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TECTON
h o s p i t a l i t y

Sales & Marketing Standard Operating Procedures
Full Service Hotels

**SALES AND MARKETING FULL SERVICE HOTELS STANDARD
OPERATING PROCEDURES
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TECTON STANDARD OPERATING PROCEDURES FULL SERVICE HOTEL

SECTION SALES & MARKETING	SUBJECT SALES & MARKETING DEPARTMENT		
SM-SOP-01	Pages 1	Date Issued: 6/1/97	Effective Date: 7/1/97

POLICY:

The Sales & Marketing function will encompass Group Room Sales, Reservations Sales and Catering Sales. These three departments will report to the Director of Sales.

SCOPE:

To hold the Sales & Marketing Department accountable for the revenue generating function.

TECTON STANDARD OPERATING PROCEDURES FULL SERVICE HOTEL

SECTION SALES & MARKETING		SUBJECT OFFICE HOURS OF OPERATION	
SM-SOP-02	Pages 1	Date Issued: 6/1/97 Revised: 6/1/2006	Effective Date: 7/1/97

POLICY:

Business hours for the Sales, Catering and Reservations Offices are from 8:00AM to 6:00PM during the work week and from 9:00AM to 1:00PM on Saturdays.

SCOPE:

To provide maximum coverage for the convenience of our customers to do business with our hotels.

PROCEDURES:

1. Schedule available human resources to provide coverage as per the above hours of operation.
2. Saturday coverage should be assigned on a rotating basis.
3. All attempts should be made to tie in weekend sales coverage with the MOD assignment. (Sales personnel are not to do weekday (Sunday through Friday) MOD coverage
4. The office should never be void of a Sales or Catering manager during normal business hours.
5. When full coverage is not possible, all incoming calls must be routed to the PBX or front desk in order to respond immediately to the customer's needs.

TECTON STANDARD OPERATING PROCEDURES

SECTION SALES & MARKETING		SUBJECT RESPONSE TO CUSTOMERS	
SM-SOP-03	Pages 1	Date Issued: 6/1/97 Revised : 6/1/2006	Effective Date: 7/1/97

POLICY:

All inquiries will be answered within the same day of receipt. Should requested information not be available within this time, the inquiry will be acknowledged giving date when full information will be sent.

SCOPE:

To be customer driven and provide a timely response to a customer's request.

PROCEDURE:

1. Obtain as much information from the customer as possible and complete a lead/inquiry form.
2. Client is to be advised of the next step and trace date will be established and followed up.
3. Should further details/information be requested before a quote can be completed, client will be contacted the same day.
4. If requested dates not available, alternatives will be offered with flexibility being shown.
5. Quote will be given according to client's directions, i.e. per person, net, all inclusive, packages etc. Prices will detail what is included.
6. Hidden costs will be avoided by pointing out any potential additional charges - portage, taxes etc.
7. Client will be advised as to status of the booking; tentative, definite, proposal , waitlist.

TECTON STANDARD OPERATING PROCEDURES

SECTION SALES & MARKETING		SUBJECT USE GUEST'S NAME	
SM-SOP-04	Pages 1	Date Issued: 6/1/97 Revised: 6/1/2006	Effective Date: 7/1/97

POLICY:

Guests in TECTON managed and operated hotels will be addressed by name.

SCOPE:

To create a closer bond between the hotel employee and guest.

To acknowledge the importance of the guest and give him/her added recognition.

PROCEDURE:

1. Director of Sales is to prepare a presentation for the staff meeting and challenge all department managers to institute this program in all areas of the hotel (quarterly) .
2. Group and Catering managers to use guest's name at least twice during the course of a meeting or telephone call.
3. Compile a list of incoming appointments daily and distribute it to the secretary and/ or Front Desk (in some hotels valet parking) in order to use the guest's name upon arrival.
4. Assist every sales person/employee by transferring a telephone call to the next person by introducing the caller by name.
5. Reservations Sales to use the callers name at least twice during every transaction.

TECTON STANDARD OPERATING PROCEDURES

SECTION SALES & MARKETING		SUBJECT CUSTOMER FEEDBACK	
SM-SOP-05	Pages 2	Date Issued: 6/1/97 Revised: 6/1/06	Effective Date: 7/1/97

POLICY:

All hotels will conduct quarterly customer focus groups and a weekly General Manager's reception. (New hotels should conduct it within the 3rd quarter of opening).

SCOPE:

To solicit and obtain pertinent information about our hotel, product, service and suggestions from our customer base.

PROCEDURES:

1. Hotels will devise a property specific format to create a venue for soliciting feedback from our customers. The venue may be on or off property but should follow the ten basic steps to running a focus group:

A. DEFINE THE PURPOSE

It is critical that you are clear why you are holding a focus group. A clear purpose will help you get the information you need, develop focused questions, and communicate to the participants why you are conducting the focus group.

B. ESTABLISH A TIMELINE

At minimum, you should start planning for your focus group at least four weeks ahead of the actual focus group session date. It takes time to identify the participants, develop the questions, locate a site, invite and follow up with participants, and gather the materials for the sessions.

C. IDENTIFY AND INVITE THE PARTICIPANTS

1. Decide how many participants you need and how many you will need to invite.
2. Review your focus group purpose statement and develop a list of key attributes to seek in participants.
3. Secure names and contact information, finalize the list, and send invitations.
4. Group should be no less than 10 and no more than 15.

D. GENERATE THE QUESTIONS TO BE ASKED

The particular questions posed in a focus group are critical. There are actually five categories of questions used in a focus group.

1. Opening questions – Get people talking and to help feel comfortable.
2. Introductory Questions – Introduce the topic of discussion
3. Transition Questions – The participants are becoming aware of how others view the topic.
4. Key Questions – Key questions drive the study.
5. Ending Questions - These questions bring closure to the discussion, enable participants to reflect on previous comments, and are critical to analysis.

E. DEVELOP A SCRIPT

The process of writing a script helps you be sure you have put the questions in context for the participants. Helps the facilitator stay on track and on time.

F. SELECT THE FACILITATOR

You need someone with a working knowledge of group dynamics and a reputation as a good leader, as well as a good rapport with the target audience doe the focus group.

G. CHOOSE THE LOCATION

You will need a setting in which the participants fell comfortable expressing their opinions.

H. CONDUCT THE FOCUS GROUP

1. Revise the materials – Flipchart, markers, nametags, etc.
2. Food and Beverage - Water, snacks, breakfast or lunch
3. Make sure every participant is heard and get full answers.
4. Monitor time closely and keep the discussion on track.

