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# Blue Hudson Group

## The Marriott Inn Hotel

### Sample Report



*Sales Department Assessment Report*



# Marriott Inn Hotel

## *Sales Department Assessment*

This report reflects the assessment of the Marriott Inn Hotel Sales Department located at 55 Main Street, Park Island, CT 00996 during the period between April 1, 2007 and April 15, 2007.

It is important that the confidentiality of this report be kept among the Executive and Senior Managers in order to maximize the training efforts and results. The purpose of this report is to demonstrate the strengths, weaknesses, opportunities and threats of the sales staff and procedures. Our intent is to personalize a training program that will address the weaknesses and maximize the opportunities of the team. This report, at any time, is NOT to be used to terminate employment, perform disciplinary action, evaluate annual performance, or be used in any means that may cause stress, fear or discrimination to the staff.

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**Department Call Response**

New and repeat customers like to speak with a live person, instead of leaving voice mail messages. Based on the “best practices” that answering the phones will maximize the potential of getting the business and increase customer confidence on the service, here is the results of the potential inquiry calls:

Random calls made to the Sales Department selecting option “4” from main menu resulted on the following:

Time	8a – 9a	9a – 10a	10a – 11a	11a – 12a	12a-1p
<b>Calls Placed</b>	5	5	5	5	5
<b>Answered</b>	0	4	4	2	1
<b>Responsiveness</b>	0%	80%	80%	40%	20%

Time	1p – 2p	2p – 3p	3p -4p	4p-5p	5p-6p
<b>Calls Placed</b>	5	5	5	5	5
<b>Answered</b>	2	2	3	3	2
<b>Responsiveness</b>	40%	40%	60%	60%	40%

Notes:

Most of the morning calls were answered by Kristina. Later afternoon calls were mostly answered by Mark.

Hotel has a 46% Telephone Responsiveness overall

Hotel has a 44% Telephone Responsiveness in the morning

Hotel has a 48% Telephone Responsiveness in the afternoon





## Individual Telephone Call Response

New and repeat customers would like to speak with the salesperson rather than leave voice mail messages. Depending on the relationship with the sales person, customers can be more tolerant to voice mail messages. Based on the “best practices” that answering the phones will increase customer confidence on the hotel service and sales person, here are the results of individual sales staff answering their own phones:

Random calls made to the Sales Department selecting each Sales Manager extension/direct line:

Sales Manager	Mark	Diana	Danielle	Monica	Lucas
Calls Placed	5	5	5	4	4
Answered	1	4	3	0	4
Responsiveness	20%	80%	60%	0%	100%

Notes:

- Diana would have a 100% performance. She was leaving me a message when she didn't answer her phone at the time of our call.



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Customers do expect their calls returned within a reasonable time. Best practices in customer services expect that calls be returned within 4 business hours for excellent customer services and within 8 business hours for average customer service. Exceptions are given for information on voice mail to out of the office or vacations schedule.

Attempt to communication were made by phone and e-mail. Here is how the staff performed:

**Individual Call Return**

Sales Manager	Mark	Diana	Danielle	Monica	Lucas
Within 4 hours		X			
Within 8 hours	X				X
Within 24 hours				X	
With 48 hours			X		
No response					

Notes:

- Mark returned inquiry call by e-mail
- Danielle responded to inquiry call by e-mail
- Monica responded via e-mail



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During the sales process, best practices suggest that the sales force should follow up within 24 hours of inquiry to maximize the business production. Experts reported that calls followed up within 4 hours maximize their gains more than 50%. Meeting planners' reported that the first one responding the leads usually gets the business. Here is how staff performed:

### Individual Inquiry Call Follow up

Sales Manager	Mark	Diana	Danielle	Monica	Lucas
Within 4 hours		X			
Within 8 hours					X
Within 24 hours					
No response	X		X	X	

Notes:

- Mark claimed to have given the lead to another sales manager who would call that day, but the call never came
- Diana called and sent an e-mail to follow up on proposal
- Danielle never followed up from initial response
- Lucas made herself available after hours prior to going on vacation in order to get the business
- Monica didn't follow up on original e-mail

