tear sheets
- SUN PARADISE HOTELS Group brochures, directories
- Company personnel roster
- Property reference outline
- Logo sheets, if available or samples
- Destination and facilities folders
- Corporate Press Kit

The new property memo contains current information on the new hotel. It indicates the Executive Office which is responsible for handling the pre-sale of the property prior to the appointment of the Pre-Opening Director of Sales and identifies the person to whom referrals should be directed.

This memo should be sent to the Directors of Sales of all SUN PARADISE HOTELS properties.

**Reference: Example New Property Memo**



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## **EXAMPLE: NEW PROPERTY MEMO**

As I will be handling the pre-sale of the above property until the Director of Sales is named and on site, please direct all referrals or enquiries to this office. We will check availability for you prior to a referral being sent; following that, a hard copy of the referral should be forwarded to our attention along with any backup correspondence.

For your information, a press release is attached outlining the facilities and location of this exciting new property.

Best regards,



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### **Local Convention/Visitors Bureau**

Immediately after the official announcement has been made regarding a new SUN PARADISE HOTELS property, contact the Executive Director of the Convention and Visitors Bureau and Chamber of Commerce to inform them that the Divisional Office will be handling all pre-opening requests and coordination of all sales activities for the property.

The telephone call should be followed up with a letter to the correct contact listing the names of the Sales Managers and Director of Marketing in that particular Divisional Office to facilitate the exchange of information.

**Reference:    Example Letter to the Executive Director of Convention and Visitors Bureau**





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**EXAMPLE: LETTER TO THE EXECUTIVE DIRECTOR  
OF THE CONVENTION AND VISITORS BUREAU**

Date

Name  
Address

Dear

It certainly was a pleasure speaking with you and having an opportunity to discuss our exciting new SUN PARADISE HOTELS Group which is scheduled to open mid 20...

All of us in the SUN PARADISE HOTELS Group Office look forward to working with you and..... on the selling of ..... For your information, the representatives in our office are as follows:

\_\_\_\_\_, CORP.DIRECTOR MARKETING & COMMUNICATION  
\_\_\_\_\_, CORPORATE DIRECTOR OF SALES  
\_\_\_\_\_, ASSOCIATE DIRECTOR OF SALES

As we will be holding the pre-opening books until a Director of Sales is appointed and on site, please let us know when we can check availability for you regarding any citywide conventions or requests for in-house meetings.

We anticipate the pleasure of working with you on our exciting new property and will keep you posted on any developments.

Yours sincerely,

Director of Marketing



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## **Referral**

As each referral is received in a Divisional Office, it is logged in a file for a specific pre-opening hotel in chronological order. By utilizing this file method, availability can be readily checked against the information on file.

As tentative and definite holds are not commonly placed on space in a pre-opening situation, elaborate files for each group requesting availability should not be developed; it is more advantageous for the Pre-Opening Director of Sales to determine the quality of business after analyzing all relevant information.

The referral file should contain the hard copy of the referral and any pertinent correspondence.

## **Follow Up On All Leads**

Divisional Offices perform a variety of follow up activities, outlined below:

1. Check requests for availability from other SUN PARADISE HOTELS Group properties.

As the above develop business for pre-opening properties which do not have a Pre-Opening Director of Sales on site, they will contact the appropriate Divisional Office to check availability. After space has been determined, they will enter a referral into the sales system and send a hard copy to the appropriate office with any additional correspondence or information attached.

2. Check requests for availability from incoming calls.

Divisional offices are frequently listed in corporate publications as the Pre-Opening Sales Office for properties in their geographic jurisdiction. As a result, they receive calls and correspondence requesting information and availability for the pre-opening hotels. These requests are to be followed up and immediately processed by the Divisional Office and placed in the referral file.

3. Solicit current files for business which could be placed in the new hotel.

Special attention should be placed on those files which could produce business for any new properties in the division.

4. Respond by letter to all referrals from other SUN PARADISE HOTELS Group properties.

5. Follow up on any leads which may require special attention.



If any additional information is requested, the Divisional Office will respond to that need. Should a client want to confirm space on a tentative or definite basis, the quality of business will be determined and space allocated accordingly.

### **Specific Property and City Data**

If available, this could involve architect's renderings, floor plans, etc.

This information provided by Technical Services can be very helpful; clients are most interested in knowing specific information about the hotel. However, it is wise to be cautious about giving too much information in a pre-opening situation as changes develop on a daily basis and information can become outdated.

Collection of information for various publications such as the Red Book, Convention and Visitors Bureau directories, Chamber of Commerce directories, etc.

The Divisional Office is frequently called upon to provide information on pre-opening properties for such publications listed above. Again, caution must be exercised in providing very specific information due to unanticipated changes which can develop.

### **Resumes and Interviews**

Pre-opening properties typically draw the attention of many prospective employees. Many resumes are received by the Divisional Offices for a variety of hotel positions.

The Divisional Office should send a letter to the interested party informing him that resumes will be reviewed as soon as a Director of Sales and a General Manager are on site. Of course, if a sales candidate looks promising, the Divisional Director of Marketing should arrange an interview if possible.

### **Participation in Trade Shows and City Events**

The Convention and Visitors Bureau and Chamber of Commerce often include a Divisional Office representative in events sponsored by that agency prior to a Director of Sales coming on board. Such events can provide excellent exposure for the hotel and for SUN PARADISE HOTELS; however, each must be analyzed as to its profitability prior to participation. Reports of event participation are to be included in the materials prepared for the appointed Director of Sales.

### **Coordination with Owners**



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In some cases, the Divisional Office will have exposure to the owners/developers of a pre-opening hotel. Naturally, no specific information is given to them regarding numbers, etc. However, for the purpose of goodwill and public relations, it is advantageous for the Marketing Centre to build a rapport with the owners/developers to foster an easy transition when a Pre-Opening Director of Sales is appointed.

### **Miscellaneous**

1. Logging of information from the Corporate Office for members of the new Executive Committee.

Frequently, the Divisional Office will receive information directed to the General Manager, Purchasing Agent, Food and Beverage Director, etc., of a pre-opening hotel. This information is kept for the appointed managers and given to the Director of Sales when materials are turned over to him.

2. Notification of activities to Divisional Vice President/Divisional Director.

The Divisional Vice President and Divisional Director appreciate knowing about activities the Divisional Office is performing for a pre-opening hotel under its jurisdiction.

3. Telephone numbers

In some cases, the Divisional Office has been able to reserve a 1234 number for the hotel through the telephone company. This is a tremendous help to a Director of Sales since the 1234 numbers are limited.



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## **DIVISIONAL OFFICE/PRE OPENING SALES OFFICE RELATIONSHIP**

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Once the Pre-Opening Director of Sales is on board, he has various responsibilities he must perform in order to ensure a successful opening.

First in importance is to liaise with the Director of Marketing from the Divisional Office which handled the pre-opening effort prior to the arrival of the Pre-Opening Director of Sales. These activities were outlined in this section.

The Divisional Office provides the Pre-Opening Director of Sales with a variety of information and serves as a great source of support during pre-opening and beyond.

In return, the Pre-Opening Director of Sales must keep the Divisional Office and Area/Regional Marketing Centers updated on the progress and changes of the hotel as well as circulate collateral material on a regular basis. It is also helpful to provide them with information on the competition, brochures from the Convention and Visitors Bureau and Chamber of Commerce, city maps and other literature indicating points of interest, special events, etc.

Provide the Divisional Offices and Area/Regional Marketing Centers with information on the anticipated low and peak periods, group room blocks during those periods, meeting room and exhibit rentals, etc.

Always copy the SUN PARADISE HOTELS Executive Office with relevant correspondence sent out by your office.

Treat SUN PARADISE HOTELS as you would your most valued customer. Remember, they deal with hundreds of meetings per year and they are working to help you!



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## LOCAL MARKET

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### **Orientation to Hotel Product and Marketplace**

Before the first sale is made, it is imperative that the Pre-Opening Director of Sales becomes familiar with the facilities, accommodations and services of the new property. Meeting with the architects and studying the hotel blueprints are advisable in order to gain complete understanding of the hotel's capabilities.

In addition, the Pre-Opening Director of Sales must develop a general sense of his market place. Through subscription to local newspapers, memberships in selected organizations and visits to the Chamber of Commerce, the goal of the Pre-Opening Director of Sales is to identify:

- The primary, secondary and tertiary purposes of visits to the community
- The duration of visits (overnight or in-transit; if terminal, number of days at destination)
- The seasonality of visits (percentage of annual visits that occur each month)
- The demographic characteristics of the visitors

### **Competition Research and Analysis**

After analyzing both the hotel and market place, the Pre-Opening Director of Sales should turn his attention to the competition. The best way to analyze competition is through actual visits and overnight stays, for it is necessary to obtain detailed information for key competing properties.

Every facet of the competing property should be checked from the type of decor, to the hours of bell service and the price of the breakfast menu. The data should be confirmed, to the extent possible, by discussion with competing operators and representatives of convention and tourist bureaus with possible knowledge of occupancy trends.

This thorough research and analysis will enable the Director of Sales to identify his competition's strengths and weaknesses, thus uncovering his own property's comparative standing.

Complete the attached competition profile, including rack brochures, facility brochures, rate cards, banquet and restaurant menus. Incorporate this into your Pre-Opening Marketing Plan (refer to marketing plan section of this manual).

Remember, the review and critique of the hotels in your city will be utilized by the General Manager as well as other members of the Executive Committee. You should be able to give them immediate insight into the market.



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**Reference:    Example Competition Profile**



## EXAMPLE: COMPETITION PROFILE

<b>COMPETITION PROFILE</b>			
Hotel: _____		Prepared by: _____	
Category	Hotel No. 1	Hotel No. 2	Hotel No. 3
Address			
Phone			
Owner			
Year Built			
Year Opened			
Condition of Property			
No. of Saleable Rooms			
No. of Suites			
No. of Kings			
No. of Doubles			
No. of Twins			
No. of Singles			
Average Occupancy			
Average Rate of Local Currency			
Length of Average Stay			
Percent of Local Market Share			
Guest Market Segmentation			
Function/Meeting Rooms Capacity			
Business Centre Facilities			
Sports Facilities			
Pool			
Tennis			
Golf			
Health Club			
Beach			
Other			
Food & Beverage outlets			
Cuisine Served			





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## **PRE -OPENING MARKETING AND SALES CHECKLIST**

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Thorough knowledge of the hotel and local market serves as the basis for the completion of a variety of pre-opening activities outlined in this manual such as:

- Competition Profile
- Pre-opening sales office establishment
- Staffing requirements
- Worldwide reservations system installation
- Rate Approval Form
- Pre-Opening Marketing Plan
- Pre-Opening Marketing Budget
- Marketing Communications Plan
- Collateral inventory guidelines
- Pre-opening cross sell collateral
- Data Preparation Form (Press Release/Fact Sheet Information)
- SMASH database installation
- Solicitation of Business



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## **PRE-OPENING SALES OFFICE ESTABLISHMENT**

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The Pre-Opening Director of Sales must set up the Pre-Opening Sales Office. Decor and location are serious considerations because the Pre-Opening Sales Office sets the mood and the style for the hotel to follow. Proximity to the hotel's construction site is not essential. However, close proximity may ease the eventual move to the hotel (which will follow at a very critical time). Space must be rented with adequate room for expansion as the sales team builds, and furniture and supplies must be rented. The rentals can easily be phased out as permanent hotel fixtures are acquired.

The Pre-Opening Sales Office should reflect the professionalism and creativity of SUN PARADISE HOTELS.

A top priority of the Pre-Opening Director of Sales is to review the office layout and purchase specifications with the Director of Projects and General Manager.

Recommended changes can be made subject to time, budget, adherence to company standards and the approval of the Corporate Technical Services Department.

It must be noted, however, that items must be ordered well in advance, particularly in the case of overseas purchases.

### **Office Layout**

The configuration of rooms in the Pre-Opening Sales Office should be studied to ensure 3 maximum utilization of space and the effective flow of traffic. Careful consideration should be given to the allocation of work areas and rooms taking into account:

- Reception Area  
Offices: Director of Sales  
Sales Executives
  
- Waiting Area
  
- Storage Area
  
- Lighting



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- Power Points
  - Computer Terminal Points
  - Telephone Points
  - Fire Prevention Systems

The Pre-Opening Director of Sales should:

- Plan the selection and placement of fixtures and fittings to allow maximum flexibility in order to facilitate future changes in the office layout e.g. placement of word processor and printer.
- Select equipment which will provide a professional presentation, is durable and time saving and where relevant, compatible with other hotel equipment.
- Ensure adequate filing cabinets, cupboard space and shelving.



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## MARKETING AND SALES STAFFING

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Of critical importance is the establishment of the Sales Office staffing requirements for the pre-opening period and beyond. During pre-opening, the Pre-Opening Director of Sales may at some stages be the only person on the sales team. The first person to be hired by him should be a strong secretarial assistant who will be able to assist in overall office establishment. He should then hire a Marketing Communications Manager or Public Relations Manager to handle marketing communications aspects of pre-opening.

In addition to staffing the Pre-Opening sales Office, the Director of Sales must prepare for staffing needs of the Sales Office after hotel opening. The Pre-Opening Director of Sales should consult the Divisional Director of Marketing to determine the appropriate number of sales executives required.

The Pre-Opening Director of Sales should determine the qualities needed in staff members in order to maximize success. A staffing schedule must be created by month, market and salary range.

The Divisional Director of Marketing will supply names of SUN PARADISE HOTELS sales personnel on the promo ability ledger. He will also provide resumes of potential candidates from outside SUN PARADISE HOTELS who may meet the staffing needs.

If it is necessary to look outside the company for sales people, look for local people knowledgeable in the hotel industry. To find talented people, speak to clients who have worked with hotels in the city, the Convention Bureau/National Tourist Office and local purveyors who work directly with the hotel sales departments.

### **Pre-opening Recruitment**

The Pre-Opening Director of Sales should prepare/review the following information and documents to assist in the Personnel function of his department:

1. Staffing Guide
2. Job Descriptions for all job functions
3. Employee Specifications



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4. Interviewing Questions
  5. Pre-Opening Hiring Schedule
  6. Pre-Opening Sales Office Staffing Worksheet



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## STAFFING GUIDE

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The Pre-Opening Director of Sales should establish the Marketing and Sales Department's final Staffing Guide with the Director of Personnel and Training. This should be done after input from the General Manager, and should be done in the light of the following information:

1. Preliminary Staffing Guide and assumptions by the Corporate Human Resources Department.
2. SUN PARADISE HOTELS's sample Staffing Guide (Standard Job Titles).
3. Sales office hours.
4. Labour market information:
  - payroll costs
  - terms and conditions of employment
5. Expected volume of business.
6. Level of knowledge of employees.

### Job Descriptions

Each Marketing & Sales Executive must have a job description prepared by his supervisor. It is the responsibility of the Pre-Opening Director of Sales that all employees in the department have detailed and current job descriptions.

The purpose of a job description is for both the employee and supervisor to have a clear understanding as to the scope of the job and expectations of performance. It is important to note that every sales job description reflects the individual's responsibility to sell all other SUN PARADISE HOTELSs and not just his own.

Job Descriptions provide a base for:

- Job Evaluation
- Recruitment Process
- Employee Orientation
- Training Task Lists
- Salary Grading
- Performance Appraisal



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- Optimum Employee Productivity
  - Job Clarification - disciplinary and grievance procedures.

### **Job Description Workshop**

The Pre-Opening Director of Sales should attend a "Job Description Workshop" conducted by the Director of Personnel and Training. This will be based on a section of Module IV - Interviewing and Counseling Skills.

### **Post Workshop Project**

The Director of Personnel and Training will set a deadline by which all job descriptions should be completed, generally within two weeks.

To assist you in doing this, you will be provided with the following:

1. Job Description Control List (sample(s) attached).
2. Job Description Format (sample attached)
  - Operative Employee
  - Management Employee
3. Set of example job descriptions which can be amended accordingly (sample(s) attached).



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## NAME OF NEW HOTEL

Department: \_\_\_\_\_

Position	Completion Date	By Whom	Date Received	Review Date	Date Received





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## EMPLOYEE SPECIFICATIONS

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The Employee Specifications describe the different knowledge, skills and attitude required for the job, and together with the Job Description will form the base of the Recruitment Process.

An accurate employee specification will:

- Ensure that the right person is selected for the job.
- Prevent wasting time by interviewing candidates who are not suitable for the job.
- Ensure that the Head of Department takes a critical look at the type of person required for the job.

The following steps will ensure that the exercise is completed to the correct standard by the agreed deadline.

### **Assign Responsibility**

The people responsible for writing job descriptions should also write employee specifications.

### **Employee Specification Workshop**

The Pre-Opening Director of Sales should attend this workshop. It may be combined with the Job Description Workshop. It is conducted by the Director of Personnel and Training and/or the Training Manager and is based on a section of Module IV - Interviewing and Counseling Skills.

### **Post Workshop Project**

A deadline will be set for the completion of the employee specifications. Attached are sample forms for your reference.



## EMPLOYEE SPECIFICATION NAME OF HOTEL

POSITION: \_\_\_\_\_ DEPARTMENT: \_\_\_\_\_

SPECIFICATION	ESSENTIAL	DESIRABLE
<b>Physical make-up</b> Physique, health, appearance, absence of physical disabilities, age		
<b>Education</b> Academic standard, exam levels, subjects		
<b>Technical Qualifications</b> Further education, Company training programmes		
<b>Special Skills</b> Technical, manual, artistic		
<b>Experience</b> Experience required, responsibilities held		
<b>Domestic circumstances</b> Live-in/live-out, mobility, outside responsibilities and commitments		
<b>Outside interests</b> Social, sports, hobbies		
<b>Availability</b> Required starting date		
<b>Other requirements</b>		

Comments:

Prepared by:

Signature:

Approved by:

Signature:

Date:



## EMPLOYEE SPECIFICATION

### NAME OF HOTEL

POSITION: Front Office Clerk

DEPARTMENT: Front Office

SPECIFICATION	ESSENTIAL	DESIRABLE
<b>Physical make-up</b> Physique, health, appearance, absence of physical disabilities, age	18-40 Attractive/SMASH appearance. Good health - used to standing on feet. Well-proportioned physique. Good telephone voice.	22-28
<b>Education</b> Academic standard, exam levels, subjects	O-Level standard mathematics	A-Level standard
<b>Technical Qualifications</b> Further education, Company training programmes	-	Front Office Course - Hotel School. Company Front Office Training Programme.
<b>Special Skills</b> Technical, manual, artistic	Good social skills - outgoing personality. Sensible. Typing skills. Used to working under pressure. Team player.	Additional language. Computer skills
<b>Experience</b> Experience required, responsibilities held	2 years' experience as Front Office Clerk.	Luxury hotel experience.
<b>Domestic circumstances</b> Live-in/live-out, mobility, outside responsibilities and commitments	Able to work early/late shifts. Live out. No domestic restrictions.	-
<b>Outside interests</b> Social, sports, hobbies	Do not clash with work hours.	People related interests.
<b>Availability</b> Required starting date	3 weeks.	2 weeks.
<b>Other requirements</b>	-	Seeking a career in Front Office.

Comments:

Prepared by:



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Typing test please

Signature:  
Approved by:  
Signature:  
Date:



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## MARKETING AND SALES STAFFING

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All Marketing & Sales personnel must have consistent job titles on a chain wide basis. Any variations to these titles must be approved by the Divisional Director of Marketing.

This will facilitate communication among hotels and eliminate artificial or perceived differences in responsibilities through the establishment of chain wide consistent titles for specific career levels and responsibilities.

Titles should be assigned according to a person's position and experience. Titles may vary to conform to local practices. Whenever possible, however, standard titles are to be utilized.

The following are mandatory key marketing and sales positions in each hotel:

### **1. Director of Marketing**

Denotes top position in hotel marketing and sales office plus MOR responsibilities over several hotels. In larger hotels this position may also include responsibility for Rooms Division, Reservations, and F&B Sales.

### **2. Director of Sales**

Denotes title for top sales position in hotel/sales office without any additional outside responsibilities. Each hotel must have a fully qualified Director of Sales capable of overseeing a Sales Department and setting the proper Marketing & Sales directives.

### **3. Pre-Opening Director of Sales**

In pre-opening situations, a Pre-Opening Director of Sales is assigned well before the opening (a minimum of twelve to eighteen months). The Divisional Director of Marketing, jointly with the Vice President/Divisional Director, will make the decision as to when the Pre-Opening Director of Sales should be employed.

### **4. Associate Director of Sales**

Denotes number two sales position. Position is of a senior level and person carrying this title should be fully capable of substituting for the Director of Sales in his absence.



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## **5. Sales Manager - Private Line**

Each commercial hotel must have on its sales staff a Sales Manager - Private Line (larger properties may have two Sales Managers - Private Line) to solicit commercial business. All Sales Managers soliciting commercial business should have this title. For complete details on Private Line, consult the Private Line Manual. Senior Sales position. The title of Manager should be given only to an experienced sales person (minimum of 12 months' experience).

## **6. Sales Executive**

Junior sales position for sales personnel generally with less than 12 months' experience.

The following are key positions in Marketing Communications. One of the following should be hired during pre-opening.

### **1. Marketing Communications Manager**

Function covers the areas of advertising, press and promotions.

### **2. Public Relations Manager**

Function covers press and promotions. No direct responsibility for advertising.

(Have not typed several pages here as not sure whether it is relevant)



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## THE SELECTION INTERVIEW

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An interview is a "conversation with a purpose", the purpose being to:

- systematically collect as much information in the time available to be able to assess whether the candidate is suitable for the job.
- give the candidate an accurate picture of the job enabling the candidate to assess whether the job is suitable for him.
- ensure that the candidate is given a fair hearing.

It is essential that interviews are conducted in a professional and thorough manner. Remember that the interviewer represents the image of both the hotel and the company.

The Director of Personnel and Training will coordinate all interviews and provide detailed guidelines to the Pre-Opening Director of Sales on how they should be carried out.



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## **PRE-OPENING HIRING SCHEDULE**

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The Director of Personnel and Training will prepare the Pre-Opening Hiring Schedule and these should be reviewed by the Director of Sales.

The Hiring Schedule is prepared based on the:

- Opening schedule for hotel/facilities and expected delays.
- Complexity of the operation/location
- planning/preparation time required
- Availability of local employees/internal transfer requirements/immigration restrictions
- Payroll costs
- Budget restrictions





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## HIRING EMPLOYEES

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A systematic approach has to be developed with the Human Resources Department as to how employees will be handled when they arrive on the job and through the entire pre-opening period.

Their letter of appointment will state the following:

- When to report for work
- Where to report to
- In what attire

It must be established who will receive them and what material is to be given to employees (i.e. Training Plan, employee handbook, etc.).

It is important that employees have a schedule which outlines the entire pre-opening period, with times, activities and locations. The Pre-Opening Director of Sales is responsible for ensuring that this systematic approach is developed for the Marketing and Sales Department.