I. INTERPRET AND REPORT THE RESULTS

Summarize each meeting, analyze the summaries, and write the report.

J. TRANSLATE THE RESULTS INTO ACTION

The purpose of any focus group project is to collect detailed information to use in decision-making and action planning.

2. All hotels will conduct a weekly one (1) hour GM reception to solicit customer feedback. The format will be property specific and should be creative and professionally done.

References

Bader, Gloria E., and Rossi, Catherine A. **Focus Groups, A Step-By-Step Guide.** The Bader Group, 1998,1999.

Simon, Judith Sharden. **Conducting Successful Focus Groups.** Amherst H. Wilder Foundation, 1999.

TECTON STANDARD OPERATING PROCEDURES

SECTION SALES & MARKETING		SUBJECT WEEKLY SALES MEETING	
SM-SOP-06	Pages 2	Date Issued: 6/1/97 Revised: 6/1/06	Effective Date: 7/1/97

POLICY:

A weekly Sales Meeting will be held outside prime selling time; before 9:00AM or after 4:00PM and the attendees should be the General Manager, Director of Sales, Sales Managers, Catering Managers and Reservation Manager. Other Department Heads are to be invited to participate as needed or on a rotating basis.

SCOPE:

To review current and future levels of business and ensure or assign appropriate action to address the issues.

PROCEDURES:

1. The following reports and or information should be reviewed where applicable:
 - Prior week's minutes
 - Group definites & tentatives (room nights & revenue and dates) per sales person
 - Catering definites & tentatives (revenue & dates) per sales person
 - Current Week and 90 day forecast
 - Prior weeks lost and turned down business (group and catering)
 - Last week's appointments and summary and upcoming week's appointments per sales person.
 - Quarterly Action Plan, Key Account, Target Account and Need Dates updates.
 - Group cut off dates and pickup (time frame based on hotel demand patterns)
2. Critique last week's minutes and assignments to ensure that there is follow up and ongoing activities remain on target. Determine the decisions and results from the prior week.
3. Review future transient, group and catering business (including tentatives and leads) and determine which are the most important to the success of the hotel.
4. Discuss what each member of the sales and catering team are doing and whether the efforts are properly focused and whether the current deployment matches priority needs. Are solicitation results acceptable? Are you properly staffed?
5. Establish priority assignments for each member of the team for the next week.

6. Review current week and 90 day forecast to keep team abreast of any swings in demand, positive or negative.
7. Review all group and catering lost and turned down business from the prior week. Was everything done in a timely manner in order to ensure closure of this business?
8. Review group room caps and ceilings and target rates for the upcoming months. Adjust rates and group room available inventory according to demand.
9. Review upcoming events that will affect demand. Match the events against your leads in order to ensure that our rates are consistent with our needs.
10. Review last weeks appointments and call reports and focus on highlights that the team should be informed on a perhaps contribute with assistance. Review upcoming week appointments to insure proper office coverage and to involve other team members in the sale if needed (i.e. General Manager).
11. Status updates on team members quarterly action plans.
12. Review upcoming group cutoff dates and pick ups based on the hotels demand patterns.
13. Reserve 15 - 30 minutes once a month for training and development (use Tecton Extranet as a resource) .
14. Insure that the minutes are distributed within 24 hours of the meeting to all departments. Post minutes on employee communications area and email or fax them to the corporate Vice President of Sales and Marketing.

TECTON STANDARD OPERATING PROCEDURES

SECTION		SUBJECT	
SALES & MARKETING		SALES COVERAGE	
SM-SOP-07	Pages 2	Date Issued: 6/1/97 Revised: 04/01/06	Effective Date: 7/1/97

POLICY:

Overall sales coverage must reflect the goals and objectives documented in the Revenue Plan.

SCOPE:

To ensure maximum face-to-face contact with the hotel's account base.

PROCEDURES:

1. The Director of Sales with the input of the sales team will determine the most effective form of account coverage; individual key and target accounts, geographical territory or market segment.
2. Each sales person, with the guidance of the DOS, will establish the most appropriate call frequency for their accounts.
3. Each account will be thoroughly profiled to develop the full accommodation, conference and banqueting potential for the Hotel.
4. On completion of the sales call, files (manual or in a sales automated system like Hotel Sales Pro or ACT) will be updated on points of discussion, follow up activity and date for next meeting. The date will be traced. All follow up action will be done within the agreed time frame and sales leads will be followed up within the same day of receipt.
5. All goals, for the sales/catering sales managers, for telemarketing calls per week, in-house entertainment or site inspections per week, and outside sales calls per week, will be developed by the individual property. This is so we can take into consideration such factors as markets, geographic region, and seasonality. The Director of Sales, General Manager, and Vice President of Sales and Marketing must approve them. The goals should be in writing and signed by the parties mentioned along with the sales/catering manager. All goals are subject to change.
6. An outside sales call/site inspection is defined as a face-to-face activity with a predetermined set objective. A sales blitz or brochure drop off does not constitute a sales call. A telemarketing call is defined as a call to solicit business from new, target, key, or existing accounts.

7. All attendance at trade shows must be agreed with the General Manager and Vice President of Sales & Marketing and be planned to fit within the existing budget. An activity report will be completed within 5 days at the end of the show. All follow-ups will be completed within 14 days.

TECTON STANDARD OPERATING PROCEDURES

SECTION SALES & MARKETING	SUBJECT COMPETITOR CUSTOMER AWARNESS		
SM-SOP-08	Pages 1	Date Issued: 6/1/97 Revised: 4/1/06	Effective Date: 7/1/97

POLICY:

The General Manager will execute a regularly scheduled program to monitor and document the competitive sets' Reader Boards/Function Lists and in some cases Parking Lots. In many cases franchise hotels can obtain this data through credit card usage and other companies can provide this data for a cost from travel agent reports through the GDS . Other means to gain competitive intelligence on their customer base may also be incorporated as long as they are done with the highest degree of business ethics in mind. .

SCOPE:

To obtain the names of companies doing business with our competition for future solicitation.

PROCEDURES:

1. Set up a schedule whereby each member of the team will be assigned a hotel or set of hotels to visit per the General Manager.
2. Record the names of the companies and organizations who have scheduled functions listed on the Reader Boards.
3. Scope competitor's parking lots for company cars, trucks, and vans that may be bringing business to your competitors.
4. Discuss with your franchise or marketing service representative as they may be able to generate reports through credit card companies as well as the GDS (Hotelligence through Travel Click).
5. Follow up research must be completed within one week. The objective of the call is to research the account's needs and potential.
6. Based on the research call, determine whether the company or organization should be incorporated into the regular call pattern.
7. Track competitive customer frequency to assist in determining whether they may be a potential target account.

