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**Description描述:**

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**OBJECTIVE目的:**

**APPLICATION应用:**

- The DDOS or Sales Manager in charge of the department is responsible for the control of the image generated by the members of the sales team.  
销售副总监或销售部部门经理负责管理由销售部成员所形成的形象
- Each sales person is responsible for respecting the standards set by the Management.  
每一位销售人员均有义务遵守由管理层制定的标准

**STATEMENT OF POLICY政策声明:**

**Account Criteria客户划分标准**

All accounts need to be evaluated using the standard account criteria ....  
所有客户均需使用客户划分标准进行评估

**Account Definition客户定义**

All managed accounts to be defined (on hotel by hotel basis), in terms of their status as Key Prospect. Key Client: Niche Client: Prospect Client: Suspect Client:  
所有管理中的客户需进行定义（根据酒店的规则由酒店定义），根据他们的情况定义为主要客户、特定客户、预期客户、潜在客户

**Account File客户档案**

All accounts that are being managed should have a client file (i.e. local, national and global accounts). Files to be set up to agreed standard. If Sales person looks after one or more hotels, and the client produces at the two hotels, there should be separate files at each hotel. Files must be kept in alphabetical order and be clearly labeled  
所有将被管理的客户应建立客户档案（如本地的、国际的及全球的客户）。档案的建立应与标准一致。如果销售人员为一家或多家酒店服务，并且该客户在两家酒店均有贡献，则在每家酒店均应建立独立的该客户的档案。客户档案必须按字母顺序保管并标示清晰


**Account Management客户管理**

All accounts that produce business at a hotel should have an allocated Account Manager (level of business required to be determined on hotel by hotel basis). This includes local, national and global accounts. If you have offered rates to a new client and rates have been accepted, an "Account Manager" must be allocated  
所有在酒店中有贡献的客户需有指定的客户经理（需要达到的业务水平由酒店根据酒店的规则决定）。这些包括本地的、国际的以及全球的客户。如果你将价目提供给一位新客户并且价目已被接受。则必须制定一位客户经理

For all managed accounts the following information should be provided:

对于所有管理中的客户需提供以下信息:

- Potential Analysis Form 潜力分析表
- Sales Account Plan with key actions.带有主要行动方案的销售客户计划
- Strategic Sales Plan workbook战略销售计划工作手册

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- Account criteria measurement 客户衡量标准
- Targeted revenue and room nights TY against LY 根据去年的数据制定的今年的目标收益及房晚

### Account Tracking 客户跟踪

All accounts must be set up in hotel's PMS system with the correct rate code attached. A system needs to be in place on property between Sales and Reservations to ensure this happens. This must include new accounts that have accepted a new rate proposal. Refer to Production Report in Protel.

所有客户必须用准确的房价代码在酒店PMS系统中建档。这需要在销售及预订间有一个合适的系统以确保其发生。这必须包括那些已经接受提议的新价格的新客户。参照Protel系统的输出报告

An Excel report also needs to be in place at all hotels, indicating variances each month and year to date. This can then be printed off each month, either alphabetically, or by monthly top producers or YTD top producers.

所有酒店均需一份合适的表格报告，标示每月及至当日的数据变动。然后每月打印出该报表，可以按字母顺序或每月销售业绩的高低顺序或到目前为止销售业绩的高低顺序

All accounts that are being managed need to be tracked. Sales people should study the report on a monthly basis and be aware / act upon reasons for variances against targets.

所有将被管理的客户均需跟踪。销售人员应每月研究该报表并明白与目标间有差异的原因或找出应对措施

The report should reflect the tracking form in the business plan implemented by Revenue team.

该报告应反映出由收益团队完成的营销计划中的客户跟踪表

### Chase System 追踪系统

An Effective Chase System to be in place at all hotels (either manual or computerized)

所有酒店应安装有效的追踪系统（无论是手工的或电脑化的）

### Correspondence 信函

All sales correspondence to be produced to agreed standard.

所有销售信函需按照标准进行

Font - Ariel 字体——Ariel

Size : 10 大小——10

For long correspondence:

对于长的信函

Font - Ariel Narrow 字体——Ariel Narrow


Size: 10 大小——10

Standard Contracts for Local Corporate, Meetings, Aircrews, Leisure groups are provided and are expected to be used by all hotels.

将提供当地企业、会议、航空机组、旅游团队的标准合同并预计被所有酒店使用

All correspondence should be held of minimum 2 years then transferred to archive files. All correspondence must be kept in Alphabetical order with most recent date at the top.

