



SALES PROCESS

Improving Your Pipeline & Closing Ratio With
{Strategically} Creative Selling

September 21, 2017

REMINGTON

AGENDA:

- ❖ Hotel Challenges
- ❖ What's working, what's not - with data to support
- ❖ Case for change – what tools did we use to redirect
- ❖ Examples in action
- ❖ Results / Outcome

SALES TEAM OBSTACLE:

- ❖ New Sales team
- ❖ Hotel Behind PACE
- ❖ Slow Response Lead time
- ❖ High Turndown % in lead finder worksheet

Select Property:	JCK	▼					
System	(All)	▼					
Row Labels		▼↑	# of New Leads	Total Lead Revenue	# of Turn Downs	Turn Down Revenue	% Turned Down
CVent			18	\$489,787	12	\$279,898	66.7%
Direct Sales			18	\$253,145	6	\$31,573	33.3%
Franchise			24	\$803,553	13	\$431,672	54.2%
Hotel Planner			1		0	\$0	0.0%
Inquiry			84	\$869,528	31	\$406,963	36.9%
Referral			7	\$80,411	4	\$55,289	57.1%
Repeat Business			29	\$484,158	5	\$32,301	17.2%
Third Party			15	\$312,924	12	\$304,720	80.0%

- ❖ Growth in Total RPFs YOY
- ❖ Growth in Room Nights YOY
- ❖ Growth in Response time....
- ❖ Growth in Turn Down Ratio....

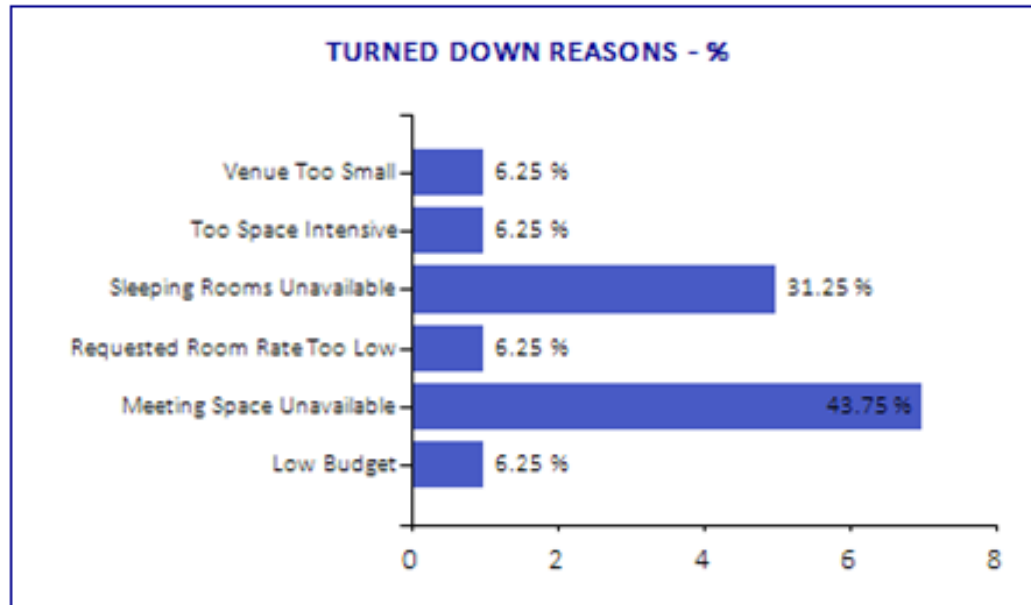


One Ocean Resort | Jan-15 - Aug-15

RFP Info	Jan-15 - Aug-15	Jan-16 - Aug-16	% Change YOY
Total RFPs	108	119	10%
Total Room Nights	20,492	21,593	5%
Total RFP Value	\$5,828,466	\$6,884,007	18%
Average Response Lapse Time	1 Day(s) 4 Hour(s) 17 Minute(s)	3 Day(s) 4 Hour(s) 34 Minute(s)	46.5%
Turn Down Ratio	21%	33%	54%
Submitted Bid Rate	72.2%	66.4%	-8.1%

BREAKING DOWN THE TURNDOWNS...