TECTON STANDARD OPERATING PROCEDURES

SECTION SALES & MARKETING		SUBJECT TRAINING AND DEVELOPMENT	
SM-SOP-09	Pages 1	Date Issued: 6/1/97 Revised: 7/1/01	Effective Date: 7/1/97

POLICY:

All TECTON Hotels are required to provide continuous training for its employees as well as create a platform to receive feedback and input.

SCOPE:

To upgrade the skill levels and professionalism of the Sales, Catering and Reservations team.

PROCEDURES:

1. Set aside 15 - 30 minutes each month during a Sales Meeting and highlight a topic that would be of benefit to the entire team; i.e. prospecting, closing the sale, telephone soliciting techniques, banquet menu planning etc.
2. The selection of a topic and the presentation should be spread amongst the team on a rotating basis.
3. Whenever possible, the team members should participate in seminars provided by the Franchises and presented by local professional organizations such as the Chamber of Commerce, Convention Bureau, and Economic Agency etc.
4. The DOS is to conduct quarterly "rap" sessions with the sales team to solicit their input as to improving the overall performance of the office and team.
5. The DOS and/or General Manager (with new DOS) is to conduct joint sales calls with new members of the sales staff during the first 90 days of employment. The joint calls are to be critiqued and constructive guidance provided.
6. The DOS and Revenue/Reservations Manager is responsible for monitoring the current month's recorded Signature Shop calls and recommend specific training or coaching to overcome the deficiencies.
7. The DOS will be responsible for the implementation of a basic 3 day introductory sales program for all new hires.

TECTON STANDARD OPERATING PROCEDURES

SECTION SALES & MARKETING		SUBJECT INTER-HOTEL SALES LEADS	
SM-SOP-10	Pages 2	Date Issued: 6/1/97 Revised : 4/1/06	Effective Date: 7/1/97

POLICY:

Sales leads generated by the Sales Office for other Tecton/Desires Hotels will be sent to the appropriate hotel.

SCOPE:

To develop incremental business for a sister hotels and broaden the client base.

To encourage and reward Hotels and individual Sales and Catering Managers for referring qualified leads to sister hotels.

PROCEDURES:

A. Program Components

1. Minimum qualification for a lead will be:
 - Group room booking - 10 rooms a night
 - Catering booking - 20 covers
2. All leads will be communicated using the Lead Referral Form or the sales call report generated by the sales automated system.
3. All Group and Catering leads will be commissionable at 15% of total revenue generated by the lead up to \$750 maximum (total revenue is defined as total rooms and total catering revenue). The amount will be payable to the sending Sales Manager. The commission will be paid on net revenue if the business is commissionable to another third party agency.
4. All recipients of the incentive payment must be employed by TECTON at the time of payout.
5. This program does not apply to Sales people for leads to their own property.
6. Commissions will not be paid until the account has stayed at the Hotel, consumed its block and paid in full.
7. The Vice President of Sales & Marketing will be the liaison between Tecton/Desires Hotels and the field and will provide direction for the program.

8. Each hotel DOS should keep a file of all referrals sent to the hotel and they should be available to review by the Vice President of Sales & Marketing.

B. Lead Sending Procedures

1. The client must agree to consider the referred Hotel. The leads will initially be phoned or emailed in to determine if space is available for qualification.
2. When a lead is received, the DOS must determine if it is qualified. Once the group is consumed and paid, the DOS will send the approved copy back to the sending Sales Manager and retain a third copy for the records.

C. Receiving Hotel

The DOS will initiate the commission payment process by signing off on the appropriate back up of charges i.e., City Ledger, Master Account, banquet checks, room folios etc. and subsequent payment of the charges i.e., credit card, check, cash etc. The Hotel's Controller will review and approve the charges, accrue the commission expense to Group Travel Agent Commission and forward the backup to the sending Hotel's Controller for payment through payroll.

D. Sending Hotel

Once the sending Hotel has the approved back up and request, the payment is processed through payroll and then bills the receiving hotel for the commission. All payments must be sent to the receiving Sales Manager within 30 days of receipt.

This is the only official Lead Referral Program to be used within Tecton/Desires Hotels and Tecton/Desires Hotels reserves the right to alter or terminate the program at any time. The Vice President of Sales & Marketing should be made aware of any delinquent payments by a hotel.

TECTON STANDARD OPERATING PROCEDURES

SECTION SALES & MARKETING		SUBJECT FRANCHISE/MARKETING REP. MARKETING PROGRAMS	
SM-SOP-11	Pages 1	Date Issued: 6/1/97 Revised: 4/1/06	Effective Date: 7/1/97

POLICY:

All Tecton/Desires Hotels will support, integrate and build upon programs initiated by the Franchise/Marketing Representative firms provided there is a need.

SCOPE:

To build incremental business from broad based programs for which hotels have been billed either thru contracted fees or special assessments.

PROCEDURE:

1. Review each and every program offer from the Franchise/Marketing rep. firm head office.
2. Determine if the program is targeted to your customer audience and fits within the scope of your Revenue Management Strategy.
3. Consult the programs with the Vice President of Sales & Marketing and the Franchise/Marketing firm representative.
4. Ensure that acceptance submissions are sent on a timely basis to the appropriate office.
5. Set up the mechanics in your PMS/GDS and Website to track the results.
6. Issue a Press Release for local media announcing the program for community exposure and potential use where warranted.

TECTON STANDARD OPERATING PROCEDURES

SECTION SALES & MARKETING		SUBJECT REVENUE STRATEGY MEETINGS	
SM-SOP-12	Pages 2	Date Issued: 6/1/97 Revised: 4/1/06	Effective Date: 7/1/97

POLICY:

A daily, to review the next 30 days, and a weekly, to review the next 60 days or longer, Revenue Strategy Meeting will be held chaired by the General Manager with the DOS, Front Office Manager and Reservation/Revenue Manager in attendance. Some hotels may want to include their Controller, Rooms Division Manager, and Assistant GM or DOS.

SCOPE:

To convene and discuss, as a team, ways to maximize room revenue and setting the appropriate occupancy and rate Strategies.