所有信函应至少保管2年然后再进行存档处理。所有信函必须按字母顺序并且最近的日期在前面来进行保管

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### Field Accompaniment领域伴奏

To take place at least once a quarterly with a colleague, ADOS, DOS or CDOSM. This is a session in the Sales Audit and all sales members must complete field accompaniments as part of their personal development plan.  
 每季度至少与一位同事、销售副总监、销售总监或集团销售总监开展一次。这是销售审计中的一个会议，所有销售人员必须完成领域伴奏以作为其个人发展计划中的一部分

A Field Accompaniment form has been produced and should be completed immediately after appointment by assessor then held in HR/Training file.  
 评估者应在会后立即完成已生成的领域伴奏表的填写，然后保管于人事/培训档案中

### Incoming Sales Calls销售来访记录

An effective system to be in place for incoming emails, faxes and post, during office hours and for faxes and post out of office hours  
 为办公时间内进来的邮件、传真及信件以及下班后的传真及信件安装一个有效的系统  
 Procedure to be in place for dealing with correspondence when Sales Manager/ADOS/DOSM out of hotel/on holiday etc  
 当销售经理或销售副总监或销售总监不在酒店或休假等等时，有合适的程序处理相关信函

### Integrated Business Plan综合经营计划


To be in all hotels. It is the responsibility of the hotel's GM, but the DOSM / DDOS/ Sales Manager should be fully involved and conversant with plan. This should be a live document which should be updated monthly and used as part of revenue meetings, quarterly sales review meetings.  
 在所有酒店里，这是酒店总经理的职责，但市场销售总监/销售副总监/销售经理应充分参与并熟悉该计划。这应该是一个实时文件，每月应进行更新并作为收益会议、季度销售总结会议中的一部分

### Message for Sales销售信息

An effective system to be in place for Sales messages, in and out of office hours. Office Answer machine; Mobile Phone and Email address  
 为上班时间及下班时间接收销售信息装备一个有效的系统，办公应答机器、移动电话以及邮箱地址  
 Ensure a procedure is in place for dealing with messages when members of sales are out of hotel or on holiday.  
 确保在销售人员不在酒店或度假时有适当的程序来解决这些信息

### Monthly Action Plans月度行动计划

Rolling monthly action plans should be in place at all hotels in the standard format as part of SOP.  
 月度滚动行动计划应作为准格式的一部分出现在所有的酒店内  
 A minimum rolling 3 months update is required.  
 要求至少三个月滚动更新一次

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These should be updated every month and a new month added on and they should be reviewed during the monthly hotel meetings. They should be produced in conjunction with your CDOSM, the General Manager and Revenue Manager and should obviously be in line with the hotel's business needs and Business plan.  
 这应该每月进行更新并加入一个新的月份，同时他们应在酒店月例会上进行回顾。这应该是与您的集团市场销售总监、总经理及收益经理共同制定的，并应明显的与酒店营业需求和营销计划相吻合

### Month End Sales Reports 月末销售报告

A new standard Monthly Sales Report has been introduced. Template included in Sales Procedures & templates.  
 一个新的标准，月度销售报告，包含在销售程序&模版中的模版

These should be submitted to your Area Sales Director by the 5th working day after period end and copied to the General Manager.

这些需要在期间结束后第五个工作日内上交您的区域销售总监并抄送给总经理

### Potential Analysis 潜力分析

The Potential Analysis POT form should be completed for all accounts that are being managed and filed in the client file. These can be hand written or typed and inserted to Protel or held separately in file. Potential Analysis template.

应完成所有将被管理客户的潜力分析表并存入客户档案。这些可以是手写的也可以是打印的并将其录入Protel系统或在档案中分开保管。潜力分析模版

### Prospecting Account List 开发客户清单

DOSM/DDOS/Sales Manager to ensure a Prospect/Suspect Account list is in place at every hotel and telesales calls are carried out to agreed number of Suspects every month. A Suspect/Research form is available in excel spreadsheet format.

市场销售总监/销售副总监/销售经理应确保在每家酒店均有一份预期/潜在客户清单，并且每月电话销售的数量应根据潜在客户的数量。有可使用于电子数据表格格式的潜在/开发客户表格

System for monitoring conversion of Suspect accounts to be in place and link to Sales Platform.

