



New Hire Training Schedule SALES MANAGER

PREPARED FOR: _____

DAY ONE [Date]	Notes:	Completed:
Meet DOS for Tour of Sales Office Space		
B.O.A.R.D – meet entire Sales Team. Observe to Understand Flow of Meeting		
Operational Stand Up – Attend with DOS – meet EC		
Meet with HR for paperwork, nametag, and any outstanding New Hire items.		
AM - Office Intro – meet with DOS to review the following:		
<ul style="list-style-type: none"> • Office Hours, Office access [keys or codes] 		
<ul style="list-style-type: none"> • Training agenda and goals 		
<ul style="list-style-type: none"> • Office Supplies needed, Business Card Status 		
<ul style="list-style-type: none"> • In Box/Out Box 		
<ul style="list-style-type: none"> • Phone – Transferring/Voicemail/Change Greeting – how to answer properly 		
<ul style="list-style-type: none"> • Shared Drives – Hotel (G Drive) + Remington (Google Drive) 		
<ul style="list-style-type: none"> • Log-ins and Passwords : IHG + Workstation + Delphi + Outlook + Gmail 		
<ul style="list-style-type: none"> • Remington Portal 		
<ul style="list-style-type: none"> • Inquiry Sheet 		
<ul style="list-style-type: none"> • Incoming Lead Response 		
<ul style="list-style-type: none"> • Lead Source Logins + Passwords: Meeting Broker/Cendyn; Cvent/CVB; Hotel Planner, + any additional used. 		
<ul style="list-style-type: none"> • Shop (Test) Calls – forms, expectation 		
LUNCH w/ DOS [review GM expectations of this position] MOD Shifts, Lobby Ambassador, Remington 5 Drivers and 5 Guiding Principles		
PM - Meet with DOS to review Sales Manager expectations:		
<ul style="list-style-type: none"> • Sales Team Deployment + Market Segmentation 		
<ul style="list-style-type: none"> • Discuss Sales & Catering Goals 		
<ul style="list-style-type: none"> • Review & Sign Group Booking Policies 		
<ul style="list-style-type: none"> • Discuss Catering Free-Sell Policy 		
<ul style="list-style-type: none"> • Life of a Contract – inception to consumption [reference flowsheet]; SSG exceptions, Discuss Turnover Procedures 		



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<ul style="list-style-type: none"> Property Tour – Walk the entire hotel to see rooms + space, front of house and back of house. Respond to Property Specific Questions 		
<ul style="list-style-type: none"> Hotel Binder Information – Resources & Tools 		
Meet with Sales Coordinator/CSM to review the following:		
<ul style="list-style-type: none"> Group Resumes 		
<ul style="list-style-type: none"> VIP Guest and amenities 		
<ul style="list-style-type: none"> Meeting Room capacities, space options... 		
<ul style="list-style-type: none"> Catering Menus 		
<ul style="list-style-type: none"> Audio Visual – what we have in house, what we outsource and vendors we use. 		
<ul style="list-style-type: none"> Blocking Rooms + Space appropriately – discuss Double/Double limitations if applicable. 		
Meet w/ DOS to Recap Day, ask questions, prepare for Day 2		
DAY TWO [Date]	Notes:	Completed:
Meet DOS for Breakfast in Hotel Restaurant [if applicable]		
B.O.A.R.D – Observe to Understand Flow of Meeting + participate		
Continue Meeting with DOS to review Sales Manager expectations:		
<ul style="list-style-type: none"> Weekly Sales Meeting 		
<ul style="list-style-type: none"> Pinnacle Sales Training 		
<ul style="list-style-type: none"> Booking Solicitation Goals: Outside calls, Site Tours, Appointments/Entertainment, Phone Prospecting 		
<ul style="list-style-type: none"> Quarterly Action Plans 		
<ul style="list-style-type: none"> Booking Goals – monthly, quarterly, annual expectations 		
<ul style="list-style-type: none"> Sales Incentive Plan – Bonus Structure 		
<ul style="list-style-type: none"> Pinnacle Club – Sales Incentive Trip 		
<ul style="list-style-type: none"> Sales Audit – Files, Binders, PCI Compliance, etc. 		
<ul style="list-style-type: none"> Brand Tools Available: where to find Opportunity Dates, Sales Source, Key Account Tool, RFP Central, Corporate Gold, Vertical Market Toolkits, Easy Groups and Meetings, Lead Share, IHG Reward Training, Group Booking Tool, Online brand collateral 		
Meet with Front Office Manager to review the following:		
<ul style="list-style-type: none"> Room Type availability and limitations 		
<ul style="list-style-type: none"> VIP rooms or Executive Rooms/Floors; How to VIP a guest 		



