Description描述:

OBJECTIVE目的:

- Steps to ensure the gaining of the accounts
  采取相应的步骤以确保得到客户
- Ensure that the Sales team and the Conference and Events Sales team use the same terminology and process in and homogenous way.
  确保销售团队及会议宴会销售团队用同样的方式使用相同的术语，遵循同样的步骤

APPLICATION适用于:

- Account Management is the responsibility of each sales person, part of the daily tasks, part of the planning and part of the analysis of the business.
  客户管理是每一个销售人员的责任。客户管理是每日工作，工作计划及生意分析的组成部分

STATEMENT OF POLICY政策详述:

1. TERRITORY DEFINITIONS 销售区域定义

Territory planning is the process of planning optimum and most cost-effective coverage (particularly for making appointments or personal calling) of a sales territory by the available sales resources, given prospect numbers, density, buying patterns, etc., even if one territory by one sales person; for one person this used to be called journey planning, and was often based on a four or six day cycle, so as to avoid always missing prospects who might never be available on one particular day of the week.

销售区域计划是根据有效的销售资源，预期潜在客户数量，人员密度，购买方式等计划最合适宜的、收益率最大的销售范围。即使每个销售区域只有一个人负责，销售人员也应该以四天或六天为基础循环销售，以避免漏掉潜在客户。这被称之为旅程计划。

a. LOCATION 地点

When Conrad Hilton was asked to define the three most important factors for the success of a hotel, he is reported to have answered, **"location, location and location!"** This sentence is now the most famous sentence in the Hospitality and real estate industry.
当希尔顿被问到酒店成功最重要的三个要素时，他的回答是："地点，地点和地点！"这句话已经成为住宿服务业及地产行业的名言。

→This is why it is important to relate our Hotel to its direct and further environment and this is also the reason why it is a strategic approach that must be controlled by the Management.
这就是为什么将我们酒店与他现在及将来所身处的环境相关联的原因，这也是为什么地点必须是为管理层所管控的战略途径的原因。

For the Local Corporate Market, the geographical zones will be defined within the local environment at 90% with the following criteria
对于本地公司市场，根据下面的标准，结合当地的环境（环境占90%）来界定地理分区
- Logical Diameter of distance from the hotel 以酒店为中心逻辑性较强的直径范围
  o Estimating the traffic, time to reach the hotel.
    评估交通，到达酒店的时间
  o Road connections to the main business districts
    到主要商务区的道路网
  o Competition available or not present in the closest areas of the potential business districts
    潜在商业区附近的竞争有效性或不存在竞争

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- Less logical diameter of distance from the hotel 逻辑性较弱的直径范围
  - o What in our area are can pull corporate traveler a bit further than their work environment.
    相比于客人的工作环境区域，在我们所处区域的哪些方面可以将客人拉近我们

For the <u>Leisure Market</u>, it will be the interest the international tourists have in the features of our location that will drive the geographical interest of the sales team. This will have to be defined as follows
对于旅行社市场，国际旅客对酒店区域的各方面特性感兴趣将推动销售团队的地域收益。定义如下：

- International direct flight Routes existing: Mature market
  现存的国际直飞路线：成熟的市场

- International direct flight Routes opening: New market
  新开的国际直飞路线：新市场
- Traveling patterns of the source markets
  客源市场的旅行模式
  - o Type of holidays preferred by the majority of the country travelers (sun, resort, shopping, culture…)
    大多数旅游者喜欢的假期模式（阳光之旅，度假村之旅，购物之旅，文化之旅等）
  - o Likeliness to travel close / far (generally linked to the length of the holidays)
    短途旅行/长途旅行的可能性（通常情况下，与假期的长度有关）
  - o Spending power
    消费能力
- Awareness of our area in the source market (Weight of the advertising in the country by the Office Tourism Board)
  意识到我们身处客源市场之中（旅游局在当地国家的广告力度）
- The size of the hotel (a limited size will oblige the Management to be more specialists in some source markets than a larger hotel who will need to diversify the source of origin of the guests)
  酒店的规模（规模较大的酒店需要扩大客源市场。相比于规模较大的酒店，如果酒店规模较小，将迫使管理层在专注于某些客源市场。）

For the <u>Meeting Market</u>, the same analysis as for the Leisure Market applies.
对于会议市场，同旅行社市场

For the <u>Residential Market</u>, the same analysis as for the Corporate Market applies.
对于住宅市场，适用于公司市场

→The other important Aspect of the Geographical territory distribution is **Time.** Time is a salesperson's most valuable asset. Lost hours mean lost sales and lower earnings. Poor territory management leads to missed opportunities and meager results. To survive in today's fiercely competitive marketplace, you need to manage your time in your territory.

在所负责的地里区域，销售最重要的就是时间。时间对于销售人员来说是最有价值的资产。浪费时间就等于丢失客户和收入。失败的销售区域管理会导致丢失生意机会。要想在现今竞争激烈的市场中生存，你需要在你的领域合理管理你的时间。

b. **INDUSTRY TYPE** 行业类型

If you know how your client A works, you must understand how his Competitor 1,2,3 work. And they may have the same potential as your Client A, providing they are in the same zone of interest. Therefore the Industry type Segmentation is very close to the Geographical Segmentation and exists within the Geographical split.
如果你知道你所管理的A客户的工作类型，你必须了解A客户的竞争者1,2,3
的工作。如果他们处于同一区域，他们也有可能与A客户一样，成为你的潜在客户。因此，行业类型细分与地理区域细分及显存的区域分割是紧密相关的。

An Industry type can have the same concerns in terms of 同样的行业关注点可能是相同的，如下：
- Budgets
  预算
- Quality of the accommodation needed for the collaborators visiting or the clients invited.
  合作客户及宴请客户需要的膳宿质量
- Type of communications / events needed to reach the client
  与客户取得联系需要采取的沟通方式及活动类型
- Location in the city (Free Zones)
  地点（免税区）

c.   INTEREST 兴趣

The Interest in the Territory segmentation for the sales person and the management is to determine which core market is the most attracted / satisfied by the maximum of features of the Hotel and can generate the best volume in the shortest period of time, while using a mapping of the area to maximize the time and the contacts with clients. This is a sort of YIELDING of the Potential Territory.
在使用区域地图将时间最大化的联系客户时，销售人员对细分领域的兴趣及管理可以决定哪些核心市场能够被酒店所吸引，以及在短时间内的产量。

d.   HOW TO CULTIVATE A TERRITORY THAT WILL GROW RICH WITH LEADS "如果耕耘领土增加产量"
The skill of territory planning need to be mastered to create a definitive roadmap to guaranteed success.
应该精通销售领域计划技能，以创作最有效的路线图确保销售的成功