All employees are to start their jobs per the hiring schedule.

**Reference:    Example Pre-Opening Sales Office Staffing Worksheet**



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**EXAMPLE:      PRE-OPENING SALES OFFICE STAFFING  
WORKSHEET**

	NAME	TITLE	SALARY	DATE EMPLOYED
1.				
2.				
3.				
4.				
5.				
6.				
7.				
8.				
9.				
10.				
11.				
12.				
13.				
14.				
15.				



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## MARKETING PLAN

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The studies of the hotel, marketplace and competition should be compiled and summarized into a Pre-Opening Marketing Plan which will formalize the new hotel's philosophy, positioning and anticipated share of the marketplace. The Marketing Plan should analyze the economic environment and competition as well as identify the hotel's plans and actions for future sales. Ideally, the plans should be specific, including job responsibility charts and target dates. The plan should specifically address the target market, opening budget, creative considerations and the most efficient and effective way to deliver the advertising message. A study of rate structure should be included, as well as guidelines on complimentary room procedures, room rentals, release time for catering sales, etc.

In a pre-opening hotel you must continually review and refine your Marketing Plan. You may find that new strategies are called for as the profile of your established market mix evolves.

As the new sales people join your staff, review with them your initial Marketing Plan and assign to them responsibilities for various sections of the plan as it will be prepared in its final form.

The Pre-Opening Marketing Plan serves as the basis for your Annual Business Plan (Reference: The Annual Business Plan Manual). The plan also will assist the Pre-Opening Director of Sales or Marketing Communications Manager/Public Relations Manager in the development of the Marketing Communications Plan. (Refer to the Marketing Communications Section of this Manual.)

**Refer to the attached sample marketing plan format in preparing your Pre-Opening Marketing Plan.**

### **Pre-Opening Budget Guidelines**

With the Marketing Plan as a basic guideline, the Pre-Opening Director of Sales can then fine tune his budget. The budget should include all major expenditures for travel, advertising, public relations, sales promotions, office requirements, salaries and training.

Unfortunately, there are no industry averages to compare for pre-opening budgets, as there are with ongoing marketing budgets. Because pre-opening expenses are generally capitalized along with construction costs, they do not usually show up on operating statements. The best way to budget for the pre-opening period is to use the zero-based budget; do not just arbitrarily allot a fixed amount.



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Throughout the budget process, it is imperative for the Pre-Opening Director of Sales to understand that neither the budget nor the Marketing Plan is "engraved in stone". Both must remain flexible, not only during the pre-opening process, but also throughout operations.

**Reference attached: Pre-Opening Marketing Plan Budget Form**



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## EXAMPLE MARKETING PLAN

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NAME OF NEW HOTEL

SAMPLE: PRE-OPENING SALES AND MARKETING STRATEGY

### Introduction

The marketing strategies outlined for the NEW HOTEL are to provide substantiate and quantifiable business for the short term period in the immediate pre-opening. This period of intense sales activity and account qualification will provide a positive platform from which to impact future occupancy rate, and market share.

The hotel will be provided with the full range of marketing support in the vital pre-opening period to develop sales and marketing activity with sufficient funding consistent with our marketing objectives.

The forecasted occupancies and business mix for the immediate post opening period are compatible with our established pre-opening formula and are weighted toward full rated corporate and F.I.T. business. Attached to this plan is a forecast of business mix and average rate.

Sales staffing at the hotel will commence from ..... and coincide with the appointment of a Director of Sales. A sales support team will be redirected to..... from other SUN PARADISE HOTELS properties to conduct an intensive sales programme locally for a minimum 6 week period.

### Objectives

1. To generate sales producing room nights in the period from ..... to..... that will guarantee the occupancies forecasted.

<u>Month</u>	<u>Forecasted Average Occupancy</u>	<u>Forecasted Average Rate</u>
_____	_____	_____
_____	_____	_____



2. To achieve a minimum of..... thousand room nights will guarantee forecasted occupancies to the figures above.
3. To achieve a monthly average rate that will be consistent with profit projections for the hotel at a minimum average of ..... per month.
4. To gain local, regional and international exposure for the hotel to position it as the number one property of choice in ..... and amongst the leading three hotels regionally.
5. To develop sources of business from international markets and contract a minimum of 10 wholesalers/operators from US and international sources.
6. To gain a minimum of 250 column inches of exposure for the hotel in targeted media projecting the hotel as a “new” facility of international caliber.
7. To achieve an average of five convention bookings per month in the period from ..... to ..... and ensure a minimum 25% utilization of all conference/meeting facilities.
8. To establish the hotel as the premier social/banqueting destination in ..... and achieve a minimum of three more banqueting bookings numbering 50 pax or more each month.
9. To develop a cross sell programme with other SUN PARADISE HOTELS properties that will generate a minimum of 100 room nights each month.

### **Positioning Statement**

The NAME OF HOTEL will be an exclusive sport and leisure resort offering a wide range of facilities, superlative standards of accommodation, technologically superior conference/meeting spaces and regional and international cuisine for individual dining or banquets.

The facilities to position the property as a premier resort will include golf, tennis, swimming, health and beauty, fitness centre, horse riding, beach access and off shore fishing.

Our demographic market will be the younger professional, 25 to 40 years of age, upwardly mobile with demanding tastes and high disposable income.



There will be a desire for some cultural identification with a pervading atmosphere of luxury and uniqueness supported by a highly efficient, unobtrusive and attentive staff motivated by comprehensive internal training and leadership examples and standards.

The resort will be marked as the "total relaxation destination" for one segment of the market while at the same time providing superior business facilities for those engaged in commercial or diplomatic activity involving both individual traffic and conference/meeting attendees.

This business will be positioned concurrent with the archaeological and scenic value of..... and parallel themes will emphasize cultural, geographic and leisure benefits in a price/value relationship associated with the exposure of a "new" commercially unexploited but sophisticated destination.

### **Competition**

The competitive environment is analyzed on the attached Competitive Profile. (Attach Competitive Profile from Local Market Section here.)

### **Target Markets**

The first, most realistic market for the hotel will be the local corporate, diplomatic and ground operator business which is currently demonstrating brand or pricing loyalty to a competitor.

This business source must be identified by the local sales team integrating with productive market segments in..... The plan of action must include aggressive and hostile positioning to demonstrate rate or product advantages versus local competition.

This translates to stealing and switching bookings from local competitors by whatever legal means possible.

In conjunction with local activity, all Divisional Offices, Area/Regional Marketing Centers and sales offices in key geographic markets will embark on an identification and sales solicitation campaign likely to yield identifiable and immediate results.

Our rates have been established to effectively position the hotel in the local marketplace. (Attach rate change approval form from Worldwide Reservations Section here.)

### **Collateral Requirements**



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A range of sophisticated multilingual sales collateral will have to be produced immediately. This material will have to be commensurate with our positioning of the property and be high quality paper stock, clear definition photography, stylish and uniformly presented in a clear selling style.

Refer to next section for complete analysis of Pre-Opening Marketing collateral.





COLLATERAL PIECE	PACKAGE OR PROGRAMME	STYLE	QUANTITY	BUDGET	RESPONSIBILITY
Colour Brochure	Incentives	Glossy, 4 colour DL size, 4 page P.P.R.C include pricing	10,000 English 5,000 French	\$10,000	Corporate Office
Colour Brochure	Golf	Glossy, 4 colour DL size, 4 page include pricing copy and style	10,000 English 5,000 French	\$7,500	Corporate Office
Cover Folder Colour Leaf Insert	Conference/Meeting	Multi purpose Cover A4; Loose leaf glossy 4 colour inserts; follow rack brochure style; Room sizing; Banquet samples; Colour Photography; Layouts	15,000 English 5,000 French	\$7,500	Hotel Corporate Office
Colour Brochure	Business/ Commercial	Glossy; Black and DL size; 4 page facilities	10,000 English 5,000 French	\$7,500	Corporate Office
Colour Brochure	Rack/FIT	Glossy; 4 colour 12 page; DL size; Cross sell/Map on	25,000 English 10,000 French	\$35,000	



		rear			
Audio Visual	Multi Purpose Trade Shows Sales Presentations	16mm + VHS video 10 mins max. Top and Tail Existing Film and Studio edit	5 x 16mm film 50 x VHS cases	\$30,000	Corporate Office
Direct Mail Flyer	Reservations mailing; Internal SUN PARADISE HOTELS Group	Adapt existing black and white piece	15,000 edge	\$5,000	Corporate Office



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## Advertising

Advertising placement must begin by .....and include specialist trade and limited in-flight media. In addition there will be selected advertising in golf and destination features in special report sections of key consumer press.

Production costs will be substantially reduced by using existing artwork in the Corporate Advertising Manual. In-house advertising will be conducted on the TV systems at major SUN PARADISE HOTELS properties and cross selling through poster displays and turndown messages.



MEDIA	AD STYLE	SCHEDULE	BUDGET	RESPONSIBILITY
Air Asia In-flight	SUN PARADISE HOTELS GROUP Resorts	Mar, May	\$10,000	Corporate Office
GIA In-flight	SUN PARADISE HOTELS GROUP Resorts	Mar, Jun	\$15,000	Corporate Office
Golf Monthly	"Golf Widow at SUN PARADISE HOTELS GROUP"	Mar, May, Jul	\$15,000	Corporate Office
Golf Digest	"Long Drive Across Water"	Apr, Jun, Sep	\$15,000	Corporate Office
Le Golf	"Golf Par Excellence"	Mar, May, Jul	\$15,000	Corporate Office
Traveler Magazine	SUN PARADISE HOTELS GROUP Resorts	Mar, May	\$10,000	Corporate Office
Travel Trade Gazette TTG Europa	SUN PARADISE HOTELS GROUP Resort (now open) Cross Sell	Mar (weekly)	\$5,000	Corporate Office
Destinations Travel & Leisure The Times / Jakarta Times	SUN PARADISE HOTELS GROUP Resort	Special feature Country or Sport	\$5,000	Corporate Office



## Sales Promotion

A series of promotional campaigns will be developed over the next 5 months which will allow maximum exposure of NAME OF HOTEL to an identified international audience including Gold Passport members, existing SUN PARADISE HOTELS guests, meeting planners and the travel trade.

MARKET SEGMENT	ACTIVITY	OBJECTIVE	BUDGET	RESPONSIBILITY
Frequent guest	Newsletter feature Jakarta Office	Generate Interest	(\$155,000)	Jakarta Office
Gold Passport Holders	Special insert Double bonus points Mar, May, Jul Special offer to GP members	Tempt redemption of award points Accumulate additional GP points by using ..... for business or meetings		
In-house guests	“Nightcaps” turn down promotion. Value added offer. Exposure in key SUN PARADISE HOTELS GROUP hotels.	Proportionate increase of international FIT vacation bookings	(\$75,000)	Jakarta Office
Private Line	Exposure. Enhance destination choice. Feature business or vacation package.	Develop interest in corporate or meeting planners market.	(\$10,000)	Jakarta Office
In-house guests	Repeat special black & white turndown.	Develop interest in destination.	(\$20,000)	Jakarta Office
Travel agents	Distribution black &	Develop interest in	(\$50,000)	



	white posters and colour SUN PARADISE HOTELS GROUP resorts.	destination		
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## Programme

The month of ..... will be promoted as the travel agents month in..... All registered IATA agents will be offered complimentary accommodation for a maximum of 3 nights with all food and beverage charges, transportation and transfers being the individuals' responsibility.

The offer will be promoted to the travel trade through a series of emotive, highly charged press releases and trade features.

The key message will be predicated on "NAME OF HOTEL gives travel agents a million dollar gift". The copy will relate to the generosity of the offer, the SUN PARADISE HOTELS commitment to the travel trade and a message on the theme of our desire to share this wonderful new destination with a critical audience and solicit their response in a research exercise.

A press conference will be held at the ITB to announce this offer and media packs will include photography, rack brochure and samples of our "research" questionnaire for the travel agents.

The entire coordination of this exercise will be the responsibility of the London and Frankfurt offices. No direct costs will be required other than the cost of the preparation of press materials, borne by London Divisional Office and the costs associated with servicing of rooms and provision of guest supplies in.....

During the same period a special Interline sales offer will be promoted to all European airline staff through internal staff newsletters and magazines. This special offer will be based on a minimum four day package for approximately \$200 per person including continental breakfast and lunch or dinner each day. Transportation and transfers will once again be the responsibility of the individual.

Both these programmes are not intended to be profit earners in the normal commercial sense. The objective is to gain the maximum positive exposure for the property and destination within an audience ideally positioned to generate additional sales in the future and increase awareness through personal contact and direct sales.





## Trade Shows

A number of key trade shows or travel expositions will be held around the world through 20..... The NAME OF HOTEL will be visibly featured at selected shows in key geographic markets either independently or in conjunction with the national airline and tourist board.

The objective is to generate sales leads leading to positive booking of groups and incentives in addition to highlighting exposure and awareness to a key trade and specialist audience.

TRADE SHOWS	DATES	LOCATION	FORMAT	BUDGET	RESPONSIBILITY
ITB	Mar 3/9	Berlin	With MTB + SUN PARADISE HOTELS GROUP stand. Press conference. Press releases. Photo call. Giveaway (golf balls)	(\$3,000)	Corporate Office Corporate Dir. MarCom
BIT	Feb 21/25	Milan	With Tourist Board		Corporate Dir. MarCom
Semaine Rabat Mondiale	Feb 16/22	Paris	Press Conference Press releases in French Giveaway. Photo call		Corporate Office
ITME	Sep 12/17	Jakarta Office	SUN PARADISE HOTELS GROUP stand. Specialist and incentive brochures. Press release	(\$5,000)	Jakarta Office
ASTA	Oct	Miami	SUN PARADISE HOTELS GROUP stand	(\$1,000)	Jakarta Office
ABTA	Nov	Mexico	SUN PARADISE HOTELS GROUP stand	(\$1,000)	Corporate Office
WTM	Nov	London	SUN PARADISE HOTELS GROUP stand	\$1,000	Corporate Office
Top Resa	Sep	Deauville	SUN PARADISE HOTELS GROUP stand		Corporate Office
BTF	Dec	Brussels	SUN PARADISE HOTELS GROUP stand		Corporate Office



## Direct Sales

As mentioned previously a special "crisis" sales team will be dispatched to ..... by..... This team will spend 3 days on familiarizing on the local market, product education and account identification before embarking on an intensive 6 week call cycle preceded by a definitive action plan.

Additional secretarial support will be provided to the sales department during this period in order that all sales call reports can be instantly processed and a trace/follow up, direct mail and business analysis system can be effectively implemented.

During this 6 week period interviews will be conducted locally to bring the sales complement up to full operational strength and periodic visits will be made by the Divisional Director of Marketing and Marketing Communications Manager to assist/liaise in this special plan.

SALES PERSONNEL	CALL RATIO	SALES QUOTA	RESPONSIBILITY	BUDGET
Name	5 per day. Tour ops Corporate	4000 room nights	GM/Corp. DOM	Hotel
Name	8 per day. Corporate. Diplomatic	5000 room nights	DOS	Corp. Office pays airfare food & accom. Hotel pays salary
Name	6 per day. Corporate Travel	3000 room nights	DOS	Corp. Office pays airfare food & accom. SUN PARADISE HOTELS GROUP pays salary
Name	8 per day. Corporate travel	4500 room nights	DOS	Corp. Office pays food & accom. SUN PARADISE HOTELS GROUP pays salary. SUN PARADISE HOTELS GROUP pays airfare.
TBA (Sales Exec)	6 per day. Corporate	3000 room nights	DOS	Hotel



Hotel				
PR Exec	3 per day. Diplomatic	2000 room nights Banqueting bookings	DOS	Hotel
(Sales Exec)	6 per day. Corporate travel	3000 room nights	DOS	Hotel



## Public Relations/Press

As a continuing step in our exposure programme a series of press trips will be planned over the next 5 month period.

The concentration will be a targeted credible press from key geographic markets and include a mixture of consumer and trade in such areas as golf, incentive and special interest.

The public relations programme will be mounted in conjunction with the Divisional Office or the Area Marketing Centre and be cognisant of the hotel's positioning statement and key geographic markets.

The featured theme will be the opening of a "new" destination in a hitherto unexploited region and the wide range of leisure activities available at the NAME OF HOTEL.

This campaign will be multi faceted, demographically and photographically specific and done as a 4 part series.

Each component will address individual features of the hotel or destination and in trade press integrate with the travel trade three month promotional period.

Consumer public relations will be developed in conjunction with national airline and additional exposure will be attempted through associated promotions or vacation awards at the property.

PUBLICATIONS	NUMBERS	PRESS VISIT	DATES	BUDGET	RESPONSIBILITY
German Consumer Die Welt. FAZ	4	Lufthansa inclusion Familiarisation Leisure. Resort Tour	Mar 5/9	\$5,000 Corporate Office	Hotel
SUN PARADISE HOTELS GROUP meets press		Promotional Tour of Pre-Opening Site			
Middle East Consumer. Includes Saudi.	8	Familiarizations Resort Tour	Mar 89 May 89	\$3,500	AMC Dubai Corporate Office
British Consumer + Specialist					
USA Golf Incentive					
French Press Trip				\$5,000	Corporate Office



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## ORGANISATIONAL CHART



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## BUDGET

The necessary budget required to carry out these actions is as follows:

	<u>Total Expenses</u>	<u>To be absorbed by SUN PARADISE HOTELS</u>
Collateral requirements	\$85,000	
Advertising	\$90,000	
Sales Promotion	\$310,000	\$310,000
Trade Shows	\$11,000	\$7,000
Public Relations/Press	\$13,500	\$13,500
<u>Budget</u>	<u>\$509,500</u>	<u>\$330,500</u>
Total Contribution Hotel		<u>\$179,900</u>
Total Contribution SUN PARADISE HOTELS		<u>\$330,500</u>



NAME OF HOTEL PRE-OPENING MARKETING BUDGETS	TOTAL	18	17	16	15	14	13	12	11	10	9	8	7	6	5	4	3	2	1
<b>MANPOWER</b> Employee Expenses																			
Salaries																			
Bonus																			
Medical																			
Life																			
Pension/Retirement																			
Meals																			
Auto																			
Accommodation																			
Payroll Tax																			
Training																			
Other																			
Total Employee Expenses																			



<b>MARKETING</b>																				
Office Rental																				
Corporate Travel																				
Sales Travel																				
Trade Shows																				
Entertainment/ Promotion																				
Public Relations																				
Media Advertising																				
Collateral																				
Direct Mail																				
Group Promotions																				
Opening Ceremonies																				
Chain Allocation																				
Other (market research)																				
<b>TOTAL</b>																				





<b>OFFICE RELATED</b>																			
Postal																			
Courier																			
Telex																			
Telephone																			
Membership																			
Subscription																			
Copying																			
Equipment Rental																			
Utilities																			
Supplies																			
Printing & Stationery																			
Meeting Expenses																			
Miscellaneous																			
<b>TOTAL</b>																			



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## MARKETING COMMUNICATIONS

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**Reference:**    **Advertising Manual**  
                  **Graphics Standards Manual**  
                  **Marketing Communications Manual**

### **Marketing Communications Plan**

To effectively use pre-opening months, a Marketing Communications Plan should be made to cover press relations, advertising and special promotion opportunities as well as address budget and staff limitations.

To assist in the development of the marketing Communications Plan, refer to the Marketing Communications Plan Format (attached).

If the Marketing Communications Manager (or Public Relations Manager) is on board, he/she should complete the Marketing Communication Plan. Otherwise, it should be done by the Pre-Opening Director of Sales.



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## MARKETING COMMUNICATIONS PLAN FORMAT

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The Marketing Communications Plan should be submitted to the Divisional Marketing Communications Manager handling your pre-opening.

### **A. Objectives**

In brief, read and be familiar with your Annual Business Plan and Pre-Opening Marketing Plan. Describe the key marketing objectives from the approved Pre-Opening Business Plan for your hotel.

State in two or three sentences what you wish to accomplish in support of those objectives. (Include specific goals, e.g. successful re-launch of a restaurant.)

### **B. Strategies and Plans**

(Outline how you plan to accomplish your objectives)

#### **1. Advertising Strategy**

Traditionally, you will be paying to tell your message through the five commissionable media: Press, TV, Radio, Cinema, and Outdoor/Transportation Billboards.

##### **(a) Creative Strategy**

For each objective, write two or three sentences on your target audience, your key message, the positioning of your product, and the type of execution. Provide rough art ad layouts, if possible. (Refer to latest update of the Marketing Communications Manual.)

##### **(b) Media Strategy**

Describe how you are planning to spend your ad dollars: what media, rates, what countries; include reach and frequency figures. (Provide your media plan for the coming year.)



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## **2. Sales Promotion Strategy**

For each objective, describe each promotional activity you plan; the audience it is aimed at and what it should accomplish.

Explore below-the-line promotions, which are non-commissionable media: Direct Mail, Point of sales, sales promotion and merchandising, exhibitions and sales literature.

## **3. Public Relations Strategy**

Write two or three sentences on what you want to accomplish through Public Relations. Work off the following definition of PR:

“The deliberate, planned and sustained effort to establish and maintain mutual understanding between an organization and its publics.”

Specify your plan of activities for the markets you are serving within the following publics:

- a. Guest relations
- b. Staff relations
- c. Press relations
- d. Government, business and community relations
- e. Trade relations
- f. Owner relations

## **C. Budget**

**Reference: Attached Integrated Communications Programme Budget Worksheet.**

No matter how creative and effective your annual marketing communications plan may appear on paper, remember that increased sales and profit are your bottom line goals. A truly successful plan is fully dependent on your ability to work within approved budgets.

Once you have determined that the goals are realistic and the strategies effective it is time to frame realistic budgets.



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A blank budget grid is attached to assist you in the budgeting process. It should be worked horizontally to see how much each project will cost in terms of your Marketing Communications item expenditures; and vertically to see how much you are expecting to spend in each Marketing Communications item.

The grid is flexible enough to reflect your entire annual plan; or each plan, examined in detail.

On the following pages, a sample Integrated Communications Programme (in this case, for one event) is provided.



## BUDGET

### INTEGRATED COMMUNICATIONS PROGRAMME

KEY FOCUS POINTS	ADVERTISING	PUBLIC RELATIONS AND PUBLICITY	SALES PROMOTIONS	DIRECT MAIL	GRAPHICS/DESIGN	BUDGET (US\$)
<b>BUDGET</b>						



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## ADVERTISING

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### **Pre-Opening Advertising Philosophy**

In general, advertising is assigned a very limited role in the pre-opening phase of most SUN PARADISE HOTELS GROUP hotels. It is confined to standard displays and listings on the major travel industry directories.

However, pre-opening advertising is done to a larger extent for SUN PARADISE HOTELSs which have convention and exhibition facilities.

