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**Description描述:**

**OBJECTIVE目的:**

- Activities to be undertaken to ensure to gain new accounts and to increase the loyalty/production of current accounts  
采取必要的行动获取新客户并提升老客户的忠诚度
- Ensure that the Sales team and the Conference and Events Sales team use the same terminology and process in an homogenous way.  
确保销售部人员及会议销售人员采用同样的方式使用相同的术语及方法

**APPLICATION适用于:**

- Activity Management is the essential tool be used by the Sales Teams of the properties to ensure the maintain and development of current clients and the acquisition of new accounts  
销售人员做好营销活动管理是很重要的。因为这不仅可以让我们维护老客户，还可以帮助我们开发新客户

**STATEMENT OF POLICY政策描述:**

**4.1 Sales Call Report销售拜访报告**

A report used to record information discussed during a sales call or visit. It includes setting sales call objectives, points of discussion and follow up. Protel users MUST record their sales call activity directly into system. This will generate an auto chase for later action. For manual users use the attached sales call reports and retain information in client account files with other past correspondence associated to the account.

报告是用来记录电话销售或销售拜访信息的。报告应包含销售拜访目的，讨论要点，及跟踪情况。如果有销售软件系统，销售员应将销售拜访的相关信息记入系统，系统将自动跟踪日后的活动。如无销售软件系统，请使用附件的销售拜访报告，将和此客户相关的以往的以及现在的信息全部记录在此客户档案中。

**4.2 Site Inspection/Show Round实地考察/参观**

The site inspection sheet is used as a checklist for a site inspection to ensure the client requirements are covered during the sales proposal stage. The site inspection must link the client's needs to the relevant hotel's features and benefits to ensure their requirements are met (Gain client buy in). It also identifies other potential business for the future. The use of the site inspection sheet is valuable for the conference, meetings and events department. Site inspection should be noted in Delphi.

实地考察清单作为一个备忘录，确保在销售提案阶段将客人的所有要求记录在此清单中。在实地考察清单中，必须将客人的需求与酒店的特性及可提供服务连接在一起以说服客人在店消费。这还可以帮助我们在之后的工作中识别其它的潜在客户。现场考察单对于会议，宴会部门是很有益处的。现场考察应该记录在Delphi中

**4.3 RFP Process RFP流程**


To be defined as per UTELL guidelines.  
根据每个UTELL指南加以定义

**4.4 Rate Loading Process**

To be defined as per UTELL guidelines.  
根据每个UTELL加以定义。

To ensure all corporate negotiated rates are available for sale via GDS and Internet, they must be loaded into Utell. The hotel is responsible for loading LCR's.

所有的公司协议价都应输入UTELL，并确认所有的公司协议价在GDS及网络上是可用的。酒店负责装载LCR's。

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Each rate loaded must have a rate category and corporate ID number. Hotels must submit the standard format detailed below "rate loading documentation" to ensure the request is processed. Hotels will receive an email message advising that the rate has been loaded if not it is the hotel's responsibility to chase.

每个录入系统的价格必须有对应的价格目录及公司识别码。酒店必须提交标准格式的“房价加载文档”并在文档中包含所有细节信息，以确保此要求被受理。在房价录入系统后，酒店方会收到“房价已成功录入”的反馈信息。如果未收到相应信息，酒店方负责跟踪事情进展。

On receipt of the message the hotels must activate the rate by attaching a rate code matching the criteria set in the rate properties - failure to do this will result in disassociated rates.

在收到信息后，酒店方需要将系统中将对应的房价编码与做一个链接以激活此价格。如果链接错误，将导致房价加载失败。

#### 4.5 Field Accompaniment 旁听销售电话

An accompanied sales call is a pre arranged call to a client. The Line manager's role is to observe the sales person's strengths and weaknesses, and development opportunities during the call. The line manager uses the field accompaniment evaluation form to help identify the strengths and opportunities of the individual sales person. It is the Line Managers responsibility to provide constructive feedback with agreed recommendations for future sales focus or personal development. It is a coaching and development exercise rather than a formal assessment. This is part of the annual sales audit that MUST be carried out minimum four times per year.

有旁听的针对客人的销售电话是预先安排好的。直线经理可以通过这样的安排知晓员工的优缺点，并在通话过程中发现新的发展机会。直线经理填写旁听销售电话评估表，以帮助销售人员发掘他们的长处及识别机会。为未来的销售重点及销售人员个人发展提供有建设性的反馈信息是直线经理的责任。这是一个指导及个人发展练习的过程，并不是一个正式的评估。此项工作每年至少要执行四次，并且这也是年度销售审计的必要内容。

#### 4.6 Client Quarterly Reviews 客户季度审核

Each account development plan includes a quarterly client review meeting to discuss account production, variations or new developments. Along with a specific meeting agenda, sales should provide account production results against their target per quarter (Room nights and revenue) for discussion and further activity account planning. The attached template allows you to track the data in a presentable format for the client.

每个客户的发展计划包含季度客户审核会议。会议中主要讨论客户增长，变化及新进展。除具体的会议议程外，每个季度，销售人员应该提供客户增长与销售目标的对比情况（间夜数及收入），并讨论后续的销售计划。后附的表格样板可以让您为客户提供一个漂亮的数据跟踪情况表。

#### 4.7 Activity & Appointment Schedule 活动及会见安排

It is a measurement of expected versus actual target of appointments and sales activities required and planned for the business.