PROCEDURES:

1. Assign each team member the responsibility of compiling and bringing:

Available Information

- System generated reports day (based on Franchise)
- Tecton REVMAX Report for hotels with out automated REVMAX
- GRC from Sales Automated System or Spreadsheets
- Calendar of local events/citywide conventions etc..
- Tecton 90 day forecast
- Future denial/regret report from system
- Upcoming Group Pick Up Reports

Historical Trends

- Last year's performance statistics over corresponding time period reflecting Room nights, ADR, Room Revenue and REVPAR by market segment
- Historical pick up report
- Historical denial/regret report from system

Competitive Activity

- Competitive shop call reports for future dates
- Competitive Shop Products (Rateview, Rate Tiger etc)
- Weekly DaySTAR Report

CRO/GDS/Internet Channel Activity

- CRO shopping reports
- System denial/regrets reports
- Franchise related reports or Tecton Hospitality Spreadsheets on channel activity.

2. Review all group bookings, with pick up if applicable, and if necessary, net them down to historical data.
3. Analyze demand by focusing on transient and group pick up week over week for the time frame you are focusing on.
4. Analyze your historical performance trends.
5. Review regret and denial reports and factor the effect on demand.
6. Analyze your weekly DaySTAR report to evaluate last weeks impact of your strategies on REVPAR index and the last four weeks trends.
7. Review the competitive reports particularly over “hot dates” to gain insight as to what you might expect your competition to do in terms of rate and occupancy. Use as much “real time” information as possible.
8. Examine and plot out all of the above information which will result in your Revenue Strategy.
9. Rates should be managed based on the Franchise’s philosophy and market conditions, but should be adjusted, if possible, if they do not meet Tectons’ philosophy provided in the Tecton Revenue Management Handbook.
10. Sales strategies should be coded and reflect needs and opportunities in your market.
11. Once completed, the Reservation’s Manager must update the system to mirror the decisions taken. If the hotel does not have automated REVMAX a copy of the Tecton REVMAX report must be distributed to all concerned departments and explained in depth particularly to the reservation and front office staff.
12. Copious notes must be taken for the weekly meeting and kept for future referral and a copy must be sent (email or fax) to the Vice President of Sales & Marketing on a weekly basis.

TECTON STANDARD OPERATING PROCEDURES

SECTION SALES & MARKETING	SUBJECT PRIME SELLING TIME		
SM-SOP-13	Pages 1	Date Issued: 6/1/97	Effective Date: 7/1/97

POLICY:

Prime selling time is defined as the hours of 9:00 AM to 11:30 AM and from 1:00 PM to 4:30 PM.

SCOPE:

To create an environment that allows 100% use of prime selling time to conduct business with our customers during their normal workday.

PROCEDURES:

1. Sales and Catering Managers are to avoid all meetings that take place during Prime Selling Time.
2. All correspondence and administrative duties are to be conducted outside of Prime Selling Time.

TECTON STANDARD OPERATING PROCEDURES

SECTION SALES & MARKETING		SUBJECT LOST BUSINESS	
SM-SOP-14	Pages 1	Date Issued: 6/1/97 Revised: 4/1/06	Effective Date: 7/1/97

POLICY:

Business that is lost due to the inability of the hotel to accommodate the customer's needs will be documented on a Lost Business Report which will be kept on file in the Sales Office and reviewed at the weekly Sales Meeting.

SCOPE:

To track lost opportunities and to be referred to for strategy evaluation and revision, new product development and an addition to the account database.

PROCEDURES:

1. Utilize the attached form to track all instances of lost business for both group rooms and Catering. You may also use lost business reports from sales automated system.
2. Monitor reasons by code and if one or two habitually reoccur, it is advisable to re-evaluate the current Revenue Strategies and make necessary revisions to avoid missed opportunities in the future.
3. In the event availability of space is the reason for lost business, refer back to the client in case the space in question opens up due to a cancellation.
4. Refer back to the Report to solicit customers for future business over the same time period.

TECTON STANDARD OPERATING PROCEDURES

SECTION SALES & MARKETING		SUBJECT LEAD LOG	
SM-SOP-15	Pages 1	Date Issued: 6/1/97 Revised: 4/1/06	Effective Date: 7/1/97

POLICY:

A Lead Log will be kept in all Sales and Catering Offices to record the flow of incoming inquiries from all sources; i.e. client direct, Convention Bureau, Regional Sales Office, Central Group Reservations, Inter Hotel Referral etc.

SCOPE:

To ensure that all inquiries from all booking sources are responded to in a timely and professional manner ultimately resulting in the development of the most customer oriented sales operation in the market.

PROCEDURES:

1. All inquiries received for the Sales and Catering Office into an administrative assistant and/or Front Desk must be logged in on the attached or similar form. Ideally, this task should be accomplished by an Administrative Assistant. In the absence of this position, the log in should be completed by the sales person.
2. The Director of Sales reviews all logs weekly to ensure timely and appropriate follow up occurs.

TECTON STANDARD OPERATING PROCEDURES

SECTION SALES & MARKETING		SUBJECT MANAGING RESERVATION SALES	
SM-SOP-16	Pages 3	Date Issued: 6/1/97 Revised: 7/1/01	Effective Date: 7/1/97

POLICY:

It is the responsibility of the Director of Sales to manage the Reservations Sales Function.

SCOPE:

To enhance the maximization of room revenue and overall coordination of the sales strategies and programs.

PROCEDURES:

DAILY

1. Participate in the daily Revenue Strategy meetings (5-10 minutes).
 - Discuss same day and month selling strategies.
 - Review and discuss last night's results.
 - Share successes.
 - Review and update on goals and incentives.
2. Visit the Reservation office at least once daily other than pre - shift meeting.
 - Review and discuss weekly REVMAX strategy
 - Review status of current sales strategies - determine if revisions are needed.
 - Review the Reservation Call Conversion Tracking Sheet to ensure they are being filled out by all parties who are taking reservations.
 - "Rap" with the Reservations Manager and staff - What are our customers saying?

WEEKLY

1. Prepare weekly forecast with the Reservation/Revenue Manager. Gain an understanding of how the following reports are completed and their relationship to the forecast process:
 - 10 day forecasts.
 - Transient Rooms and Arrival History.
 - Guest History.
 - Rooms forecast worksheet.
 - REVMAX reports (transient/group mix, projections, LOS).

2. Prepare for the Revenue Strategy meeting with the Reservation/Revenue Manager.

- Get comfortable and proficient at analyzing CRO and REVMAX reports.
- Use this opportunity to see how your Reservation/Revenue Manager analyzes and positions your hotel.
- Develop a point of view and position on strategies prior to the Revenue Strategy Meeting.

