



Article Title

An Exploratory Study of Sales Managers' Activities in Lodging Properties

Citation

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Abstract

The purpose of the present study is to discover which activities hotel sales managers perceive to be most important toward their job performance and how they allocate their time on selling activities. Exploratory factor analysis was used to identify which activities lodging sales managers considered most important for success on the job. The results of this study may be applied to industry sales training programs, to further hospitality sales and marketing education, and to the management of sales in different hotel service types in the United States.

Methods

Using the Moncrief (1986) methodology as a guide, a questionnaire tailored to the hospitality sales function was developed. Part 1 of the questionnaire contained 61 items that included activities a lodging sales manager might undertake in that position. These items were adapted from Moncrief's work, and the job description for a sales manager from a nationally known lodging company.

Results

Findings from this study point to two important conclusions. The results of the time allocation analysis indicate that limited service hotel sales managers spend significantly more time training others than do full-service sales managers. This could be an indication of the fact that many limited service sales managers just adopt more operational sales roles due to the smaller size of their properties and limited staff.

Conclusion

The results of the study suggest that perhaps the full-service hotel sales managers are given more non-selling responsibilities at their properties, which prevent them from focusing on revenue-generating sales activities and tasks.