这是期望与实际目标，销售活动及商业计划的一种度量方法。

For Protel users all activities and appointments MUST be included in Protel under contact activities. For others the attached table can be used for recording and measuring appointment levels and time spent on sales activities on a monthly basis.


Protel使用者应该讲所有活动及会见的信息记入Protel。对于非Protel使用者，使用附件的表格记录会见信息，并以月为单位，衡量会见等级及花费在销售活动上的时间。

Appointments and activities are essential to sales success and need to be able to measure sales effort against business results. In addition, the table identifies time spent on other sales duties used for evaluating effectiveness and efficiency of sales time. E.g. administration duties; internal meetings; training.

会见及活动是保证销售的成功是很重要的。此外，附表还可以体现出花费在其它职责上的时间，这可以用来衡量销售时间的效果及效率。如行政职责、外部会议、培训。

#### 4.8 Re Negotiation Process (Wish, Want, Walk Rate) 重新商定价格流程

A revenue management tool used to plan the negotiation process for contracting rates for a new period. The spreadsheet records historical data (room night production and contracted rates) for previous and current years to calculate peak and off peak business demands. It also requires local competitor market share and average rate for that account to measure the share of business achieved against the local market.

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使用收入管理工具计划新周期的合同价格商定流程。此电子数据表格记录了之前及现在的历史数据（间夜及合同价格），电子表格中同样可以看出淡旺季的商业需求。除此之外，需要获得当地竞争者的市场占有率及平均价格，以更好地衡量我们在当地市场中的占有率。

The negotiation process requires sales to forecast the forthcoming year, (room nights and average rate per account) which will self calculate the revenue and rate increase/decrease year on year and % market share expected.

商定流程需要销售人员对接下来一年的收入及市场占有率做出预测(每个客户的间夜数及平均价格)。

Three price bands for rate negotiation 价格商讨分为三个等级:

Wish - the desired rate; 高期望房价

Want - the ideal rate to achieve; 可以达到的理想房价

Walk - the minimum rate to accept. 可以接受的最低房价

Any proposed freeze or decrease on rate needs to be supported with a business case and approved by direct report.

所有维持原房价或降低房价的提议应该有支持性的商业案例并获得直接上级的批准。

Last room availability (LRA) is ONLY used as a negotiation tool and should be reflected in the rate for the privilege. Room Allocations defeat the objective of LRA and should be approved before contracting the account. Concession not rate related should be considered and proposed in order to secure the business during negotiation.

最后一间客房的使用权仅作为一个谈判工具，并应该作为特权体现在房价中。房间配置未遵照最后一间客房的使用权目标，应该在建立契约客户前获得批准。为了在洽谈过程中把握住客户，应该考虑并提供与价格无关的让步。

Need to gain a "Win; Win" Situation.

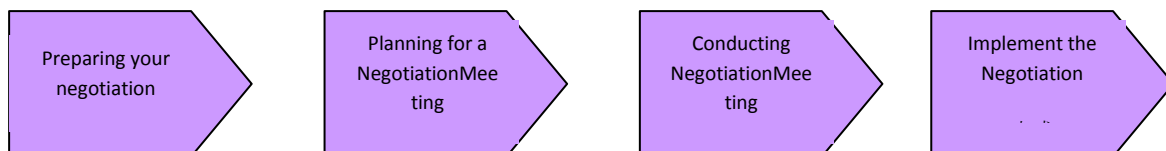
获得双赢的状况。

On completion of the wish want & walk spreadsheet a regional consolidated summary is produced for the CDOSM.

在完成4.8的价格电子表后，应该准备整合的地区汇总报告提交给CDOSM。

#### THE FOUR STAGE PROCESS OF NEGOTIATION AS FOLLOWS:

四个洽谈步骤:



#### 4.9 Sales Referral Procedures 销售推介程序

For sales or lead referral you need to complete the attached document.

销售推介应使用附表

Sales Referrals / Leads for one hotel

Send direct to the hotel (includes Group, Conference and Corporate enquiries) using Sales Referral form

填写销售推介表并直接发给酒店（包括团队，会议及公司问询）

#### 4.10 Sales Trip Authorisation Procedures 销售差旅授权程序


Sales Trip procedures are to ensure all international sales trips and tradeshow have clear measurable objectives, reduce duplication and achieve the maximum potential for each sales call made.

销售差旅程序是为了确保所有的国际销售差旅及商业展会有清晰地可度量的目的，避免重复并让每个销售拜访达到最大的效用。

It requires pre-trip planning and objective setting with a clear robust follow up process in place.

需要准备差旅前计划，设定目标及后续跟踪行动。

A post trip report needs to be completed as a measurement of success and for BHI to future plan. CDOSM consolidate all sales trips results across EMEA.

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在差旅结束后，撰写差旅报告。这是衡量差旅成功与否的工具，并且可以为巴伐利亚将来的销售计划提供参考。CDOSM通过EMEA汇总所有的销售差旅结果。

**4.11 Familiarization (FAM) Trip Request 考察团需求**

To ensure maximum return on investment for each client familiarization visit (FAM trip) placed in BHI hotels. The sales person requesting the FAM trip must present a business case for approval with purpose, value and cost to hosting the event. A full itinerary should be prepared and agreed with the client prior to the event. On completion a post trip report and appropriate follow up activities should be actioned.

确保每一个举办在巴伐利亚酒店的考察团拜访投资都能得到最大的回报。提出考察团需求的销售人员必须能够介绍成功的商业案例，并说明此次活动的目的，价值及成本以获得批准。应该在活动前制定好行程并得到客人的确认。在完成活动报告后应该采取后续的跟踪行动。