### **Local Market Advertising**

The term "local market" is geographic. It does not refer to demographic or market segmentation. Hotels in low population areas may consider a section of a province, a section of several provinces, or an island to be their "local market". Hotels in suburban or other high density locations may consider their "local market" to be only a certain section of the metropolitan area.

A local advertising agency may be appointed by the new hotel for "local market" advertising and possible assistance with other local promotional activity.

A list of qualified agencies must be reviewed with the Divisional/Area Marketing Director and Area Vice President before any agency is interviewed. The appointment and agreement must be approved by Vice-President Marketing and Sales before any agency is appointed.

Although it is not required to have prior approval of each advertisement and each scheduled insertion, it is recommended that the pre-opening office review local advertisements with the Marketing Communications Manager before final production and media scheduling is committed.

In a typical pre-opening scenario, local market "hotel announcement" advertisements are planned one or two weeks prior to the Grand Opening.

Advertising-out market needs and budgets should be identified; Divisional Office or Area/Regional Marketing Centre should coordinate creative and media decisions.

The budget and plan for local market advertising should be reviewed by the Area Marketing Communications Manager.

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### **Advertising - Coordinated Programmes**

All advertisements in publications and other media with circulation primarily outside the local market are coordinated through advertising agencies appointed and directed by Corporate Office.

Obtain from the Divisional Director of Marketing the cost to incorporate your hotel into the existing regional advertising programme for balance of year:

Amount to include hotel in existing corporate or regional advertising.

Amount for shared advertising, in conjunction with another SUN PARADISE HOTELS GROUP property in same city/area/division.

Amount for individual hotel, local campaign.

Total advertising budget for balance of year.

### **Press Release and Fact Sheet Information**

The attached Data Preparation Form should be completed and submitted to the Corporate Office Director of Marketing Communications and the Divisional Office/Area Marketing Centre handling your pre-opening. Once approved, the form will be utilized to construct press releases and fact sheets on the new hotel.

**Reference: Example data preparation form - Press releases and fact sheets**






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**EXAMPLE: DATA PREPARATION FORM - PRESS RELEASE/FACT SHEETS**

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**Data Preparation Form - Press Releases/Fact Sheets**

**Page 1**

Name of hotel: \_\_\_\_\_

Location of hotel: \_\_\_\_\_  
(streets, between the towns of A&B, on the beach next to ....., etc.)

Distance and time from the airport: \_\_\_\_\_  
(miles/kilometres)

Size of site: \_\_\_\_\_

Number of guest rooms (keys): \_\_\_\_\_

Number of floors: \_\_\_\_\_

Types of guest rooms: \_\_\_\_\_

Suite (presidential)	_____
Luxury suites	_____
Junior suites	_____
Studios	_____
Doubles	_____
Standard twins	_____
Hollywood twins	_____
Regency club	_____

Atrium Lobby \_\_\_\_\_

Outlets:

Main Dining Room	_____	capacity	_____
Coffee Shop	_____	capacity	_____
Pool Snack Bar	_____	capacity	_____
Pool Swim-up Bar	_____	capacity	_____
Other	_____	capacity	_____
Other	_____	capacity	_____



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## Data Preparation Form - Press Releases/Fact Sheets



## General Information

### Average Monthly Temperature

J	F	M	A	M	J	J	A	S	O	N	D

### National Holidays:

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### Visa Requirements:

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### Local Currency:

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### Local Language:

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### Flag of Country: (indicate colours)

### Ballroom:

capacity for banquets  
capacity for meetings

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### Ballroom Foyer:

capacity for banquets  
capacity for meetings

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### Meeting/Private Dining Rooms:

capacity for banquets  
capacity for meetings

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### Bars:

capacity for banquets  
capacity for meetings

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## Data Preparation Form - Press Releases/Fact Sheets

Page 3

### Sports Facilities

**Swimming Pool:** size (meters/feet) \_\_\_\_\_  
indoor/outdoor \_\_\_\_\_

**Children's Swimming Pool:**

**Tennis Courts:** number \_\_\_\_\_  
lighted facilities \_\_\_\_\_  
surface \_\_\_\_\_

**Golf Course:** holes \_\_\_\_\_

**Fitness Centre:** sauna \_\_\_\_\_  
steam \_\_\_\_\_  
massage \_\_\_\_\_  
exercise room \_\_\_\_\_

**Beach Area:** size (miles/metres) \_\_\_\_\_

**Other:** \_\_\_\_\_

**Casino:** capacity \_\_\_\_\_

**Shops:** \_\_\_\_\_  
\_\_\_\_\_

**Architects:** \_\_\_\_\_  
(name, address, city) \_\_\_\_\_

**Interior Designers:** \_\_\_\_\_  
(name, address, city) \_\_\_\_\_

**General Contractors:** \_\_\_\_\_  
(name, address, city) \_\_\_\_\_

**Scheduled Construction:** Start \_\_\_\_\_ Completion \_\_\_\_\_



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## Publicity

Throughout the pre-opening process, it will be the responsibility of the Pre-Opening Director of Sales (or Marketing Communications Manager/Public Relations Manager) to handle press coverage and create media events. There are six times during the construction of a new hotel that publicity can be obtained to generate awareness. They include:

1. The announcement of construction plans.
2. The groundbreaking ceremonies.
3. The building top-off.
4. The hiring of the management and sales teams.
5. The pre-opening press party (one to two weeks before the opening).
6. The Grand Opening party.

Other media angles worth consideration include unusual construction techniques, financial impact on the community, the tremendous inventory, requirements etc.

In any event, the Grand Opening will remain the premiere highlight of the entire pre-opening process. It requires the most financial resources, time and effort of any pre-opening media event and usually carries a theme applicable to the hotel or community.

The formality and elaborate preparations of the Grand Opening are determined by both marketplace and budget and may include public tours, press luncheons, grand dinners and reception finales.

During all of these events, the appropriate dignitaries, politicians and hotel and media representatives must be invited. Keep in mind that every article written about the hotel and every event held there will form the public perception of the facility for years to come.



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## Promotion

Promotion plays an important role in the successful launching of a new hotel. While most promotions actually take place just prior to and after an opening they can be researched, planned and developed months before the hotel opens. Various promotional ideas are described as follows.

### Radio

Identify all radio stations in your community that have demographics compatible with your hotel. Meet with the promotion directors (not the sales or advertising managers because all they want is advertising) to discuss how the station and hotel can work together on parties, contest giveaways and other special events to obtain free radio publicity for the hotel and promotion for the radio station. Contest giveaways, i.e. a dinner for two at the hotel in return for the right answer to a trivia contest, is one example. Co-hosting a special party for a holiday event is another example. Promotion directors like events that are timely, like the opening of a new hotel.

### Interviewing Tips

Getting publicity most often involves giving interviews. You will be called upon by the media in both favorable and unfavorable situations, such as, if a fire breaks out in the project or if someone is injured during construction. Answer the questions as honestly as possible. Here are some tips to help insure the interviews go as smoothly as possible:

1. If possible, asks the reporter in advance, what, in general he or she wants to talk about. That way you can prepare the interview and pull together pertinent facts, figures and anecdotes beforehand and hopefully avoid any surprises.
2. Never say "no comment" and never speak "off the record". Refrain from talking about subjects that you do not want to be quoted on; try to steer the interviewer in another direction. There is always the danger of being misquoted on a sensitive issue.
3. When the story is told, conclude the interview. This will avoid spending time on other subjects you may not want to discuss.
4. Familiarize yourself with the section on Crisis Public Relations from the Marketing Communications Manual.

**Note:** If there is a crisis in your hotel and you are getting media calls, advise the Jakarta Office Marketing Communications Office.



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## **Newspaper Supplement**

In smaller cities, the local newspaper will often publish a special editorial supplement, usually on a Sunday, welcoming a new hotel to the city. This can be done inexpensively for the hotel if the newspaper agrees to publish the section in return for the names of the hotel's purveyors to take ads welcoming the new SUN PARADISE HOTELS Group in town, therefore, making a profit on the section. The editorial content includes everything from profiles on the personnel to information on SUN PARADISE HOTELS Group overall and services the new hotel will offer. They often use a lot of photographs. The section will resemble an editorial.

In some cases, a newspaper will ask that the hotel itself take out an ad in the supplement. You will have to weigh the cost against the value of such publicity in your town.

Recently we have run into papers that want to charge the new hotel for printing the section. This, then, is no longer a free editorial and should be looked at as the cost of an expensive local advertisement.

## **Topping Out**

Putting the last floor or roof on your hotel is called the "topping out", a building tradition which normally occurs months before opening. Workers traditionally celebrate the "topping out", which can be used to obtain community and/or media visibility to demonstrate that the hotel is progressing on schedule. You can be as creative as you want with a "topping out". Some of the most common ways to observe the tradition are:

1. With a hard hat (party, cocktail reception, breakfast) for clients, local officials and media representatives with a small ceremony and a stunt.
2. A small ceremony and a stunt that will attract local and perhaps regional and national photo coverage.
3. A stunt staged for local photo coverage and photos that can be supplied to the meeting and travel agent trades.

## **Chef's Tables**

This programme is one of the best ways to introduce a new hotel into the community. It can be accomplished even before opening if you are able to host hard hat luncheons in your hotel, depending on construction progress, the arrival of the Executive Chef and the weather. For a new hotel, Chef's Tables should be hosted weekly, or at least bi-weekly, to introduce the hotel and staff to the community.



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You can use a printed invitation or a personal letter from the General Manager. It is very effective to have the Chef's Table in the kitchen, hosted by the General Manager and/or the Pre-Opening Director of Sales and of course, the Executive Chef who can explain the food he has prepared. You may even want him doing some preparing as the meal goes on. Very special menus are appropriate.

Heads of various city attractions such as museums, symphonies and other cultural institutions should also be invited; co-promotions can be arranged with them. (Celebrated authors who reside locally may also be invited).

### **Opening Day**

On opening day, a ribbon cutting ceremony is held to announce to the world that your hotel is officially open. Note that this should occur **the day the hotel** opens, not the week after. It is best to schedule the opening ceremony in the morning in order to receive coverage on evening television news broadcasts.

Opening day celebrations should be kept simple, but impressive. After all, this is your first big chance to show off to the community. Celebrations can be elegant - i.e. with white-gloved waiters serving champagne from silver trays, or less formal, featuring a hot air balloon and food stations at various locations around the hotel.

An opening day event can be a late morning breakfast, an hors d'oeuvres and champagne reception or a full scale luncheon. Opening day luncheons should be served in the lobby or at various stations around the hotel - if your guests spend two hours dining in a meeting room they will not get a chance to see much of the property.

### **Guest List**

This should include the highest possible government officials from senators and councilmen to the Governor and Mayor. Also invites should be local clients, community leaders and media people who will be valuable to you. This means inviting not only those who actually cover the event but also the food editors, restaurant critics, real estate editors, business editors, columnists, society editors, etc. This is your big change to make some new friends. Developers, owners, etc. will, of course, supply their own guest lists.





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## **Ribbon Cutting**

This usually kicks off the celebration and can vary depending on your creativity. For media coverage as well as impressing the guests, the most notable government official should assist a SUN PARADISE HOTELS GROUP representative and an owner's representative (and anyone else politically advisable) in cutting the ribbon. A celebrity always helps. Remarks should be kept short, the ribbon cut and the doors open to allow the guest into the hotel. How you cut the ribbon can be key. The more unique the better chance of photo coverage. Bands and balloons help make it festive.

## **Tours**

Small group tours of the hotel should be included in your opening day event. This can be done by the concierge staff who show the guests highlights such as the Regency Club, outlets, health facilities, the ballroom, etc. Tour guides should be well informed about the hotel so they can answer all the questions.

## **Media Coverage**

The local and regional media will be notified of your opening via news assignment memo by your in house Public Relations Director or public relations agency. Guest, media representatives not there to cover the event should be invited as well.

Attempts should be made to arrange a live remote television or radio broadcast from the hotel. If a SUN PARADISE HOTELS GROUP corporate official is in attendance, he or she should be available for a short press conference or individual interviews with TV and newspaper reporters (i.e., such as why SUN PARADISE HOTELS GROUP came to your city). Contact Corporate Marketing Communications prior to the event to arrange the schedule. The day of opening, or a few days prior, your public relations counsel will distribute the notice of opening to national and regional press.

## **Grand Opening Event**

Many hotels will stage a Grand Opening event a month or two after opening to benefit a local charity. This is a good way to show that SUN PARADISE HOTELS GROUP is a friend of the community, to gain publicity and to get all the movers and shakers in town together at your hotel.

During pre-opening, you may get request from various charities and fund-raising groups to support their causes with your grand Opening. Ask for requests in writing, outlining the event, expected attendance and names and titles of the chairing committee. Keep the requests on file; make no decision until you get closer to opening day.



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The owners of the hotel may have a preferred charity or cause. If not, research all groups. The best group to select is one that:

1. Involves the most influential people in the community.
2. Has a unique cause that has garnered a lot of publicity.
3. Is not hosted by everyone else once or twice a year.

Then determine whether the group can be depended upon to actively sell tickets and help promote the event. Obviously, the best way to conduct a charity benefit is at cost so there will be no money lost on the event.



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## COLLATERAL

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### **Brochures**

Rack brochures should be prepared according to specifications and guidelines provided in the Graphics Standards Manual. The number and type of brochures for the pre-opening stage of a SUN PARADISE HOTELS GROUP property depend on the nature of the hotel and its market.

The Pre-Opening Director of Sales or the Marketing Communications Manager/Public Relations Manager should consult with the Divisional Marketing Communications Director regarding this.

For most SUN PARADISE HOTELS GROUP properties, there are four basic types of brochures:

#### **1. Pre-Opening Brochure**

General information on the hotel and destination; “generic” photos rather than the reproduction of architectural drawings should project image or personality of the hotel; location map.

#### **2. Fact Sheet**

Details of hotel information, including space for overprinting of group or tour rates.

#### **3. Rate Sheet**

Hotel rates.

#### **4. Destination and Facilities Folder**

Diagrams and capacity data of meeting and banquet facilities. This piece should be delayed until after the opening.

Refer to attached chart for complete itemization of collateral inventory.



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## **Photography**

Standards for photography are outlined in the Marketing Communications Manual. Please refer to it when preparing collateral.



## COLLATERAL INVENTORIES

SUPPLIES ON HAND								TO BE PRODUCED AND DISTRIBUTED									
In Operation					Est.	Takeover		Pre-Opening									
Minimum Requirements					Min.			4 weeks		2 months		6 months		12 months		18 months	
Item	Hotel	Qty.	MC	Qty.	Costs	Hotel	MC	Hotel	MC	Hotel	MC	Hotel	MC	Hotel	MC	Hotel	MC
Stationery																	
C1																	



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## **Cross-Sell**

The Cross Selling Programme for each hotel has provision for special promotions of pre-opening hotels. Posters, flyers and turn-down cards are created, produced and distributed on behalf of the new hotel in the year prior to opening. Budgets should reflect these items.

## **Black and White Poster Girls Promotion Concept**

(not relevant to SUN PARADISE HOTELS GROUP)

## **Hotel Logo Sheets**

The hotel logo, printed on camera ready reproduction sheets for use by most printers must be ordered through the Director of Marketing.

## **Stationery**

Specifications for all stationery and business cards are provided in the Graphic Standards Manual. Printing may be done locally for competitive prices and delivery.

## **Graphic Designer**

All print resources (including photographer, printer or graphic designer) must be qualified by the Area Marketing Centre prior to appointment on any project.

## **Brochure Storage and Control**

A storage area should be set aside for brochures and other promotional materials, as well as for stationery, etc. This area should be under the supervision of the secretary of the Pre-Opening Director of Sales and should be kept neat and well-stocked at all times.

An inventory of each item should be conducted at least quarterly to ensure that the office does not run out of important promotional materials.

Corporate produced brochures may be available from SUN PARADISE HOTELS GROUP Executive Office.

Hotels should attempt, whenever possible, to obtain brochures of other hotels within the same area direct from those hotels.



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## FILING SYSTEMS

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As a great deal of paperwork is generally involved in a hotel sales operation, it is important to maintain a well-organized sales office. There are two types of filing systems used in SUN PARADISE HOTELS GROUP Pre-Opening Sales Offices; a manual system and an automated system.

(Check whether relevant)



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## MANUAL FILING SYSTEM

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### **Individual Filing Folder System**

This system is recommended for accounts which require a great deal of paper retention, such as correspondence, booking sheets, post-convention reports, etc. This system, therefore, is generally applicable to group-oriented accounts.

### **Individual Data Sheet System**

This system is recommended for accounts where information such as correspondence, etc., is minimal and can be kept in reader files. The account's basic information is kept on a data sheet, which is retained with all other data sheets handled by the Sales Executive in a three-ringed binder.

As one or both systems can be used simultaneously in a sales office, the Pre-Opening Director of Sales must decide how he can most efficiently utilize one or both systems within his sales office operations. Also, any alternative system presently in use should achieve the same results as the recommended systems. Otherwise it should be replaced.

### **Individual File Folder System**

Information on accounts should be divided according to "active accounts" and "inactive accounts". The reason for separating producing and high potential (active) accounts from inactive or unsolicited accounts is to be able to concentrate sales efforts on active accounts and, at the same time, still keep information on inactive or unsolicited accounts to be solicited when time permits.

The criteria for opening individual files or individual data sheets on active accounts are as follows:

- Account presently produces business
- Account produced business in the past and has the ability to produce again in the future.
- Account provides business for competitors and there is a good possibility that it can be converted if properly solicited.

Accounts which do not fall into the three above-mentioned categories should be kept as inactive accounts.





The Sales Department should avoid opening an individual file on every organization to eliminate a vast number of so-called “active files” or “active data sheets”, which makes it impossible to determine which accounts are truly productive. This is especially true in a pre-opening situation. It is, therefore, much more efficient to have 1,000 active accounts and separate information on 1,000 inactive accounts in the miscellaneous filing system rather than having 2,000 active accounts without any qualification.

### Standards

All individual file folders on active accounts must be set up according to the standards described on the following pages:

- A. Have a **file label** indicating the **market segment** code and file number assigned from the **file number log book**.
- B. Have an individual **hanging file**.
- C. Contain an **account data sheet**.
- D. Contain a **sales call report**.
- E. Have a **rolodex card**.
- F. Have an up-to-date **trace card**.
- G. Contain **copies of correspondence**.
- H. Contain **business cards**.
- I. Contain a **lost business report** (when appropriate).
- J. Contain **group booking sheets** (when appropriate).

### File Labels

All active accounts with individual file folders should have typed file labels indicating the market segment code, file number and the client’s name.

### Market Segment Codes - Active Accounts

Every active account must have a market segment code preceding the file number (e.g. TA-009; the “TA” stands for “travel agent” and “009” is the assigned file number). The



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official SUN PARADISE HOTELS GROUP market segment files codes: (not sure if relevant)

Files on active accounts must be filed together numerically by trade affiliations; for example, all Private Line files should be in the same drawer.

### **File Log Book**

Based on the codes for active accounts, file numbers should be set aside in “trade blocks” in the file log book.

File Code	File Numbers Available
TA = Travel Agent Accounts	1-3,000
CA = Commercial Accounts	300 - 1,000
AS = Association/Convention Accounts, etc.	1,000 - 1,300

Account names should be entered in the active file log book in pencil so that they can be erased should the file be cancelled for whatever reason. The same file number, therefore, can be used again for a new account.

### **Data Sheets**

Each active account must have a standard “data sheet” on the inside left-hand side of the file. SUN PARADISE HOTELS GROUP data sheets have been developed for the three key business sources.

#### **Reference Attached:**

- **Travel Industry Accounts Data Sheet**
- **Commercial (Private Line) Accounts Data Sheet**
- **Association/Convention Accounts Data Sheet**

Data sheets have been designed so that the Sales Executive should be in a position to ask the right questions to gain the utmost productivity from the account. The data sheet should give anyone looking at the file a total picture of the account.

On active accounts where a data sheet is not usable or applicable (airline, crew, etc.) a sales call report sheet should be used which would be placed inside the file on the right-hand side, on top of the correspondence.



Copies of the data sheets from the individual files on all active accounts should be kept in chronological order in a three ringed binder by each Sales Executive. These copies can be made twice a year. This system will enable the Sales Executive and Director of Sales to review all accounts quickly and easily without pulling files.

The account data sheets can be filed in different ways within the binder. For example, they can be divided into market segments (associations, commercial accounts, etc.) and then filed alphabetically within each section.

If a Sales executive handles the association/convention market, it is preferable to have the data sheets filed chronologically, according to the month(s) the meeting(s) are being held. This is called "chronological flat-listing". It is especially helpful in situations when there is a push to book group business for a specific future month.

### **Sales Call Report Sheets**

#### **Reference Attached:           Sales Call Report Sheet**

Each active account must have a sales call report sheet inside the file on the right side on top of the correspondence. The sales call report sheet should indicate the latest important developments of the account and be written in a brief and concise manner. The remarks on the "results/action section" of the sales call report should be of a more general (short term) nature vs. the remarks noted on the data sheet, which should contain detailed account background information. Both information pieces should quickly allow anyone to evaluate the account, such as a new Sales Executive taking over the account.

When going on personal sales calls to local accounts, both the data sheet and the sales call report sheet can be removed from the file and taken for an update to the account. If a Sales Executive goes on a sales trip, photocopies of the data sheets and the sales call reports should be taken with him and, upon his return, the originals in the file are to be updated and a sales trip report should be submitted.

### **Alphabetical Master Reference Indicator - Rolodex Card**

As anyone in the sales office must be able to determine quickly whether an account has been solicited, a central alphabetical check system must be established. Depending on the availability of such an index system from country to country, various systems could be used, such as a Rolodex card system.

On the actual index card (which must be created for each active and non-active account), only the following information should be stated: Name of Client, File Number if it is an active account (leave a blank space for a non-active account) and the City, State and



Country. It may also be necessary to list the geographical location within a city, i.e. N.W., S.E., etc. if sales territories within the city are divided geographically. This way, anyone referring to the card will know which Sales Executive handles the account.

It is not necessary to list any other information on the index card (telephone number, address, contact, etc.) as this information changes frequently and can be found in the file which the Sales Executive has to pull anyway for details on the account data sheet.

If a Sales Executive receives a call from an account unknown to him, the first step is to check the alphabetical master reference listing to see if the account had been handled by anyone else in the sales department before. This action will avoid possible confusion at a later date.

This rolodex should be located in the immediate area of the files, preferably on top of the filing cabinet (s).

### **Trace Card System (Bring Forward System)**

All active files must be traced within a 12 month period. The date of the trace is set by the present status of the account, i.e. if a proposal has been sent out, it should be traced after two weeks to contact the client to ensure that it was received and to answer any questions.

At times an arbitrary trace date may have to be set with the assistance of the “frequency of sales call” indication on the data sheet (annually, bi-annually, quarterly, and monthly).

The trace date must indicate the day, month and year, plus the initials of the Sales Executive. The trace date must be on both the trace card and the outside of the file.

