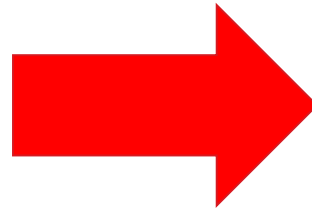


Back to Basics

Simon J Hall
Director of Commercial, New Hotels
IHG® Thailand Ltd

Me with hair



Agenda

- **Prospecting**
- **Sales Call Planning**
- **Value Proposition**
- **Objection Handling**
- **Business Communications**

*How many years have you
been in sales?*



- **In 2007 took 3.6 attempts to reach a prospect – Now takes over 8 attemptsmost sales people give up after 2!**
- **A company of 500 pax has an average of 7 decision makers**
- **80% of leads are closed after 5 follow ups – 48% sales people never follow up after submitting a proposal!!**
- **Most sales people spend 25 hours a week in non sales related activity!**
- **Retaining a customer is 7 times less costly than finding a new one**
- **95% of your hotel facts & figures are forgotten after your presentation....5% of story telling is remembered**

What has the greatest impact on the buying decision of a customer ?

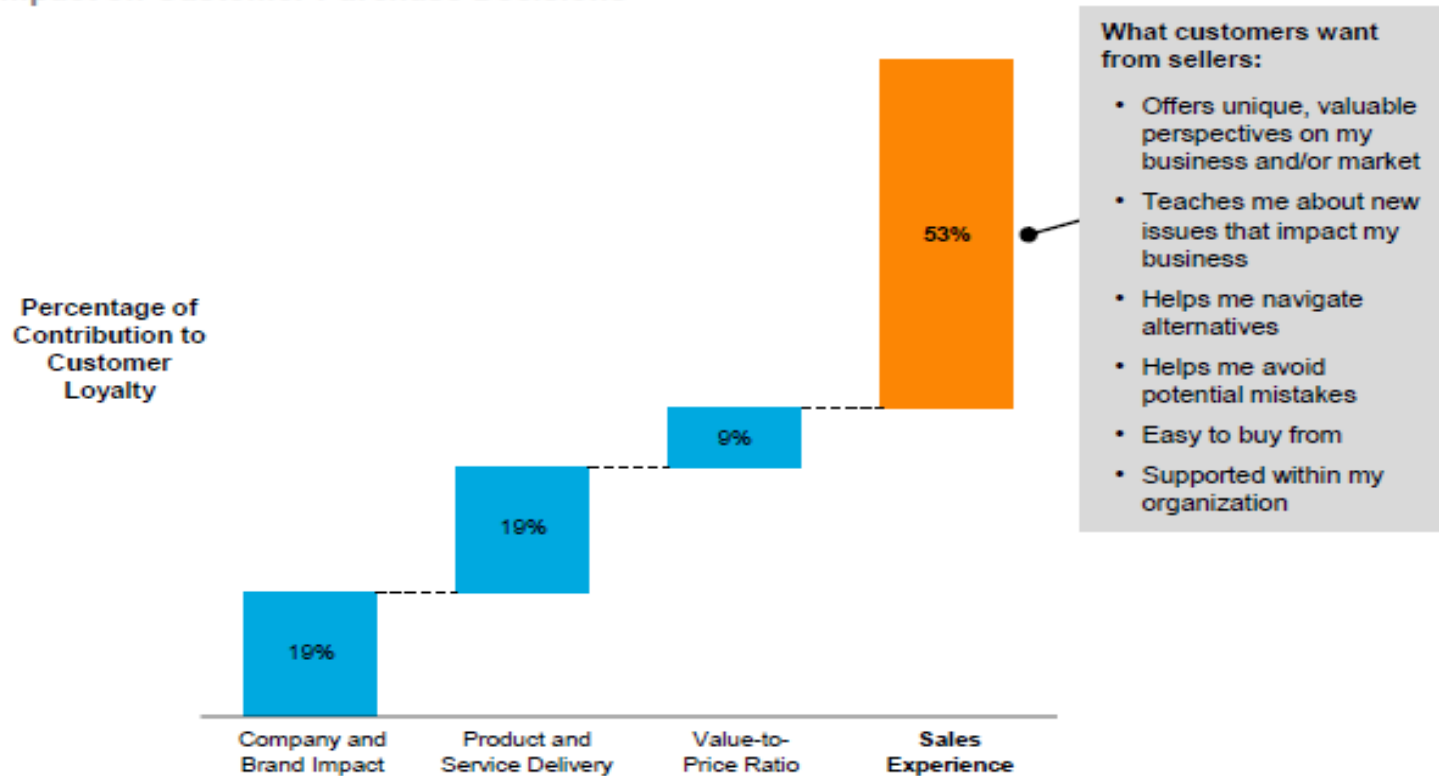


- *Company & Brand*
- *Product & Service Delivery*
- *Value to Price Ratio*
- *Sales Experience*

DELIVERING INSIGHT DRIVES LOYALTY

The sales experience is your greatest opportunity to gain a competitive edge.

Impact on Customer Purchase Decisions



N = 4,960

Prospecting

Better Prospecting in your market

Know your market

Keep a pulse on market activity

Know your competitors

Ask for referrals

Better Prospecting in your hotel

Leverage Your Staff to Know More about Your Guests

Get to Know Your Guests

Look for Trends

Follow Up With Prior Customers

Prospecting Exercise

- *Corporate*
- *MICE*
- *Wholesale*

Break into 3 groups and give examples of ways you could prospect

- *In Market*
- *In Hotel*

Suggested sources for prospecting in your market

	Source	When to Use It	Benefits
Groups/ Meetings	Reader Board Companies (Subscription service not available in all regions)	To identify companies who hold events in your location	<ul style="list-style-type: none"> • Reports tailored to your specified set of competitors • Identify companies not local to your geography but who hold events there
	Meeting Planner Associations	To network with meeting planners	<ul style="list-style-type: none"> • Network with meeting planners/ draw attention to your hotel • Identify planners whose companies may not be in your geography but who want to plan meetings there
	Trade Shows	To network with individuals who plan group travel or meetings	<ul style="list-style-type: none"> • Network with individuals who plan group travel or meetings/ draw attention to your hotel • Identify companies outside of your market who want to plan meetings there