Bid Rate	88%
Conversion Rate	8.3%
% of Turned Down RFPs where Planner Dates were flexible	19%



If we take TURNDOWN out of our vocabulary and thought process – how can we learn to maximize each group proposal?

- Maximize:

max·i·mize

'maksə,mīz/

verb

1.) make as large or great as possible

2.) make the best use of

REDEFINING THE SALES 'BUSINESS REVIEW' PROCESS: USING THE MAXIMIZER

Maximizer		Notes :
Key Metrix	Answer / comments / strategy	
Market Segment		Ex: Corp day meeting expectation is different than Social event on a Sat
Rooms to space		Space to Rooms = (Total seats by day x 20 sq ft) / (total guest room block that day)
Length of Stay		LOS is a great way to raise rate. Ex: \$179 for 3 nights = \$537 ; \$209 for 2 nights = \$418
Pattern		
Size		
Season		
Current Group Pace Performance		
F & B per Minimum		
F & B per GRN		Take total Banq Food & Beverage from LY divided by LY actualized room nights = min per GRN
Rental		Difference between guest rooms required to reduce / waive rental
Additional Revenue		Resource, outlets
Concessions		
Repeat / Multi year contract/Preferred		
Rate		
Catering Displacement		
Decision Time Line		
Reason/connection to Jacksonville		
Other		

General Information

Contact Information

Event Details

Event Requirements

Additional Questions

Venue/Service: One Ocean Resort

CVBs/DMCs: Visit Jacksonville

RFP Type: Meeting Space and Sleeping Rooms

Proposal Status: Awarded

RFP Code: GVN6YHC5W6K

Lead Source: **cvent** | *Supplier Network*

RFP Name: Ameris Bank Top Gun Meeting

Response Due Date: Thu, Aug 10 2017 ?

First Name: Mimi

Last Name: Whitney

Email Address: mimi.whitney@experientselect.com

Phone: 440-241-8101

Preferred Contact Method: Cvent, Email, Phone

Organization: Experient

	Dates
Event Dates	Mon, Feb 19 2018 - Tue, Feb 20 2018
Alternate Date 1	Wed, Feb 07 2018 - Thu, Feb 08 2018
Alternate Date 2	Mon, Feb 12 2018 - Tue, Feb 13 2018
<input checked="" type="checkbox"/> Dates are flexible	

Mon 02/12	Tue 02/13	Wed 02/14	Thu 02/15	Fri 02/16	Sat 02/17	Sun 02/18	Mon 02/19	Tue 02/20	Wed 02/21	Thu 02/22	Fri 02/23	Sat 02/24	Sun 02/25	Mon 02/26	Tue 02/27	Wed 02/28	Thu 03/01	Fri 03/02	Sat 03/03
49	30	101	60	-12	-9	35	71	63	51	79	35	51	134	116	31	31	2	22	30
0	4	12	0	100	100	100	0	8	20	56	56	40	1	19	104	104	105	28	20
86	101	22	75	3	0	0	64	64	64	0	0	0	0	0	0	0	0	0	0
58	58	58	58	102	102	58	58	58	58	58	102	102	58	58	58	58	86	143	143
140	141	141	126	221	233	128	136	153	142	137	153	174	134	140	175	180	176	180	171
	4	12																	
				100	100	100													
								8	20	56	56	40							
													1	19	104	104	105	8	
																		20	20
86	81																		
	20	20																	
		2	75	3															
							64	64	64										
				31	33	33	33	33	33	33	33	33	33						
															9	10			

- ❖ Cvent RFP had flexible dates – requested flex dates were unavailable.
- ❖ Called client – uncovered additional hot buttons (F&B)
- ❖ Offered 1 hour comp beer & wine reception for 7ppl (est cost \$345 (plus potential standard rev)
- ❖ Gained \$14k in rooms & \$12k in F&B AND filling a gap in the GRC to create almost 3 weeks of group business flow

HOW HAS THE MAXIMIZER WORKED FOR ONE OCEAN?

