

Hotel Management
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The Sales Clinic
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THE GENERAL MANAGER'S RESPONSIBILITY TO THE SALES EFFORT

It really doesn't matter how large or small a property may be, in any case, regardless of type or size of a hotel, the one person, accepting responsibility for profitable sales is the General Manager. All too often, we see entirely too much delegated to the director of sales or the director of marketing. No question about it, there should be the burden of the job being accomplished by those heads, and their staffs. Of all the operating departments in a property, sales is the one that generates the business to bring in the revenue. It would seem that a General Manager would be vitally interested in knowing what is going on in that area. One big question with which a general manager should be interested is: "How productive is our sales team, and how could we make them more productive?" One big thing that should be done is to provide the research upon which sales staffers can create strategies to seek more business from various market segments.

We have written earlier about the business of market segment analysis based on information gathered, on property, of the various market segments, and the amount of business generate by each. Then this is followed by an analysis to determine which segment needs to have its business increased to create more profitable sales. From that, strategies are then determined on how to do this.

What also needs to be examined is what are the competitors doing in regard to those same market segments? As an example, if it is the corporate group market that appears to be the most profitable, and a property has been getting 10% of its total business by that segment, then perhaps this is the segment that needs to be increased by another 10%, to make it 20% of total business in the coming year. However, how much of this market segment is also being received by competing properties? This information is difficult to get, unless another source can do this for you. Having been in the business for over 10 years, TravelClick (www.travelclick.com) has specialized in generating a wide variety of data to member hotel properties, such as providing comparative figures of revenue generating sources among a competitive set of hotels. This way a hotel that is getting a certain percentage of total business from a particular market segment, can get TravelClick's comparative figures on the same segment of their competitors. This helps provide information to a sales department in helping to determine how much more business for a market segment that may be "out there". Further, a general manager would want the sales

department also to find out, “why” the competitor is getting more business, and “how” are they doing it?

According to Tim Hart, Executive Vice President of Information Intelligence of TravelClick, general managers can find a wide variety of additional research information available from TravelClick, including a quarterly report that focuses on demand performance of booking channels, segments of hotels and loyalty programs. For more information contact Tim at: lholmes@travelclick.com