▪ Introduction of the product in the territory 在销售领域内介绍产品

If you manage a territory that has existing potential customers, your first priority should be to introduce yourself to every single one of your customers. This should be a pleasant, low-key introduction along the lines of, "I just wanted to introduce myself and see if there is anything I can do to help you."
如果你负责的区域已经存在潜在客户，你的首要任务是将自己介绍给每一个潜在客户。这应该是一个礼貌低调的自我介绍，遵循下面的标准："我只是想将自己介绍给你，看看是不是有什么我可以帮忙的。"

▪ Prioritise Accounts 客户优先次序

Once you have met all of your existing customers, the next step is to identify target prospects in your territory. Start by checking with your manager. If they have been managing your sales team for any period of time, they should be able to suggest some good target prospects.
一旦你已经拜访了你现存的潜在客户，然后界定本领域的其它潜在客户目标。在开始行动前，先与你的经理沟通确认。因为在某一段时间内，如果有经理管理你的销售团队，他们有能力为你的潜在客户目标提供建议

Once you have compiled a list of target prospects, determine which ones you will pursue first.
在你已经编辑完目标客户清单后，决定从哪一个客户开始着手销售工作
Which target prospects have the greatest potential to purchase the largest amounts of products and services?
哪一个目标客户是有潜能购买大量的产品及服务的
Which ones are likely to be "quick closes"?
哪个目标客户可能是直接回绝的
If you have both types of target prospects on your list, pursue several of each type at the same time.
如果两种类型的客户均在你的目标客户清单上，可以在同一时间选择两种客户类型中的几个开始销售工作

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- Map the accounts客户路线图

Create your individual roadmap to success by using effective time management techniques, to reach your accounts quickly, often, as often as necessary. Your territory must be split into as many sections as needed to be efficient. These sections later on will have to be evaluated in their potential. You need to have an easy access to this map to be very pro-active or reactive to any happening and change within your schedule of the week / day.
建立你自己的独立的路线图，以有效的利用时间管理技巧，快速、经常的与你的客户取得联系。根据效率需求，将你的销售领域细分为多个小区域。之后，将以每个小区域为单位进行潜能评估。

- Journey Planning旅行计划

- You can allocate one day of the week / month / year for a particular area of your territory according to the best level of readiness in the week for them (industry type analysis may be needed).
  你可以分配这个星期/月/年中的一天到你的领域中的一个特殊区域，根据对他们在该星期内的准备好的最好水平（也许需要行业类型分析）
- The plan should be in line with the shortest distance between one client to another one.
  该计划中一个客户与另一客户间的距离在直线上应是最短距离的
- The mapping enables the Sales person to easily replace an appointment cancelled.
  该计划图应可以使销售人员容易将取消的预约替换
  o This means that the organised Sales person should have the telephone numbers of all the clients (Key, Top, Mid, Low, Buying, Market platforms), in this area in order to book a last minute appointment.
    这意味着有组织的销售人员应该有该区域内所有客户的电话以预防在关键时刻可以预约
  o The 'Popping in' strategy can be realised for some accounts but have to be limited … as they would show a non professionalism if conducted too often.
    这种敲击战略可以在某些客户上实现但却是有限的……因为如果联系太频繁他们将会显示一个非专业的形象

- Extend your territory potential / Uncover new leads sources
  扩展你领域的潜力/发现新的导向资源

Continue exploring the area by identifying the new companies in the area, or the companies working with the competition.
通过识别在该区域的新公司或与竞争对手合作的公司来持续开发该区域

- Referrals: When you are ready to begin pursuing your target prospects, start by asking your existing customers whether they know anyone that works in the target organizations. If they do, ask for referrals.
  参考：当你准备好开始追求你的目标计划时，以询问你现有的客户是否知道目标组织中的其他单位为开始。如果他们知道，寻求推荐
- Knock on the doors, take 15mn each day of your time to be curious and ask a new company how you could work together.
  敲门拜访，每天抽出15分钟用于询问一个新的公司你们将如何一起合作

- Taking over a territory that was handled by another sales person
  接管由另一个销售员管辖的一个区域

Your first priority should be to introduce yourself to every single one of your customers. This should be a pleasant, low-key introduction along the lines of, "I just wanted to introduce myself and see if there is anything I can do to help you."
你首先要做的是向每一个你的客户介绍你自己。这应该是一个礼貌低调的自我介绍，遵循下面的标准"我只是想介绍一下我自己并且看看是否有什么是我可以帮的上忙的"
Then, as you are chatting with your customers, you can ask, "Would you mind sharing with me how you think my company's relationship with you has been going so far? What have we been doing well? Where could we improve?"
然后，当你与你的客户闲聊时，你可以询问"您介意跟我分享一下您觉得到目前位置我们公司之间的合作关系如何吗？哪些我们是做的好的？哪些地方我们还需要改进的？"

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Collecting this kind of feedback is a great way to start relationships with customers. It also helps you draw any festering problems out into the open. If you can address the problems quickly, it can really jump-start your relationships with the affected customers.

收集这类的反馈信息是开展客户关系的一个极好的方法。这同样有利于你将任何引起怨恨的问题从一开始就拉出来。如果你能迅速的解决这些问题，它将可以实际开启你与有影响的客户的关系

This same approach can also be effective for customers that have been reducing their purchases from your company over time, or customers that have stopped ordering completely. It is never much fun to listen to people complain. But, if you can isolate and solve the problems that are causing the dissatisfaction, you can produce a rapid and substantial boost in sales.

同样的方法对那些在过去的时间里已经减少了对你们公司的采购的客户或那些完全停止订购的客户也同样有效。倾听别人的抱怨从来不会有什么乐趣，但如果你可以隔离并解决那些引起不满的问题，那么你将可以在销售行业中产生一个迅速且实际的宣传

If you find customers that are really happy with the service your company has provided, drill down (with more questions) to determine just what has made them so happy. Their answers will provide you with a template for successfully managing their (and other) accounts. Also, ask these happy customers for referrals…regardless of whether you have contributed in any way to their happiness! Happy, satisfied customers are usually delighted to share their positive experience with others.