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### Qualifying Sales Call

Sales Manager	Mark	Diana	Danielle	Monica	Lucas
Dates	X	X	X	X	X
Space	X	X	X	X	X
Budget		X			X
Familiarity			X		X
Referral					X
Type of event		X			
Flexibility	X				
History					X
Decision process					
Decision Maker					
Incentive		X			X
Competition					X

Notes:

- Mark assumed no availability before checking space, and didn't place a call to qualify business further
- Danielle was not ready to sell or ask questions
- Monica didn't ask any questions. She responded via e-mail with no availability.
- Luca stumbled at first but was able to call back and qualify the business

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### Contract/ Proposal Received

Sales Manager	Mark	Diana	Danielle	Monica	Lucas
Within 8 hours					
Within 24 hours		x			X
Within 48 hours					
No response	X		X	X	

Notes:

- Mark never responded. No contract requested
- Diana's contract was not to par. It was missing customer information; pages didn't line up, any company logo or website. Diana called the customer to let him know the contract was not going to be sent when promised.
- Danielle never followed up
- Monica never asked for client information or followed up for alternative dates
- Lucas had computer problems and let the customer know about it. His contract and into letter was professional and free of typos. One minor mistake was the cut off date schedule for before the contract date issued. It was a short term lead
- Contracts received are available on line at [www.bluehudsongroup.com/.....pdf](http://www.bluehudsongroup.com/.....pdf)

### Contract Follow up

Sales Manager	Mark	Diana	Danielle	Monica	Lucas
Within 8 hours					X
Within 24 hours					
Within 48 hours		X			
No response	X		X	X	

Notes:

- Lucas made customer aware that she was going on vacation and worked with customer's deadline.
- Diana made customer aware that he was new and was in training with Mark

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There are seven critical steps in the sales process. Steps may vary in length and depth. Credit for performing the step was given for performing at some part of the step. Here is how staff performed.

**Sales Process Review**

Sales Manager	Mark	Diana	Danielle	Monica	Lucas
Build Rapport	X	X			X
Needs Assessment		X			X
Features & Benefits					
Handling Objections					X
Confirming commitment		X			X
Planning Delivery		X			X

Notes:

- Mark didn't ask any questions. He received a lead via e-mail and didn't read all the requirements before quickly responding with no availability.
- Diana was new and let customer know about it. She slowly managed to cover most steps of the selling process, often putting customer on hold to ask someone for directions.
- Danielle didn't engage in any step of the selling process. She was very uninterested in getting the business for a short term lead that she had availability for.
- Monica didn't engage in any step of the selling process. Few attempted were made to speak with her.

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### Notes on Mark's performance

- Mark responded quickly to the inquiry and assumed no availability before checking space. Although it was not a good lead, there were no efforts to suggest a needed period, even though the customer showed flexibility for a program eighteen months away.
- One week later, customer followed up with him and he claimed that the lead was given to another sales manager and that that person would call shortly. The other sales manager never called.
- Mark is very personable and even though caught by surprise, he managed to project confidence on customer.
- Mark's voice mail is very professional. He didn't update his message on the day of the call.

### Notes on Diana's Performance

- Diana answered the phone more often than anyone in the office before the 4<sup>th</sup> ring. Although she needs telephone etiquette as "asking to place people on hold instead of covering the phone receiver with her hand and asked a coworker if he wanted to speak with the person on the phone"
- Diana showed to be personable, friendly and professional. She was upfront about being new in the hotel, and made an effort to get all the information she needed in bits and pieces.
- Diana has basic sales skills as far as qualifying. She never sold the hotel features against the needs of the group. She communicated well on the status of contract and followed up within the time of industry standards.
- Diana's contract had no hotel logo, address or website information. It was missing customer information as well. The pages didn't line up. Proposal included items not requested. She assumed billing, reservation method, etc. No attrition in the contract. Contracted not clear if dinner was included in price or not.
- Diana offered a site inspection
- Diana tried to save the sale via e-mail once he learned that the client was going to the competitor. But no call was placed after that.