到位的潜在客户转换的监测系统并可链接销售平台

Company rate loading procedures to be followed

应遵循的公司价加载程序

It is the hotels Revenue Managers responsibility to load local and global sales accounts. However it is the Sales person's responsibility to check the correct rates have been loaded


下载本地及全球销售客户是酒店收益经理的职责，但检查已下载的价格是否正确却是销售员的职责

### RFP Procedures RFP程序

Effective procedures to be in place for research, completion and follow up of RFP's

到位的有效的程序以供RFP的调查、完成及跟进

Procedure to be in place for dealing with RFP's when Sales Manager/DDOS/DOSM out of hotel/on holiday Full procedures are found in Sales Reference Guide.

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当销售经理/销售副总监/市场销售总监不在酒店或休假时有到位的程序用以处理RFP。全部的程  
序均可在销售相关指导中找到

### Sales Audit销售审计

A Hotel Sales Audit will be conducted annually to review management of sales operating standards and  
procedures are in place. This currently is a self audit document and should be carried out for all hotels. If  
DOS/SM has not been in position for at least 3 months, it is recommended for CDOSM to conduct an initial Sales  
Audit with supporting action points. All points covered in the Hotels Sales Procedures are included in the Sales  
Audit document.

每年将进行一次酒店销售审核以回顾销售运营标准及程序的管理是否到位。这目前是一个自我  
审核的文档并且所有酒店均应实施。如果销售总监或销售经理有至少三个月不在位时，则建议  
集团市场销售总监利用计划实施的支持性文件进行初步的销售审核。所有涵盖在酒店销售程序  
中的要点均应包含在销售审核的文件中

### Sales Call Reports客户拜访报告

As most hotel sales people do not have a computerized sales system, we have devised a simple Sales Call  
Report for recording information and action points from their appointments. It contains a checklist on the reverse  
to help prompt people during calls

在很多酒店销售人员都没有电脑化的销售系统，我们已经设计了一份销售拜访报告用以记录他  
们会面时的信息以及行动的要点。它包含了一份检查清单以反过来帮助提示通话中的人

### Sales Calls Targets客户拜访目标

All sales people to have agreed targets for face to face sales calls and telesales calls  
全体销售人员必须在面对面的销售及电话销售的目标上达成一致

Targets for existing calls and new business calls to be set in line with requirements of hotels' Sales Platform  
对已有客户拜访及新开发客户拜访的目标设定应与酒店销售平台的要求一致

Account targets (room nights and revenue) to be in place for all managed accounts as part of SSP. Account  
targets to be realistic and in line with business needs

客户目标（房晚及收入）应作为销售策略计划的一部分为所有管理中的客户设定。客户目标应  
是可达成的并且与营业需求一致

Targets set as follows目标设定如下:

Account Manager/Account Executive客户经理/客户专员: 10 – 12 per week每星期10-12

Sales Manager销售经理: 8 –10 per week每星期8-10

Director of Sales销售总监: 6 – 8 per week每星期6-8

Telesales calls电话销售 = 30 minimum requirement per month每月至少30分钟

Allocation of appointment as follows约见拜访分配如下:

Road Show & Presentations介绍酒店: Half day 2 appointments半天2个约谈


Evening Events晚宴: 2 appointments 2个约谈

Familiarization trip (weekend) 熟悉旅行（周末）: 2 appointments 2个约谈

Sales Visit/Site Inspection销售访问/实地考察: 1 appointment (45 minutes to 2 hours)  
1个约见（45分钟到2小时）

Coaching辅导: 1 appointment 1约见



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Sales Call销售拜访: 1 appointment (45 minutes to 2 hours) 1约见 (45分钟到2小时)  
 Excluded from appointments: Training Programs, Internal Meetings, SMR/IBP/Trading Reviews  
 约谈外的: 培训计划, 内部会议, SMR/IBP及交易审核

### Sales Enquiries销售查询

A system to be in place to ensure all Sales enquiries are dealt with within 24 hours of being received  
 应有到位的系统以确保所有销售咨询在收到后24小时内得到处理

The standard Sales Enquiry Form should be used  
 应使用标准的销售咨询表格

Procedure to be in place for dealing with enquiries when Sales Manager/DDOS/DOSM out of hotel/on holiday etc  
 有相应的程序用以处理销售经理/销售副总监/市场销售总监不在酒店或度假等等情况下的咨询

Copies of all enquiries to be filed in date order in appropriate tray the Sales office.  
 所有咨询的复印件应按顺序存档于销售部办公室的相应文件盘中