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<ul style="list-style-type: none"> • Checking availability 		
<ul style="list-style-type: none"> • Making a reservation, checking a reservation, adding comments to a reservation, blocking showrooms 		
<ul style="list-style-type: none"> • Importance of communicating special requests 		
<ul style="list-style-type: none"> • Group Masters – how FD uses this info 		
<ul style="list-style-type: none"> • Service Scores 		
<ul style="list-style-type: none"> • Hotel Shuttle Service – capacity, hours, range, scheduling, frequent requests + local attractions [if applicable] 		
<ul style="list-style-type: none"> • Local Transportation in area aside from shuttle + airport transportation 		
LUNCH w/ Sales Coordinator/CSM -review best practices		
PM - Meet with Accounting to review the following:		
<ul style="list-style-type: none"> • Acceptable Forms of Payment 		
<ul style="list-style-type: none"> • Direct Billing Procedures + Credit Application Form 		
<ul style="list-style-type: none"> • Credit Card Authorizations 		
<ul style="list-style-type: none"> • Purchase Orders 		
<ul style="list-style-type: none"> • Expense Reports 		
<ul style="list-style-type: none"> • Signing Privileges in Outlets [if applicable] 		
Continue Meeting with DOS to review Sales Manager expectations:		
<ul style="list-style-type: none"> • Selling your Hotel: value proposition of hotel, point of distinction, location [what is nearby – businesses and attractions], selling the staff and service 		
<ul style="list-style-type: none"> • Prospect Accounts/Flat Lists 		
<ul style="list-style-type: none"> • Knowland/Insight – how to access and how to use as a prospecting tool 		
<ul style="list-style-type: none"> • Review Top Accounts for Hotel 		
<ul style="list-style-type: none"> • Review Top Accounts in Market 		
<ul style="list-style-type: none"> • Review Top Defector Accounts we want back 		
<ul style="list-style-type: none"> • Prospecting Training: [where to look + who to call on + who to ask for + what questions to ask [reference worksheets] 		
Meet with Coordinator/Admin for Delphi MPE Training – review standards & procedures + basics on building groups, blocking space, looking up accounts, existing bookings, and past bookings.		
Office Time – call + email Comp Set Hotels to set up site visits.		
Meet w/ DOS to Recap Day, ask questions, prepare for Day 3		



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DAY THREE [Date]	Notes:	Completed:
B.O.A.R.D Meeting – Sales Office		
Office Time – continue to call + email Comp Set Hotels to set up site visits.		
Meet with DOS to review to discuss Revenue Management:		
<ul style="list-style-type: none"> • What is required from Sales Manager 		
<ul style="list-style-type: none"> • Transient Mix vs Group; Optimal Mix/Marketing Plan 		
<ul style="list-style-type: none"> • Overall BAR Strategy midweek vs. weekend 		
<ul style="list-style-type: none"> • Mix of Sales 		
<ul style="list-style-type: none"> • Daily Detail 		
<ul style="list-style-type: none"> • Historical Data/STR Report 		
<ul style="list-style-type: none"> • Group Cut off Dates 		
<ul style="list-style-type: none"> • Profit Pack/SSG exceptions 		
<ul style="list-style-type: none"> • Cost effective ways to have Groups book – Group Booking Tool 		
LUNCH w/ GM - Discuss 5 Drivers in more detail and where hotel currently stands. Discuss Sales Manager Goals and Career Path		
Attend BEO Meeting on applicable day		
PM - Meet with Food & Beverage Manager to review the following:		
<ul style="list-style-type: none"> • Outlet Hours of Operations/Capabilities 		
<ul style="list-style-type: none"> • Banquet Contribution vs. Outlets to Food Profit 		
<ul style="list-style-type: none"> • Why we don't waive room rental for more F&B 		
<ul style="list-style-type: none"> • Timeliness of receiving information to be able to accommodate requests for functions requiring f&b 		
<ul style="list-style-type: none"> • Process for producing a banquet event in the kitchen 		
<ul style="list-style-type: none"> • What banquet staff looks for in a BEO [expectations] 		
<ul style="list-style-type: none"> • Turn times for rooms 		
<ul style="list-style-type: none"> • Meeting Room capacities for different scenarios 		
<ul style="list-style-type: none"> • F&B minimums 		



