



Article Title

The Importance of Sales Managers' Activities and Time Allocation Toward Job Success in Lodging Properties.

Citation

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Abstract

The changes taking place in travel and tourism within the United States over recent years have caused the role of sales in the lodging industry to become increasingly competitive. Understanding the tasks and how sales managers allocate their time to sales activities has quickly become imperative to hospitality industry leaders. The purpose of the present study is to investigate which activities hotel sales managers perceive to be most important toward their job performance and how those sales managers apportion their time to various tasks and responsibilities. One hundred sales managers completed a mail survey for a response rate of 15.8 percent. An independent sample t-test was used initially to compare sales managers from different market segments based on how they allocated their time to various sales activities. Results of analysis suggest that there are significant differences in time allocation between these hotel sales managers. 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.

Conclusion

The conclusions drawn from this study provide several important managerial implications for hotel sales management and hospitality industry leaders. It appears that the general managers of limited service hotel properties may need to find ways to allow their sales managers to focus on specific selling activities rather than on marketing or operational activities that have no direct revenue impact. The results of this study suggests that perhaps the limited 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.

In addition, the precarious economic environment in the United States requires that full-service hotel sales managers gain additional training and direction toward closing the sale and adding value to their hotel properties, rather than the “comfortable” relationship-building activities they currently consider to be important. These managerial implications could be applied as well to hotel sales manager training provided by hotel franchise organizations.

Franchises with multiple brands may consider developing improved segment-specific sales training programs for full and limited service properties and sales managers. Such sales training programs could provide specific training to enhance selling activities within both industry segments.

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