3. Include the Reservation/Revenue Manager in the weekly Sales Meeting.

- Make it a two way dialogue.
- Exchange group and transient information to include more than an update on outstanding issues.
- Discuss group ceilings - Target rates - Update Selective Sell Guide/Group Room Ceilings.

4. Shop your Reservation Office and participate with the reservation Office in shopping your CRO weekly.

- When completed, communicate your property shops to the reservation Manager.
- Communicate CRO shops to your Franchise field representative. See SM-SOP-29.
- Monitor current Signature shop tapes via the Voice Mail feature and evaluates strengths and weaknesses with the reservation Manager and staff.

QUARTERLY

1. Determine System and CRO Quarterly plans and actions with the Reservation/Revenue Manager in respects to Need Dates, Key and Target Accounts.

- Transient solicitation plans.
- What new ideas can you “test” in the next quarter?
- How can you improve customer service?
- Special corporate account goals.
- Quarterly incentives to increase sales.

2. Listen and Respond with each Reservation agent and staff handling reservations.

- Discuss success and need areas.
- What are customers saying?
- How can we improve customer satisfaction?

- How can we improve Room revenue?

3. Joint Listen and Respond and strategy review with the Sales Department and Reservations Manager.

- Discuss any new issues relating to the sales team integration.
- Discuss new ideas for maximizing total room revenue.
- Joint training sessions and needs.
- Priorities and upcoming strategies.
- Team building.
- Facilitate two way communication.

4. Attend a monthly Reservation Department meeting.

- Encourage training.
- Share success.
- Ensure that Reservation Sales is part of the Sales Team.
- Ensure the meeting focuses on maximizing revenue, customer satisfaction.

5. Discuss your development, need areas and concerns regarding Reservation Sales with your Vice President.

- Report on what is working/ what is not.
- Identify training areas that you would like to see implemented.

6. Discuss your Reservation/Revenue Manager's development with your Vice President of Sales and Marketing.

TECTON STANDARD OPERATING PROCEDURES

SECTION SALES & MARKETING		SUBJECT SITE INSPECTIONS	
SM-SOP-17	Pages 1	Date Issued: 6/1/97 Revised: 4/1/06	Effective Date: 7/1/97

POLICY:

Complimentary accommodations with meals (when applicable) should be offered to executives and planners responsible for site selection for group, volume transient and Catering business when requested at your hotel.

SCOPE:

To familiarize Key and Target Accounts with your product and services when they are in a position to select a site for future business.

PROCEDURES:

1. Requests for site inspections should be reviewed by the Director of Sales and approved by him/her.
2. Accommodations (if needed) will be limited to a maximum of 2 nights, thereafter charged at 50% of the prevailing room rate.
3. If client record is unknown and or potential is questionable, 50 % will be charged, of which the total will be credited to the master account of the group should it materialize.
4. All involved departments will be informed about the importance of the site inspection by use of the attached Site Inspection form.
5. Client will be VIP, assigned the best room, welcomed by a Guest Service representative, with a welcome letter from the General Manager and chef's goodies in room. When possible and if the information is available, the customer will be met at the front door upon arrival by the sales person.
6. Applicable sales and/or catering staff will contact the client upon arrival and arrange a show around/meeting, introduce key members of the staff, etc. Assistance will be given with external contacts,; i.e. Convention Bureau, Ground transportation, sightseeing companies etc.
7. Before client's departure, all items discussed will be recapped and any outstanding items which might prevent a contract from being signed will be resolved.
8. Hotel files will be updated (manually or in sales automated system) . Agreed follow - up steps will be accomplished with a due date.

TECTON STANDARD OPERATING PROCEDURES

SECTION SALES & MARKETING	SUBJECT ENTERTAINING & SITE INSPECTIONS
SM-SOP-18	Pages 1

POLICY:

The Sales and Catering staff members are encouraged to entertain known and potential clients.

SCOPE:

To facilitate bringing customers into the hotel in order to prompt them into a decision on using the hotel for their business.

PROCEDURES:

1. Appropriate viewing (show) rooms (sleeping rooms and/or function rooms) will be ready prior to client's arrival and inspected by the sales staff.
2. Sales staff will greet customer at the front door upon arrival.
3. Viewing facilities will take place prior to entertaining.
4. Complete sales kit will be ready to hand over to the client prior to departure.
5. Restaurant/ outlet staff will be briefed about client's importance.
6. Restaurant staff will use the guest's name whenever appropriate.
7. General Manager will be briefed about the clients who will be entertained and if not a party to the meal, will come by the table for an introduction.
8. Follow-up points regarding the business discussed will be actioned with appropriate timetable for completion.

TECTON STANDARD OPERATING PROCEDURES

SECTION SALES & MARKETING		SUBJECT STAR REPORTS	
SM-SOP-19	Pages 1	Date Issued: 6/1/97 Revised: 6/1/2006	Effective Date: 7/1/97

POLICY:

TECTON Hotels will subscribe to Smith Travel Research's STAR Reports (STAR, Weekday/Weekend STAR, DaySTAR monthly and DaySTAR weekly).

SCOPE:

To acquire objective statistical data on the market and the Hotel's performance against its competitive set.

PROCEDURES:

1. The Director of Sales reviews the competitive set to ensure that it accurately reflects those hotels with whom the Tecton/Desires Hotel is competing.
2. The Director of Sales submits to the Vice President of Sales and Marketing any changes in the competitive set that reflects a true picture of the market.
4. The STAR Reports will be e-mailed (by Smith Travel research) to the General Managers and Director of Sales no later than the 1st of the month for period ending prior to the previous month. As an example, the April STAR Reports will be sent by June 1.
5. The Director of Sales and General Manager should analyze the reports and comment on the Hotel's performance for the month, over the past 3 months and year to date over the past year in terms of REVPAR Index, Occupancy Index and Average Rate Index actual and percent change on the month end report.
6. Assistance in interpretation is readily available from the Vice President of Sales & Marketing.

TECTON STANDARD OPERATING PROCEDURES

SECTION SALES & MARKETING		SUBJECT GROUP BOOKINGS	
SM-SOP-20	Pages 2	Date Issued: 6/1/97 Revised: 7/1/01	Effective Date: 7/1/97

POLICY:

A Group Room Booking will consist of 10 or more sleeping rooms a night (5 or more for limited) and will be handled by the Sales Office. Bookings for rooms less will be handled through the Reservation Department or Front Desk.

SCOPE:

To focus the attention of the Sales Department on volume business and producers.

