

# COLLABORATE

## Deep Dive Discussions on Strategic Issues

### TALENT

#### 1. What is the most popular and effective retention strategy/best practice for your team? Why is it so popular/effective?

- Clear/actionable Career Path - need to be able deliver on promises (training/promotions/experiences)
- 1:1s - Where are you at as a human being
- Annual recognition programs
- Appreciation, annual increase, review process that's important, incentive trips, team-building, annual recognition programs
- Asking employees what motivates them. Work life balance and flexibility. Spending time to get to know your employees.
- Coaching to the individual
- Coaching to the individual / personalized experience
- Communication, cross training, mentorship, 90 day stay interviews, being present on virtual calls.
- Consistent communication of "We Care About You" culture.
- Create individual develop project ; 6 month sales development program (application program) from coordinator and SM bench support; get all levels of hotel team join commercial meetings; one-on-ones to talk career; mentorship (formal & informal)
- Create Sales Council to recognize top talent and to let them share their ideas and skills
- Creating a new path for advancement through a remote area sales program
- Encouraging individual team members to find courses they are interested in and paying for them to take it
- Flexibility, pay, listening to employees and taking action, listening to their individual needs.
- Giving a chance for employees to make their bonuses throughout the year, improved and extended training, individual inclusion to decisions, cross-training "gigs" but being fully immersed
- Go back to the basics- re-educate/retrain. Pour into your top performers.
- Hello Team program to share recognition among property teams and across the portfolio
- Mentorship programme, team building events, local university student shadowing, Wellness programme. Best place to work
- Monthly bonuses - most effective method for retention
- Nectar and Bonus.ly: recognition apps,
- Platinum Rule
- Proper Salary compensation
- Recognition, relationships, one on one discussions
- Regular 1+1 engagement with team. Utilize the emotional bank account strategy. Taking time to engage personally and professionally.
- Revise experience requirements on job postings, allowing for a wider reach of talent. Or use Jeff Patton's "hi, I'm hiring" card!

- Subject matter expert/ champion
- Transparency about company and communicating the WHY of decisions and initiatives.

## **2. What has been your most effective training or development tool? Why is it so good?**

- BACKOFHOUSE.tv
- Sales boost- assign training videos
- Betterworks. Mentorship program. Weekly virtual calls with everyone on camera
- Bi weekly calls with mentor/ mentee
- Champion:/ subject matter expert
- Communication
- Creating a self sufficient well rounded team to take on the big picture
- Cross property training assistance and working as a company instead of siloed, line level employees getting face to face with leadership, an assigned new hire "navigator" to assist throughout the training process for extended period of time,
- Digital reality series showing a behind the scenes look at daily operations, service set up , etc to promote team pride and showcase your talent and acquire new talent."
- Have a SME for every position . Fly the employee the SME and build a resource as a new employee
- Having partners to use as resources
- Having subject matter experts from each team. Helping people leaders become better coaches.
- HSMAI events, groups of like minded people
- It's a bot program"
- Knowing employees' learning styles and adapting
- Leaders who are available for advice
- LinkedIn Learning
- LinkedIn Learning, Strengthfinders
- Looking at resumes that we would not normal accept. Hiring for the person and not the historical experience.
- Master connections - tweaks the shop call to come in though Cvent.
- Onboarding with multiple departments, thorough training, ongoing training.
- One on one interactive training.- better than video. Consistency companywide.
- Paying for individual sales team members trainings outside of brand training
- Pushing the teams to use their peers as resources and build a network.
- Role playing
- SME by vertical market segmentation t
- Start with contractors and train to team , then hire them as FTEs
- ThinkZoom training platform - has built in training but can be customized
- Training in the field, hands on
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## **3. What are you doing to build your talent pipeline? Where are you focusing that you weren't pre-pandemic?**

- Engaging with universities and having students look at job profile and interpret what that role looks like to them.
- Entry level positions into global sales - train them up to become globals.
- Hire remotely. Onboarding is remote too
- Identifying people who are interested and coaching those people up over the course of months
- Immersion program with college across the street- local job fairs - increased referral to \$250- J1 program.
- Internal referrals - with bonuses

- Internship programs with local universities
- Keep sales coordinator positions as a way to train up the next generation of sales managers/DOS
- Lean in programme-promoting women in hospitality. Betterworks. HR initiated fun programs
- More flexibility and creativity
- Post-pandemic keeping a more open mind and outside the box with talent, revenue/salary opportunities to build talent pipeline, focusing on high potential employees for future, really keeping an open mind of qualifications for employment
- Promoting from within - FD to Sales Admin to ESM
- Using network