Trace cards are pulled on a daily or weekly basis. It is much easier to pull traces at the end of the workday so that the Sales Executive can prepare himself better for the following day’s activities. All trace cards must be in one common trace card box.

### **Copies of Correspondence**

Copies of all correspondence should be filed neatly in chronological order on the inside, right-hand side of each file.

Any time there is an enclosure with a letter, this should be noted on both the file and readers copy in order to ensure the client does not receive duplicates in future correspondence.

### **Business Cards**



Business cards should be attached inside the files on the bottom, left hand side. The cards should be dated when received to ensure the contact is still current.

## **Lost Business Reports**

### **Reference Attached: Lost Business Report**

Lost business reports should only be completed when one can and should correct a problem. For example, the hotel loses many lucrative conventions due to the lack of break-out meetings, and management wants to build up a case with the owners to invest in building additional meeting space.

Similarly, lost business reports can be completed if business is continuously lost due to other reasons, such as poor housekeeping, equipment and standards, etc.

If business is lost to competition strictly because the customer prefers the other property, it should be noted in the file but no lost business report should be completed as it would be a waste of time.

(Insert lost business report)

## **Group Booking Sheets**

### **Reference Attached: SUN PARADISE HOTELS GROUP “Group Booking Sheet”**

Group booking sheets should be issued for any tentative, definite, revised or cancelled group bookings.

Distribution of group booking sheets may vary from hotel to hotel. The standard is four copies distributed as follows:

- one copy is kept inside the file on the left hand side
- one copy is given to the individual maintaining the Group Rooms Diary
- one copy is given to the Reservation Department
- one copy is given to the Banquet Sales/Services Department

(insert Group Booking Sheet)

## **Individual Data Sheet System**

This system is excellent for accounts with relatively little correspondence retention as all important information can be noted on the data sheet as opposed to in an individual file folder.



In order to be more “paper efficient”, this system should be used by all Sales Executives soliciting individual business such as Private Line, Gold Passport etc.

The following standards apply to this system:

- A. File numbers
- B. Rolodex card
- C. Business card (stapled to the data sheet)

The data sheets are kept in alphabetical order in the three-ringed binder which the Sales Executive works with on a daily basis. The binders can be broken down by market segment or geographical region.

Tracing can be done easily by marking a trace date on the data sheet. The Sales Executive should review his data sheets for the following week on Friday or Saturday and pull (or mark with a paper clip) those sheets on accounts he needs to call on.

### **Filing Inactive Accounts**

#### **Cancelling Active Accounts**

Two options are available when an active account becomes “inactive”. Should the account have ceased to exist (bankruptcy, etc.), one can “kill” the file or data sheet, i.e. all information is destroyed with the exception of the rolodex card where the Sales Executive should indicate the reason why the account was cancelled, the date and by whom.

When an active account simply does not produce any business and, therefore, does not merit “active” status, the file or data sheet should be “cancelled”; i.e. only important correspondence on the account should be retained in the “inactive” accounts filing system and the rolodex card should be changed to show that the file or data sheet was cancelled. The file number should be erased from the log book so that it can be reused.

Individual files or individual data sheets are generally not to be kept on inactive (passive) accounts. However, when an inactive account has never been properly solicited before, miscellaneous correspondence with appropriate comments should be kept on file.

Inactive accounts may also have a data sheet or sales call report sheet on top of their miscellaneous correspondence if it is deemed appropriate by the Sales Executive. If such an account becomes either a definite booking or shows an increased potential for business, an active file or data sheet should be set up.



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Inactive accounts can be traced the same way as active accounts, subject to their inactivity or upcoming activity. All inactive accounts must also have an index card to ensure that the existing correspondence can be found quickly and to avoid a duplication of efforts.

#### AUTOMATED FILING SYSTEM

(Check whether this is relevant 9-27)

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### MISCELLANEOUS FILES

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In addition to incorporating either a manual or automated filing system (SMASH) into pre-opening sales office operations, a sales office must conform to the administrative policies described in this section.

Proper files need to be kept on many subjects in a pre-opening sales office. Any such files should be under the control of the secretary to the Pre-Opening Director of Sales and should at least have the following categories:

- Appropriate SUN PARADISE HOTELS GROUP hotels
- Individual monthly reader files for each sale executive.
- Monthly sales reports
- Job Descriptions
- Corporate Programmes
- Worldwide Marketing Centers
- Sales trips
- Packages
- Sales meeting minutes
- Personnel/Evaluations
- Competitors



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- Sales Ideas
  - Lost/regretted business





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## **Manuals and Reference Materials**

The Pre-Opening Director of Sales is responsible for maintaining manuals and reference materials issued by Corporate Office in an easily accessible area of his office. The manuals are normally obtained by the Divisional Office or Marketing Centre handling pre-opening sales of the hotel.

Refer to the Divisional Office Role Section of this manual for a complete listing.

## **Reference Library**

Each sales office should maintain a reference library containing two basic sources for sales reference and solicitation.

## **Mailing and Membership Lists**

These can be collected from other SUN PARADISE HOTELS GROUP hotels, National Tourist Offices, airlines, publications, SMASH data exchange and most importantly from membership listings from organizations such as PATA, ASTA etc.

It is important that these lists are kept neatly in one location. A master list of all mailing lists should be maintained indicating when the lists were received and what mailings have been completed.

## **Reference/Trade Books**

Reference books are official publications, such as the National Trade & Professional Associations Book (Indonesia), corporate directories by countries (Jakarta & Surabaya, etc.).

The Area Director of Marketing will be able to assist each hotel with both mailing lists and reference books.



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## SALES PLANNING AND CONTROL

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### **Solicitation**

Having assessed the market, written the Pre-Opening Marketing Plan and Marketing Communications Plan, determined the budget, and obtained sales collateral, the Pre-Opening Director of Sales is ready for solicitation. If he employs a team of sales people, it is essential that he provide them with thorough training. The easiest division of duty is through the assignment of market areas. One salesperson may cater to the corporate market, another to association executives and perhaps a third to the social, tour and travel and miscellaneous market. All should report back to the Pre-Opening Director of Sales via call reports, sales quotas and personal discussion sessions. The Pre-Opening Director of Sales may monitor their work through spot checks of corresponding copies and file maintenance.

The next three sections outline sales planning and techniques for group business, meetings and convention business.

The Pre-Opening Director of Sales should ensure that each staff member on the pre-opening team is well versed in the contents of these sections.

### **Sales Meetings**

If the Pre-Opening office consists of more than two people, sales meetings are recommended on a continual basis. These meeting will guarantee time for open discussions, explanation of the hotel's procedures and brainstorming. The General Manager may attend as well as other hotel executives.

### **Reference Attached: Recommended Sales Meeting Agenda**



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## RECOMMENDED SALES MEETING AGENDA

- A. Review minutes of previous meeting for action items.
- B. Review the previous week's Sales Call Reports and results.
- C. Report new bookings:
  - 1. Tentative
  - 2. Definite
  - 3. Regrets
  - 4. Lost Business
  - 5. Private Line
  - 6. Outbound sales activities and results
- D. Review Marketing Plan/Monthly Sales Report.  
(Monthly Marketing Meeting)
- E. Report on competition activity and market trends.
- F. Review important incoming memos.
- G. Review of next week:
  - 1. Planned sales activity
  - 2. Groups in hotel and pick up
  - 3. Special events in town
- H. Planned promotional and public relations activities.
- I. Open Discussion



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## **Sales Goals**

Every sales executive should be assigned an actual sales goal expressed in room nights to be produced every month for a minimum of twelve months. The totaled monthly goals of all Sales Executives should constitute a specific portion of the forecasted occupancy. The specifications refer to those market segments which can be directly influenced through the sales efforts of the Sales Department. For example, Private Line is a sales controllable market segment, whose room nights can be increased through specific sales efforts versus Gold Passport room nights, where individual hotel room nights production depends on the overall sales solicitation performance of all hotels.

Anytime a Sales Executive can directly solicit business from the source that controls the business, a sales goal can be set. Anytime the source is responsible for soliciting business (such as travel agents), it is less controllable.

### **Highly Controllable Segments Are:**

#### **Individual Sales**

- Private Line Room night goals can be greatly influenced by local sales efforts, as the majority of business is decided locally.
- Government

#### **Groups**

- Corporate Meetings Room night goals can be greatly influenced by well-prepared sales solicitation.
- Associations/Conventions
- Incentives

### **Partially Controllable Segments Are:**

#### **Individual Sales**

- SUN PARADISE HOTELS GROUP Gold Passport This business is dependent on how well your office and other SUN PARADISE HOTELS GROUP offices sell the chain, which is why cross-sell is of vital importance.
- Corporate Rate



- Rack Rate

### **Groups**

- Wholesalers
  - Packages
  - Receptive Operators
- These customers (middle men) require a rate commitment and usually a room allocation but their actual room night production is dependent upon their own sales efforts.

### **Product Knowledge**

Every Sales Executive must know his product and the competition intimately.

It is the responsibility of the Pre-Opening Director of Sales to properly train his Sales Executive in every aspect of their market as well as of the immediate competition.

The knowledge of selling the hotel should not be restricted to rooms; it should also include all F&B areas and other SUN PARADISE HOTELS GROUP properties.

A training programme should be designed for any new Sales Executive. The depth and length of this programme will vary depending on the individual's background. It is recommended that time be spent the Front Desk, Reservations, Banquet and Convention Services.

Every new Sales Executive should review all Marketing & Sales manuals and discuss any questions with the Director of Sales.

### **Sales Efforts Control**

As the Pre-Opening Director of Sales, you are completely responsible for your department, its achievements and its failures. You must be an administrator, one who teaches, trains as well as directs the day-to-day activities of your department.

You must be mature, dedicated and disciplined; no one will check on you or your daily activities. You are accountable to yourself and your self image as a professional. It is your example that will be followed.



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Build in your systems and controls from the beginning.

Sales efforts control of each individual Sales Executive starts with the Pre-Opening Director of Sales who issues Sales Executives specific job descriptions detailing market segment/territory assignment specifications and sales goals.

Actual sales production is the easiest and clearest way to evaluate the performance of an individual Sales Executive. If he is successful in achieving his assigned monthly goals on a continuous basis, or even surpasses it, the Pre-Opening Director of Sales and General Manager should praise and possibly reward the individual.

One should consider that a top producing Sales Executive could possibly excel further by being assigned a larger or more difficult territory. If, however, the “sold: room nights is the result of simple “order taking”, i.e., the business just comes to the hotel, the Pre-Opening Director of Sales should increase the Sales Executive’s quota in order for him to achieve higher productivity as a result of his having to actively solicit business.

In addition to monitoring actual business production, cancellation figures should also be closely watched.

Those Sales Executives who do not achieve their specific sales goals should be monitored closely by reviewing the following indicators:

- **How many accounts does the Sales Executive handle?**

Subject to local conditions and the market segments assignment, a Sales Executive should handle a minimum of 100 to a maximum of 500 active accounts.

The exact number of accounts handled by a Sales Executive should be determined by the Pre-Opening Director of Sales. If the number of accounts grows behind an individual’s control, the sales assignment may have to be changed.

- **How many new accounts are being opened on a monthly basis?**

One can evaluate a Sales Executive’s efforts by checking how many new accounts are being opened on a monthly basis. SMASH filtering procedures can facilitate the generation of this information. The number of new accounts to be established each month is to be determined by the Director of Sales. The Direct of Sales can also regularly review how many active accounts have been “cancelled” or “killed”, as this is also a natural sales activity.

- **How many personal sales calls does the sales executive make?**



Subject to local conditions and market segments assigned, a Sales Executive handling local accounts in a market where a face to face relationship is essential to succeed in selling the hotel, should make a minimum of six - eight personal sales calls daily.

The exact number of daily personal sales calls is to be determined by the Pre-Opening Director of Sales and noted in the Sales Executive's job description.

- **How many telephone solicitation calls does the Sales Executive make?**

In certain specific markets, telephone solicitation can be more effective than personal sales calls. Considering that one can make twenty telephone solicitation calls daily, versus normally a maximum of ten personal calls, the advantage of telephone solicitation is obvious. Telephone solicitation is a grown aspect of hotel selling in many parts of the world as more business executives simply do not have the time to sit down with a hotel Sales Executive.

- **How much entertaining does the Sales Executive do?**

Subject to local market conditions, entertaining clients is an extremely important activity. A goal for the number of clients entertained by each Sales Executive should be set by the Pre-Opening Director of Sales.

- **How many site (hotel) inspections does the Sales Executive initiate?**

Hotel inspection visits by new potential customers are extremely important in order to close a sale or ensure future sales.

Each Sales Executive should try his utmost to get as many potential clients into his hotel as possible for inspection visits. The Pre-Opening Direct of Sales must stress the importance of this activity.

- **How many sales solicitation letters does the Sales Executive write daily?**

This standard should be set by the Pre-Opening Direct of Sales with each Sales Executive and should be part of the Sales Executive's Job Description.

- **How many mailings does the Sales Executive conduct on a monthly/quarterly/yearly basis?**

Mailings to existing accounts are an excellent indicator in determining how each Sales Executive keeps accounts abreast of rate and hotel changes, etc.



Other major mailings which should be conducted at least every six months would be those to new and previously unsolicited accounts. This particular activity is essential in uncovering new, potential accounts.

In most markets, mailings to potential accounts are more successful if one uses a questionnaire-type letter which the receiving business executive completes. Business reply cards are also very effective. It is important to remember that if one expects a reply from an unsolicited account (or an existing one), make it as easy as possible for the receiving part to respond.

SMASH is useful in generating targeted mass mailings; it prints letters as well as address labels.

The Pre-Opening Director of Sales should monitor form letter mailings to potential new accounts to ensure that they are always followed up by either a telephone solicitation call or a personal call if time permits. Mailings without a follow up are only 1/10 as successful as they should be.

The Pre-Opening Director of Sales should closely monitor all the above-mentioned points for all Sales Executives. This is especially important, however, for new Sales Executives and for those who fall behind their targeted sales goals.

## **Time Management**

Proper time management is essential in obtaining the utmost productivity from every Sales Executive. It is the responsibility of the Pre-Opening Director of Sales to work with every Sales Executive on improving his time management skills.

The following are key time management points which should be taken into consideration by every hotel Sales Executive.

### **Starting Times**

A specific starting time for all Sales Executives should be set by the Pre-Opening Director of Sales and strictly adhered to. Being on time is a good start to improving time management skills.

Subject to local conditions, dictation and general administrative work should be completed during non-productive sales time: before 9.30am, during the lunch hour or after 4.30pm.





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Active selling time, whether by telephone or personal sales calls, should be scheduled between 9.30am and noon and from 2 - 4.30pm when most clients can be reached. It doesn't make sense to call on a client at 12.30 when he will most likely be out to lunch.

If a client requests an appointment, schedule it to make optimum usage of sales time if at all possible. For example, if the client requests a 10.30am hotel appointment which falls into the "best" selling time, Sales Executives should see if the appointment could be scheduled earlier, closer towards lunch time or later in the afternoon. Obviously all of this would depend on the flexibility and importance of a particular client.

### **Sales Trips and Trade Show Attendance**

Sales trips and trade show attendance are an important part of the yearly sales action plan of each hotel. Both should be used to build business by establishing new sales contacts and by renewing old sales acquaintances.

All sales trips and trade show attendance on behalf of SUN PARADISE HOTELS GROUP must be documented in full. Details concerning the purpose of each trip should be noted in the approved Annual Business Plan to ensure proper coordination of all sales trips and trade show attendance, guaranteeing effective worldwide coverage of sales territories and industry events.

Any additional out of the country trips must be approved beforehand by the General Manager and the Divisional Director of Marketing. The Divisional Director of Marketing will prepare an Area Annual Travel Schedule and trade Show Calendar from his hotels' Business Plans which will be circulated to all hotels for their information.

Trips should be used to develop business for the overall SUN PARADISE HOTELS GROUP chain as well as for the hotel concerned. The potential of each trip should be carefully evaluated by the Director of Sales and General Manager.

Should the trip involve the territory of an Area/Regional Marketing Centre, the office must be informed of the trip a minimum of three months in advance and be advised of the trip's projected objectives.

A detailed trip report, approved by the Pre-Opening Director of Sales, must be submitted to the General Manager and Divisional Director of Marketing. The report should be concise and clear. The action items must be precise and, if possible, based on a time factor.

Each trip report should be traced by the direct supervisor for four months to review the general outcome of the sales trip, accuracy of the report, etc. The hotel Sales Executive



and General Manager are responsible for ensuring that any outstanding action items are completed on time.

The following general guidelines should be taken into consideration by each hotel in the preparation and implementation of each sales trip or trade show attendance:

- The total budget required to finance a sales trip, including sharing the cost of a trade show booth with another SUN PARADISE HOTELS GROUP property
- General attitude of the travel trade to the hotel
- General attitude of the market to SUN PARADISE HOTELS GROUP
- Rate acceptance or otherwise
- Potential for the hotel or SUN PARADISE HOTELS GROUP for conventions
- Local SUN PARADISE HOTELS GROUP sales coverage through Divisional Office/Marketing Centres
- Commercial accounts
- Sales coverage by hotel (i.e. is it adequate?)
- Any other pertinent points which will assist in future sales trip planning to this market.

### **Tracing Accounts**

Be it solicitation of individual or of group business, every Sales Executive should be fully aware what his activities will be for the following week by Friday afternoon or Saturday morning. In order to accomplish this, tracing should be done on Fridays in order to review the next week's events on Friday or Saturday. If automated, tracing can be done automatically through SMASH.

As files are being pulled on Friday, the Sales Executive will already have determined on Friday afternoon or Saturday morning the priority of calls for the next week, which accounts should be retraced, on which accounts dictation should be done, and on which files telephone or personal solicitation is appropriate. Once this is determined, the Sales Executive will have a good feeling of how much time will be left during the following week to embark on the solicitation of presently inactive or unsolicited accounts.



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### **Efficient Paper Handling**

To improve administration skills and efficiency, each Sales Executive should have an in and out tray, a general pending tray, telephone tray (for telephone messages), and a dictation tray. The Sales Executive should have a weekly divider so that particular files or data sheets can be put into the appropriate day section; i.e. account to be called on Wednesday should be placed in the Wednesday section.

### **Dictation Equipment**

The utilization of dictation equipment is another excellent application of time management. With this tool, a Sales Executive can dictate at his convenience; he does not have to arrange dictation around the availability of a secretary./ This also permits more efficient usage of a secretary's time, as she can be handling other matters and transcribe the dictation tape during her slow period.

While on business trips, the Sales Executive can dictate letters or memos daily while sales calls are still fresh, mail the tapes to the office and have them transcribed and ready for signature upon the Sales Executive's return.

### **Form Letters**

Standard form letters should be used for routine correspondence; i.e., basic proposal letters, collateral material requests, follow up and thank you letters, etc.

Form letters will save time for both the Sales Executive and secretary. The Director of Sales is to ensure that basic forms are established for key segments such as Private Line, Associations/Conventions and Group Tours (Travel Industry).



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## GROUP BUSINESS SOLICITATION

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Most SUN PARADISE HOTELS GROUP hotels require a good mix of individual and group business in order to achieve high occupancy and revenue.

At most hotels, group business can be broken down into the following categories:

- Corporate Meetings
- Associations/Conventions
- Incentive Groups
- Group Tours
- Group Wholesalers
- Airline Crew Contracts

Group business needs to be segmented in order to evaluate which specific group segments increase or decrease respectively. A group generally consists of 15 or more persons.

The word “group” takes on different shades of meaning around the world. In the Far East, it suggests low-rated tour series which detracts from the prestige of a hotel. In North America, it suggests association convention business or incentive bookings which may produce more revenue per guest than traditional “FIT” business. In any case, groups are solicited by sales efforts rather than advertising - they are your professional lifeblood!

Excellent Food and Beverage revenue can be realised from many groups. A strong sales-oriented Banquet Services Department is a key to increased group revenues through constant up-selling.

The following is an explanation of the group segments, how they vary from each other and what sales strategies are to be undertaken to solicit them.

### **Corporate Meetings**

#### **Nature of Business**

This segment includes corporate group business such as sales meetings, board meetings, corporate seminars, etc., whether booked directly or through an agency.



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In general, corporate meetings are only held when a specific purpose arises within the company, such as the introduction of a new product, the need to hold a sales meeting due to the slowdown of sales, etc. The infrequency of corporate meetings makes this segment a difficult market to solicit. This is further complicated as the responsible contacts within the company vary and frequently change their positions; therefore, the same permanent contact rarely exists for any appreciable time for the Sales Executive to call on.

Subject to the size of a company, the key marketing officer would generally be responsible for selecting the site and hotel for a sales meeting; however, the initial site and hotel investigation may be done by someone working for this top executive. This type of information is usually easily obtained by contacting a key executive or one of his secretaries.

### **Quality of Business**

Most corporate meetings are lucrative business, as most are booked directly and no commission to a third party is involved. Further, companies generally lavishly spend on accommodation and Food & Beverage in order to impress their executives.

### **Booking Pattern**

Most larger and important corporate meetings, such as national sales meetings, are generally booked six to twelve months out, with the majority of meetings falling into a six to nine month period. Many smaller corporate meetings are booked short term, within a two to six month period. As attendance at corporate meeting is mandatory, the reserved room block is always picked up.

### **Research**

In most countries, specific corporate directories such as Dun & Bradstreet are available which list companies by industry, size, volume and key contacts. Most Chamber of Commerce offices also have local, regional or national lists available.

The Private Line Sales Manager should be able to provide the corporate meetings Sales Executive with valuable leads.

### **Sales Strategy**

It is vitally important to frequently check the contacts responsible for booking corporate meetings if any such situations arise.

A direct mail campaign, including business reply cards, can cover many more new corporations than a Sales Executive could by making telephone or personal calls and are,



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therefore, essential in uncovering prospects. Offices utilizing SMASH can produce well-targeted direct mail campaigns quickly and effectively.

It is important to remember that companies want the best of service which, if handled correctly, will reflect in both group and individual return business from companies.

### **Associations/Conventions**

Associations can be broken into international, national, regional or provincial associations. Associations fall into two categories: trade (manufacturers, etc.), and professional (doctors, lawyers, etc.).

Conventions are generally large gatherings organized by individuals or industry groups. It is not necessary for attendees to be members of those groups as it is with associations. Conventions are major seminars or industry fairs.

### **Quality of Business**

Room blocks of association meetings vary with the size of membership and the type of meeting being held. Many hotels have a potential association market, provided the hotel has the proper meeting facilities available.

### **Booking Pattern**

Annual meetings of national or international associations are generally booked more than 12 months in advance. It is not unusual for larger meetings to be booked 2-6 years into the future, as is the general practice of North American (US) associations.