如果你发现客户对你们公司的服务真的很满意，深入讨论（用更多的问题）以找出是什么让他们如此开心。他们的回答将给你提供一个成功管理他们这些（以及其他类型）客户的模版。另外，向这些愉悦的客户寻求推荐……不管你用何种方式愉悦的他们！开心、满意的客户通常都很愿意与别人分享他们积极的体验

2. ACCOUNTS DEFINITIONS 客户定义

Potential 潜力

The potential is subjective to the segment we consider. Let's consider the room nights and time spent as indicator (room nights could then be replaced by Meeting room for the Events department...)

潜力是我们在考虑市场划分时主观认为的。让我们以房晚及所花的时间作为指标（宴会部门的话可以用会议室来代替房晚）

- **Key account 关键客户**
  A company is considered with High Potential, when a yearly relationship comes to a daily contact for a piece of business or follow up. In terms of room nights, this means that it corresponds to one room night per day.
  被认为是高潜力的客户是，当一个每年的关系因一块业务而变成一个每天联系或跟进的关系时。依据房晚，这就意味着它符合每天一个房晚

- **Prospect account 预期客户**
  A company is considered with Medium Potential, when a yearly relationship comes to a weekly or monthly contact for a piece of business or follow up. In terms of room nights, this means that it corresponds to one room night per week.
  被认为是中等潜力的公司是，当一个每年的关系因一块业务而变成一个每星期或每月联系或跟进的关系时。依据房晚，这就意味着它符合每星期一个房晚

- **Low Potential 低潜力客户**
  A company is considered with Low Potential, when a yearly relationship comes to a 3 months or less contact for a piece of business or follow up. The company may has irregular or very low level of request for our product and it will be difficult to be present at the right moment of the need. The best communication is mailings and regular information with a phone call every three month to keep track.
  被认为是低潜力的公司是，当一个每年的关系因一块业务而变成一个每三个月或更少联系或跟进的关系时。这个公司可能是不规范的或者对我们的产品需求水平很低并且很难在合适的时间出现需求。最好的沟通方式是发送邮件以及每三个月将定期的信息通过电话进行告知以保持跟踪

Platforms: 平台

The purpose of the sales platform is to see who our accounts are and ensure we are spending the right proportion of sales activity on each account to maintain and/or grow existing business and generate new business. On completion of grading each account, they are plotted on to the following one of three clearly defined platform elements:

销售平台的目的是检查谁是我们的客户并且确保我们花费在每个客户身上的是正确的销售活动比例以保持及/或增加现有的业务以及产生新的业务。完成每个客户的分级后，他们将被绘制在以下三个已清晰定义的平台元素中的一个上

- **The Buying Platform**购买平台
  Companies already working with us and booking 90% of their potential portfolio.
  那些正在与我们合作并且订购他们90%的潜在组合的公司

- **The Working Platform**工作平台
  Companies that has been identified as having a Potential Business for our hotel, who knows our product or has been informed about it and are who are willing work with us at a later stage.
  那些被认为对我们酒店有潜在业务的公司，他们知道我们的产品或对我们的产品有所了解的以及愿意在后期与我们合作
  Or companies with potential already working with us but only give us a piece of their potential and can be a serious client of a competitor.
  或者是那些有潜力的已于我们合作的公司但仅仅只给我们一部分他们的生意并且可以是竞争对手一个重要客户的公司

- **The Market Platform**市场平台
  Companies that are in the geographical potential zone or industry, for which the potential has not yet been identified and no presentation has been done. (We do not know them and they do not know us).
  那些在地理潜力区域或行业中，潜力尚未被确认的以及还没有做介绍的公司（我们不知道他们，他们也不知道我们）

It is vital to understand the distribution and variation of these accounts in each defined element of the sales platform to avoid any loss or potential loss of business from an account. The Sales Platform is reviewed on quarterly basis allowing time for the sales person to take appropriate action to get the business back on track. To monitor and track account results, a process called the Strategic Sales Plan Workbook (SSP workbook) is used to record actual account performance against forecast. (See 2.5 Sales targets, Tracking and Performance).

清楚这些在销售平台的每一个定义元素中的客户的贡献及变化是非常重要的，以避免丢失任何一个客户或一个客户的任何潜在业务。销售平台应按每季度进行审核以便销售人员可以采取适当的措施来将生意拉回正轨。为了监测和跟踪客户的结果，名为销售战略工作手册（SSP工作手册）的程序常被用来对照着预测记录客户的实际表现。（详见2.5销售目标、跟踪与表现）

Status of the Account 客户的等级

- **Key Accounts**关键客户
  The Top Accounts are the 20 accounts which represent 80% of the revenue of the hotel. They may be High or Medium potential on Buying or Working platform. The importance is that we have to ensure that they bring back their business to us, and therefore they have to be looked after not only by the Sales Account Manager, but also by the management.
  占据酒店80%收益的排名前20位的客户。他们在购买或工作平台上也许是高潜能或中潜能的客户。重要的是我们要确保他们会再次光顾我们，因此他们不仅仅只是由销售客户经理来维护，同时管理层也会参与

- **Prospects Accounts** 预期客户
  Accounts which have the potential to become TOP Accounts or Key Accounts, which are currently targeted by a Sales Manager/Executive but may not currently be doing business with us.
  那些有潜力成为顶级客户或关键客户的客户，一般是由销售经理/代表设定的，而一般不是由其与我们的业务量决定的

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- Low potential低潜力

  Accounts identified as having a low potential for the hotel

  被认为对酒店有低潜力的客户

  If a Hit account's production is not secured for the hotel within 6 months time, it should be moved to statistical (STA).

  如果一个轰动一时的产品对酒店来说不能在6个月内稳定，它将被移入统计（STA）

- Statistical (STA)　统计

  Accounts identified as having a very low potential for the hotel and just need to be tracked for statistics.

  被认为对酒店是低潜力的客户且只需要跟进以用于统计分析的客户

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The Sales Funnel销售漏斗

Keeping control of the sales pipeline.保持销售管道的管控

With the idea of the Sales Funnel, we use the metaphor of a funnel (wide at the top, narrow at the bottom) to monitor the sales process. At the top of the funnel you have "unqualified prospects" – the very many people who you think might need your product or service, but to whom you've never spoken. At the bottom of the funnel, many sales and delivery steps later, you have people who have received delivery of your product or service and have paid for it.