Corporate Travel	Hotelligence and Rubicon Agency Positioning Report (Subscription service)	To identify companies traveling in your market and what they are spending on hotels	<ul style="list-style-type: none"> • Understand corporate transient business in your market • Understand the lodging spend for travelers in your market
	Local or National Business Travel Associations	To network with individuals who make corporate travel decisions	<ul style="list-style-type: none"> • Network specifically with individuals who book travel • Draw attention to your hotel for corporate travel
Both	American Express Spend Report (Fee associated)	To understand corporate spending in your market	<ul style="list-style-type: none"> • Understand spend (in terms of charges to corporate American Express cards) in your local market by company and category
	Smith Travel Competitive Set	To understand how you are performing against your competitors	<ul style="list-style-type: none"> • Review you hotel's performance relative to a specific competitor set
	Competitor Hotel Websites	To gain a better understanding of your competitors	<ul style="list-style-type: none"> • Potentially view a list of upcoming events • Identify their key accounts (<i>HINT: Look at the "nearby companies" listed</i>)
	Local Civic Organizations (e.g., Chamber of Commerce, local government)	To establish your presence in your market and to network with companies in your market	<ul style="list-style-type: none"> • Network with companies in your market • Draw attention to your hotel
	Convention Center Calendars, Local Tourism Organizations	To identify upcoming events in your market that will attract corporate travelers or meetings	<ul style="list-style-type: none"> • Understand when large events are coming to town and identify related corporate travel and meeting opportunities
	Directories of Local Office Buildings, Office Parks, or Development Zones	To identify companies in your market who may not be advertised	<ul style="list-style-type: none"> • Know what companies are nearby
	Hoovers or Dun & Bradstreet (Subscription service not available in all regions)	To gain information about companies in your market (size, type of business, etc)	<ul style="list-style-type: none"> • Gain access to relatively current information about companies in your market (as well as potential contacts within the company)
	City Information Websites (e.g., manta.com, city-data.com)	To gain information about your market and companies in your market	<ul style="list-style-type: none"> • Gain basic facts about your market and what companies are nearby
	Newspapers	To keep a daily pulse on market activity	<ul style="list-style-type: none"> • Maintain local market awareness and capitalize on key events