Only smaller meetings, such as association seminars or board meetings, are booked short term. As attendance at association meetings is not mandatory, room pick up can vary from the number of rooms reserved. It is essential, therefore, to closely watch the room pick up and establish a cut-off date, at which time the leftover rooms from the block can be put up for sale again. (Check previous room picks up history with hotels who have hosted groups previously. In some cases, association organizers can provide copies of this information).

### **Research**

Hotels outside North America are encouraged to research this market through organizations such as the Chamber of Commerce, the local Convention and Visitors Bureau, National Tourist Offices and SUN PARADISE HOTELS GROUP Executive Office.



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When considering a bid for any type of conference, previous history should be researched and a data sheet prepared:

- rooms booked vs rooms materialized on a day by day basis
- function space and conference aids needed
- Rates paid

Conference organizer (professional) or travel agent involvement:

- F&B consumption: how much, where
- Theme parties
- Spousal activities
- Nationalities attending
- should the conference make a profit for the organization/association?
- Full time organizer or part-time only
- does the hotel get publicity/advertising space in the conference brochure/registration?

North American meeting planner profiles can be pulled from the SUN PARADISE HOTELS GROUP systems.

### **Sales Strategy**

The international associations are the most difficult to solicit as their major meeting may only be held once every two years and the responsible contact may change from one part of the world to another.

Group referrals from one SUN PARADISE HOTELS GROUP property to another become essential in soliciting this market. The proper completion of data sheets can be of enormous assistance in soliciting this market for the hotel, as well as for other SUN PARADISE HOTELS GROUP properties, by making photocopies of the data sheets and forwarding them on to those concerned. Sales offices utilizing SMASH can share information requested by another hotel by way of a printout containing the required information.

National associations generally hold one major meeting a year with some holding additional mid-year meetings and seminars. In most countries around the world except North America, the responsible contact within these national associations change on a yearly basis which necessitates solid follow-up in order to solicit the associations successfully.





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In North America, most national associations have permanent contacts paid by the membership which makes these associations an easy market to solicit.

Associations are also easy to solicit as most of their meetings are held at the same time of the year, as opposed to corporate meetings.

With associations, it is important to remember to always check with the specific association meeting planner regarding the correct name of the meeting; i.e. whether it is the annual convention, a board meeting of the association, the mid-year meeting or, possibly, a seminar.

### **Site Inspection Policy**

It is common practice for a potential convention /group client to request complimentary or discounted accommodations for site/destination inspection. This will be offered at the discretion of the hotel. It is recommended that the hotel provide the client with two nights complimentary accommodation. Depending on the nature of the business (i.e. size, time of year, food & beverage potential revenue), the hotel may opt to provide additional complimentary or discounted room rates and/or other considerations.

### **Convention/Group Contract**

This contract should be used as a contractual agreement when there is a stated obligation regarding services to be provided by you (the vendor) to your client (buyer) with reference to a convention or group.

### **Incentives**

#### **Nature of Business**

Incentive travel is a rapidly expanding segment of group business. It is a management tool designed to motivate sales people, dealers, distributors, customers and internal employees by offering rewards in the form of travel programmes. Initially used primarily to stimulate greater sales and/or increased productivity, it is also used to improve morale or goodwill, open new accounts, introduce new products, offset competitive promotions and bolster slow seasons.

Incentives are offered to participants who qualify by exceeding pre-set goals and standards in the form of travel, merchandise and cash bonuses. Of these, travel is the fastest growing segment. Travel produces long-term benefits as participants remember travel experiences. Merchandise and cash bonuses are quickly forgotten in comparison.





While incentive travel is fully developed in North America, it is still a novel concept in many other markets. American incentive business comes from the major incentive houses such as Maritz Travel Company, the E.F. MacDonald Travel Company, S&H Motivation and Travel, Creative Group Incorporated, and the Journey masters, as well as from “direct-buy” accounts. An increasing number of major travel agencies now also specialize in incentive programmes.

An incentive house/company deals in both travel and merchandise. They, and larger travel agencies, sometimes called “full service travel companies” if they handle the travel portion only, are also marketing specialists which actually develop the contest rules, objectives and promotional materials.

A “direct-buy” client prefers to work with hotels, ground operators and airlines on a one to one basis using internal staff to plan and execute motivation programmes. Insurance companies often are direct buy accounts and do maintain conference and travel planning departments within their corporate headquarters. They are the largest users of travel incentives. The top ten travel-using industries are:

- Insurance
- Electronics, radio, TV
- Automobiles and trucks
- Farm equipment
- Heating, air conditioning
- Office equipment
- Electric appliances
- Building materials
- Toiletries

Outside North America, many “direct-buy” clients buy standard packages from tour wholesalers and need to be “up sold”.

Incentive qualifiers are unique. In effect, each is a VIP and must be accorded special treatment if he is to feel truly rewarded for his efforts. Unusual and prestigious locations are selected as sites. Capital cities and resorts worldwide which offer the organiser exciting attractions which will aid him in motivating the participants are especially appealing to this market segment.

### **Quality of Business**

Incentive groups represent top-rated and generally lucrative business. Companies are rewarding their top producing sales people, dealers and distributors and are willing to spend the funds necessary to ensure a successful programme. Transportation, room



charges, planned food and beverage functions and special excursion costs are usually billed to the master account and most programmes are all expenses paid. Participating individuals, therefore, are very willing to spend their own money on miscellaneous items and additional entertainment.

HOTELS suites, elaborate banquet functions, receptions and daily room amenities are additional sources of income this segment provides to the hotel.

Meeting space requirements and a client's willingness to be charged for that space vary greatly. Insurance incentives, called "recognition conferences", usually involve daily educational and marketing sessions, while other incentive groups strictly adhere to the concept of the travel award as a leisure function.

### **Booking Pattern**

Incentive travel groups can range in size from 2 people at a local resort to over 12,000 or more in a series of back to back movements. The average group size is 125-275 persons. In the great majority of trips, spouses accompany the qualifiers. A group of 200 persons therefore would be comprised of approximately 100 winners and their spouses.

Groups are generally confirmed 9-19 months in advance. Site decisions are, in a majority of the cases, made on the corporate level by the marketing or sales vice president, president or by a joint committee or corporate personnel.

Factors influencing decisions include budget, month of the year, demographics of the qualifiers, past sites utilized, convenience and accessibility of the destination, actual facilities available on location for the group, activities and unique excursions available, where their competition has sponsored trips and the level of expertise exhibited by hotel and ground suppliers in a given location.

### **Location**

Hotel sales persons not familiar with the major incentive houses and the incentive market in general may contact SUN PARADISE HOTELS GROUP. They maintain listings of companies dealing in and utilizing incentive travel programmes. Additional lists of direct-buy clients who select international and domestic (including US, Canada and Mexico) sites are available from SUN PARADISE HOTELS GROUP.

The major trade show held each year in Jakarta Office which features both incentive travel and merchandise is the IT & ME Show (Incentive Travel & Merchandise Exposition). It attracts worldwide participants and is a showcase of incentive-oriented hotels to the public. Travel companies, ground suppliers, airlines and tourist boards also participate.



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## **Sales Strategy**

After determining if a hotel is located in an incentive destination and can provide the special service, accommodation, food and amenities necessary for this specialized market, the Pre-Opening Director of Sales should work closely with the Worldwide Marketing Centre in that region/area. They can identify and effectively assist the solicitation of both the major incentive houses and the direct-buy accounts.

Comprehensive promotional materials outlining all inclusive programmes with guaranteed pricing 18-24 months in advance, day by day itineraries, menus, special theme party events, sightseeing and excursions are increasingly helpful for sales presentations. Photographs of actual events held at a hotel are as valuable as complete hotel facilities sheets and local destination information.

The information must be professionally compiled and produced for the property to be seriously considered by these companies. Creative approaches and unusual concepts are vital. The customer wants his qualifiers to experience events they could not purchase on their own. A willingness on behalf of the hotel staff to design functions specifically for his individual group will increase the opportunity to book incentive travel business.

## **Group Tours**

### **Nature of Business**

This segment includes all other groups/tours booked directly or through a travel agency, but not through a wholesaler.

Group tours generally consist of senior citizen, church, youth, bus, school groups, etc. These groups are usually assembled and booked by a travel agency and/or a bus tour operator.

### **Quality of Business**

The group tours can be excellent business for filling specific low occupancy periods even though, from a room rate and spending point of view, these groups are less desirable than corporate/association or incentive meetings.

As most of these groups, however, do not require any meeting or function space, this offsets the before dollar revenue disadvantage as meeting rooms can still be used for other groups or local functions.



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## **Booking Pattern**

Group tours are generally booked on a short to medium basis with bookings generally made within a three month period. Room pick up should be monitored closely as the travel agent or operators generally solicit individuals to participate in these groups and, therefore, room pick up may be much lower than originally booked.

## **Research**

The best research is obtained by reading the “reader boards” of competitive hotels, obtaining travel agency directories and by attending trade shows.

Ultimately, an excellent continuously updated mailing list should be maintained for this market.

## **Sales Strategy**

To solicit these groups, one has to stay in continuous contact with the major travel agencies and bus operators and attend various appropriate travel industry trade shows. Special packages over low occupancy dates should be mailed to these operators. These packages will make it easy for the agency or bus operator to sell a group.

## **Group Wholesalers**

### **Nature of Business**

“Wholesale” means that the hotel is quoting a net price to the wholesaler, who has the freedom to resell the room at whatever price he can, paying his own commission to any travel agent involved in the sale.

When a hotel sells through a wholesaler, it loses ultimate control over its own pricing and customer relationship. On the other hand, the wholesaler may have access to markets which the hotel, on its own, could never hope to attract.

There are two principle kinds of wholesalers; tour wholesalers and receptive operators:

### **Tour Wholesalers**

Tour wholesalers assemble hotel rooms, air transportation, hosting or escorts and transfers into single price packages which they resell to the general public either directly or through travel agencies.



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Traditionally, wholesalers dealt only in groups, which were needed to qualify for airline group fares and to take advantage of bus transport. These group tours are typically arranged in a series, with regular departures through the year.

Tour wholesaling has expanded to cover a much wider variety of single destination resort packages. Quite often, the only “group” aspect to the wholesalers product is the fact that he has negotiated a volume concession from an airline. The customer is free to choose both travel dates and hotels.

Because the tour wholesaler must commit to the production of extremely expensive promotional literature which usually has a shelf life of 6 to 12 months, the tour wholesaler is not only looking for the lowest possible rate, but also a commitment to honour that rate during the validity of his brochure.

A tour series wholesaler, in addition to being interested in a guaranteed allotment during peak season, will typically be looking for an allocation of 20-40 rooms for each advertised departure of the tour. The reason for this is that the wholesaler consolidates into groups of approximately 40 to facilitate economical bus transportation.

### **Receptive Operators**

Receptive operators, located in your community or country, sell a wide variety of ground arrangements (including hotel room, transfers, and ground tours) to travel agencies or tour wholesalers in other countries. Large tour wholesalers quite often have offices in your country which are acting as their own receptive operators.

If a receptive operator is selling to a wide variety of agencies, it builds its business by maintaining close relationships with clients abroad (often by constant travel) and by providing good rates and reliable service to those clients.

The receptive operator is looking to your hotel for the lowest possible net rate so that his quote to the distant agency can be both competitive and profitable. In addition, he may be looking for an allocation of rooms during peak seasons so that he can supply rooms dependably to his clients.

### **Quality of Business**

It is not at all unusual for an allocation covering a weekly departing tour series to end up being completely cancelled except for peak departure dates. This may be because the tour wholesaler has consolidated the modest demand for the one tour series together into another tour series which bypasses your city or hotel.



Another common practice is to consolidate two tour departure dates into a single departure to increase the size of the travelling group. Because of all of the above, it is typical that only 15-30% of the rooms given to a tour wholesaler on allocation actually materialize. Further, the rooms which do materialize are likely to be during the periods of greater demand.

The materialization rate for each tour wholesaler should be tracked from year to year because it is an important aspect of the hotel's negotiation with the wholesaler. Consistency is what is important. Market conditions may require a tour wholesaler to advertise a programme which only has a 15% materialization (also called 15% pick up or 85% wash out) but if the particular series consistently picks up 15%, then it can be relied upon as a dependable source of business.

Care must be taken in dealing with new wholesalers and with wholesalers who have erratic track records. Do not put any stock in a wholesaler's claim that he is providing off-peak business in return for your commitment for peak space unless there is a historical record to support his claims.

### **Booking Pattern**

Most European, American and Australian wholesale tour programmes are scheduled on an April-March or calendar year. In order to produce brochures for the calendar year, it is necessary for the wholesaler to complete his negotiations with all hotels by July (September at the very latest).

Tour wholesale programmes originating in Japan are generally published twice annually in April and October. Renegotiations, therefore, must take place twice a year on a schedule usually determined by the individual Japanese tour wholesaler.

### **Research**

Investigating competitive hotels in your area, as well as discussions with local airline sales personnel, will usually give you a complete picture of the tour wholesalers who are currently sending groups to your location.

If your hotel is located nearby a destination which draws heavier traffic, you should also familiarize yourself with the tour wholesalers featuring that destination. You may be able to interest them in side trips to your hotel which can be featured as part of their tour series. For example, Kuantan must always be aware of opportunities to create side trips from Singapore for programmes which visit that city.



If your destination is particularly favored by one nationality, you should also familiarize yourself with tour wholesalers in that market which presently do not offer programmes to your destination. With few exceptions, wholesalers who are successful expand into more and more market areas in order to offer new destinations to their loyal clientele. If a new airline announces service to your location, you should also contact the “in-house” tour wholesalers associated with that airline to see if their new programmes offer your hotel an opportunity.

Current tour brochures of tour wholesalers which are considered active accounts should be kept for research purposes in the files. A study of a tour wholesaler’s brochure will give you information on whether the programme offered puts emphasis on featured, quality hotels or relies more heavily on straight price promotion. This kind of knowledge is very important in successful negotiation.

### **Sales Strategy**

In order to successfully negotiate a programme with a wholesaler, you must have some understanding as to who the ultimate consumer of the programme will be. If the tour series stresses high quality hotels as a major component of the tour, you will have an opportunity to stress your hotel’s attributes as fitting or improving the overall image of the product.

If the tour wholesaler is relatively unknown, he may be relying heavily on the SUN PARADISE HOTELS GROUP name or other hotel name in order to add consumer credibility to his product. The more the tour brochure stresses hotel descriptions, hotel names, exterior and interior pictures, the better able you will be to negotiate on a basis other than price.

Wholesalers are always looking for the maximum possible allocation of space during your peak periods in return for promises to fill your rooms during slack periods. This seldom actually happens unless you ascertain that the wholesaler has a good performance record and that you offer net prices low enough to generate low season volume.

Usually, it makes no sense to offer a tour wholesaler a concession on peak season which is dependent upon performance during low season because he must have all prices well in advance to publish his brochure and mount his promotion programme.

When dealing with receptive operators, the most important thing to determine is the share of business you are getting from the receptive operator, vis a vis the competition.

A rate concession should not generally be given to a receptive operator unless that operator can demonstrably influence the share of business it gives to your hotel. Be careful that you are not giving a concession to a passive operator who is merely





processing orders from overseas agents who specify their choice of hotel. Also, take care to do as little business as possible with receptive operators for clients whom you could just as easily serve yourself.

If your hotel is becoming too dependent on receptive operators and wholesalers and you feel that you have an opportunity to do more direct business, you should carefully begin the process of conversion by attending appropriate trade shows. A trade show often provides the opportunity to interact directly with a client, bypassing a previous middleman, without destroying your working relationship with that middleman.

## **Airline Crew Contracts**

### **Nature of Business**

Airlines are usually able to obtain a special contract from the hotel for their crew layovers because in most cases layovers continue throughout the year without seasonal interruption. The number of room nights that can be involved in a single airline crew contract is surprisingly large. A single 747 will carry a crew of 3 to 5 pilots and flight engineers, and from 11 to 20 cabin attendants. Labour contracts of most airlines require each member of crew to receive his own room. However, there are still some airlines that require cabin attendants to share rooms. So a single layover of just one night can generate over 8,000 room nights annually. In addition, many flight schedules require a layover of more than a single night.

Each airline has its own system of contracting for crew layovers. Large airlines typically have a regional or headquarters person responsible for all hotel contracts in a particular geographic area. Some of these people have contracted for literally millions of room nights at thousands of hotels and know the hotel business better than most people within it.

The airline is looking for:

- Lowest possible rate
- Contract always renewable at airline option
- No price increases during contract at hotel at hotel option
- Inexpensive 24 hour restaurant facility at standards acceptable to crews
- 7 day a week laundry and cleaning service, with 6 hour term time, at reasonable prices
- Room and neighborhood security
- Ancillary services such as airport transport and cash disbursement
- No complaints from crew members





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- Complimentary rooms for top airline officials when requested by contracting party and at least 50% discount for other personnel of the airline.

The crew will be looking for:

- Rooms ready on arrival absolutely, positively, 100% of the time. This is essential and difficult, because crew arrivals are at all hours and arriving crews are usually very tired.
- absolutely quite rooms, including during the daytime when many crews must sleep.
- Air conditioning and hotel water which work reliably 24 hours a day.
- Easy access to high quality shopping
- Room security
- Private lounge area
- Sports and entertainment facilities appropriate to location
- Extremely fast and reliable bell captain service, when required
- Reliable telephone motivations procedures

Each airline and crew will have a slightly different set of priorities which must be clearly understood for both sales and operational success.

### **Quality of Business**

#### **Rate**

Concern is often expressed that the low rate usually demanded for an airline crew contract has a negative effect on the average rate of the hotel. However, average rate is a relative term and is usually understood to apply to rooms which are only occupied 50-80% of the time.

Different standards must apply to rooms which are occupied every night of the year. Consider for example, that a room occupied 365 days a year at \$50.00 per night on an airline crew contract generates the same amount of revenue as a room sold at a \$100.00 corporate rate which is empty half of the year. While airline crews are very demanding in certain respects, they can often be assigned a room block which is standard, rather than superior or deluxe.

Airline payment practices vary considerably. Care should be taken when entertaining proposals to accept payment on a barter basis. Tickets issued by an airline under a barter contract are quite often overvalued and restricted in comparison to those bought on the open market.



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## **Food and Beverage Revenue**

Despite the fact that airline crews generally require 24 hour food and beverage facilities, they are notoriously fickle when it comes to actually patronizing the facilities. If possible, try to include breakfast within the price of the contract. If a food outlet is being kept open only for a particular crew, it may be possible to negotiate with the airline for a fixed charge for opening the facility for a period in return for a specially priced menu.

## **Appearance**

Generally, airline crews in limited numbers add to the appearance of the public areas in a hotel. However, in many areas of the world, there is a concentrated period during the day when aircraft are arriving and departing. During these times, crew may congest hotel operations and inconvenience other guests. If crews sense that they are the dominant customers of a hotel, their behavior can become less disciplined than it should be. All of these factors must be taken into account by the General Manager in determining whether or not a particular contract is desirable.

## **Booking Pattern**

Traditionally, airline schedules change during the last week of April and October, during the transition from standard time to daylight time. Schedules are also augmented on many routes around June 1st.

There is usually at least 60 days advance notice prior to an airline schedule change in order for the airline to ensure that the schedule is properly published in airline guides. Even if the schedule of a particular airline remains unchanged at your location, April and October are the most likely times for major changes in crew patterns to take place.

## **Research**

The Pre-Opening Director of Sales or his specific designate should be responsible for establishing direct contact with the appropriate local manager of each airline serving the community. This person should be contacted quarterly to ascertain possible future changes. The front sheet for each airline should describe the organization for contracting and the priority of needs for both the airline and its crew, as described earlier.

If an airline announces new service to your community, a front sheet should immediately be completed for that customer so that appropriate contact can be made.



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## **Sales Strategy**

The Pre-Opening Director of Sales should have a clear understanding with the General Manager as to whether airline crew contract business can be increased and at what rate. Because crew contracts are very competitive, the Pre-Opening Director of Sales should never assume that presently contracted business will remain with the hotel and should always have a prospective customer to replace business that is unexpectedly lost.

The hotel should seek the longest possible termination clause if it does not wish to readjust rates on its own initiative.

## **Delayed Hotel Openings**

Group business should be booked to coincide with the hotel's anticipated opening.

Should the hotel's opening date be readjusted beyond your group commitments take immediate positive action.

1. Contact your clients at the earliest possible date and explain that hotel opening is delayed. Be truthful and explain the unforeseen cause. Convey to the customer your concern for his or her group.
2. Strive to keep the business in your hotel. Offer a later set of dates, and if necessary, a favorable inducement to the client to change dates.
3. If the dates cannot be changed, aid the customer in securing a new site. This would involve calling competitive hotels and placing the business with them.
4. Always follow up in writing with your customer. If your General Manager is on line, a letter from him or her would be appropriate.
5. Have this customer on your invitation list for your trial feedings and/or opening festivities.
6. Remember, you may have lost this sale, but you need not lost this customer.

**Reference:    Example Letter to Client**



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## EXAMPLE: LETTER TO CLIENT

NAME OF HOTEL

Date

Name  
Address

Dear Mr. X

It has never been the practice of SUN PARADISE HOTELS GROUP and it will never be, to mislead our valued customer - you.

As we have some concerns with one of our subcontractors which may affect the opening date of the NEW HOTEL thus affecting your planned function, we are informing our June clients of the potential delay. This letter is not meant as an excuse, only an apology; in all sincerity we believed that the June 1st opening date was firm. We now are not that comfortable and consequently, have made the decision to move our June business.

We can well imagine the inconveniences that this delay has caused you and it is our sincere wish that we have the opportunity to host you and NAME OF COMPANY in the near future. When that time comes, we will take into consideration the problems caused by the cancellation of your scheduled function when your group plans are finalized.

Mr X, once again, thank you for your cooperation. We are looking forward to working with you. In the meantime, if we may be of any assistance, please call us.

Yours sincerely,

Name of Manager  
General Manager



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## MEETINGS AND CONVENTION GROUP BOOKING PROCEDURE

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Because meetings and conventions are sold far into the future, special procedures are required to ensure that the hotel finally realises revenue from these early commitments. **These procedures do not apply to tour series - only to meetings, conventions and incentive groups which make deposits for a specific booking.**

Once the Sales Executive has a meeting planner interested in tentative or definite group space, he needs to check the Rooms Diary to determine if sleeping room accommodations are available and at what group rate. The Catering Function Book also should be consulted to determine if appropriate meeting and banquet space is available.

If the agreed upon dates are available, a tentative booking should be entered. If the client wants to confirm the booking, a letter of confirmation or a signed contract should be requested. The booking is not considered a definite booking until the confirmation has been received by the hotel from the client.

### Rooms Diary

The Rooms Diary is for the control of definite and tentative meeting and convention bookings; e.g., blocks of rooms which have to be committed at an early date. The responsibility for entries will rest with the Pre-Opening Director of Sales. The actual pick up of the block remains the responsibility of Reservations, which must coordinate with Sales to increase or reduce the initial commitment once reservations start coming in.