销售漏斗的概念，我们用了漏斗（上宽下窄）这个比喻来监测销售流程。在漏斗的上部你有"无限的可能"——

很多很多人，你认为可能需要你的产品或服务，但你从未与他们谈过。在漏斗的底部，很多销售及派发的工作之后，你有了已经收到你产品或服务的宣传品的客人或已经购买了你的产品或服务的客人

The metaphor of the funnel is used because people drop away at each stage of a long sales process: For example, many of your unqualified prospects may have existing suppliers with whom they're very satisfied. Others may have needs which other competitors are better-placed to satisfy. Still others may love your products, but not have the budget to buy them.

漏斗比喻的使用是因为在漫长的销售流程中每一阶段的人数不断减少：例如，很多你的"无限可能"可能已经有了他们非常满意的供应商。其他一些可能其他的竞争对手给了更好的条件。还有一些可能喜爱你的产品，但却没有买这些产品的预算

The image of the sales funnel (see figure 1 below) elegantly combines a visual representation of the step-by-step nature of a long sales process with this drop away in prospects at each stage.

销售漏斗的形状优美地整合了在漫长的销售过程当中每一阶段丢失的预期数并将其一步步地呈现出来

Figure 1: The Sales Funnel

Using an example long sales process, and an example month's figures

Sales Stage	Number	Change
Unqualified Prospects	742	+120
Initial Communication	500	+74
First Discussion	46	+12
Develop Solution	27	-5
Present Solution	26	-3
Customer Evaluation	22	-3
Negotiation	20	-2
Verbal Commitment	10	0
Written Order	8	+1
Delivery	8	0
Payment	7	0

3. CONTACTS DEFINITION 合同定义

The decision level决策层

Each person in any institution has a different role linked either to the position, interest, skills or tasks. It is important to define at which decision level the person we are in contact with is, so that we make sure that we do not over-estimate or under-estimate the power of the person, and we do not forget to reach the other levels. It is indeed important to reach all levels as they are interlinked and complement each others.

在任何机制中的每一个人都有一个不同的角色，该角色是与其职位、兴趣、技能或任务联系在一起的。重要的是定义这个我们接触的人在哪个决策阶层，以致我们能确定我们不会高估或低估这个人的能力，以及我们不会忘记去达到其他的层级。这确实很重要，如果他们是互通的，应达到所有的层级并彼此互补

Decision Maker决策者

Person who has the power to make the decision in terms of budget and choice of the place (for an event or of a room night booking).

It can be as large as the traveller himself up to the CEO of the company !

有能力依照预算及地点的选择做出决策的人（宴会或房间的预订）。这可以是销售员到公司首席执行官那么大的幅度

Influencer 影响者

Person who knows the criteria of choice of the decision maker, is able to identify if the product fits and through personal motives or just because it falls under the criteria will decide to push the product in the hands of the decision maker and will be able to change the habits and buy the product.

即知道决策制定者的选择标准，有能力鉴别产品是否适合及是否能通过个人的目的或仅仅是因为其归到标准中，而决定将从决策制定者手中争取该产品且可能改变习惯并购买该产品的人

There are different levels of Influencers, though the person have the power to influence, our role is to make them willing to influence.

有不同级别的影响者，尽管这个人有能力去影响，但我们的角色是使得他们愿意去影响

Booker 预订者

Person who actually makes the act of booking. The booker can be the decision maker or can be asked to book as part of his job description.

According to the level of expertise of the person, the booker can be an influencer (of willing to).

即实际操作预订的人。这个预订者可以是决策者或者是根据其岗位职责描述的部分内容要求预订的人。根据这个人的专业水平，这个预订者可以是一个影响者（如果愿意）

Order taker执行者

This person has no influence or decision power at all and is just doing was he/she is being asked to do.

这个人没有任何影响力或决策权，仅是执行要求他/她去做的事情

The buying readiness level 购买就绪等级

Readiness =   Information level_ .
               Commitment level

准备状态= 信息层.
承诺等级

What are the Information levels什么是信息层:

Awareness: Guest is familiar with the products and / or services but does not know the details.
知道的：客人熟悉产品及/或服务但不清楚细节

Knowledgeable / Informed :   Guest knows the specifics of the product and services
了解的：客人知道产品及服务的详情

Experienced: Guest has had direct exposure and experience with the product.
经验丰富的：客人有过与产品直接接触及体验的经验

What are the Commitment levels什么是承诺层:

Confidence: Guest is secured in his decision.
信任：客人在其决策中感到安全

Comfort: Guest is comfortable with the product and the services.
舒适：客人对产品及服务感到舒适

Investment: Guest shows by intangible aspects that he is invested in the evolution of the product (time spent with the team, spontaneous positive feedback, referrals, acting as a reference for future buyers …)
投资：客人展示出难以捉摸的一面，他投资了产品的进化（花时间跟团队在一起、自发的积极反馈、推荐、站在未来卖家的立场给出建议……）

Readiness Levels 准备等级	Information Level 信息层	Commitment Level 承诺层	Attitude 态度	Comments 建议
R1 Level R1等级	Not Aware or unclear about the product 不知道或不清楚产品	Not invested 不投资	Distrustful about Sales Person Avoidance or 'Passing the buck' Distracted, defensive or hostile 不信任销售人员 逃避或"互相推倭" 分心、防御或敌对的	It can be a Timing problem only, call at the right time 这只是时机的问题，在合适的时间进行拜访
R2 Level R2等级	Has some information 了解一些信息	None 无	Increasingly accessible Attentive and responsive Listening carefully Growing interest 逐渐地可接近 关注的且有回应的 仔细聆听 越发感兴趣	Can become a buyer 可以成为一位购买者
R3 Level R3等级	Knows the product Knows the Advantages 知道产品 知道其优点	Seeks confidence to make the decision 寻求作出决定的信心	Significantly invested but hesitant and resistant Seeks re-enforcement Questions the decision Encourages the Sales involvement and guidance 显著的投资但犹豫且顽固 需求再次加固 质疑这个决定 鼓励销售参与并指导	An R3 can be a new buyer who still needs after the sales to feel comfortable in his choice -> Sales Support -> Sales reinsurance 一个R3等级的客人可以成为一个新的购买者，这个人在销售对其决策感觉舒适后仍需要： ->销售支持 ->销售的再次保证
R4 Level R4等级	Totally knowledgeable and experienced, comfortable in his choice. 完全了解并有过体验，再其选择中感到舒适	Committed and invested 坚定的且已投资	Responsive, Result oriented Continued and broadened investment (get more from the portfolio) Willing to refer, provide testimonials Partner in good and bad news Big Picture focus Keeps you informed 有响应的, 以结果为导向的 继续的并扩展其投资（从投资组合中获取更多） 愿意咨询、提交客户意见书 分享好的及坏的消息 重点关注 需要你实时更新信息	If a Sales person leaves, the client may come back to R3 … A client can be R4 for Rooms and R1 for meeting space! 如果一位销售人员离职，该客户可能回到R3级别…… 一位顾客可以是房间消费上的R4等级客人同时是会议消费上R1等级的客人

