



## 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.<br>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"> <li>• Office Hours, Office access [keys or codes]</li> </ul>  |        |            |
| <ul style="list-style-type: none"> <li>• Training agenda and goals</li> </ul>  |        |            |
| <ul style="list-style-type: none"> <li>• Office Supplies needed, Business Card Status</li> </ul>   |        |            |
| <ul style="list-style-type: none"> <li>• In Box/Out Box</li> </ul>   |        |            |
| <ul style="list-style-type: none"> <li>• Phone – Transferring/Voicemail/Change Greeting – how to answer properly</li> </ul>  |        |            |
| <ul style="list-style-type: none"> <li>• Shared Drives – Hotel (G Drive) + Remington (Google Drive)</li> </ul>   |        |            |
| <ul style="list-style-type: none"> <li>• Log-ins and Passwords : Marriott EID+ MGS + Workstation + ISAC + Outlook + Gmail</li> </ul>                                 |        |            |
| <ul style="list-style-type: none"> <li>• Remington Portal</li> </ul>   |        |            |
| <ul style="list-style-type: none"> <li>• Inquiry Sheet</li> </ul>  |        |            |
| <ul style="list-style-type: none"> <li>• Incoming Lead Response</li> </ul>   |        |            |
| <ul style="list-style-type: none"> <li>• Lead Source Logins + Passwords: Meeting Broker/Cendyn; Cvent/CVB; Hotel Planner, + any additional used.</li> </ul>          |        |            |
| <ul style="list-style-type: none"> <li>• Shop (Test) Calls – forms, expectation</li> </ul>   |        |            |
| LUNCH w/ DOS [review GM expectations of this position]<br>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"> <li>• Sales Team Deployment + Market Segmentation</li> </ul>  |        |            |
| <ul style="list-style-type: none"> <li>• Discuss Sales &amp; Catering Goals</li> </ul>   |        |            |
| <ul style="list-style-type: none"> <li>• Review &amp; Sign Group Booking Policies</li> </ul>   |        |            |
| <ul style="list-style-type: none"> <li>• Discuss Catering Free-Sell Policy</li> </ul>  |        |            |
| <ul style="list-style-type: none"> <li>• Life of a Contract – inception to consumption [reference flowsheet]; SSG exceptions, Discuss Turnover Procedures</li> </ul> |        |            |



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| <ul style="list-style-type: none"> <li>Property Tour – Walk the entire hotel to see rooms + space, front of house and back of house. Respond to Property Specific Questions</li> </ul>   |               |                   |
| <ul style="list-style-type: none"> <li>Hotel Binder Information – Resources &amp; Tools</li> </ul>   |               |                   |
| Meet with Sales Coordinator/CSM to review the following:   |               |                   |
| <ul style="list-style-type: none"> <li>Group Resumes</li> </ul>  |               |                   |
| <ul style="list-style-type: none"> <li>VIP Guest and amenities</li> </ul>  |               |                   |
| <ul style="list-style-type: none"> <li>Meeting Room capacities, space options...</li> </ul>  |               |                   |
| <ul style="list-style-type: none"> <li>Catering Menus</li> </ul>   |               |                   |
| <ul style="list-style-type: none"> <li>Audio Visual – what we have in house, what we outsource and vendors we use.</li> </ul>  |               |                   |
| <ul style="list-style-type: none"> <li>Blocking Rooms + Space appropriately – discuss Double/Double limitations if applicable.</li> </ul>  |               |                   |
| Meet w/ DOS to Recap Day, ask questions, prepare for Day 2   |               |                   |
| <b>DAY TWO [Date]</b>  | <b>Notes:</b> | <b>Completed:</b> |
| 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"> <li>Weekly Sales Meeting</li> </ul>   |               |                   |
| <ul style="list-style-type: none"> <li>Pinnacle Sales Training</li> </ul>  |               |                   |
| <ul style="list-style-type: none"> <li>Booking Solicitation Goals: Outside calls, Site Tours, Appointments/Entertainment, Phone Prospecting</li> </ul>   |               |                   |
| <ul style="list-style-type: none"> <li>Quarterly Action Plans</li> </ul>   |               |                   |
| <ul style="list-style-type: none"> <li>Booking Goals – monthly, quarterly, annual expectations</li> </ul>  |               |                   |
| <ul style="list-style-type: none"> <li>Sales Incentive Plan – Bonus Structure</li> </ul>   |               |                   |
| <ul style="list-style-type: none"> <li>Pinnacle Club – Sales Incentive Trip</li> </ul>   |               |                   |
| <ul style="list-style-type: none"> <li>Sales Audit – Files, Binders, PCI Compliance, etc.</li> </ul>   |               |                   |
| <ul style="list-style-type: none"> <li><b>Brand Tools Available:</b> where to find Opportunity Dates, Brand Top Accounts, Vertical Market Toolkits, National Account Listings/Profiles; Star Points, SPG Pro; MAR Hot, Star Hot; Starwood Small Meetings, Custom Web Pages, Res Link, E Rooming list; online brand collateral</li> </ul> |               |                   |
| Meet with Front Office Manager to review the following:  |               |                   |
| <ul style="list-style-type: none"> <li>Room Type availability and limitations</li> </ul>   |               |                   |
| <ul style="list-style-type: none"> <li>VIP rooms or Executive Rooms/Floors; How to VIP a guest</li> </ul>  |               |                   |