Prospecting within your hotel

Source	When to Use It	Benefits
Arrivals Report	To understand the companies who have travelers staying at your hotel	<ul style="list-style-type: none"> • Ability to identify travelers from targeted accounts and develop a relationship with them. • Ability to identify trends (groups of people from a similar company or like companies)
Prior meeting/ group information (from property management system)	To identify prior customers, meetings, and groups	<ul style="list-style-type: none"> • Leverage prior relationships to generate future opportunities • Leverage prior knowledge of the event to win future opportunities
Key Account Tool (on The Sales Source application – IHG Merlin)	To identify whether target companies in your area are also IHG key accounts.	<ul style="list-style-type: none"> • Ability to leverage national relationship for local opportunities • Potential to identify local contacts
Priority Club Report (from property management system)	To identify the loyal travelers who are staying at your property and view the accounts they represent	<ul style="list-style-type: none"> • Ability to identify potential corporate customers based on who is already staying at your property. This could be input to account growth discussions or new prospect discussions.
Opera Database Extract	To view key accounts who have national rates that you may not be leveraging	<ul style="list-style-type: none"> • Ability to determine where there are opportunities to leverage national relationships at a local level
Lobby Lounge (or Priority Club Lounge if applicable)	To identify and meet travelers who are staying at your property	<ul style="list-style-type: none"> • Identify where you might have corporate travelers and opportunities to develop new corporate relationships
Internet Service Provider Data (if applicable)	To identify who is logging into your hotel's internet system and what company they represent (if your service provider can/is willing to provide this information)	<ul style="list-style-type: none"> • Identify where you might have corporate travelers and where you have opportunities to develop new corporate relationships

Sales Call Planning

- *Prospecting Calls*
- *Existing Calls*
- *Specific Opportunity Calls*

- *Plan, Plan, Plan*



Call Planning Worksheet: Prospecting Calls

Objective: Plan productive prospecting calls.

Who?
Who you are meeting, what you know about them, what you want to know

Consider how to...

- Utilize personality type
- Grow relationship
- Ask for introductions

Why?
Specific objective, what success looks like, what you want to learn

Consider how to...
 Determine fit, potential
 Identify decision makers, hotel needs, competition, personality, potential leads
 Define actionable next step

What?
Lead-ins, messages to communicate, questions to ask

Consider how to...

- Introduce yourself
- Phrase questions to ask
- Communicate market position
- Suggest next step

How?
Agenda, materials

Consider how to...

- Open and close
- Provide brief introduction but focus on learning, questioning
- Use the right supporting materials

When & Where?
Timing, Location

Consider how to...

- Locate prospect
- Request time to meet

Call Planning Worksheet: Existing Account Calls

Objective: Plan strong calls with your existing accounts.

<p>Who? <i>Who you are meeting, what you know about them, what you want to know</i></p>	<p>Consider how to ...</p> <ul style="list-style-type: none"> • Know if right contact • Determine personality type • Ask for introductions 	
<p>Why? <i>Specific objective, what success looks like, what you want to learn</i></p>	<p>Consider how to...</p> <ul style="list-style-type: none"> • Stay current / relevant • Bring value outside of opportunity • Identify new buyers, leads • Identify competitive activity • Define actionable next step 	
<p>What? <i>Lead-ins, messages to communicate , questions to ask</i></p>	<p>Consider how to...</p> <ul style="list-style-type: none"> • Ask for leads/ introductions • Ask about account activity, news • Communicate something of value • Suggest next step 	
<p>How? <i>Agenda, materials</i></p>	<p>Consider how to...</p> <ul style="list-style-type: none"> • Open by adding customer value • Allocate time for account learning • Allocate time to discuss follow-up • Use supporting materials 	
<p>When & Where? <i>Timing, Location</i></p>	<p>Consider how to...</p> <ul style="list-style-type: none"> • Bring customer to you if possible • Call with right frequency • Adjust if more/ less time 	