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4. THE COMPANIES STRUCTURES OR INTRASPECTION
公司的架构或深度调查

It is important to make sure that the Sales Account Manager has been in contact with all the departments of the company and that all have been identified with a potential (high, medium, low) with decision makers, influencers and bookers in order to achieve the goal of getting their business. Therefore it is vital to get the organizational charts from the first days of contact with the company. This is called an 'intraspection'. This process can take several weeks or months according to the size of the company.

这是很重要的：确认销售客户经理已联系了该公司的全部部门，所有的部门已按潜力（高、中、低）划分为决策者、影响者以及预订者以便达到与他们进行业务往来的目的。因此，在与该公司首次接触的时间里拿到他们的组织架构图是极其重要的。这叫做"深入调查"。根据公司的规模这个过程可能会花几个星期或几个月

5. THE POTENTIAL ANALYSIS 潜力分析

Potential: Is the total worth of business from an account within your market place.
潜力：即一个客户在你的市场区域内的业务总价值

Analysis: Is the stage when you process all information gathered and analyse it.
分析：即当你处理所有收集的信息并分析它的阶段

The Potential Analysis tool helps analyse the business potential of a client/account by collecting essential information and establishing the client's hotel requirements which will then identify gaps between existing business secured and potential new business. This is valuable information for other sales people requiring knowledge on an account. See Annexe : Potential Analysis form.

潜力分析工具可以帮助分析一个顾客/客户的业务潜能，它通过收集基本信息及确立客户的酒店需求来进行，这种需求可以分辨出已存在的安全业务以及潜在的新业务。这对于其他想了解一个客户的销售人员来说是很有价值的信息。详见附件：潜力分析表

6. THE ACCOUNT GRADING 客户分级

Account grading is a cohesive and co-ordinated account management process, avoiding duplication of sales efforts and maximising the productivity of the sales resource. The account criteria process helps identify the importance and value of our accounts portfolio and to manage what time should be spent on sales activities per account to help achieve targets and hotel revenues.

客户分级是一个相互衔接及纵向协调的客户管理程序，可避免重复的付出并最大化销售资源的成果。客户程序标准可以帮助识别我们账户组合的重要性及价值，以便于根据每个客户的情况安排对其销售活动的时间，从而帮助达到目标及酒店的收益

All accounts per key market segments should be graded, not just the corporate market, in order to obtain a full picture of your total account portfolio. These accounts are then plotted on their defined platforms on the Hotel's Sales Platform.

所有客户均应按关键市场细分进行分级，而不仅仅是企业市场，以便对你所有的客户组合有一个全面的了解。然后这些客户将被绘制在酒店销售平台中其被定义的平台上

Account Grading客户分级 :   Actions required 需要采取的行动:_____

   A – Account   Full account plan充分考虑计划
   A级客户   Quarterly Face to Face Review with

Client每季度与客户面对面地回顾

Monthly activity每月进行活动

B – Account B级客户	Full account plan充分考虑计划 Quarterly Face to Face Review with Client每季度与客户面对面地回顾 Bi-monthly activity每两个月进行活动
C – Account C级客户	Telephone mainly主要考虑电话销售 6 month Face to face review with Client每六个月与客户面对面地回顾 Quarterly activity每季度进行活动
D – Account D级客户	Telephone only仅用电话销售 Annual review with Client与客户进行年度回顾

7. THE SALES TOOLS OF ACCOUNT MANAGEMENT 客户管理的销售工具

Sales Techniques are a method to achieve the results – See 5.
销售技巧是获得成果的一种方法——详见5.
Sales Tools are the daily strategies and actions used to reach the account and establish efficient.
销售工具是用来达到客户并建立高效的日常战略及行动方案
The Sales tools are monitored by the Management to estimate the performance of each sales person.
销售工具是管理层用来监测以评估每一个销售人员的表现

Tool工具	Definition and Process定义及步骤
Blitz: 扫楼	A Blitz is a military term to picture a territory coverage or 'attack' in a minimum period of time to pre-qualify the companies with potential for the Hotel in a minimum period of time and start the awareness campaign through an attractive concept that can be reminded by the persons met during the Sales Blitz. 扫楼是一个军事术语，即画一个领域范围或在最短的时间内"攻击"以在最短的时间内获得那些有潜力的公司的预审资格，并通过一个吸引人的概念开展意识行动，这个概念可以是在销售扫楼过程中遇见的人提醒的 A blitz can also be organised by Industry Type (Pharmaceutical, IT ... if they can be located on a specific areas) 扫楼同样可以由产业类型构成（制药学、信息技术……如果他们在特定的区域） The blitz members are requested to enter in companies without any appointment, distribute the flyers created for the occasion and to quickly identify the potential and interest of the companies in the area, while creating the awareness about the property. 扫楼成员的要求是没有任何预约的进入公司，分发相应的传单及在建立有关酒店的意识时迅速地识别在该区域内具有潜力并感兴趣的公司
Telemarketing Blitz: 电话销售扫楼	Campaign of telemarketing targeting a specific area or industry. It can follow a blitz, a mailing or just be a cold telephone call getting as a support a listing of identified companies. 电话销售活动的目标市场是一个特定的区域或行业。它可以遵循扫楼、邮件或仅仅只是一个突击电话的方式来获得一份已定义公司的支持清单 The aim of the telemarketing blitz is to identify the names of the persons in charge and the potential for the Hotel while fixing appointments for the sales person in charge of the territory or industry.