## EFFECTIVENESS & EFFICIENCY

### 1. How are you deploying your team differently to improve effectiveness and efficiency?

- annual holiday recipes sent virtually
- Ensuring people are aware that things have changed. There's no more "going back to normal"
- Analyzing leads prior to deployment to ensure efficiencies
- Betterworks for enhanced collaboration"
- Bring your client into your business social media
- Bringing lower level employees to the seat. Awareness and delegation
- Build Hotel sales support team- for all questions To get it off the seller
- Career pathing conversations. Sincere intention & interest in individuals. Recognition tool.
- Clear technology- focus on evaluations technology, both client and associate facing, to ensure the most critical information is pulled to the front and it is user friendly
- Coffee & calls - training and mentor ship. Guest speakers. Set people up for success from beginning.
- Commercial deployment breaks down fences or silos that were segments, territories, staff titles that limit what you can sell.
- Creating area sales roles for top performers
- Cross training to have a well rounded team should staffing levels lower, cross selling different Hotels , communication and collaboration improved in pandemic, cross per property for future opportunities,
- Cross training, better technology, shared systems
- Data driven insight based on paying attention to guest, lead day versus territory, identify strengths of team players, central RFP response. ,
- Dedicated analysis for market, Power BI, integrating CRM with reservations, Visiting Media.
- Deploy technologies with online meetings, Teams, Slack, shared workspaces, online training efficiency
- Deployment based on analytics
- Diversify the segments
- Exposure to all staff to cross train. Network. Shop hotels and restaurants. Recruiting industry and other departments.
- Focus on geographical deployment versus industry. Align with a market versus an industry
- Fostering the strengths of the team and developing further on those strengths"
- Geographic, relationship, clerical tasked out.
- Geographic, by relationship, clerical staff to complete all detailing. By relationship.
- Getting creative and pushing out leads to the teams by day of week or by month to triage an excess of leads more efficiently.
- Go hybrid/remote options

- Having team members sell in verticals to get great at their segments and to give them people to service clients to allow more time selling
- Hybrid sales team. Deploying people to sell differently to help the hotels. Focusing on different types of business.
- Increased investment in video and digital assets for better customer engagement
- Lead merchandisers (lead catchers) send proposal
- lead response has to change/be managed better"
- Manage by market.
- More services than bookers
- Moving teams into silos based on hotel segments.
- Outsourcing prospecting
- providing a solution before the need is established
- Pull Convention services off property to be effective. And have an on property person to execute
- Remote sellers only focused on sales selling multiple hotels.
- Remote sellers selling up to 10 properties and generating more revenue due to no distractions
- Reporting to people who have bandwidth instead of what looks right
- reestablished relationships with previous clients to show appreciation and just focused on client, not necessarily business. Humanized the interaction
- Sales drive. Evaluates your SM to see if they are a hunter or farmer Pre hiring
- Staffing based on market comfort, connections, preferences by Sales Managers"
- Supplying the team with everything that they need to sell (tools, parameters, rates, data)
- Switched incentive to total team for overarching
- This is the time to try new things and take new risks"
- Utilizing shared platforms and workspaces/Teams
- Visiting Media platform
- Went from ownership based to geography based. "Know your backyard"
- Went from silos based on market segments to total account management

## **2. How are you leveraging technology to enhance your team's effectiveness & efficiency?**

- Utilizing Teams, Zoom, Salesforce (logging leads, etc.).
- Beehive, Logistics or Quore for communication
- BI - business intelligence tool for the luxury independent property providing a dashboard of data
- Building an updated website to enhance customer experience
- Cadencing system for outbound prospecting
- Delphi FDC UPgrated
- Group360, direct booking ability center- evaluate it being made. One drive, teams, one note- real time updating.
- Hotel competition for those who want to participate
- Internal systems and reporting. Prospect Indicator where Sales Managers can apply a ranking to a prospect based on stats
- Knowland
- Microsoft One Note to collaborate
- Passkey versus administrative tasks for our teams
- Phone systems with call recordings. Prompted moments for sales leaders
- Power BI. Automated
- Pull data from internal and STR to make decisions about needs and goals
- QR codes
- Sales drive evaluation
- Sales Force Lightning integration with CVENT.
- Salesforce enhancements

- Salesforce Lightning, working together in the same spaces.
- Teams
- Using Microsoft Teams to collaborate with your team, email automation platform', Groove/outreach, to assist in auto tracing email notification , automated shop calls that auto transcribe their calls and interprets their convo, Sales Boost system
- Using Sales Force's app in Outlook to capture conversations
- Utilized a 360 tour of property and added to website when client couldn't make it to the property, made it more accessible
- Videos of yourself sent to clients - Vidyard. Clairvoyx
- Vinyard
- Visiting Media True pro.
- Where are we losing share? Building strategy based on A360
- Zoominfo and Crystal Knows
- ZoomInfo, IDEas, Knowland are all great tools to track effectiveness and efficiency"

### **3. What best practices are helping your team get better results from digital and virtual communications (internally and with customers)?**