PROCEDURES:

1. Every group inquiry will be entered into the lead log and/or sales automated system.
2. Where relevant, third party partners such as a Franchise Sales Office, Convention Bureau will be copied in on all correspondence and their support sought to close the business.
3. Complimentary policy, cancellation attrition policy, deposit payment policy and rooming list deadlines will all be negotiated to meet both client and hotel needs and objectives. All these points will be included in the group booking contract which will be signed off by the Director of Sales and authorized client signature.
4. The Sales Manager, or in cases of hotels with a Convention Service Manager, will follow-up on all contract deadlines including deposits.
5. At an agreed time, the Front Office will take over responsibility for the group file. The Sales Manager/Conference Service Manager will remain the key contact for the client.
6. A written operation plan, Group Resume, should be prepared and circulated to all departments.
7. If required, a meeting with clients and key staff members will be held prior to arrival to go over the group's details.
8. Group VIP rooms will be checked by the Sales Manager and Guest Services and receive VIP treatment from the Hotel.

9. The General Manager and Director of Sales will recognize the group's organizers/decision makers during their stay. The General Manager will write a letter of welcome.
10. Based on time, the group should be met at the door upon arrival by the appropriate sales/catering personnel.
11. The Director of Sales/Sales Manager will hold an exit interview with the organizer/decision maker for future business opportunities as well as an evaluation of the Hotel's performance for the current business.

TECTON STANDARD OPERATING PROCEDURES

SECTION SALES & MARKETING		SUBJECT ROOM RATES	
SM-SOP-21	Pages 2	Date Issued: 6/1/97 Revised: 4/1/06	Effective Date: 7/1/97

POLICY:

Room rates for each Tecton/Desires Hotel will be developed to produce a satisfactory profit, competitively priced with respect to its core segments, and will offer an excellent price/value relationship.

PROCEDURES:

1. In order to effectively set rates on a day to day basis, it is essential to have a comprehensive understanding of your competitor's rate structures. This would not only include rack or published rates (BAR), but also corporate, special corporate, discount, wholesale, contract and group rates plus others that are pertinent to your marketplace.
- 2.. It is the responsibility of the Director of Sales, Reservation/Revenue Manager and Front Office Manager to frequently gather information on the competition's rates as well as demand.
 - Daily call arounds.
 - Competitive CRO shops.
 - Competitive Shopping Products (i.e. Rate View, Rate Tiger)
 - Discussions with their counterparts at competing hotels.
 - Review GDS displays.
 - PVE (Price Value Evaluator Exercise)
3. Pricing may change at any time when warranted. With the exception of specially contracted and negotiated agreements, the setting of rates should be a fluid process with sufficient flexibility to act and react to current and future market conditions.
4. Pricing should be based on:
 - Profit objectives
 - Supply of product in the market.
 - Area demand
 - Elasticity; price/value relationship
 - Competition's pricing
 - Proper Fences
 - Franchise Philosophy
 - Tecton Philosophy (outlined in REVMAX handbook)

5. All rate changes and revisions must be agreed upon by the REVMAX team and the Vice President of Sales and Marketing should be consulted prior to implementation.

6. Once approved, it is the responsibility of the Reservation/Revenue Manager to load the new rates into the system and GDS and advise all the appropriate parties within the Hotel.

TECTON STANDARD OPERATING PROCEDURES

SECTION SALES & MARKETING	SUBJECT ANNUAL BUSINESS PLAN AND QUARTERLY ACTION PLANS		
SM-SOP-22	Pages 2	Date Issued: 6/1/97 Revised: 4/1/06	Effective Date: 7/1/97

POLICY:

All Tecton/Desires Hotels properties will prepare and submit an annual Business Plan (format submitted by Tecton) which will establish, in detail, the revenue goals and targets for the following year. Coupled with this plan, each hotel will submit a Quarterly Action Plan using the “Blue Sheet” strategic selling process for Key/Target Accounts and focusing on future need dates and isolating those activities that must be undertaken to achieve the revenue objectives.

SCOPE:

To insure the best use of the Hotel’s strengths, resources, and finances through a coordinated, collective, highly competitive impact on the market.

To focus efforts of the Hotels to more accurately analyze supply, demand and competitive factors.

To translate that analysis into room night and rate forecasts that clearly reflect value to the customer.

To remain flexible in order to meet the opportunities and challenges of an ever changing marketplace.

PROCEDURES:

1. Upon receipt of the Business Plan packet, The DOS should gather the operating departments to review the instructions.
2. In order to facilitate the revenue forecast/plan, it will be necessary to compile historical available data; i.e. current year room night, ADR and room revenue actual data by segment by day, Competitive analysis, Key accounts and their production.
3. The Hotel General Manager and DOS will assign responsibility to gather the required information with specific due dates. Regularly scheduled meetings should be held to track the progress and to prepare the revenue portion of the plan.
4. The Business Plan and 1st Quarter Action Plan must reach TECTON, on a date to be determined, prior to the preparation of the annual budget.

5. Subsequent Quarterly Action Plans, focused on Need Dates, Key and Target Accounts are due:

- March 20 for the 2nd Quarter
- June 20 for the 3rd Quarter
- September 20 for the 4th Quarter
- December 20 for the 1st Quarter

TECTON STANDARD OPERATING PROCEDURES

SECTION SALES & MARKETING		SUBJECT INTERNAL AUDITS	
SM-SOP-23	Pages 1	Date Issued: 6/1/97 Revised: 4/1/06	Effective Date: 7/1/97

POLICY:

The Director of Sales is responsible for monitoring the accuracy and content of all documents both within the office and correspondence that is leaving the office.

PROCEDURE:

1. The GRC and Function Diary (manual or automated) must be reviewed in detail and audited weekly prior to the Sales and Revenue Strategy meetings. Definite groups and functions should be called to ensure maximum pickup and /or utilization. Revisions should be immediately entered into the system, system restrictions or availability changed, revised documentation sent to the client and EOM Sales report revised.
2. Tentative groups and functions must be contacted, a closure % established and this number factored into future forecasts.
3. All Group and Catering contracts will be reviewed by the DOS at their discretion.
4. A random sample of 10 Group Sales and Catering files per month are to be reviewed by the DOS to ensure contracts are in the proper files and signed.
5. Reader files are to be reviewed to ensure that correspondence and proposals sent to customers reflect their needs.