	电话销售扫楼的目的是在为负责该领域或行业的销售人员确定预约时确认负责人的姓名以及对酒店需求的可能性 It can be done by the sales person in charge of the territory or a Telemarketer / Sales Co-ordinator or also outsourced. 它可以由负责该领域的销售人员完成，也可以由电话销售员/销售协调员甚至是外包公司来完成
Cold Call: 突击拜访	Visit to a company or a booker without any appointment and without knowing the potential of the client. 在没有任何预约及不知道其潜力的情况下拜访一个公司或预订者 During a cold call, the aim is to create the awareness about the hotel while identifying the potential of the company in the city and for the Hotel. 突击拜访，目的是在分辨该公司在本市及对于酒店的潜力的过程中对其建立酒店的意识 It is generally admitted that the cold call can be short, and lead to an official Sales Call. 通常认为突击拜访是简短的，并且催生出一个正式的官方拜访
Telephone cold call: 突击电话拜访	Telephone call to a company or a booker without knowing the potential of the client. During a telephone cold call, the aim is to create the awareness about the hotel while identifying the potential of the company in the city and for the Hotel and if positive which should lead to an appointment. (The telephone cold call is part of the Telemarketing blitz, but can be handled on a daily basis for accounts on the market platform. 不知道客户潜力的情况下电话拜访一个公司或预订者。一个电话突击拜访，其目的是在分辨该公司在本市及对于酒店的潜力的过程中对其建立酒店的意识，且如果是积极响应的则应导向一个预约。（电话突击拜访是电话销售扫楼的一部分，但可以每天处理在市场平台上的客户）
Telephone call: 电话拜访	Call to a company or a booker who is known with a specific objective (fix appointment, follow up on offer, invitation, ask for business …). 带着明确的目标去拜访一个认识的公司或预订者（确定预约，跟进确认，邀约，寻找业务……）

Sales Call:
销售拜访
	A Sales Call is a meeting (set or spontaneous) with a potential client with an objective.
	销售拜访是指带着目的与潜在客户的一次面谈（设定好的或自然而然的）
	A Sales call consists of 销售拜访的组成元素
	- the qualification of the account / booker potential at any stage of the relationship
	在关系中的任何阶段，客户/潜在预订者的资格
	    ▪ For one or more segments (Short term, Mid Term, Long Term, MICE, Banquets, F&B …)
	      一个或多个细分市场（短期的、中期的、长期的、会议、宴会、餐饮……）
	    ▪ For one or more services in each segment (ex: once the room potential has been identified and bookings starts, the potential for the Club floor can be checked …)
	      在每个细分市场中的一个或多个服务（比如：一旦潜在的房间被确认并开始预订，则对于会员楼层的潜在性需求就应被检查……）
	- a **Sales** action, generally recognised as 一个销售行动方案，通常被认为是
	    ▪ The explanation of one or more benefits of the hotel in relation with the interest of the booker:
	      解析一个或多个关系到预订者利益的酒店福利
	        ○ Unique Selling Points 独特的销售卖点
	        ○ a specific service enabling to get a booking / Special offer
	          一项独特的服务，可以争取到预订/特别优惠
	    ▪ The presentation of a new offer or a service not yet presented.
	      介绍一项新的未曾介绍过的报价或服务
	    ▪ The creation of a need for the booker (upselling)
	      预订者的要求（免费升级）
	    ▪ The follow up of an offer to lead to a confirmation
	      跟进报价以得到一份确认信
	    ▪ An After sales meeting to identify the satisfaction of the guest about the product in order to assess the booking readiness level in the future and react if necessary.
	      售后会议是用来确认顾客对于产品的满意度，以便评估该预订者对将来的业务的准备层级并在必要的情况下影响其
	    ▪ The referral process参照的方法

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	- the collection of strategic market information 收集战略市场的信息 - the collection of strategic competition data. 收集战略竞争对手的数据 A Sales calls is not a conversation between two doors with no result or impact else than showing a presence. 销售拜访并不是仅仅出席而没有结果或其他影响的的两扇门间的交谈
Site Inspection 实地考察	A Site Inspection is a visit of the hotel <u>organised for a potential client who is a decision maker</u>, in areas linked to his/her interest. 实地考察是指组织一个可做决策的潜在客户对酒店进行参观，参观那些涉及到他/她的利益的地方 A site inspection is generally less than 5 persons (above it becomes a FAM trip). 实地考察通常低于5人（超过的话就变成了团队考察） A Site Inspection is the strongest sales tool available, as the potential booker experiences the atmosphere, the space, the quality of the amenities, the level of service, the professionalism of the team and can immediately make his/her choice on either it corresponds to the standards of his/her bookings. 实地考察是最强最有效的销售工具，因为具有潜力的预订者可以经历酒店的氛围、空间、便利设施的质量、服务的水平、团队的专业性等并且可以立即做出符合他/她的预定标准的决定 It is ideal to link the site inspection with an Entertainment so that the taste / F&B aspects are also tested. 伴随着款待的实地考察是理想的，这样试吃/餐饮方面也可以得到测试 A site inspection needs to be prepared as a bad site inspection could have a long term disastrous effect for the account production. 实地考察需要做好准备，因为一个不好的实地考察会给客户产品带来一个长期的恶劣的影响 **See Site Inspection Standards. 详见实地考察标准**
FAM Trip 团队考察	A FAM trip is can be a hosted Fam Trip (Guest stay in the Hotel) or a non-hosted FAM Trip. 团队考察可以是住店考察团（客人住在酒店）或非住店考察团 It is a group of persons which is usually > 5 persons and is <u>organised by the decision maker</u> or the main booker (who may not take part of the visit) to develop the awareness of his/her team or clients towards the product and therefore enhance the production with the property. 通常来说团队的人数大于5人并且由决策者组织或主要预订者（可能不参加该次参观）增加他/她的团队或客户对产品的意识，由此提高酒店及产品 Therefore, a Fam trip must be considered as a VIP Group at all steps of the visit and stay. 因此，团队考察在整体参观及入住的过程中必须被视作一个贵宾团队来对待 According to the importance, a lunch or dinner should be offered. 根据其重要性，应提供一顿午餐或晚餐 **See FAM Trip requirements and Site Inspection Standards.** 详见团队考察需求及实地考察的标准