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**Notes on Danielle's performance**

- Danielle responded quickly to the inquiry via e-mail. She never asked any questions. She informed of the limited availability of rooms and space, but never offered an alternative dates, which the client has asked for.
- Danielle never heard back from the customer and never followed up.
- When Danielle received the call from the customer, she was very knowledgeable about the space, set up, availability and area. She never built rapport with bride or asked qualifying questions. She never sold the features of the space she had available or offered alternative dates.
- Danielle could not meet the customer needs to meet on Sunday. She was firm about her hours, but would meet the customer the following Saturday, no later than 5pm. During the week, she could not meet the customer after 5pm.
- Danielle never followed up with the client after the phone call
- Danielle's voice mail is very professional.

**Notes on Monica's Performance**

- Monica didn't answer her phone at all. Better response was received via e-mail within 24 hours.
- Monica was interested in dates and spaces and the hotel had no availability. She never asked for flexible dates or qualified the business for the future programs.
- At the only call we were able to get Monica to come to the phone, she was pleasant and apologized for being so busy and having a huge client in house. She lacked telephone etiquette and was distracted during the only, placed us on hold without permission, and engaged in conversation with someone while on the phone with us.
- Monica never got our company address or fax number, only name and phone number which she got from our e-mail.
- Monica never followed up or sent the hotel information.

**Sample Report**



**Notes on Lucas's Performance**

- Lucas answered the phone all times by the 2nd ring. He was professional and friendly. He stumble on words and didn't qualify the call at first. He sounded surprised and it may have been the reason why He acted that way. In the following calls, Lucas was more in charge of the sale and showed her skills.
- Lucas didn't sell the hotel features. He was not very familiar with the area, and almost created doubts about the hosting the program at the hotel with remarks of the security at neighborhoods and poor selection of restaurants.
- Lucas showed to be personable, friendly and professional. He was upfront about working part time and having back up at the hotel. He planned ahead informing about his upcoming vacation, but didn't volunteer a contact until asked.
- Lucas is advance in some parts of her sales skills and basic on other. He didn't build rapport in the first 3 minutes of the conversation – which most experts recommend -; He negotiated the rate, showed professionalism in responding to the needs of the customer and followed up within the industry standards.
- Lucas's contract had a great intro letter, hotel logo and website information. It covered the attrition, deposit and group information. It listed the cut off date as past.
- Lucas had computer problems for 2 days, which he claimed the computer being down.
- When informed of the lost business, Lucas tried to open the sale to renegotiate contract.

**Notes on SWOT (Strength, weakness, Opportunities and Threat)**

<p><b>Strength</b></p> <p>1. Staff understands business pattern, and has a strong sense of good and bad business, and peak seasons.</p>	<p><b>Weakness</b></p> <p>2. Sales Skills are not consistently performed; telephone etiquette needs to be refreshed.</p>
<p><b>Opportunity</b></p> <p>3. Sales staff can more convert leads into business if they answer their phones more often, respond to leads and qualify accounts for future business</p>	<p><b>Threat</b></p> <p>4. Overall correspondence material is inconsistent. Contract is missing key protections clauses – Room Attrition and minimum F&amp; B. There is not team work</p>





## *Assessment Conclusion*

1. Upon review of the calls, contracts and staff attitude, we recommend the following training:
  - MBTI assessment for team building
  - Telephone Etiquette
  - Sales Process
    - Building Customer Rapport
    - Discovering pre approach
    - Qualifying Business
    - Selling features and benefits against needs
    - Trial closing
    - Closing sale
    - Follow up
  - Prospecting and cold calling techniques to generate appointments in the corporate market
2. We recommend that the entire sales team attend the full 2 days of training classes, including the director.
3. We recommend that all hotel correspondence to be revised for consistency of presentation and terms and conditions.
4. We recommend that the hotel establish weekend and evening office coverage policy or expectations.
5. We recommend that Danielle's Supervisor evaluate her commitment to the hotel prior to her attending the class.
6. We recommend that Monica's Supervisor evaluate her commitment to the hotel prior to her attending the class and evaluate her business volume.
7. We recommend that Monica and Danielle be monitored for the next 90 days following the training if they attend.