TECTON STANDARD OPERATING PROCEDURES

SECTION SALES & MARKETING		SUBJECT ADVERTISING AND PROMOTION	
SM-SOP-24	Pages 1	Date Issued: 6/1/97 Revised: 4/1/06	Effective Date: 7/1/97

POLICY:

Advertising and Promotion for Tecton/Desires Hotels is defined as all print and electronic media, brochure production, outdoor signage, direct mail/email and internal merchandising. All plans must be set forth in the Annual Business Plan, but can be adjusted base on the market and the needs of the hotel. The Vice President of Sales & Marketing should be consulted prior to commencement of the work.

SCOPE:

To ensure a targeted and cohesive plan within the existing budget parameters.

PROCEDURES:

1. It is recommended that a local advertising agency be utilized on a project basis to create, coordinate traffic and place/produce all media and collateral.
2. To insure that all parties are following the same instructions, it is suggested that the hotel utilize a formalized briefing sheet to present to the agency outlining the project's objectives, target audience, special offer and benefits, validity and budget.
3. The briefing sheet and preliminary agency proposal should be sent to the Vice President of Sales & Marketing for review and comments.
4. Samples of the final product should be sent to TECTON for the permanent archive.
5. All contracts for Trade Out/ Barter advertising must be approved by the Vice President of Sales & Marketing.
6. When Franchise programs are being promoted; i.e. 2 for 1, Great Rate, AAA or AARP, Best Breaks utilize existing creative available from the Franchise's Advertising and Promotions Departments as this will save with creative costs.

TECTON STANDARD OPERATING PROCEDURES

SECTION SALES & MARKETING		SUBJECT SALES OFFICE AUDIT	
SM-SOP-25	Pages 1	Date Issued: 6/1/97 Revised: 7/1/01	Effective Date: 7/1/97

POLICY:

TECTON will conduct reviews and audits of the Sales Office annually.

SCOPE:

To ensure that all TECTON SOPs are being implemented.

To develop plans and actions toward total compliance with the SOPs.

PROCEDURES:

1. Each property will be visited once per year for the purpose of conducting an audit by the Vice President of Sales and Marketing.
2. The audit will follow a structured outline.
3. With respect to saving time, it is suggested that material and data be readily available for review by the visiting auditor.
4. Prior to departure from the hotel, the auditor will review the results with the General Manager and DOS.
5. Plans and actions will be developed for those areas not in compliance with the SOPs.
6. These areas will be highlighted for future audits to ensure compliance.

TECTON STANDARD OPERATING PROCEDURES

SECTION SALES & MARKETING		SUBJECT KEY/TARGET ACCOUNT MANAGEMENT	
SM-SOP-26	Pages 2	Date Issued: 6/1/97 Revised: 6/1/06	Effective Date: 7/1/97

POLICY:

Key/Target Account Management and Strategic Selling process is a proven method of focusing on our customers and creating a new and more powerful relationship with our best accounts resulting in increased sales and win/win scenarios. Tecton/Desires Hotels will implement Key/Target Account Management principles.

SCOPE:

To gain a greater share of business and drive revenue from known current accounts, identify and penetrate new target or potential accounts and develop business from the great mass of occasional users who are important to the hotels in that they deliver at times of the year or season when needed.

To focus human and financial resources on the customers that have the greatest potential to produce for the Hotel.

PROCEDURES:

1. The Sales Office identifies Hotel's Key Accounts by market segment including Catering; those 20% of your customers who produce 80% of the business. These are the customers that you need to build "stone walls" around and develop strategies and actions that, in effect, will ensure that you retain and/or win a larger proportion of their business.
2. For each Key Account, conduct an in depth strategic analysis to determine their true, total revenue potential. This does not mean only the current business to your hotel, but business they may be giving to your competition and what they expect in the future.
3. List each Key Account on the Key Account Strategic Action Plan portion of the Annual Business Plan and document their history in terms of Room Nights and Revenue for both individual and group business as well as establish a forecast for future production. Keep in mind that it is your objective to both maintain current production while growing the business either from diversion at the expense the competition or capitalizing on the account's future travel plans to your area.
4. Develop strategic selling actions using the "Blue Sheet" process which will fulfill these objectives on a quarterly basis. Each account will have a single sales object listed on their "Blue Sheet" along with the appropriate actions. "Blue Sheets" can be downloaded from the Miller Heiman website (www.millerheiman.com/software) the

Tecton pass code for access is 1-SS-MH-051602-34 (it is case sensitive). As each account is “owned” by a specific sales person, these actions are accountable during the time frame stated.

5. Target Accounts are those that have potential to become Key Accounts based on their proven volume travel to the area but are currently producing for the competition, not your hotel. Identify all Target Accounts doing business in your area.
6. List each Target Account on the Target Account Action Plan portion of your Annual Business Plan and through customer contact and dialogue; determine their potential or business levels currently being given to other hotels.
7. The account owner or handler is to develop strategic selling actions using the “Blue Sheet” process which will fulfill these objectives on a quarterly basis. Each account will have a single sales objective listed on their “Blue Sheet” along with the appropriate actions. Please follow the instructions listed in number four to download the appropriate software. The account owner must be held accountable for the actions listed in the time frame given. Target Accounts will take longer to cultivate and convert because they are presumably long standing customers of the competition. The win from these accounts is substantial enough to make the effort in converting them beneficial to the Hotel.
8. The Director of Sales is to provide a monthly recap of the top 20 Key Account’s production using the Tecton/Desires Hotels Key Account productivity report. This recap is to accompany the month end report.
9. Quarterly Key and Target Account Strategic Selling Blue Sheets are due to coincide with the Quarterly Action Plans (SM - SOP - 22).

December 20 for the 1st Quarter
March 20 for the 2nd Quarter
June 20 for the 3rd Quarter
September 20 for the 4th Quarter

TECTON STANDARD OPERATING PROCEDURES

SECTION SALES & MARKETING	SUBJECT CRS/GDS/INTERNET PRODUCTIVITY		
SM-SOP-27	Pages 1	Date Issued: 6/1/97 Revised: 4/1/06	Effective Date: 7/1/97

POLICY:

It is the responsibility of the General Manager, DOS and Revenue/Reservations Manager to examine and analyze the productivity of the Central Reservation System, Global Distribution Systems, and Internet bookings from the Franchise, Third Party Internet Websites and the Hotel Proprietary Website.

SCOPE:

To ensure maximum productivity from the distribution systems and develop strategies to be implemented.