### Sales Platform销售平台

Hotel Sales Platform to be in place, with clear understanding of how much time to be spent on Buying, Working and Market elements of the Platform. This should be updated and reviewed on quarterly basis. Have a Sales Platform for Meetings & Leisure proves invaluable if they are key drivers and targeted markets for hotel.  
 到位的酒店销售平台, 对花多长时间在购买、工作及该平台的市场因素有明确的认识。这些应每季度进行更新及审核。如果他们是酒店的主要驱动者及目标市场则应有会议及休闲的销售平台来证明其无价性

### Sales Presentations销售展示

Hotel and group laptop presentation to be available to agreed standards be used on sales calls/presentations  
 酒店及集团的手提电脑应与销售拜访/演示时所使用的一致


### Sales Referral System销售查询系统

To be in place at all hotels and communicated to all relevant people. Process & template available to ensure correct procedures are followed.  
 应安装于所有酒店并可与所有相关的人沟通。有有效的步骤及模板以确保程序的正确执行

### Sales Review Meeting销售审核会议

To be held minimum of every quarter with CDOSM. DOSM/DDOS/Sales Manager to attend the meeting with time allocated to discuss sales activities with General Manager.  
 由集团市场销售总监至少每季度举行一次。市场销售总监、销售副总监、销售经理需参加该会议, 同时安排好与总经理商讨销售活动的时间

Standard Quarterly Sales Review template is used and followed up with minutes & notes as discussed with any key action points. Copies are sent to CDOSM/ DOSM/ CDOS/Sales Manager, General Manager and held in hotel sales file for future review meetings.

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标准季度销售审核模板是用来跟进商讨任何关键行动要点时的纪要及记录。复件将发送给集团市场销售总监、市场销售总监、销售副总监、销售经理、总经理并保管于酒店销售文件夹中以备以后的审查会议使用

### SSP Workbook销售策略计划工作手册

The Strategic Sales Plan (SSP) workbook is a strategy document that should be in place for all Managed accounts. It contains Account targets against Actual room nights & revenue which is monitor on monthly basis. It identifies the business revenue contribution of all the accounts managed by sales which should generate minimum of 40% to the overall hotel revenue per annum.

销售策略计划工作手册是一份策略文件，应用于所有管理的客户。它包含了对比每月监测所得的真实房晚及收入的客户目标。它确认每年销售管理的所有客户的营业收入的贡献应至少是酒店所有营业收入的40%

### Telephone Answering电话应答

When voice mail needs to be used in the Sales office, an appropriate message should be recorded with details of how to contact the DOSM/DDOS/SM by mobile or who else should be contacted. This must be kept up to date at all times

如果销售办公室需要使用语音信箱，则应有恰当的语音提示，提示来电者如何通过电话联系市场销售总监/销售副总监/销售经理或应联系别的什么人。这必须实时更新

When answering company mobiles, always give greeting and provide full name. Mobile phones MUST always be turned off during client appointments.

用公司电话接听时，需总是提供问候及全名。与客户面见时手机必须总是处于关机状态

Voice mail messages on company mobiles, should include full name, position and hotel. During holidays / training courses etc, this should be amended with alternative contact details

公司移动电话的语音留言信息应包含全名、职位及酒店名称。假期或在培训等期间时，这应该修改为可替换的联系细节

Phone must be answered within 3 rings

电话必须三声内接起

### Sales Training销售培训

A training plan and training record (standard format) to be in place for all members of the Sales team.

培训计划及培训记录（标准格式）应准备好给销售部的所有成员

ADOS's need to ensure the Sales Coordinator for VP Director of Hotel Sales regular updates for master training record.

销售副总监需要确保酒店销售副主席的销售协调定期更新总的培训记录

For nominations for Strategic Selling Level I, Level II & Level III need to be emailed to the Sales Coordinator for VP Director of Hotel Sales giving full name, position, hotel location & time with company.

销售策略I级，II级，III级的提名需发送邮件给酒店销售副主席的销售协调，邮件中需提供全名、职位、酒店的位置及与公司的签订时间

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Meeting Modules Training - Any nominations to regional training manager via email.  
 会议模块培训——任何给区域培训经理的提名需通过邮件

**Weekly Sales Itineraries每周销售计划**

All hotels to be using Protel to record their daily/weekly/monthly sales activity, client appointments and internal meetings. Sales Team to ensure they provide access for CDOSM to view individual sales calendar on monthly basis. (Part of Sales Audit - measurement of appointment levels).

所有酒店将用Protel系统来记录他们每日/每星期/每月的销售活动、客户会面及内部会议。销售部应确保提供渠道给集团市场销售总监每月查看个人销售日历。（销售审核的一部分——预约水平的测量）