Entertainment
款待
	An Entertainment is an invitation for F&B testing with a client (breakfast, lunch, dinner, tea time, coffee, after work drink …).
	款待是指与客户一起进行餐饮体验的一次邀请（早餐、午餐、晚餐、下午茶、喝喝咖啡、下班后喝点东西等等……）
	The aim is 目的是
	- to show respect to the client who did a physical effort to visit the hotel,
	  显示对顾客亲历参观酒店的尊重
	- a sign a hospitality as a host,
	  主人的热情好客的标签
	- to thank the client for his time,
	  感谢客户抽出的时间
	- to spend more quality time with the client and get to know him/her better and move on new subjects
	  花更多的优质时间与客户在一起，更好地了解他/她并将话题转移到新的主题上
	- to get the client to know the sales person better and <u>strengthen the relationship</u>.
	  让客户更好地了解销售人员并强化关系

Vouchers
赠券
	A Voucher is a gift of services from the hotel (Rooms, F&B, Wellness).
	赠券是酒店赠送的礼物（房间、餐饮、康体）
	It can be given to a specific booker 它可以提供给一个特定的预订者
	
	- as a means to experience the product and be convinced to book her travelers or events.
	   作为体验产品的一种手段并说服其为她的游客或会议作预订
	- as an incentive for generating more revenue
	   为争取更多收益而给的激励
	- as a reward for business generated
	   作为业务生成的一个奖励
	
	It can be given to a specific Company the hotel is in business as a supplier support and create awareness among the staff / clients.
	它可以提供给一个特定的公司，在业务中酒店是作为一个供应商的支持并在员工/客户间创建知名度
	- Clients gathering – raffle客户聚会——抽奖
	- Staff Party员工派对
	- Gala Dinner庆祝晚宴
	
	It can be given to a specific Association or club identified as having an interesting level of members to whom the voucher will be offered as a gift from a raffle, showing BHI as a sponsor and therefore associated to the cause or gathering interest of the audience.
	可以提供给一个特定的协会或俱乐部，这个协会或俱乐部被认为拥有一定兴趣水平的成员，赠券将作为奖品通过抽奖的方式发出，显示巴伐利亚是其中的赞助者以及相关原因或聚集观众的兴趣
	- Cocktail reception / Gathering 鸡尾酒会
	- Gala Dinner庆祝晚宴

Booker Presentation / Booker Training: 预订者展示/预订者培训	Presentation done to a large number of persons being more or less at the same level of influence in their premises. The presentation must be dynamic, convincing and motivating while oriented on the key needs of information of the audience. Therefore it must be prepared, using their booking tools (internal guide, TO Brochure ...) as a reference. Give – aways or Booker Incentives are often the key to the final WOW effect. 在很多人面前完成的展示，这些人在他们的单位里或多或少都处在同一水平的影响上。这些演示必须是动态的、使人信服的并且是可调动积极性的，当按照观众所主要需求的信息进行调整时。因此它必须是有准备的、用上他们预定的工具（内部导购、其他宣传册……）作参考。赠品或预定提成常常是带来最终显著效果的关键
Booker Incentive 预订者提成	Incentive programme agreed by the Hotel Management and the Client's Management (be aware that some companies refuse incentive as considered as a bribery tool) at the attention of the bookers (Secretaries, MICE Project Managers, Travel Agents, TO Reservations Agents ...). 激励计划是酒店管理层与客户管理层的协议（需要知道有些公司拒绝提成是因为他们认为这是一种贿赂手段），关注预订者（秘书、会议项目经理、旅行社代理、其他预订代理……） The Incentive can be for a short period of time to drive the volume or a longer one to support the booking efforts. 提成可以在短时间内增大产量或对预订努力的一个长期支持 The reward must be motivating to ensure that the bookers see an advantage in making the extra effort. 这个奖励必须是有激励性的以确保预订者可以看到额外的努力带来的好处

Marketing Partnership: 营销合作关系	Any opportunity provided by your client to reach his/her clients or team of bookers. (e-newsletter, magazine insert, convention participation, presentation, sponsorship ...) 你的客户提供的任何可接近他/她的客户或团队预订者的机会（时事通讯的版面、杂志的插图、会议参与、产品展示、赞助……） These opportunities must be taken seriously and the impact measured. 这些机会必须重视并考量其影响
Power breakfast 巨头早餐会	Breakfast booked by the Hotel Sales team within the premises of the Client's company, with an invitation communicated internally by the Hotel Main contact in the company to motivate the colleagues and other bookers to book with the hotel. 在客户公司的前提下由酒店销售团队预订的早餐，由公司的酒店主要联系人进行内部交流的邀请，以激励同事及其他预订者预订酒店 The Breakfast is a highlight of the week / month for the company and helps to quickly and positively enter in contact with the main bookers, while staying in their mind for a long period of time. 该早餐是这周/月对该公司的重要活动，它有助于迅速并明确的进入与主要预订者的联系中，虽然要沉浸在他们的思想中一段很长的时间 Event Organisation is done by the Hotel Events team. 宴会组织由酒店宴会团队完成 Frequency: twice a year if needed 频率：如果需要，一年两次
Booker party 预订者派对	Party (Dining Cocktail Reception or Gala Dinner) organised to thank the KEY, TOP and MID bookers of their loyalty and support to the Hotel and the Management. 组织派对（鸡尾酒晚会或庆祝晚宴）来感谢那些关键的、高级的及中级的预订者的忠诚以及他们对酒店及管理层的支持 The whole Management of the Hotel must be present to honour them, 酒店的整个管理层必须表现出对他们的尊敬 The GM should thank them through an official speech which should not be longer than 10 minutes (could be handed over to the DOSM or the ADOS of the segment. 总经理应发表一份不超过10分钟的正式讲话来感谢他们（可转交市场销售总监或该细分市场的销售副总监完成） It is also ideal to introduce the audience with the back-office persons (reservations, Front office Managers) they are dealing with over the phone, to enable them to network throughout the evening. 向观众介绍后台人员（预订部、前厅经理）同样是理想的，这些后台人员通过电话处理事情以使他们在整个晚上都可以通过预订 An identification of staff members should be planned for clients to recognise the team members and engage the conversation. 员工会员的识别应为客户做好计划以便于他们识别本团队的成员并参与对话 A theme linked to an entertainment is the Key of the success of the event, the element the most remembered and the real thank you (with the food). The Entertainment can be linked to a message the hotel wants the audience to get. 与款待相关的主题是会议成功的关键，是最难忘的因素，是真正的感谢（辅以食品）。这个款待可以与酒店希望观众得到的消息相关 Food must be excellent and memorable. 食品必须是极佳的且难忘的

8.