Call Planning Worksheet: Specific Opportunity Calls

Objective: Prepare for productive customer meetings while working on a specific opportunity.

Who?

Who you are meeting, what you know about them, what you want to know

Consider how to...

- Utilize personality type
- Understand perspective on opportunity, role in decision

Why?

Specific objective, what success looks like, what you want to learn

Consider how to ...

- Clarify need, design solution
- Understand negotiation levers, anticipate objections

What?

Lead-ins, messages to communicate, questions to ask

Consider how to...

- Communicate value proposition
- Determine understanding, buy-in
- Question objections
- Ask for business

How?

Agenda, materials

Consider how to...

- Communicate value
- Allocate time for questions, objections
- Allocate time for follow-up

When & Where?

Timing, Location

Consider how to...

- Meet throughout opportunity process
- Adjust if given more/ less time

Value Proposition



1. Do you understand the customers in your market? Have you ever talked with your customers, or conducted research to uncover their true wants and needs - you will learn a great deal about what you can deliver to solve their needs and eliminate your competitors.

1. So now lets put yourselves in your customers shoes.....

2. <http://www.youtube.com/watch?v=wdvoEXEbUik>

Value Proposition

Buying conditions have changed and customers expect a new way of working. To win the right business you will need:

- Superior knowledge about the account and your own business
- Solutions and an offer that delivers benefits for the customer

Creating the Value Proposition:

1. Understand your audience – who are you delivering to
2. Identify the customer's primary issues and how your hotel can impact them
3. Understand what the customer cares about....what matters to Them
4. Describe your hotel's impact briefly for each issue....Us
5. Align their issues and what matters to them to what you have....the Fit
6. Leverage testimonials, social media, etc to support your offer....the Proof
7. Create the value statement focused on benefits to the customer

Applying the Value Proposition:

- Use your value proposition as an introduction statement for a bid or proposal
- Communicate your value proposition verbally to lead your response to an opportunity

What are customer's main issues?

- 1.
- 2.
- 3.

Them

What do they care about?

Us

What do you have?
(leverage your SWOT strengths)

Fit

How does what you have impact what they care about?

Pulling it together in one to two sentences (to create a compelling Value Proposition, pull the information above into a statement):

What are customer's main issues?

1. Cost savings
2. Proximity to local office
3. Traveler satisfaction

Them	<p>What do they care about?</p>	<ul style="list-style-type: none"> • Overall travel costs • Delivering T&E savings to company • Comfortable rooms for travelers • Internet access for travelers
Us	<p>What do you have? (leverage your SWOT strengths)</p>	<ul style="list-style-type: none"> • City center hotel with meeting rooms • Restaurant in hotel, fitness facilities • Free WiFi • Just 4 blocks from their local office
Fit	<p>How does what you have impact what they care about?</p>	<ul style="list-style-type: none"> • Free WiFi that delivers savings • 225 renovated guestrooms - \$2MM spent in prior year

Create a compelling value proposition by pulling the information above into one or two sentences.

Exxact Accounting travelers will value our convenient downtown location near your offices as well as the hotel's free Wi-Fi and award-winning restaurant. Our free shuttle and Wi-Fi, and reasonably priced restaurant provide a comfortable stay that will satisfy your guests while staying within budget.

No mention of meeting space since it's not important to customer

Objection Handling

Don't be afraid



**HANDLING
OBJECTIONS**

BEST PRACTICES FOR HANDLING OBJECTIONS

Before proposing solutions, understand needs and address possible concerns.