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<ul style="list-style-type: none"> • Food costs – buffet vs. plated + minimum and maximum requirements for groups 		
<ul style="list-style-type: none"> • Procedures for Specialty Menus and Pricing 		
<ul style="list-style-type: none"> • VIP Amenities 		
Meet with DOS to Review Target Markets and Comp Set:		
<ul style="list-style-type: none"> • Review a SWOT form that can be completed when touring Comp Set 		
<ul style="list-style-type: none"> • What sets us apart from Competition 		
<ul style="list-style-type: none"> • Who do we lose most business to and why? 		
<ul style="list-style-type: none"> • How to sell against competition 		
<ul style="list-style-type: none"> • Market Overview 		
<ul style="list-style-type: none"> • Demand Generators 		
<ul style="list-style-type: none"> • CVB + Additional Resources 		
Office Time – Continue w/ Delphi Training and finish setting up appointments for Comp Set Site Tours		
Recap day with DOS		
DAY FOUR [Date]	Notes:	Completed:
B.O.A.R.D Meeting – Sales Office		
Office Time –Start Brand Online Training [if applicable] and Systems Training		
Meet with DOS to review to discuss SELLING:		
<ul style="list-style-type: none"> • Selective selling guidelines 		
<ul style="list-style-type: none"> • Tools for quoting guestroom rates, meeting room rental, f&b minimums: Delphi SSGs, GRC, Budget, MAR, STR, RDA 		
<ul style="list-style-type: none"> • Review Revenue Budgets vs. Actuals from P&L 		
<ul style="list-style-type: none"> • 5 steps of selling: qualification, Presentation, ASKING FOR THE SALE, Overcoming Objections, Closing and Follow Up. 		
LUNCH w/ Chief Engineer + Executive Housekeeper - Discuss Service Scores, Frequent Guest Issues or Recurring Issues. Most common issues from Sales that we could improve. Proper and preferred ways to communicate issues to each of their departments.		
Attend Staff Meeting on applicable day		
Competitive Set Site Tours – Hotel #1, Hotel #2		



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Recap Day with DOS		
Stay at hotel overnight to experience as a guest [can be done any day this week – pending availability]		
DAY FIVE [Date]	Notes:	Completed:
B.O.A.R.D Meeting – Sales Office		
Competitive Set Site Tours – Hotel #3, Hotel #4, Hotel #5		
LUNCH on own		
PM – Office Time		
<ul style="list-style-type: none"> Continue Brand Online Training [if applicable], Systems Training and Delphi Training 		
<ul style="list-style-type: none"> Begin Calling + Emailing existing accounts and bookings to introduce yourself 		
<ul style="list-style-type: none"> Review Week 1 with DOS 		
CONGRATULATIONS... you have completed your first week!!		
Expectations for following Week:		
<ul style="list-style-type: none"> Able to utilize Delphi to: Check Guest Room and Function Space Enter Accounts, Bookings, & Solicitations Familiar with Property Function Space and Room Types Understand Features and Benefits of the property Understand expectations for office procedures and sales achievements Have met Operations Team members and understand their role with Sales Knowledge of the different organizations that work with us to book the hotel Have Developed a Flat List of Target Accounts with a plan to pursue them Knowledge of quoting room rates, food and beverage and meeting room rental Able to effectively prospect 	<ul style="list-style-type: none"> Knows the 5 basic selling steps and questions to ask on a sales call Has seen at least two of our competitors 	