4 groups requesting the same overlapping dates between 2/27/17 - 3/10/17:

TEA Energy Symposium : 445 Room nights = \$192,292 total revenue

2/27 – 3/1 (Originally Requested 3/6 arrival)

Offered 2 hour mixology class for VIP attendees with our “famous” One Ocean Bartender, Hugh. With tastings – Cost \$680 (\$1600 value to client)

(Cvent lead) New York Life : 178 Room nights = \$76,531 total revenue

3/6 - 3/8 (originally contracted 2/27 arrival)

Offered 1 complimentary breakfast buffet for up to 75 ppl. Cost \$600 (\$2550 Value to client)

(Cvent lead) New York Life (2nd meeting!) 225 Room nights = \$81,158 total revenue

3/8-3/10

Offered 1 complimentary breakfast buffet for up to 75 ppl. Cost \$600 (\$2550 Value to client)

FNF : 168 Room Nights = \$51,784 total revenue

3/27 – 3/30 (originally contracted 3/6)

Offered 2 hour beer & wine welcome reception for up to 50 ppl. Cost \$460 (\$2200 Value to client)

\$150 credit to spa for meeting planner

WHAT WOULD HAVE BEEN A FORMER TURNDOWN IN CVENT RESULTED IN....

TOTAL REVENUE SECURED =

Room nights – 1016 = \$401,765

Total Estimated cost in concessions = \$2490

STR # 10515 ChainID: MgtCo: Remington Hotels Owner: Ashford Hospitality Trust									
For the Month of: March 2017 Date Created: April 18, 2017 Monthly Competitive Set Data Includes Subject Property									
March 2017									
	Occupancy (%)			ADR			RevPAR		
	My Prop	Comp Set	Index (MPI)	My Prop	Comp Set	Index (ARI)	My Prop	Comp Set	Index (RGI)
Current Month	75.9	75.6	100.4	220.23	218.21	100.9	167.12	164.95	101.3
March 2017 vs. 2016 Percent Change (%)									
	Occupancy			ADR			RevPAR		
	My Prop	Comp Set	Index (MPI)	My Prop	Comp Set	Index (ARI)	My Prop	Comp Set	Index (RGI)
Current Month	-1.6	-4.9	3.5	2.2	1.1	1.1	0.6	-3.9	4.6

YTD OUTCOME

- ❖ Well trained, creative sales team
- ❖ Corrected PACE: +1478 2017 Definite Group rooms to STLY
- ❖ Healthy Pipeline with improved conversation ratio
- ❖ Decreased % turndown in Cvent

One Ocean Resort Performance (YTD) 2017

RFP Info	Jan-16 - Jul-16	Jan-17 - Jul-17	% Change YOY
Total RFPs	121	118	-2%
Total Room Nights	21,830	21,917	0%
Total RFP Value	\$7,299,762	\$7,381,335	1%
Average Room Nights per RFP	180	186	3%
Average Value per RFP	60,329	62,554	4%
Awarded RFPs	13	8	-38%
Awarded Value	\$133,377	\$161,891	21%
Awarded Room Nights	514	539	5%
Average Value per Awarded RFP	\$10,260	\$20,236	97%
Average Room Nights per Awarded RFP	40	67	70%
Average Response Lapse Time	1 Day(s) 18 Hour(s) 19 Minute(s)	1 Day(s) 14 Hour(s) 51 Minute(s)	-8.2%
Turn Down Ratio	22%	5%	-76.1%
Response Rate	99.2%	100.0%	0.8%

WHAT I CAN OFFER YOU....

SELL
THE PROBLEM
YOU SOLVE,
NOT
THE
PRODUCT.