- **Understand the company's current and future hotel needs.**
- **Understand what influences the customer's buying decisions.**
- **Design proposals that demonstrate understanding of the client's business needs including questions, concerns, or other objections. Focus on value and client benefits.**

During the trial close, listen and watch for objections. When faced with an objection...

- **Pause and acknowledge – allow the client to verbalize concerns.**
- **Ask the client for more information – get objection details.**
- **Present the solution – be sure to present benefits to the client.**
- **Check that the solution meets the client's needs.**
- **Confirm details to ensure you have the business.**

Handling rate and price objections:

- **Be confident in your offer.**
- **Demonstrate value.**
- **Talk about the benefits of your proposal to the client.**
- **Explain the differentiators that make your proposal the client's best option.**
- **Present price after the client understands the benefits of your solution.**
- **When negotiating...**
 - **Present multiple options.**
 - **Ask the client...“if I do this, will you give me the business?”**
 - **Ask for the business and confirm agreement.**

Business communication – Emails

Sales Tool Tip Sheet – Email Tips for Sales Professionals



Love it or hate it, email is here to stay!

It's a key method of communicating with current and potential customers so it's important that it's done well! Check out these recommended do's and don'ts!

Selling Via Email

- DO: Show understanding of customers and their needs by using a value proposition statement
- DO: Consider recipient personality types in determining format and content
- DO: Highlight benefits specific to your customer
- DO: Show what they may miss
- DO: Consider telling interesting stories that lead to your sales message
- DO: Make your offer clear, concise, and easily visible
- DO: State a call to action
- DO: State a clear deadline
- DON'T: Overpromise
- DO: Follow up as promised
- DO: Remember that emails may be shared with others including competitors

Subject Lines

- DO: Clearly and briefly state purpose of email
- DO: As relevant – include business name
- DON'T: Use all capitals
- DO: For repetitive emails, consider consistency in subject lines

Email Body

- DO: Distinguish between formal and informal situations
- DO: Consider recipient personality types in the format and content
- DO: Clearly state the email purpose in the first line
- DO: Keep the message focused and brief
- DON'T: Use large attachments or big images
- DON'T: Assume privacy
- DON'T: Use acronyms
- DON'T: Include jokes or other content that could be misconstrued
- DO: Consider recipients may use mobile phones or tablets to view email
- DO: Identify sender and contact information
- DO: Proofread text and check links and attachments
- DO: Re-read text to ensure clarity, accuracy, and intent



Email Distribution

- DO: Send emails in the middle of the week (for best open rates)
- DO: Keep your email distribution list current
- DO: Promptly remove recipients that unsubscribe or request removal
- DO: Consider time zones of your target audience

DON'T!

Subject Line: Proposal

Body

Attached is our proposal for your meeting. Our hotel is centrally located, features amenities that your guests will love and has recently been renovated.

We look forward to hearing from you.

Sincerely,

Michael

This example is missing lots of important information!

- Subject line does not show what proposal is for or who it's from
- Message is not personalized to show understanding of client's needs
- No call to action
- No deadline
- No contact information

DO!

Subject Line: Holiday Inn City Centre proposal for ABC Company meeting, June 20-25, 2014

Body

Hello Ms. Smith. As promised, attached is the Holiday Inn City Centre proposal for ABC Company's meeting, June 20-25, 2014.

To help you achieve your goals for a meeting that encourages networking, our proposal includes:

- Dedicated meetings director (not available at many other hotels)
- Complimentary continental breakfast in a centralized area
- Welcome beverage vouchers for our restaurant

Please respond by Wednesday, February 15 if you would like to book the meeting space and rooms. I will give you a follow up call on Thursday, February 16.

Thank you for considering Holiday Inn City Centre. Our team looks forward to serving you!

Sincerely,

Michael Smith, Sales Manager
Holiday Inn City Centre
770-555-0000
www.holidayinncitycentre.com

Thank you!