Entries are to be made in pen for all definite groups with priority being given to groups with guestroom commitments. All definite bookings should be listed on the upper portion of the page for each month and tentative bookings should be listed at the lower portion of the sheet in pencil. There will be exceptions to be determined by the Pre-Opening Director of Sales.

Details for convention groups should be obtained a minimum of one year in advance of the actual function and unprogrammed space should be released as early as possible to allow the Sales and Banquet Departments ample time to sell other groups food and beverage functions. Former convention programmes can be of great assistance when current programmes are not available in determining the general needs for a convention group.

All definite bookings must either have a signed letter of agreement or a letter of confirmation, otherwise bookings should not be entered as definite.

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For every month the Rooms Diary must have a monthly meetings and convention allotment which will vary subject to history and forecast. The allotment is to be determined by the General Manager in the Business Plan.

The allotment is not to be confused with the forecasted monthly group room nights goal. It may be the same monthly figure, but generally the allotment is approximately 20-25% higher than the forecasted monthly meetings and convention room nights in the Business Plan to be achieved by the meetings and convention sales executives.

Group rates should be indicated to give sales executives some leverage on quoting several rates where appropriate. The negotiations should always start at the highest rate.

### **Function Book (Diary)**

The Function Book controls the bookings of the hotel's function space. The Function Book is, therefore, as essential to the hotel's profitability as the Rooms Diary.

In smaller hotels, where there is little meeting and convention business, the Function Book is generally the responsibility of the Banqueting Department. In convention-oriented hotels, the Function Book is controlled by the Banquet Services Department in coordination with the Director of Sales.

Generally, one staff member of this department is responsible for making entries in the book. This person must be familiar with all the hotel's function space and qualified to make sound decisions on what set ups are possible in the function rooms. It is vitally important to assign a function into the smallest appropriate meeting room. Otherwise, another group may not be able to be accommodated.

The Function Book should be reviewed at least once a month by the Pre-Opening Director of Sales, Banquet Sales Manager and Director of Banquet Services to ensure all booked space is properly allocated.

In larger hotels, the Sales Department generally has priority on booking function space. Within a three month period where there is little opportunity for the Sales Department to book any meetings and conventions involving both sleeping rooms and function space, the Banquet Services Department has priority over this space for such local functions as weddings, banquets.

As both the Sales and Banqueting Departments require availability of function space in their daily solicitations, the Pre-Opening Director of Sales and Banquet Sales Manager should mutually decide which bookings take priority. This is determined by evaluating the prospective dollar value of the business involved. Normally, a sales booking



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involving both sleeping rooms and catered food and beverage revenue takes priority over a straight food and beverage booking.

## **EXAMPLE:      PROPOSAL LETTER**

Date

Name and Address

Dear

Thank you very much for giving me some of your time yesterday.

I have discussed your planned conference with (name), our Conference Services Manager, and now have the pleasure to submit a proposed order of events for your review.

Please feel free to make amendments in the margin provided. Your comments will help us to understand your needs in detail.

As we discussed, it is advisable that we protect your facility requirements by receiving a deposit as soon as possible. I will call you next Tuesday to see if any items remain to be settled.

Mr (name), everyone at NAME OF HOTEL will be delighted to help you make this (name) Conference a success.

Yours sincerely,




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## EXAMPLE:      PROPOSAL LETTER (CONTINUED)

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### FUNCTION SPACE REQUIREMENTS

### COMMENTS

DAY 1	Blue Room (registration) 7.00 - 8.00am Green & Red Rooms 8.00am - 7.00pm - 85 people each, theatre style Foyer (exhibit space set up)
DAY 2	Blue Room (registration) 7.00 - 8.00am Green & Red Rooms 8.00am - 7.00pm - 85 people each, theatre style Foyer (exhibit space set up) Ballroom A (Speaker's Rehearsal) 4.00pm - 5.00pm
DAY 3	Blue Room (registration) 7.00 - 8.00am Green & Red Rooms 8.00am - 7.00pm - 85 people each, theatre style Foyer (exhibit space set up) Ballroom A & B (reception) 5.00 - 8.00pm - 400 people
DAY 4	Blue Room (registration) 7.00 - 8.00am Green & Red Rooms (opened partition) 8.00am - 12 noon - 175 people, theatre style Foyer (exhibit space set up) Ballroom A/B/C (Plenary Session, Lunch and Dinner) 12.00 - 2.00pm - lunch for 175 people 8.00pm - 12.00 midnight - dinner for 340 White Room (President's Cocktails) 7.00 - 8.00pm - 340 people





## EXAMPLE:      PROPOSAL LETTER (CONTINUED)

### MEAL FUNCTIONS

### COMMENTS

Breakfast daily at leisure

DAY 3              Ballroom A/B (reception)  
approximately 6.30pm - 400 people

DAY 4              Ballroom C (lunch)  
12.00 - 2.00pm - 340 people  
Ballroom B/C (cocktails/dinner)  
7.00pm - 12.00 midnight - 340 people

### Rental and Meal Rates

Blue Room	Days 1 - 4	\$50 per day
Green & Red Rooms	Days 2 and 3	free of charge
Foyer	Days 1 - 4	\$300 per day
Ballroom A	Day 2	free of charge
Ballroom A	Day 3	free of charge for reception
Ballroom A	Day 4	\$250 per day
Ballroom B	Day 4	\$280 per day

Note: No rental charge where F&B function involved

Lunch	Sit-down \$8 - \$12 (menus enclosed)
Lunch Buffet	\$12 - \$18 (menus enclosed)
Gala Dinner	Description and menus enclosed from \$25 - \$35
Hot & Cold Canapés	1 hour (6 pcs. per person), \$7
Full Bar	1st hour: \$12/person 2nd hour: \$7/person
Standard Bar	1st hour: \$10/person 2nd hour: \$6/person
Coffee/Tea Breaks	\$1.50/person \$2.50/person with Danish Pastry



## EXAMPLE:      PROPOSAL LETTER (CONTINUED)

<u>MEETING AIDS/AUDIO-VISUAL EQUIPMENT</u>		<u>COMMENTS</u>
Projector 16mm, overhead projectors, microphones, easels, whiteboard, screens, etc.	Free of charge	
Meeting room set-ups: ice water, pencils, paper	Free of charge	
Video machines and TV screens	\$100 per day	
Equipment operators provided by hotel	No charge	
<p>Note: All prices are current 1995. For budget purposes, a 15% increase should be calculated for 1996.</p> <p>Insurance: Has to be taken up by organizer to cover damage from exhibits.</p> <p><u>Reservations Procedures, Deposit/Cancellation</u></p> <p>Organizer will mail reservations form provided by hotel to each delegate. Delegates will return form direct to hotel with one night deposit for each room reserved.</p> <p>All bookings must guarantee payment for day of arrival through Day 4.</p> <p>Cut-off date for all reservations is 6 weeks prior to arrival.</p> <p>A bank guarantee of \$10,000 is required from the organizer 9 months beforehand. If conference is cancelled with less than 6 months' notice, hotel will cash this guarantee.</p> <p>If final attendance/room pick up drop by more than 50% 6 months in advance, a compensation of \$5,000 will be charged to compensate the hotel for lost revenue.</p> <p>Date: _____</p> <p>Prepared by: _____ Prepared for: _____</p>		



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## **Follow Up on Proposal Letter**

Once the follow up proposal has been commented on by the organizer, the next call is due. Find out:

- How the proposal received (by committee, etc.)
- How many competitors proposed
- Is NAME OF HOTEL a contender
- When will the decision (definite booking) be made

Note: It is often more important to show flexibility with complimentary rooms than by lowering rates. The same applies to function room rental. An offer of help with sponsorships etc., can be helpful.

## **Things to Remember**

A conference Organiser or Conference Host Committee has a lot at stake in a successful conference:

- Personal recognition
- Recognition for the host city/country
- Professional reputation
- Company's reputation and profit
- Satisfaction to delegates

In order to help an organizer fulfill his commitment, two things are most helpful:

- Innovative ideas/creativity
- Smooth organization in the hotel

During the negotiations process, high flexibility is required. It is always important to know what part of the "package" is contained in registration costs and what part the delegate pays direct to the hotel:

- If accommodation and all Food and Beverage/function costs are included in registration, the organizer will be very cost-conscious on all aspects.
- If registration includes Food and Beverage functions only, the organizer will want the best possible deal; but the hotel can most likely charge a higher room rate to compensate.



Consideration has to be given as to whether the NAME OF HOTEL is the only hotel used or if the conference also utilizes other hotels. If NAME OF HOTEL is not headquarters for the conference (no function space used, etc.) a higher room rate will have to be charged for just accommodating delegates.

Every conference has its VIPs:

- Speakers
- Company top executives (if corporate)
- President/past President, etc.
- Conference moderator
- Conference Chairman/organiser

Offering special perks to VIPs such as upgrade to suite, complimentary rooms, VIP pick up etc. should be used as leverage.

**Recommended procedure on handling conventions once a letter of confirmation has been signed by the client:**

**More than 12 Months Out**

**Less than 12 Months Out**

Letter will be sent by the Sales Executive to the client reconfirming basic details of the meeting and introducing the Director of Convention Services (open cc with name and title) at the same time.

Same

Two weeks from the above letter, Sample Letter II (General Manager's Letter) will be sent to the client with an open cc to the Sales Executive and the Director of Convention Services.

Same

12 months prior to the arrival of the convention, the booking will be reviewed by the DOS together with the Sales Exec. A letter will be sent out by the Sales Exec to the client reconfirming definite rates and number of rooms being held with an open cc to the Director of Convention Services.

The final details will be confirmed to Meeting Planner in the letter of confirmation (see first point)



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The Convention Services Department will take over the file entirely putting a special “out card” with a pink label in its original hanging file. The pink label will indicate that the file is a definite booking and has been transferred to Convention Services. Offices using SMASH should enter an account’s changed status into the database.	Same
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An introductory letter will be sent by the Banquet Sales Manager, with an open cc to the Sales Executive.	Same
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The file will then be placed in the file cabinet of the Banquet Services Department in chronological order. A separate trace card will be established by the Banquet Services Department which will be kept in their trace card box (with whatever trace date the Sales Executive desires) and one will remain in the trace card box of the Sales Department. Offices using SMASH should enter the trace date into the database.	Same
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The Banquet Services Department will work exclusively with the meeting planner on the final details of the convention, including room commitments, etc.	Same
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6 months prior to the convention the Banquet Sales Manager will send out a form letter along with menus, open cc to Sales Executive.	Same
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## **Conclusion of Solicitation**

The Sales Executive will stay in touch with the client prior to and during the convention on a public relations type level; i.e. give the meeting planner a call prior to the convention asking if everything is going according to his satisfaction/ meeting him upon his arrival at the hotel; possibly having cocktails and dinner with him during the convention; placing VIP presents in VIPs rooms etc.

A post convention meeting should be held with the meeting planner before he has left the hotel. The Sales Executive should review the planner's future schedule for conferences, suggest other SUN PARADISE HOTELS GROUP hotels and offer his assistance. Any problems with specific functions of billing should also be handled at this time.

A thank you letter will be sent out instantly once the convention has left the hotel to the meeting planner by the Banquet Sales Manager and the Sales Executive; both open copying each other (one letter over both signatures may suffice).

Banquet Services returns the original file to the Sales Executive who will put a new trace date on the file. The Convention Planner should be called within 2 weeks to see how the convention went, reconfirm the hotel's appreciation and reiterate interest in hosting future events.



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## SALES TECHNIQUE

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### What is Sales?

It is part of the overall process called Marketing. Here is where it fits in:

MARKET RESEARCH  
PRODUCT DEVELOPMENT  
MARKETING PLANNING IMPLEMENTATION

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SALES

SALES  
PROMOTION

ADVERTISING

PUBLIC  
RELATIONS/  
PUBLICITY



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## **On Sales People**

The hotel which they represent is judged by the prospect (client or customer) from the impression he gets of the sales person who visits him.

### **The Qualities Required of a Sales Person are the Qualities of Leadership:**

- Curiosity (ask why, when, where, how many)
- Good education, language and behavior
- Energy
- Self-starter
- Integrity
- Stamina
- Self confidence
- Communication skills
- Neat, attractive appearance
- Product knowledge
- Pride in product
- Problem solver
- Persistence
- Genuine interest in other people

### **Specific Knowledge Required**

You need to know everything about the hotels you represent; e.g. the physical hotel plant, its size, dimensions and various names and capacities of Food & Beverage outlets, facts and figures on occupancy, average sales revenue, the business mix percentages, the geographical origins of guests, forward projections and forecasts, organizational structure and names of all executives.

Besides knowledge of your own product, you should know the competitor properties almost as well, based on the points listed above. Learn to recognize the competition's strengths and weaknesses. Learn the facts and figures on your destination, where its major markets are, as well as the figures and projections prepared by your National Tourist Office.

### **The Hotel's Sales Task**

#### **The 4P Approach:**

Purpose  
Planning  
Presenting  
Persuading





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## **Purpose**

Every sales call needs a purpose, a reason. There is no such thing as a “courtesy call”, or “just passing by to say hello”, etc. Unless you have something new to talk about to a client, or facts to determine about a new prospect, you are better off not wasting this person’s or your own, valuable time.

## **Planning**

This means you need to research your client, his company, what hotel he uses (if possible), who he does business with, etc. You have to watch how you spend your time geographically; plan all calls in one area. Prepare an index card beforehand, or take your cardex card with you if available.

## **Presenting**

This is the way in which you awaken the desire in the client to use your product. It is the answer to all his needs.

## **Persuading**

A client does not buy automatically; he might have objections. Objections have to be overcome.

## **The Sales Call**

The most challenging and potentially productive aspect of a sales call is the closing technique. If you do not fully understand the reason for it and the hazards you can encounter, you will soon become ineffective. On the other hand, if you learn to master your sales call technique, you will find that your job is actually fun, rewarding and opens up a bright future.

Phase by phase, here is the model of a sales call:

- Opening
- Ask Questions, Establish Needs
- Paraphrase, Clarify
- Checkpoint
- Present Your Product
- Overcome Objections
- Close



Now let's look in depth at each of the above listed phases.

## Opening

When you enter a prospect's office, he is generally on the defensive. Between you and him is an invisible wall. In his eyes you are an intruder - you take up his time, you are trying to push him, you are after his money, you are trying to extract a decision, etc. Naturally, this description is in most cases exaggerated, but basically true.

It is now up to you, the sales person, to break down these barriers. You need an opening line. Different people react to different opening lines - you have to recognize quickly what type of person you are dealing with. By keeping your eyes and ears open you can often get an idea, e.g. very short exchange with his secretary, very cluttered desk (either disorganized or easygoing or overworked). With experience you will learn to recognize some of these signs.

An opening line should come naturally; it is not a forced statement. It is best delivered after greetings, presentation of your card or after an invitation to be seated. Two examples:

Easy going type:                      Remark about the weather, or a compliment on his office etc.

Busy, serious type:                      "Thank you for seeing me, though I know you must be busy. I will take up very little of your time", etc.

The opening allows the prospect to gain his first impression of you.

Your objective is to create an atmosphere of trust between you and the prospect, either on a personal or professional level; e.g. friendly, open or business-like behaviour.

You then have to state the purpose of your visit. Avoid at all costs statements such as:

- "I was in the neighborhood and thought I'd drop in."
- "I just wanted to say hello."
- "I am here because you are on my list of calls this month." etc.

but rather:

- "In my research I have determined that your company has extensive meeting requirements which are often served by hotels in this locale. I would like to be able



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to discuss further with you how SUN PARADISE HOTELS GROUP might satisfy your needs in the future.”

In brief, **establish a purpose** which will awaken an **interest** in your prospect about what you have to say.

### **Ask Questions, Establish Needs**

One of the most common mistakes with sales people is that right after the opening they rush into a description of their product. “We are opening a fantastic new hotel, with such and such facilities”. Once they have finished, the prospect says “thank you, I will remember, bye-bye.” You have probably just lost a sales opportunity.

- Clients have needs
- Sales people recognize and fill needs with their product

With these few words you have the entire philosophy of selling. You are a **need fulfiller**, a **problem solver**, a **questioner** and a **listener**.

Now, after the opening, you have to take the **lead**, start asking **questions** of the prospect. Ask him if you may **take notes** of his answers, **listen** to what he says. The Question/Answer Game is the only way for you to learn what your client wants, likes, desires, despises.

If he tells you that he has no needs, you will have to **create** them for him.

Make sure that you stay on top of the interview by asking questions. Do not let the prospect push you into a corner where he asks you questions. You will find it hard to get out of the corner.

By asking, you will discover the prospect’s **needs** and **requirements**. At the same time you instill **confidence** in him because, through your questions, you have expressed your **concern** for him.

Try to ask open questions which need a more elaborate answer, rather than closed questions which can be answered with one word, or yes/no.



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**Examples of a closed question:**

- “Have you ever booked someone into our hotel?”
- “Yes.”

**Example of an open question:**

- “Do you remember when you last booked someone into our hotel?”
- “Now, let’s see, that must have been Mr X who stayed there 10 days ago.”

Use when, why, where, how, who, etc. as often as possible. They generally require a more elaborate answer.

Your Product Knowledge is of great benefit to you in helping you to decide which questions to ask.

There is little point in asking questions unless you listen carefully to the answer.

**Avoid these habits:**

- preparing the next questions before you fully hear the answer to your previous question
- asking questions which are not based on what you have just heard
- jumping from one subject to the other and back
- Asking questions, the answers to which you are not interested
- Not listening to things which conflict with your thinking or convictions

A sales person who does not listen to what a prospect says will never find out the prospect’s needs. In the end, both the sales person and the client end up being confused.

So far you have read about the opening part of a sales call, followed by the asking stage where you find out the needs of the prospect. The next section concentrates on some techniques which allow you to appear a good and concerned listener.

**Clarifying and Converting**

Clarifying is asking the prospect to repeat his answer in other words if you are not clear on its meaning in the first place.



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Converting is taking a negative perception or past experience and converting it to a basis of positive discussion.

Before showing you how to use these techniques to your advantage, let's look at some examples first.

### **Clarifying**

Examples:

Prospect: "Your hotel is always full when I call up for a room."

Sales Executive: "I am interested to hear that. Could you tell me when you found out that we were always full?"  
Clarifies:

Prospect: "I don't like to hold my functions in your ballroom."

Sales Executive: "Why is that?"  
Clarifies

In order to better understand or appreciate something your prospect tells you, ask questions which **clarify** the situation. Use **why, when, where**, etc.

Try to clarify as often as possible. Get a clear picture of what is being said. You will find it also helps the prospect to understand his own needs more clearly because you make him think about his statement.

Now you are at the point in your sales call where you have opened your communication with the prospect and, through questions, paraphrasing and clarifying, you have gained a picture of his needs and how to address his concerns.

### **Converting**

Prospect: "I could never get a room with you during October."

Sales Executive: "You're right, in October we tend to be booked one year in advance due to 15 conventions being in town at once. In our discussions, perhaps we can look ahead two years."  
Paraphrases:



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**Another Example:**

Prospect: "It's hard to say how many room nights per year I would need at your hotel."

Sales Executive Paraphrases: "Then perhaps you would permit me to do an estimate for you based on your daily usage."

**Another Example:**

Prospect: "Your rates for this group are higher than the ones quoted by the Sheraton."

Sales Executive Paraphrases: "Will you allow me the opportunity to do a point-by-point comparison? We think our benefits, accommodation and services cannot be equaled by any of our competitors."

**Checkpoint**

You have arrived at a crucial point, called a checkpoint. Before going into your product presentation, you now have to repeat to the prospect what you see as his needs and recap the key features of those needs.

You now consult your notes and in brief sentences tell the prospect what you have gathered.

For example:

"From what you have told me, Mr X, you have about 20 overseas visitors every year whom you book into first class hotels in the city centre. They normally pay for themselves but you make sure they get a discount in the hotels in which they stay. Also, twice a year you invite your 200 workers to a dinner dance in a hotel to say "thank you" for their efforts. For your quarterly meeting with your sales people and overseas representatives, you use your own conference room behind your office, but you find space is very tight for 25 people."

Here you should give your prospect time to reply to your recap. He will either nod his agreement or tell you if you have left out an important factor or correct you if you have misunderstood his needs.



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Let's have another look at what happened during these four phases, sometimes also called the **asking** phase, of your sales call:

- When people buy they put their trust in the sales person they buy from.
- A successful sales person will earn the confidence of his customers.
- This confidence stems from the concern he shows for the customer's needs.
- To show concern, ask relevant questions.
- To understand the customer's problems and needs, listen to the answers, paraphrase and clarify.

Now look back over the four phases you have led the prospect through and you will realise that he has done most of the talking so far. If up to this point you have managed to keep silent and have not discussed your product, you have won half the sale. The prospect is now waiting for you to tell him how you propose to help him solve his problems, to show him how you can respond to his needs. Your product will fill those needs.

### **Presenting Your Product**

At this stage, your product knowledge is essential. You now have the opportunity to use your explanation skills and to show your pride in the hotel you represent.

Now you play what is called the **feature - benefit** game.

A feature is turned into a benefit with the words "**that means**" and often supported with the word "**because**".

Present only the appropriate benefits of your product, tailored to what you know of the prospect's needs. In clear, simple and precise words you must explain to the prospect:

- what your hotel is
- how it can work for him
- what is special about your hotel: its advantages in comfort, size, location, reputation, available services etc.
- what it can do for the prospect in terms of the requirements he has just informed you of

The most important component of this phase is the final point benefits. Every hotel has many features. Only those features which are relevant to your prospect's needs, however, should be used. Product features must be turned into benefits; i.e., what the prospect will get from the product, what it will do for him.



- “Our hotel is just around the corner from your office (feature). That means your visitor can save a taxi fare because he can walk.” (location benefit)
- “We have our exclusive Regency Club on 8th floor (describe features). That means your visitor can start his day with a minimum of fuss among other executives. Being in the Regency Club also is an indication of VIP status: etc. (if appropriate within a given country)
- “In the hotel you will find two bars and three restaurants. (feature) Because of the variety in food and entertainment, this means a guest never has to leave the premises, even if he entertains often.” (benefit)
- “The conference room can be divided into 4 function rooms of various sides (feature), which means we can adjust it to suit the size of your meeting (benefit) so that your participants will neither feel cramped nor lost in too large a room.” (benefit)

You get the basic idea of the feature-benefit game in these examples. Just remember that every time you describe a feature of your product, you also have to show your prospect the benefit he derives from it.

Naturally, your personal selling style comes out in your presentation. You also need to know all the facts (size, cost, availability, etc.) of what you are presenting. You also need to underline your presentation with material on the hotel. Rather than putting a complete sales folder before the prospect, show him each promotional piece (brochure, floor plan, menu, map, etc.) so it fits together with the statements you make. Otherwise, most often the prospect starts looking at brochures, etc., rather than listening to you.