9. THE SALES TECHNIQUES FOR A SUCCESSFUL ACCOUNT MANAGEMENT
一个成功的客户管理的销售技巧

Introduction简介

'You have only one chance to make a first good impression'. "你只有一次给别人好的第一印象的机会"
You have to prepare yourself and get a standard (but adaptable) way of presenting yourself (Appearance and grooming – talks – attitude).
你必须准备好并有一个介绍你自己的标准方式（但是是可修改的）（仪容仪表——谈吐——态度）
Smile; direct but friendly is a key to open discussions微笑，直接但友好是打开话题的关键

AIDC Sales Techniques AIDC销售技巧

(**A**)ttention–   Get buyer to listen (short opening phrase)

   关注——吸引购买者的聆听（简短的开场）
(**I**)nterest   –   Develop his interest (background info)

   兴趣——开发他的兴趣（背景信息）
(**D**)esire   –   Stimulate desire to buy (reasons to buy)

   欲望——刺激购买欲望（购买的原因）
(**C**)lose   –   Get the order (clinch the sale)

   结束——拿到订单（紧扣销售）

Before you can sell a product or proposition you must grasp/seize the buyers **ATTENTION** so that he/she is prepared to listen to your proposition.

在你可以出售一个产品或提议时，你必须先抓住购买者的注意力，这样他/她才能聆听你的提议
You must keep the buyers attention by developing his **INTEREST** in your proposition - produce benefits.

你必须在开发他对你的提议的兴趣时保持购买者的注意力——提出福利
You must stimulate the buyers **DESIRE** to buy by telling him - "What's in it for him".

你必须告诉他以刺激购买者的购买欲望——"对他来说，购买会带来什么"
You must **CLOSE** the sale by being positive and making it easy to say yes and difficult to say no.

你必须以正面的结果及很容易答应且很难拒绝来结束这次销售

DIPADA Sales Techniques DIPADA销售技巧
(**D**)efinition   –   Define needs and wants

   定义——定义需求及欲望
(**I**)dentification –   Identify your products/service with needs and wants.

   识别——用需求及欲望来区别你的产品/服务
(**P**)roof   –   Prove that your product/service satisfies needs and wants.

证据——证明你的产品/服务满足需求及欲望

(**A**)cceptance – Gain acceptance for the proof.

接纳——获得证明的认可

(**D**)esire – Gain desire for product/service.

欲望——获得对产品/服务的欲望

(**A**)ction – Close that sale.

行动——结束销售

Brickwalling is a method of securing loyalty of company by meeting all the people that make bookings in the company and introducing them to as many relevant people in the hotel organization. This helps when a sales person leaves the hotel or a contact leaves the company, you do not have to start building relationship all over again.
壁垒是一个稳固公司忠诚度的方法，通过会见所有在公司预定的人并介绍他们给酒店组织内许多相关的人认识。这很有帮助，在一个销售人员离职或该公司的一个联系人离职时，你不需要再重新建立关系

Surface Contact Management isa way to ensure thattheKey contacts of the Corporate accounts is known by several levels of persons and departments in the Hotel, for them to get a professional answer at any time in case a person is not available.
表面接触管理是确保酒店内不同层级的人及部门知道企业客户关键联系人的一种方法，让这些关键人在任何时候一个人没空时都能获得专业的答复

Procedure程序
1) On sales calls, sales person will ask name of bookers and find out exactly what they book, (rooms, meetings, trainings outside catering, etc).
   在销售拜访中，销售人员会询问预订者的姓名并找出他们真正预订的是什么（房间、会议、培训外送餐等等）
2) Information is logged into Protel.信息将记录在Protel系统中
3) Sales person will try and meet all bookers and build relationship.
   销售人员应尝试与所有预订者见面并建立关系
4) Sales person will introduce DOSM or General Manager or other relevant team members to bookers either through sales calls, or corporate parties, etc.
   销售人员可通过销售拜访或企业派对等介绍市场销售总监或总经理或其他相关团队成员给预订者认识

10. ACCOUNT MANAGEMENT PLANNING STEPS
客户管理规划步骤

Step 1: Who are my most important accounts?
步骤1：谁是我最重要的客户？
- Segmentation and criteria for segmentation 细分市场及市场细分的标准
- Profitable, strategic and nice customers 有利的、战略的及和蔼的顾客
- Accounts I need to keep 我想要维持的客户
- Accounts I want to get rid of 我想摆脱的客户
- **To Do:** screening of the portfolio 去做：筛选组合

Step 2: How well do I know my accounts?
步骤2：我怎样更好地认识我的客户？
- The business strategy of my accounts 我的客户的经营战略
- The customers of my customers 我客户的客户
- The decision maker and the decision processes 决策制定者及决策程序
- My market share with these accounts 我的市场与这些客户一起分享
- The competition with these accounts 与这些客户的竞争
- Cost and profit 成本及收益
- **To Do:** Screening of our information basis 去做：筛选我们的信息基础

Step 3: How well do I manage my accounts?
步骤3：我如何更好地管理我的客户？
- Rebuying rate and customer loyalty 再次购买的价格及客户的忠诚
- Upselling and cross selling 向上销售及交叉销售
- Brickwalling and locking devices 壁垒保护及闭锁装置
- Product and services mix 产品及服务的组合
- Forecasting 预测
- Audit 审计
- **To Do:** Audit of my account management 去做：我的客户管理的审计

Step 4: Account planning
步骤4：客户计划
- Objectives 目的
- Long term planning 长期计划
- Short term planning 短期计划
- Quantitative and qualitative approach 定量及定性的方法
- Efforts and results 努力及结果
- **To Do:** make an good account plan 去做：制定一份好的客户计划

Step 5: Teamwork
步骤5：团队合作
- Identify all the players: commercial, technical, administrative, management
  确定所有的队员：商业的、技术的、行政的、管理的
- Roles, results and responsibilities of all players 所有队员的角色、结果及责任
- Efficient communication 有效沟通
- Resource management 资源管理
- Team selling 团队销售

Step 6: Reality check
步骤6：现状核实

- Elaborate the account plan 详尽的客户计划
- Present the account plan 展示客户计划
- Feedback on the account plan with DOSM /CDOSM.客户计划上市场销售总监/市场销售副总监的反馈
- Share Best practices 分享最佳范例

The largest FREE resource tool for young hoteliers and seasoned professionals