- Beekeeper App which gives the team easy access to send chats with fellow employees which creates and cultivates relationships
- Being present - more LinkedIn posts
- Calendly
- Communicating regularly through TEAMS with cameras on
- Communication in more languages for more engagement
- Consistency
- Customers are remote too- new normal on site tour on FaceTime. Virtual grand opening? Virtual painting party. Video proposals.
- Dedicated analysis to market. Poer BI, Visiting Media.
- Geographic
- Having a real-time communication board
- Hippo for video messaging which is a higher open rate
- Microsoft Teams, Zoom. Helpful to follow up on action items without filling someone's inbox where they may get lost.
- Power BI. Newsletter to clients be Email blast, Visiting Media,
- Teams for all client interactions
- Using email only for clients and Teams for internal which reduces the email clutter
- Using video emails and internal newsletters.
- Video emails Dubb, vidyard, boomba, HIPPA video
- Virtual and digital communications with clients are not as effective as in person or phone calls/emails. Meeting with them for a pre-con or post-con or for. A drink is super effective.
- Virtual team gatherings (Peek)
- Virtual tours of hotel, google 360 and trutour, Vidyard to have a video thank you after they leave, a calendar invite website to have your client make an appt with you directly via link
- "Walk and talk" FaceTime with clients or colleagues while touring properties or general catch up
- "Water cooler" time
- Zoom or teams site inspections, pre-recorded vi dos of event spaces to easily send out

## **SALES IN COMMERCIAL ORGANIZATIONS**

### **1. How do you articulate your team's objectives & key results to establish trust with your colleagues in RM, marketing, & distribution?**

- Collaboration between all departments.
- Diagnose and Prescribe"
- Ensure team is on the same page. Working towards same objective.
- Set clear objectives
- Reservation & Sales communication helps build trust
- Betterworks - objectives / key result
- CEO QUARTERLY CALL
- Communication shared monthly, biweekly depending upon company's structure
- Education/Overeducating about the market -having a confidence level w/the revenue managers understanding of the market
- Don't make a decision by yourself.
- A meeting with all departments to go over KPIs to develop a common goal, having similar goals will ensure each department has trust, having three meetings a week with Revenue and Sales to develop a consistent strategy, keeping a fluid conversation
- All individual bonus
- All teams and regions aligned - sales, revenue, HR, accounting, engineering"
- Betterworks measures Objectives and key results
- Bonus program
- Budget
- Building trust w/ the team/lending a hand when needed"
- Celebrate wins w/ all departments to keep aligned with the goal. Run Lost Turndown report & compare w/ STR with RM.
- Combined meetings/reviews to align all departments to a common and understood goal . Instill trust across departments to ensure how the common goal can be reached, performance enhanced.
- Commitment to meetings
- Focus the discussions and decisions on business evaluation and total hotel profit.
- Global sales calls on Monday, Betterworx for 3 department, Bi-weekly calls with sales, revenue and marketing. Weekly revenue calls. Monday. Com for project management.
- GSS
- Having objectives written out , having check points along the way.
- Hotel GOR
- In person quarterly meetings
- Increase in person meetings which helps build relationships
- It helps measures"
- Must communicate and listen carefully
- New marketing plans that are inclusive of commercial
- One weekly call to collaborate and streamline strategy
- Property report up to report back on strategies
- Regular communication in office.
- RGI% and % growth
- RM appreciation day!
- Scorecards
- Simplify communication- graphics vs long winded emails
- STR
- Tool called better works- measure overall objective and how they align with company overall goals- transparency- wings- profitsword- being the voice for the properties!
- Trust and validate
- twice monthly call with field"
- Using Betterworks, set goals and measure results. Teams can see each other's input - provides transparency
- Weekly revenue calls

**2. Are there KPIs on which your sales team is aligned with RM, marketing, & distribution? If not, what would you like to be aligned?**

- Biweekly meetings to share info from departments.
- Bonus structures were tied to hotel development (during a growth period)
- Franchise performance teams and commercial are cross functional
- Gatekeeper is 95% of GOP
- If hotels have RM they are aligned but not independent/ Have DOS and Rev mgr on same bonus plan - same goals / objectives
- Making sure the entire sales team has guidelines on how we are quoting.
- Not sure we do a good job on this. Report revenue and property retention. Need to qualify the call process. Sometimes too much coming.
- Operations, sales & revenue alignment
- Our bonus structures work with alignment, but it's harder day to day
- Overall performance
- Profitability
- Targeting customers for the incremental business you want
- The improved communication and collaboration between the two departments has aligned the KPIs further, better understanding the why between each departments decision,
- They must be aligned
- Tie loyalty and rewards into sales goals
- Transparency & constant communication
- Try to buy in from the top and make sure that it trickles down to all departments. Leave it to property. All on one call each month together to cross reference.
- Until sales and RM have the same goals, there will be friction
- Yes they are!

**3. What are you doing to increase the commercial acumen of your team?**

- All hands on deck leadership approach
- Biweekly meetings to share info between departments
- Create a culture of curiosity
- Cross training to bridge the gap
- Education, cross training, aligning KPI's
- Everyone under one roof. Communication is key. Everyone on camera.
- Global monthly BT meetings
- Include anyone that is interested in commercial calls/ updates
- Inclusion of the entire team to ensure everyone works towards the same goal
- Merging teams, cross training.
- MGMRI has created a corp Center of excellence to assist the corporation as a whole to assist with growth, having the leaders switch places to understand each dept better, smaller property is a head of the game as the roles are more blurred
- Open communication and all team members attend weekly call to stay on the same page for strategy
- Sending us here, education, lunch w ceo on calls, mentorship's, 7 habits, enrichment , combining calls
- Shape new talent