Below is a summary of Phase 5:

- Present the solution to the customers’ problems or requirements in terms of the benefits your product or services offer him.
- A feature or attribute is what concerns you and your hotel - what you put into it.
- A benefit is what your customer/prospect gets out of the product.
- Turn an attribute or feature into a benefit with “that means” and support it with “because”, “as”, etc.
- A single product can have a range of different benefits to different customers/clients/prospects.
- To sell successfully, select the right benefit and present it in the appropriate form to your prospect.

You have explained your product. Now you have arrived at another checkpoint. This is called “get the agreement”.





What you are actually looking for is feedback from the prospect that you are on the right track, that he accepts your presentation of the product as suiting his needs.

This is again done by a question, such as:

- “Would that then be the right size room for your meeting?”
- “Do you think that your visitors would like Regency Club?”

or, in regards to your whole presentation,

- “Do you feel that will satisfy your requirements?”
- “Would you agree, Mr X?”
- Is it fair to say that this can help you, Mr X?”
- “Fair enough, Mr X?”

At this stage the prospect will either agree or point out a disagreement. The latter would indicate that you have missed a point somewhere in your asking or in your presentation. This checkpoint of “Getting the Agreement” allows you to rectify this.

## **Objections**

Based on the phases we have just gone through, you would now expect the prospect to buy what you have offered, right?

Wrong! Unfortunately, in most cases, it does not work that way. The prospect/client generally has objections.

What is the meaning of the word “objections”.

- doubt that your product is right
- Some questions remain unanswered
- The prospect is not convinced
- You have not uncovered his needs
- Prospect does not have the authority to make a decision
- Prospect thinks your quotes are not competitive etc.

There is nothing wrong with objections. We all have them before we buy something. Some objections are:



- general (e.g. you are too expensive; your rooms are too small etc.)
- specific (e.g. your Regency Club rates are too expensive; the sitting area in your room is too small for three people, etc.)

The inability of a sales person to deal with objections is the major reason why sales and accounts are lost, and sales people get discouraged. Here are some rules for dealing with objections:

- they are inevitable and an essential part of the selling
- sales people must never argue with customers who raise objections
- when a customer has an objection, it often means that he is actually seeking clarification on a subject.

Whenever you come across an objection (or several), turn it around and make a question out of it to which the client has to give you clarification, and answer or a sign of agreement.

Examples:

Prospect: "Your rates are too high!"

Sales Executive: "Could you tell me in relation to whom or what our rates seem too high, Mr. X?"

Prospect: "The Sheraton offers better rates."

Sales Executive: "I have a rate comparison here. As you can see, a superior room at the Sheraton costs \$5 more and we offer the same discount year-round. When you consider the difference in location (or F&B facilities, or size of pool, or express check-out, etc.) of SUN PARADISE HOTELS GROUP, wouldn't you agree that this is a good offer?"

Prospect: "Yes, that's true."

Prospect: "Not only does the Hilton give me the same price as you do for the luncheon, but they also give us coffee-breaks for free."



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Sales Executive: “We know that Hilton sometimes offers free coffee-breaks. You see, at SUN PARADISE HOTELS GROUP we try, for a small charge, to put some variety into coffee breaks, like some pastry in the morning, or a small tasty snack in the afternoon. We have had meeting participants remark on this because it breaks up the monotony and makes them appreciate that short break between hard work that much more. do you think your people would like that, Mr X?”

Prospect: “Well, yes, I guess they would.”

Prospect: “Your hotel is too far away from the business district!”

Sales Executive: “It is true we are not located in the business district. We have had good comments on our location, however, from business men staying with us. They often feel that after spending an entire day amongst office buildings they enjoy being away from it all in the evening. Our hotel has very lively bars and restaurants, which means that your client does not have to leave the hotel to keep busy. In addition, our shuttle bus to the business district has been commented on as being very convenient. Some guests even use the ride to organise their thoughts for the coming day.”

Prospect: “I think that the shuttle bus helps, yes.”

So, objections are always there. Just remember:

- clarify the objection
- agree with the client
- list more features/benefits to the objection
- finish your statement, often by asking a question to which the client has to agree
- make sure you get his agreement

This leads us to the last phase.

## **The Close**

Every time the prospect agrees with what you are saying, especially after you get his agreement on objections, he sends you a buying signal. This means that you have to try to close the sale.



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Here are some typical buying signals from the prospect:

- “Oh, that’s very interesting!”
- “That’s very useful.”
- “That’s very good.”
- “I like that idea.”
- “It’s very convenient.”
- “No, your rates are not higher than anyone else’s.”
- “Is it possible to have a look at.... (conference room, sitting room, etc.)?”

Or, if you look at the three examples given under Objections, the last statement of the client is a buying signal.

### **What now?**

Now, you have to take the initiative quickly. Ask for it! Don’t hesitate any more otherwise you might get more objections.

Examples:

- “So may I have the dates for your next visitor and make a reservation, Mr X? I will send you a confirmation of our commercial rates tomorrow.”
- “Okay Mr X, I will reserve the function room for you from July 12-15th. Tomorrow I will send you the suggested menus. Just call us if you wish to make any changes.”
- “Well, Mr X, I look forward to having your Production Manager from Australia stay with us next month. Could you just give me those dates again please?”

There are many ways of closing a sale, besides just asking for it.

For instance, you can use:

- A contract form which you fill out in front of the prospect.
- Go through all the prospect’s objections again, repeating his affirmative answers and then simply say “thank you, Mr X, for using NAME OF HOTEL from now on.”
- Use a condition: “If we can arrange that special video machine, will you let us organize your meeting for you?”
- Assume the client has agreed and close with a question: “How many rooms should I book for arrival on Sunday?”



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In whichever way you have closed the sale, now get out of the prospect's office. Do not give him a chance to start reconsidering unless, naturally you want to discuss details of the booking in-depth.

### **Is That All?**

Yes, that's it as far as basic sales techniques are concerned. Not every call will go smoothly through all the phases. Many times, especially when you call on new accounts, you might not get further than Phase Two. This does not really matter. It takes time to build a new account or to make a new contact with an existing account. Your ultimate goal, however, is to commit an account to your hotel and other SUN PARADISE HOTELS GROUP hotels. To achieve this, it is often necessary to make several sales calls. Here is what happens to an account:

- establish contact/trust/relationship
- trial use of your hotel
- regular use of your hotel
- highly committed to using your hotel

To reach the last point, you need many sales calls.

Good luck!

A few more hints... you may have heard that 80% of all sales are accomplished by 20% of all sales executives. The following may clarify this for you:

Nothing in the world can take the place of persistence. Talent will not; nothing is more common than unsuccessful men with talent. Genius will not; unrewarded genius is almost a proverb. Education alone will not; the world is full of educated derelicts. Persistence and determination alone are omnipotent.

In other words, once you have correctly evaluated an account and recognised its potential, don't give up after your first or second sales call; try again until you succeed.



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## SALES BLITZ FORMAT

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The following section includes a sample Sales Blitz format which the Pre-Opening Director of Sales can use as a guide in the preparation of a pre-opening Sales Blitz. A Sales Blitz may be done in conjunction with other SUN PARADISE HOTELS GROUP hotels and/or marketing centers to gain exposure for the pre-opening hotel and other SUN PARADISE HOTELS GROUP properties worldwide.

### Objectives

1. To generate room night sales for the period \_\_\_\_\_ to \_\_\_\_\_ for SUN PARADISE HOTELS GROUP properties.
2. To achieve \_\_\_\_\_ room nights at an average rate of \$ \_\_\_\_\_, generating revenue of \$ \_\_\_\_\_ for SUN PARADISE HOTELS GROUP properties.
3. To gain local and national exposure for all SUN PARADISE HOTELS GROUP properties and position the group as the number one chain worldwide.
4. To enhance cross-sell activities amongst all SUN PARADISE HOTELS GROUP properties.
5. To gain maximum exposure through national and local press releases.

### Revenue/Room Night Targets

<u>Hotel</u>	<u>Room Nights</u>	<u>Revenue</u>
_____	_____	\$ _____
_____	_____	\$ _____
_____	_____	\$ _____
_____	_____	\$ _____
_____	_____	\$ _____
_____	_____	\$ _____



		\$
		\$
		\$
		\$
		\$
Total		\$

### Itinerary

<u>City</u>	<u>Date</u>	<u>Action</u>

### Reporting

(Measurement/Monitoring/Evaluation of Results)

General Managers and Directors of Sales to complete the following production grid (room nights and revenue) throughout duration of blitz and forward to the Area/Regional Marketing Centre for compilation and evaluation.

At the conclusion of the blitz, the Area/Regional Marketing Centre should prepare a report for General Managers, Directors of Sales, and SUN PARADISE HOTELS GROUP Executive Office outlining national results and evaluating the success of the Sales Blitz.




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## SALES DRIVE RESULTS (PRODUCTION IN ROOM NIGHTS)

LOCATION	ROOM NIGHTS BY SALES EXECUTIVE							TOTAL ROOM NIGHTS
HOTEL								
TOTAL								

The purpose of the Sales Blitz is to contact our prime accounts in each city with potential for all SUN PARADISE HOTELS GROUP properties regionally and worldwide.

In designated cities the hotel sales force will be responsible for planning all sales calls for the General Managers as well as organizing the VIP luncheons and cocktail parties.

General Managers, Directors of Sales or National Sales Force to arrive in each city ready to commence sales calls on the dates indicated above.





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**Pre-Planning:****Responsible**

RMC to produce 1,500 standard invitations for cocktail parties and distribute to hotels.

RMC to prepare national press release including b/w photography and distribute.

RMC to order 280 SUN PARADISE HOTELS GROUP watches as giveaways for VIP luncheons.

Hotels to source individual giveaways for the cocktail parties, 100 pieces.

RMC to prepare Sales Report Form for use on sales calls (format for SMASH input).

**Action - One Month Prior To Launch**

Prepare list of key accounts in each city to be visited including major corporate preferred/corporate travel agents, inbound operators, PCO's and incentive operators.

Hotels to develop individual invitations for the VIP luncheons.

Specific appointment requests to be advised to respective hotel or Area/Regional Marketing Centre coordinating blitz.

Prepare invitation list for VIP luncheons and cocktail party.

**Action - 2 Weeks Prior to Launch**

Mail out invitations to clients for luncheons/cocktail party.

Plan appointments for General Managers and Director of Sales in respective city.

Hotels to forward 200 brochures and fact sheets to respective city.

**Action - One Week Prior To Launch**

Prepare and issue local press release on General Managers; Sales



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Blitz.

Finalize appointment schedules for General Managers and Directors of Sales.

Prepare list of clients attending luncheons and cocktail party.



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### **Sales Blitz: Directors of Sales/National Sales Force**

National Sales or Directors of Sales to arrive and make sales calls on pre set appointments for the duration of the Sales Blitz.

National Sales or Directors of Sales to attend cocktail party.

Debriefing to be held every evening and call reports to be given to General Manager/Director of Sales of Hotel, or the Area/Regional Marketing Centre where Sales Blitz carried out.

On completion of the Sales Blitz, follow up to be carried out and full Sales Report to be prepared and forwarded to all General Managers with a copy to Area/Regional Marketing Centre.

### **Sales Blitz: General Managers - Day One**

General Managers to arrive and call on pre set appointments (five calls daily).

With targeted National Accounts, General Managers to be escorted to appointments by National Sales Managers.

General Managers to host themed cocktail party in the evening for 80-100 clients.

Public Relations to organize photographer for cocktail party.

### **General Managers - Day Two**

Continue sales calls on pre-set appointments.

General Managers to host luncheon for 20 corporate clients.

General Managers to give presentation at both luncheons and cocktail party in the city where the Sales Blitz is being held.

### **Budget:**

Accommodation for General Managers and Directors of Sales will be offered complimentary during the Sales Blitz. Extras, individual accounts.

Each hotel will be responsible for costs of the VIP luncheons and themed cocktail party. Each General Manager will be responsible for airline tickets to respective cities. Complimentary passes to be used when possible.



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## SALES PROMOTION IDEAS

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The following is a partial listing of suggested pre-opening promotional ideas.

Any promotion must be carefully conceived with a clear objective in mind and an understanding of the cost involved in executing it. A mechanism should be designed within the promotion to track its results and provide for an objective evaluation upon completion.

Your ability to communicate effectively the full details of the promotion, including contest or offer parameters, expiration dates, etc. will have a significant bearing upon its success. Choose your communication medium carefully (newsletter, direct mail, etc.) to maximise impact.

### **Packages**

- Wedding packages
- Weekend get-away packages  
For couples and/or families
- Business Services packages  
Offer extended hours in Business Centre or promotional coupons for discount in Business Centre.
- Meeting packages  
Offer free audio-visual equipment, complimentary coffee breaks
- Spa and Fitness Centre packages

### **Food and Beverage Promotions**

- Vouchers for discounts by corporate or other targeted segments
- Breakfast coupons
- Welcome cocktail coupons
- Two-for-one outlet promotions

### **Joint Award Promotion with Airlines**

- Offer Regency Club or Suite upgrades to passengers of partner carriers
- Host a joint party with an airline aboard a plane at the airport



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## **Gold Passport Promotions**

All Gold Passport promotions must be approved by Corporate Gold Passport Department in advance.

- Offer bonus Gold Passport points or upgrade to Gold Passport members

## **Rental car partner promotions**

- Offer room upgrade or food and beverage discount to guests presenting coupon from car Partner Company.

## **Promotional Gift Items**

Refer to the Graphics Standards Manual for correct logo application to these gift items.

1. Calendar
2. Pen and Pencil Set
3. Pen and Pencil Holder
4. Note Pad and Holder
5. Paperweight
6. Paper Clip Holders
7. Rulers
8. Desk Clock
9. Coffee Mugs
10. Address Book
11. Vinyl or Leather Business Folder
12. Luggage Tags
13. Sun Visor
14. Sun Glasses
15. Passport Case
16. Scarves
17. Tote Bag
18. Umbrella
19. Garment bay
20. SUN PARADISE HOTELS GROUP watch



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## TRANSITION

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For many months, as the Pre-Opening Director of Sales and the only SUN PARADISE HOTELS GROUP management person on your project, you will be the temporary leader and decision maker. You may be called on to perform duties such as those handled by the General Manager in an operating property, i.e. speaking to local groups, being interviewed by local newspapers, etc. Keep your perspective, remember that you are the Pre-Opening Director of Sales, therefore, when the General Manager arrives, he or she will become the centre of hotel attention in your community.

In some pre-opening situations, the sales personnel have had difficulty adjusting to the arrival of additional SUN PARADISE HOTELS GROUP management employees. They have reacted negatively to the fact that it is no longer solely their project. This transition can be a pleasant one if you are prepared to welcome new staff members as those who will assist and guide the hotel through a successful opening.

Your job during the transition is to help the General Manager and other Heads of Department get acquainted quickly with the community; have printed information on the city, maps and, if available, apartment guides. Do not let your ego get in the way of your personal success; in short, welcome the new people to the hotel!



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## SALES & MARKETING GLOSSARY

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All SUN PARADISE HOTELS GROUP Marketing & Sales personnel should utilize consistent vocabulary. A SUN PARADISE HOTELS GROUP glossary of industry terms has been prepared to familiarize all Marketing & Sales personnel with these terms and to foster a common understanding of the terms used.

### **Adjoining Rooms**

Two or more rooms side by side. The corridor must be used to get from room to room

### **Advance Payment**

When a guest arrives at the hotel, the accommodation is paid for at that time. This is not to be confused with pre-payment.,

### **Advertising Media**

Magazines, newspapers, television, radio, outdoor signs, etc.

### **Advertising Tour**

Any travel programme for which a brochure has been prepared. Specifically, a published individual or group programme which includes a minimum of one night accommodation plus one additional feature.

### **Agent**

A middleman who negotiates the purchase or sale of items without taking title of the goods.

### **A La Carte**

A menu or list of items whereby the guest may separately choose various items, and be charged for each item chosen.

### **All Expense Tour**

A tour, whether for individual or groups, offering all or most services; i.e., transportation, lodging, meals, portorage, sightseeing, for a pre-established price. The terms "all



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expense” and “all inclusive: are often misused. Virtually no tour rate covers everything. The terms and conditions of a tour contract should specify exactly what is covered.

### **ARC**

Airlines Reporting Corporation. Replaced the ATC (Air Traffic Conference) as the agency authorized to approve travel agency locations for the sale of transportation, and process the records and funds of such sales to carrier customers. Passenger carriers of the Air Transport Association are the ARC’s stockholders. The scope of the ARC’s responsibilities are not as broad as those of the former ATC.

### **American Plan (AP)**

A hotel rate that includes sleeping accommodation and three meals per day. The meals are usually priced as specific extra charge whether obligatory or not.

### **Assured Reservation**

Guarantees room all night, whether or not guest arrives and claims reservation. If guest does not arrive and fails to cancel reservation, he will be billed on credit card, voucher or directly to the company.

### **ASTA**

American Society of Travel Agents. The principal travel agency trade association of the United States.

### **ATA**

Air Transport Association of America. The airline trade association of domestic US airlines.

### **ATC**

See “ARC” and “DOT”.

### **Back to Back**

Describes a programme of multiple air chargers between two or more points with arrivals and departures coordinated to eliminate aircraft “dead-heading” and waiting. That is, when one group arrives at a destination, another is ready to depart from that point on the same aircraft. Also used within the hotel to describe usage of a block of rooms by successive groups of the same wholesaler, regardless of type of transportation used.





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### **Bermuda Plan**

Hotel rate that includes sleeping accommodation and full American breakfast.

### **Blitz**

A sales activity in which all local sales personnel are joined by out-of-town colleagues and non-sales personnel in a concerted effort to cover all customers (see "Canvassing").

### **Bulk Fares**

Special airline fares given to tour operators based on the operator taking a predetermined number of seats on a certain flight, usually with some financial commitment.

### **Business Rate**

(See Corporate Rate and SUN PARADISE HOTELS GROUP Corporate Rate Programme)

### **Buyer's Market**

A market in which goods are so plentiful, relative to demand, that the purchaser can influence the pricing.

### **CAB**

See "DOT".

### **Call**

A sales representative's visit or telephone call to a client.

### **Canvassing**

Physical search for new customers and referrals, in person or by telephone.

### **Cash Bar**

A private room bar set up where guests pay for drinks.

### **CATM**



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Consolidated Air Tour Manual. A US trade catalogue of tours and packages published annually by US airlines in three editions: All Year, Winter (seasonal) and Spring-Summer-Fall (Seasonal). Covers all US destinations, the Caribbean, Canada and Mexico.

### **Charter**

A special flight for which tickets must be purchased as a group or as part of a package. There are many different types with various qualifications and regulations.

### **Channel of Distribution**

The route a product follows from one marketing agent to another in the process of going from producer to consumer. For example, a hotel room may be sold through the reservation system through a travel agent through a travel planner to the actual guest.

### **Cold Call**

Sales call on a prospect without prior contact.

### **Commercial Rate**

A special rate agreed upon by a hotel and a company (or other multi-purchaser). Usually the hotel agrees to supply rooms of a specified quality at a flat rate.

### **Commission**

Payment to travel agency or tour operator for booking business in a hotel.

### **Connecting Rooms**

Two or more rooms with private connecting doors between them.

### **Convention Organizer**

A professional person or firm who serves a conference or association which does not have its own meeting planning staff. In some cases, the convention organiser may promote a conference, on speculation, without the sponsorship of an association.

### **Corporate Rate**

See "SUN PARADISE HOTELS GROUP Corporate Rate Programme".



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General term used for discounted rates for local, regional or worldwide corporate accounts. Specific terms used by SUN PARADISE HOTELS GROUP are “local corporate rate” (denoting low-volume producers, “preferred local corporate rate” (denoting medium producers and “exclusive local corporate rate (high-volume local producers).

### **Conducted Tour**

See “Escorted Tour”.

### **Confidential Tariff**

A schedule of wholesale rates distributed in confidence to previously approved travel wholesalers. Rates contained in a confidential tariff are not available to the general buying public or travel agencies.

### **Continental Breakfast**

Minimally, includes a beverage (coffee, tea or milk) and rolls or toast. Sometimes includes fruit juice.

### **Courtesy Card**

A SUN PARADISE HOTELS GROUP programme identification card issued to a very select list of persons who are powerful enough to impact the SUN PARADISE HOTELS GROUP companies and who must be extended every courtesy.

### **CTC**

Certified Travel Counselor. A US certificate attesting to professional competence as a travel agent. The certificate is conferred upon completion of a course of study by the Institute of Certified Travel Agents.

### **Day Rate**

Rate for guest who uses the room for the day only.

### **Definite (Group) Booking**

A booking confirmed in writing by a client and held on a definite basis at the hotel.

### **Demi-Pension**



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A hotel rate that includes sleeping accommodation, breakfast and either lunch or dinner.

### **Demographics**

Characteristics of the population of a market such as age, income etc.

### **Direct Mail (Campaigns)**

Means by which sales or promotional materials are sent directly through the mail to the customer. Generally refers to mass mailings.

### **Direct Sales**

Selling to the user without the use of a middleman.

### **Door Opener**

A premium offered by a sales representative to induce the customer to listen.

### **DOT**

The Department of Transportation replaced the CAB (Civil Aeronautics Board) as the US federal agency regulating air commerce. It regulates US domestic air commerce as well as international air commerce to and from the US. The DOT also establishes standards and working agreement which cover the way the domestic airline industry as a whole interacts with international airlines and other segments of the travel industry, including travel agents. This authority formerly rested with the ATC (Air Traffic Conference) which no longer exists.

### **Escorted Tour**

A prearranged vacation in which a group of people travel together under the guidance of a tour leader who accompanies them.

### **Eurailpass**

A railroad ticket that provides unlimited rail travel through Western Europe.

### **European Plan (EP)**

A hotel rate that includes sleeping accommodation only. Meals are extra.



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### **Excursion Fare**

Round trip fare for a reduced rate with limitations as to the time of departure, length of stay etc.

### **Family Plan**

Special rates for families. Usually no charge for children sharing the same room with parent.

### **Federal Aviation Administration (US)**

Government agency under Department of Transportation which regulates operating procedures of airlines.

### **FIT**

The usage of "FIT" to describe individual travelers is common in SUN PARADISE HOTELS GROUP and in South East Asia but it is not correct. See "Inclusive Tour".

### **Full Pension**

Particularly in Europe, a hotel rate that includes three meals daily.

### **GIT**

See "Inclusive Tour"

### **Gratuities**

Payments given to service personnel by guests for services rendered, or according to customary percentage.

### **Gross Rate**

Rate quoted including travel agents commission.

### **Ground Operator**

A company providing local travel services including sightseeing, transportation, guides. See "Receptive Operator".