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



## New Hire Training Schedule SALES MANAGER

| 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"> <li>• What is required from Sales Manager</li> </ul>  |        |            |
| <ul style="list-style-type: none"> <li>• Transient Mix vs Group; Optimal Mix/Marketing Plan</li> </ul>   |        |            |
| <ul style="list-style-type: none"> <li>• Overall BAR Strategy midweek vs. weekend</li> </ul>   |        |            |
| <ul style="list-style-type: none"> <li>• Mix of Sales</li> </ul>   |        |            |
| <ul style="list-style-type: none"> <li>• Daily Detail</li> </ul>   |        |            |
| <ul style="list-style-type: none"> <li>• Historical Data/STR Report</li> </ul>   |        |            |
| <ul style="list-style-type: none"> <li>• Group Cut off Dates</li> </ul>  |        |            |
| <ul style="list-style-type: none"> <li>• SSG exceptions</li> </ul>   |        |            |
| <ul style="list-style-type: none"> <li>• Cost effective ways to have Groups book – Custom Web Pages, Res Link</li> </ul>                                   |        |            |
| 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"> <li>• Outlet Hours of Operations/Capabilities</li> </ul>  |        |            |
| <ul style="list-style-type: none"> <li>• Banquet Contribution vs. Outlets to Food Profit</li> </ul>  |        |            |
| <ul style="list-style-type: none"> <li>• Why we don't waive room rental for more F&amp;B</li> </ul>  |        |            |
| <ul style="list-style-type: none"> <li>• Timeliness of receiving information to be able to accommodate requests for functions requiring f&amp;b</li> </ul> |        |            |
| <ul style="list-style-type: none"> <li>• Process for producing a banquet event in the kitchen</li> </ul>   |        |            |
| <ul style="list-style-type: none"> <li>• What banquet staff looks for in a BEO [expectations]</li> </ul>   |        |            |
| <ul style="list-style-type: none"> <li>• Turn times for rooms</li> </ul>   |        |            |
| <ul style="list-style-type: none"> <li>• Meeting Room capacities for different scenarios</li> </ul>  |        |            |
| <ul style="list-style-type: none"> <li>• F&amp;B minimums</li> </ul>   |        |            |



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| <ul style="list-style-type: none"> <li>• Food costs – buffet vs. plated + minimum and maximum requirements for groups</li> </ul>  |               |                   |
| <ul style="list-style-type: none"> <li>• Procedures for Specialty Menus and Pricing</li> </ul>  |               |                   |
| <ul style="list-style-type: none"> <li>• VIP Amenities</li> </ul>   |               |                   |
| Meet with DOS to Review Target Markets and Comp Set:  |               |                   |
| <ul style="list-style-type: none"> <li>• Review a SWOT form that can be completed when touring Comp Set</li> </ul>  |               |                   |
| <ul style="list-style-type: none"> <li>• What sets us apart from Competition</li> </ul>   |               |                   |
| <ul style="list-style-type: none"> <li>• Who do we lose most business to and why?</li> </ul>  |               |                   |
| <ul style="list-style-type: none"> <li>• How to sell against competition</li> </ul>   |               |                   |
| <ul style="list-style-type: none"> <li>• Market Overview</li> </ul>   |               |                   |
| <ul style="list-style-type: none"> <li>• Demand Generators</li> </ul>   |               |                   |
| <ul style="list-style-type: none"> <li>• CVB + Additional Resources</li> </ul>  |               |                   |
| Office Time – Continue w/ ISAC Training and finish setting up appointments for Comp Set Site Tours  |               |                   |
| Recap day with DOS  |               |                   |
| <b>DAY FOUR [Date]</b>  | <b>Notes:</b> | <b>Completed:</b> |
| 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"> <li>• Selective selling guidelines</li> </ul>  |               |                   |
| <ul style="list-style-type: none"> <li>• Tools for quoting guestroom rates, meeting room rental, f&amp;b minimums: SSGs, GRC, Budget, MAR, STR, RDA</li> </ul>  |               |                   |
| <ul style="list-style-type: none"> <li>• Review Revenue Budgets vs. Actuals from P&amp;L</li> </ul>   |               |                   |
| <ul style="list-style-type: none"> <li>• 5 steps of selling: qualification, Presentation, ASKING FOR THE SALE, Overcoming Objections, Closing and Follow Up.</li> </ul>   |               |                   |
| 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]   |  |                   |
| <b>DAY FIVE [Date]</b>  | <b>Notes:</b>  | <b>Completed:</b> |
| 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"> <li>Continue Brand Online Training [if applicable], Systems Training and ISAC Training</li> </ul>  |  |                   |
| <ul style="list-style-type: none"> <li>Begin Calling + Emailing existing accounts and bookings to introduce yourself</li> </ul>   |  |                   |
| <ul style="list-style-type: none"> <li>Review Week 1 with DOS</li> </ul>  |  |                   |
| <b>CONGRATULATIONS... you have completed your first week!!</b>  |  |                   |
|   |  |                   |
| Expectations for following Week:  |  |                   |
| <ul style="list-style-type: none"> <li>Able to utilize ISAC to:               <ul style="list-style-type: none"> <li>Check Guest Room and Function Space</li> <li>Enter Accounts, Bookings, &amp; Solicitations</li> <li>Familiar with Property Function Space and Room Types</li> <li>Understand Features and Benefits of the property</li> <li>Understand expectations for office procedures and sales achievements</li> <li>Have met Operations Team members and understand their role with Sales</li> <li>Knowledge of the different organizations that work with us to book the hotel</li> <li>Have Developed a Flat List of Target Accounts with a plan to pursue them</li> <li>Knowledge of quoting room rates, food and beverage and meeting room rental</li> <li>Able to effectively prospect</li> </ul> </li> </ul> | <ul style="list-style-type: none"> <li>Knows the 5 basic selling steps and questions to ask on a sales call</li> <li>Has seen at least two of our competitors</li> </ul> |                   |