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## **Group**

Any number of people for whom rooms and/or rates are committed on a common basis. In Asia/Pacific, “group” commonly refers to tour series, while in North America; “group” suggests meetings and convention commitments. Since SUN PARADISE HOTELS GROUP operates worldwide, all must be aware of this difference in usage and that the term “group” describes many kinds of business.

## **Hotel Representative**

A person or firm appointed by a hotel to handle reservations on its behalf at a fee to the hotel.

## **Hotel or Travel Index**

An international quarterly directory of hotel facilities, rates and personal information.

## **Hotel Voucher**

A coupon generally issued by the tour operator to cover payment for all specified prepaid hotel services. A voucher warrants to the hotel that the issuer has received funds for the services and will pay the hotel upon billing.

## **HSMA**

Hotel Sales Management Association. An international organisation of marketing-oriented hotel executives.

## **IATA**

International Air Transport Association. The world trade association of airlines which operate international services. IATA operates as a supranational agency setting rates, conditions of service and providing the vehicle for a unified world air transportation system.

## **Image Advertising**

Advertising emphasising intangible qualities rather than specific price or performance.

## **Incentive**

A means of encouraging a salesperson to greater sales achievement, or a distributor to order more inventory. In sales, incentives take the form of premiums (toasters, radios,



etc.) and travel packages. Companies which assemble these travel packages with a complete motivational programme are called incentive houses.

### **Inclusive Tour (IT)**

Tour package for groups or individual travelers consisting of specific components offered at an “inclusive” rate. Inclusive tours do not necessarily cover all costs but, at a minimum must include at least one night hotel accommodation and one additional feature, such as a meal plan, sightseeing trip, admission to local or hotel attraction/nightclub etc.

An “Inclusive Tour” for groups is normally referred to as a “GIT”. An “Inclusive Tour” for individuals is normally referred to as a “FIT”.

### **Institutional Advertising**

Places primary emphasis on the company rather than the product. All institutional advertising is image advertising, but image advertising is not always institutional.

### **Integrated Promotion**

A coordination of all promotional activities including publicity, advertising, etc.

### **Interline**

Airline transportation for passengers on a carrier other than the reservationist or ticket agent’s airline.

### **Interliner**

An airline employee travelling on another airline.

### **IT Number**

The unique code designation an Inclusive (individual or group) Tour indicating that the tour has been approved by ARC or IATA for sale in conjunction with air transportation. Often, a travel agency must write the IT Number on a ticket to claim a special fare or extra air commission.

### **Itinerary**

A schedule provided by the travel agent which gives details of a traveller’s trip.



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### **Keyed Advertisement**

Advertising containing a coded return address so that the response can be monitored.

### **Kickback**

Unauthorized or illegal refund to a customer, company or employee of the customer company, as a reward for obtaining their business.

### **Land Arrangements**

Used in a tour programme to refer to all features except basic transportation.

### **Leads**

A recommendation to a salesperson to contract a prospect.

### **Loss Leader**

A product offered below cost in order to attract customers to other products or services.

### **MAP**

Modified American Plan. A hotel rate that includes sleeping accommodation, breakfast and either lunch or dinner.

### **Market Segment**

A segment is a group of customers who share something in common or buy common goods.

### **Marketing**

Business activities that identify customer needs, create product specifications and direct the flow of goods and services from product to consumer or user.

### **Marketing Planning**

The organized process of studying the market, identifying and measuring its trends, developing major marketing objectives, pricing and product modifications and promotional programmes. The process includes the development of targets (timing, costs, results expected) and the monitoring of actual achievement of maximum desired results, with the minimum of effort and resources, utilized in the most efficient manner.





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## **Marketing Policy**

A course of action established to secure consistency of marketing procedure under recurring and essentially similar circumstances.

## **Marketing Research**

The systematic gathering, recording and analysing of data relating to the marketing of goods and services.

## **MCO**

Miscellaneous Charges Order. A document issued by an airline or travel agent which, like an airline ticket, is a negotiable instrument. The MCO may be issued as payment for an airline ticket or the provision of other travel-related services to the person named on the MCO document.

## **Net Rate**

Rate quoted excluding travel agent commission.

## **No-Show**

Guest with a confirmed reservation who does not arrive and does not cancel the reservation.

## **OAG**

Official Airline Guide (a US publication). A monthly listing of all airline flights.

## **On Request**

The term used by reservationists indicating that they cannot confirm the room, but must request it directly from the hotel.

## **Package**

Loosely, any advertised tour. Often, however, a tour to a single destination which includes prepaid accommodation and some combination of other tour elements: meals, transfers, sightseeing, car rental, etc. A package may or may not include transportation and may include more than one destination, for example, a cruise. The term "package"



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denotes an offering intended to provide a holiday rather than meet the cultural or other requirements of the more serious traveler.

**Package Tour**

A tour including specific ingredients.

**Parent Company**

A firm with other companies under its control.

**PATA**

Pacific Area Travel Association. A business-government alliance of nations and companies interested in promoting tourism throughout the Pacific and Indian Ocean areas.

**Pension**

A French term referring to modest accommodation of the guest house variety and sometimes including all meals.

**Prepayment**

Payment sent in advance to the hotel in the form of a voucher, check, etc., before the guest arrives at the hotel.

**Private Line**

A priority reservation service for local direct bookers operated by all SUN PARADISE HOTELS GROUP properties worldwide.

**Proposal**

A formal quotation.

**Prospect**

A potential customer.

**Public Relations**



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The activities of an organization directed towards one more group of people for the purpose of creating goodwill and enhancing the organization's image.

### **Publicity**

A public relations tool consisting of the submission of news about a company to a publication. The news is subject to editing in order to conform to the interests of the publication's readers.

### **Random Sampling (Marketing)**

A research technique affording each part of the sample to be selected an equal chance of being chosen. For example, picking every fifth customer to participate in a survey.

### **Receptive Operator**

A local middleman who wholesales hotel rooms, tours and transfers to distant agents and tour operators.

### **Referral**

A sales lead.

### **Run-of-House Rate**

A flat rate at which a hotel agrees to offer any of its rooms to an organization or group, based on room categories available at check-in.

### **Sales Analysis**

A study of what has been happening in the market place.

### **Sales Budget**

A financial sales plan.

### **Sales Call**

The visit to a customer, or to the customer's establishment, with the intent of selling goods or services.

### **Salesmanship**



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Any paid form of personal presentation of goods, services, or ideas to an individual or a group in order to persuade the prospect to buy the goods, services or to act upon an idea which has commercial significance to the seller.

### **Sales Manual**

A book of information for sales people designed to assist them in selling. General consists of information concerning products, company policy and history and the “how-to” in selling the product.

### **Sales Planning**

Setting up objectives for marketing activity and determining and scheduling the steps necessary to achieve such objectives.

### **Sales Promotion**

Those activities which supplement and coordinate personal selling, advertising and publicity with the objective of making them more effective. Examples: displays, shows, demonstrations and expositions.

### **Sales Quota**

A sales goal assigned to a marketing unit for use in management sales efforts. It generally applies to a specific period and may be expressed in dollars or physical units. Types of quotas are based on sales volume, territory, sales potential, produced units, point system, task activity, profit margin, expense and psychological incentives.

### **Sales Territory**

A geographical marketing area.

### **Share of the Market**

The percentage of materialised sales enjoyed by one company in relation to the total market.

### **Shoulder Season**

A calendar period between a peak season and an off season.

### **Single Supplement**



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An extra charge assessed to a tour purchaser to be added to a published per person double occupancy rate to determine the rate for single accommodation.

### **Soft Sell**

Low pressure selling.

### **S.T.A.**

Subject to Temporary Accommodation. The term is used by some resort hotels indicating a confirmation of space; however, it might be necessary to arrange accommodation at another hotel in the area.

### **Tour Conductor**

Literally, the escort of a group. As a result of the practice by hotels and airlines of granting a free unit for a group of certain size, the term "tour conductor discount" can refer to "one free for fifteen paid" type discount even if a tour conductor does not actually exist.

### **Tour Operator**

A company which creates and/or markets inclusive tours and/or performs tour services and/or subcontracts their performance. Most tour operators sell through travel agents as well as directly to the consumer. See "Wholesaler".

### **Tour Order**

Form issued by travel agent to cover all costs. Client exchanges the tour order for a tour voucher upon arrival at a destination.

### **Tour Voucher**

Issued by tour operator to cover miscellaneous costs on a tour. The purveyor sends the voucher to the operator for payment.

### **Trade Shows**

A group of exhibits, generally of a particular industry.

### **Transfer**



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Local transportation as from one carrier terminal to another, from a terminal to a hotel, or from a hotel to a theatre. The conditions of a tour contract should specify whether transfers are by private car or motorcoach and whether escort service is provided.

### **Travel Agent**

A commissioned sales person who represents the products of all areas of the Travel Industry to the buying public. The travel agent is engaged in recommending, selling and furnishing information to clientele concerning transportation, hotels, car rentals, tours, travel documentation and all forms of travel arrangement.

The travel agent's only source of income is the commission received for the sale of a travel component or package from the companies the travel agent has been appointed to represent. On the sale of air transportation and most other travel arrangements, i.e., the travel agent receives a flat 10% commission on the confirmed selling price of the item(s). (Incentive commission plans may also be negotiated with individual companies supplying the travel components.)

### **Travel Industry**

Umbrella term used to describe all companies, associations and parties engaged in the offering, promotion and/or sale of any product or service which pertains to travel.

The Travel Industry includes retail agents, tour operators, tour wholesalers, airlines, railroads, motor coach and bus companies, steamship, car rent companies, hotels and others who provide commercial lodging, sightseeing companies including guides and tour escorts, attractions such as Disneyland, Marine land, restaurants and nightclubs as they relate to travel, representation firms, etc.

### **Triple**

A room occupied by three people.

### **Twin**

A room containing two single beds.

### **Wholesaler**

Wholesaler is an operator who packages a travel product by bringing a brochure and selling it through retail travel agents by paying them a commission.



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The wholesaler, also called “Tour Operator” or “Group Tour Operator” can produce group series on a pre-allocated basis, one-shop groups (booked outside their programmes, but should get same rates), or packages sold to groups and individuals (GIT) in which case they mostly ask for an allotment of rooms per day (blockage). For large operators, group and FIT rates should be the same, especially if they maintain a blockage. Their rates should be about 15% lower than the published group rate and net, non-commissionable (net).

Pure FIT Wholesalers (or FIT Tour Operators) are mostly individual travel agents/retail travel organizations who specialize in individual business. They package a product and specialize in selling it themselves and through their own outlets; they also sell through other retail travel agents. They might sometimes ask for a small allotment (3-5 rooms daily). Their rate should be about 15% lower than the standard rack rate and net, non-commissionable.

By comparison, a Group Operator sells either directly to the public (e.g. associations, corporations, schools etc.) through advertising and mailings or acts as broker for other travel agents. He deals with mass movements, charters, etc. Sometimes he maintains a blockage.



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## PRE-OPENING CRITICAL PATH

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The attached example Pre-Opening Marketing and Sales Critical Path shows the various activities that take place during the eighteen month period prior to the hotel's opening.

The Divisional/Area Director of Marketing will evaluate:

- the anticipated volume and complexity of the Pre-Opening Sales Office activities
- the Director of Sales required to implement the marketing and sales activities
- the approximate time schedule involved

The Pre-Opening Director of Sales must "force the pace" to keep the activities in line with the agreed deadlines and be firm in accepting only the work from Management that is in accordance with the agreed standard and format.





## MARKETING & SALES CRITICAL PATH

WEEK	ACTIVITY	COMMENT
78	<p>Appointment of Pre-Opening Director of Sales</p> <p>Arrange SUN PARADISE HOTELS GROUP orientation programme if employee new to SUN PARADISE HOTELS GROUP</p> <p>Liaise with Division/Area/Regional DOM for handover of responsibilities</p> <p>Establish a suitable site for the pre-opening sales office; establish pre-opening office</p>	<p>Vice President - Marketing &amp; Sales and Divisional/Area Director of Marketing</p> <p>In conjunction with Corporate Human Resources Department</p> <p>Ref: pre-opening responsibility of Divisional Office Section</p> <p>In conjunction with Project Manager Ref: Office Establishment Section</p>
77	Rent furniture and fixtures for pre-opening sales office; establish pre-opening office	In conjunction with Project Manager Ref: Office Establishment Section
76	DOS to familiarize himself with local market and hotel product	Ref: Local Market Section and Competition Profile Form
71	Arrange for integration with worldwide reservations centers	Ref: Worldwide Reservations Network Section
70	Begin preparing pre-opening marketing plan and budget	Ref: Marketing Plan Section of Manual



65	<p>Establish pre-opening marketing and sales office staffing needs</p> <p>Prepare a pre-opening marketing sales personnel hiring schedule</p> <p>Arrange selection interviews</p>	<p>Ref: Office Staffing Section</p> <p>Liaise with Divisional/Area Director</p>
60	<p>Arrange for marketing and sales database installation and training</p> <p>Appoint Marketing Communications/Public Relations Manager</p> <p>Begin Writing Marketing Communications Plan</p> <p>Prepare hotel Fact Sheet, Press Release Information</p> <p>Initiate press release programme</p>	<p>Liaise with Corporate Office Marketing Services Manager</p> <p>Ref: Office Staffing Section</p> <p>Ref: Marketing Communications Section, Marketing Plan Section</p> <p>Ref: Data Preparation Form in Marketing Communications Section</p> <p>Ref: Marketing Communications Section</p>
59	<p>Submit listings to all travel directories with print before hotel opening</p> <p>Affiliate with worldwide meetings and convention organizations</p>	



58	<p>Enter into agreements with tour brokers/wholesalers</p> <p>Obtain mailing lists for all corporate/association and tour/travel clients with potential business to the destination.</p> <p>Retain Advertising and Public Relations firm</p> <p>Retain Graphics Design Consultant for marketing collateral and hotel guest room collateral.</p>	<p>Liaise with Area/Regional Director of Marketing</p> <p>Ref: Marketing Communications Section</p> <p>Ref: Marketing Communications Section and Graphics Standards Manual</p>
56	Complete the reservation system questionnaire and submit to Corporate Reservations Services Manager	Ref: Worldwide Reservations Network Section
51	Review and finalize pre-opening marketing plan and budget	Ref: Marketing Plan Section
50	Have full sales coverage of major accounts placing heavy concentration on advance booking of meeting and corporate business	
49	Begin writing Marketing Section of Annual Business Plan	Ref: Annual Business Plan Manual and Pre-Opening Marketing plan
48	Prepare presentation folder for use as sales tool to prospective clients	Liaise with Area/Regional Director of Marketing, Divisional/Area Marketing Communications Manager



45	<p>Finalize positioning, advertising, sales and PR strategies</p> <p>Produce pre-opening brochure and pre-opening cross-sell collateral</p>	<p>Liaise with Divisional/Area Marketing Communications Manager</p> <p>Ref: Hotel Identity Section of Graphics Standards Manual; Liaise with Divisional/Area Marketing Communications Manager</p> <p>Ref: Marketing Communications Section of Manual</p>
36	<p>Schedule advertising in worldwide meetings and association magazines</p> <p>Establish tentative rates</p> <p>Intensify sales coverage on worldwide basis</p>	<p>Liaise with Divisional/Area Marketing Communications Manager</p> <p>Ref: Rate Change Approval Form in worldwide Reservations Network Section</p>
26	<p>Conduct direct mail campaign to corporate accounts, meeting planners, tour operators, updating them on hotel progress</p> <p>Continue press release programme worldwide</p>	<p>Ref: Marketing Communications Section</p>
25	Finalize Marketing Section of Annual Business Plan	Ref: Business Plan Manual and Pre-Opening Marketing Plan
24	Finalize Marketing Communications Plan	Ref: Marketing Communications Section and Marketing Communications Manual
15	Finalize Rate Structure	Ref: Rate Change Approval Form in Worldwide Reservations Section



12	<p>Release advertising to consumer and trade magazines</p> <p>Conduct direct mail blitz to travel trade</p> <p>Update corporate and association customers through familiarization visits to property</p> <p>Begin local, regional and international publicity effort, focusing on personal interviews with GM or owner</p>	<p>Liaise with Divisional/Area Marketing Communications Manager</p> <p>Ref: Marketing Communications Section</p>
8	<p>Produce hotel fact sheet</p> <p>Produce hotel rate sheet</p>	<p>Ref: Graphics Standards Manual in conjunction with Divisional/Area Marketing Communications Manager</p> <p>Ref: Graphics Standards Manual in conjunction with Divisional/Area Marketing Communications Manager</p>
4	<p>Finalize plans for hotel grand opening ceremony</p> <p>Conduct telephone sales blitz to local and regional business sources</p>	<p>Liaise with General Manager</p>
3	<p>Increase inspection tours to hotel, particularly from those who can influence short term bookings</p>	
1	<p>Release advertising to local and regional media to announce opening</p>	<p>Liaise with Divisional/Area/Regional Marketing Communications Manager</p>
0	<p>Opening Day Ribbon Cutting Ceremony</p> <p>Hold series of receptions during opening week for potential customers and media sources</p>	



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## **TAKEOVER - MARKETING & SALES**

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This section is a basic reference guide developed specifically for taking over hotels.

Takeover of a hotel marketing and sales department should be conducted by an individual designated by the Vice President - Marketing & Sales and/or the Divisional Vice President/Divisional Director.

The following Takeover Checklist is to be completed and submitted to the hotel General Manager with a copy to the Corporate Vice President - Marketing & Sales.



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## TAKEOVER CHECKLIST

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The following items are addressed in this audit:

- SUN PARADISE HOTELS Manuals and Reference Materials
- Sales Office Staffing
- Worldwide Reservations System Integration
- Sales Operations
- Marketing Plan and Budget
- Marketing Communications

The following materials must be on hand to correctly initiate takeover procedures:

### **SUN PARADISE HOTELS Manuals**

- Marketing & Sales Policies and Procedures Manual
- Private Line Manual
- Courtesy Card Manual
- Marketing and Sales Management Marketing Communications Manual
- Graphics Standards Manual
- Advertising Manual
- Pre-Opening Marketing and Sales Manual

### **Takeover Reference Material**

- Hotel Roster
- SUN PARADISE HOTELS GROUP Worldwide Guides
- SUN PARADISE HOTELS GROUP Worldwide Directories
- SUN PARADISE HOTELS GROUP Facilities Guide
- Press Kit Contents
- Press Kit Covers



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## Sales Office Staffing

Director of Sales:

The individual conducting the takeover audit should determine, in consultation with the General Manager and Divisional Management, whether the incumbent Director of Sales will be expected to continue.

Comments: \_\_\_\_\_  
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If the incumbent Director of Sales is not recommended to continue or if the position is vacant, a list of skills and experience required should be prepared, and a search initiated by the Divisional/Area Director of Marketing in close liaison with the General Manager, if designated.

Once the Director of Sales has been reviewed the current sales staff must be assessed.

Please utilize the attached Marketing Personnel From and Salesperson Assignments Form, noting additional comments below:

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_







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## Worldwide Reservations Network Integration

### **Reference: Worldwide Reservations Network Section in Pre-Opening Section of Manual**

The sales office must be prepared to integrate with SUN PARADISE HOTELS GROUP's worldwide reservations network.

The following must be completed:

1. Installation of SPIRIT in liaison with Corporate Reservation Services Department
2. SPIRIT questionnaire completed and sent to Reservation Services in Bali - Indonesia.
3. Rate Approval Proposal Form - send to Bali - Indonesia.
4. Closeout information - send to Bali - Indonesia.

Comments:

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## Sales Operations

Review the sales operations functions, in the context of office administration and solicitation.

**Reference: Office Systems and Solicitation Sections of this manual**

Are existing office systems reflective of standardized SUN PARADISE HOTELS procedures?  
Please comment:

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Are location, area and equipment of office suitable? List specific items (i.e. number of personal computers, typewriters).

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## Marketing Plan

The hotel's existing marketing plan should be reviewed in preparation for the SUN PARADISE HOTELS GROUP marketing plan and Annual Business Plan. Any other relevant materials, such as monthly sales reports and sales meeting minutes should also be reviewed.

A new marketing plan must be written following the marketing plan format set out in the Pre-Opening Marketing Plan section of this manual.

Attach occupancy and average rate statistics by month for two previous calendar years. Critical sections which must be compiled at the outset to cover the balance of the current calendar year are as follows:

- Preliminary executive summary of situation analysis, including assessments of market, competition and product.
- Marketing and sales analysis using estimates where necessary, including a complete rate structure.
- Marketing Communications
- Advertising
- Collateral Material
- Press Relations
- Marketing and Sales Staffing
- Initial actions required by Divisional Offices/Area/Regional Marketing Centers
- Marketing and Sales Budget



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## Marketing Communications Organisation and Staffing

Evaluate the Marketing Communications Manager or Public Relations Manager, if applicable:

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## Advertising

Interview the local advertising agency and determine whether this relationship should be continued.

Comments:

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With assistance of the Divisional/Area Marketing Communications Manager, prepare new directory listings and directory advertisements, and submit for publication. Follow the budgeting requirements as set out in the Marketing Plan.

Establish a new advertising campaign bearing in mind SUN PARADISE HOTELS GROUP standards.

Comments:

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### **Collateral**

Aside from brochures, rate sheets and fact sheets covered in the Marketing Plan, the complete collateral checklist in the Pre-Opening Marketing Communications Section of this manual must be reviewed. Requirements for each item must be set and orders initiated.

The Divisional/Area Marketing Communications Manager must provide advice on revising the collateral of the hotel to bring it in line with SUN PARADISE HOTELS GROUP's requirements. If there is a large stock of collateral where the name of SUN PARADISE HOTELS GROUP can be imprinted easily then this should be used first. Alternately, the film used for printing the brochure may still be available and this would ultimately reduce reprinting and production costs.

Comments:

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## Logo Sheets

The Divisional/Area Marketing Communications Managers must arrange for the publication of logo sheets at the expense of the hotel.

Comments:

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## Artwork

Review existing hotel photography including both brochure photography and architectural photos.

Comments:

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## Public Relations

Assess how well Public Relations is handled presently. Check the hotel log book of press coverage received, if one exists. Comment as to whether the efforts of the Public Relations Department support the objectives of the hotel as set out in the marketing plan.

Comments:

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Is the press the press coverage received from the local press above average compared to competitors?

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Is there presently above average involvement by the hotel with activities of the city/resort?

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### **Press Release Information**

Complete the Data Preparation Forms for Press Releases and Fact Sheets in the Marketing Communications Section of this manual and forward to the Divisional/Area Marketing Communications Managers and to the Director of Marketing Communications, Bali - Indonesia. Attach at least one 8" x 10" black and white glossy of the exterior, and if possible one glossy of the unique interior feature suitable for publicity.

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### **Press Conference**

Establish necessity/desire of local press conference for local trade, consumer, and financial editors, to announce SUN PARADISE HOTELS GROUP management. If the press conference is desirable, discuss with owner as to whether press conference will include dinner/lunch/cocktails/tea/etc.

Comments:

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