PROCEDURES:

1. Examine denials/regrets by category daily to ensure that rate, inventory controls and availability are reflective of our strategy.
2. Determine if closing controls were effective on a same day basis.
3. Determine if special rate strategies were effective on same day basis.
4. Determine if your stay controls/strategies were effective and successful.
5. Determine if any rate increase applied for future months is meeting any rate resistance.
6. Determine if rate increase had an effect on your conversion factor.
7. Periodically pull the GDS screens (HOD), and Third Party Internet sites for your hotel and those of your competitive set to review how rates are displayed and quoted as well as the property information for your hotel displayed for accuracy.
8. Plan sales trips to the CRO at least once per year.
9. Complete the Tecton CRS/GDS/Internet analysis report and Website Traffic Report on a monthly basis to determine CRS/GDS/Internet productivity year over year. A copy of the report must be sent to the Vice President of Sales & Marketing on a monthly basis.
10. If applicable subscribe to Hotelligence reports to measure GDS penetration.

TECTON STANDARD OPERATING PROCEDURES

SECTION SALES & MARKETING	SUBJECT REVENUE ENHANCEMENT COMMITTEE		
SM-SOP-28	Pages 2	Date Issued: 6/1/97 Revised: 7/1/01	Effective Date: 7/1/97

POLICY:

Each Tecton Hotel will establish a Revenue Enhancement Committee comprised of the General Manager, Director of Sales , F&B Director (where applicable), Front Office Manager and no more than five additional hourly associates.

SCOPE:

To identify revenue enhancement opportunities throughout the hotel.

PROCEDURES:

1. The Committee will meet quarterly.
2. An agenda will be developed to include but not limited to:
 - Improving In House capture rates for Food and Beverage
 - Creative packaging
 - New ideas and projects; i.e. off premise catering, take away deli, contract laundry service etc.
3. Discuss In House promotional and merchandising collateral; i.e. posters, table tents, fliers etc.
4. When applicable, run an ROI on all projects to determine levels of profitability.
5. Minutes taken and distributed within 24 hours of the meeting with specific action items and feedback to the group.
6. Minutes of the Quarterly meeting to be sent to the Vice President of Sales & Marketing.
7. Develop an “Everyone Sells” Program.
 - Create a program open to all employees that will encourage and motivate them to uncover and report prospective sales opportunities to the Sales Department for follow thru.
 - Examples are local church, educational or civic organization’s functions etc.
 - Sales Department must action the follow up within 24 hours.
 - Sales Department to report back the status of the lead to the employee.

- An incentive or cash reward, to be determined, presented to the submitting employee after the business is consumed.
- The employees are recognized for their contribution at the next rally.

TECTON STANDARD OPERATING PROCEDURES

SECTION SALES & MARKETING	SUBJECT CENTRAL RESERVATIONS SHOPPING		
SM-SOP- 29	Pages 1	Date Issued: 6/1/97 Revised: 6/1/06	Effective Date: 7/1/97

POLICY:

Complete five shopping calls to Central 800# Reservations per month and report the results using the Tecton form.

SCOPE:

Ensure that the strategies agreed to in the Revenue Strategy Meeting are being followed properly, restrictions are followed and friendly/efficient service and sales/technical skills are adhered to.

PROCEDURES:

1. Record the agent's name, request made and dates requested.
2. Following the format, give appropriate points for each element of the reservation call.
3. Additional notes concerning the shop should be hand written in the comments box.
4. Indicate the confirmation number.
5. After completing the shop, cancel the reservation, record the cancellation number making the necessary comments if applicable.
6. Screen print the reservation and attach it to the shop report.
7. If the CRO is not following your selling strategy or restrictions, call your Franchise representative immediately to inform and discuss.

TECTON STANDARD OPERATING PROCEDURES

SECTION	SUBJECT		
SALES & MARKETING	GENERAL MANAGER'S ROLE IN THE SALES PROCESS		
SM-SOP- 30	Pages 1	Date Issued: 3/24/99 Revised: 6/1/06	Effective Date: 4/1/99

POLICY:

The hotel General Manager will actively take a role in the day to day sales process with the Hotel's Sales Team.

SCOPE:

To hold the Sales Department accountable for the needed level of sales call activity and results, customer interaction from the leader of the hotel and to assist in closing sales opportunities.

PROCEDURES:

1. At least once per month, be involved in the sales process with one account of each one of your sales team members.
2. Reduce operational distractions to ensure the Sales Team is making the desired number of telephone and outside calls. Examples of distractions are chasing credit collections, calling impromptu meetings during Prime Selling Time, reversing decisions made by the Sales Department without consulting them first or taking decisions without consulting the Sales Team.
3. Attend and contribute to the Weekly Sales Meetings.
4. Review Sales Call Reports daily. Review the sales teams' plans prior to the start of the week's activities at the sales meetings.
5. Set goals with your Sales Team: Sales Calls, Telemarketing Calls, Revenue Goals and Personal Development Goals.
6. Drive and manage the Revenue Management Process through daily and weekly Revenue Strategy Meetings.
7. Be involved in writing and reviewing the Annual Business Plan and Quarterly Action Plans.
8. Be able to fill in for your Sales Team when they are unavailable.
9. Be responsible for monitoring and reviewing the sales training and development for your sales people.
10. Call or meet 5 accounts each week to: thank them for the business, introduce ones self, network, invite them to the hotel and obtain feedback as to their experiences.
11. Insure that you have personally met (in person or by phone) or have a relationship with each one of your hotels' Key Accounts.

12. General Manager will participate and have knowledge of the ecommerce efforts of the hotel in relations to the hotel proprietary website as well as third party internet sites.

TECTON STANDARD OPERATING PROCEDURES

SECTION SALES & MARKETING	SUBJECT BROCHURE/COLLATERAL PRINTING GUIDELINES
SM-SOP- 31	Pages 2

POLICY:

The DOS will produce the best possible collateral material, taking into consideration budget, style, Franchise and Tecton/Desires Hotels standards.

SCOPE:

To use all resources available to produce the most cost efficient and appealing collateral materials that invoke the style and image of the hotel and the brand they represent.

COLLATERAL MATERIALS:

1. FULL SERVICE

- Rack Brochure
- Rack Cards
- Meeting Planners Guides/Fact Sheet
- Presentation Folders
- Banquet Menus
- Restaurant/Room Service Menus

2. LIMITED SERVICE

- Rack Cards
- Flyers

3. The DOS must check the Brand Standards before production.

4. The printing standards must be reviewed with the Vice President of Sales & Marketing prior to selection.

5. The DOS must consult the brand for stock photography. If photography is needed, it must be done professionally and approved by the Vice President of Sales & Marketing.

6. The DOS must secure three (3) quotes on all work prior to commitment. Price/value relationship will be the determining factor.

7. The proofs for all collateral highlighted above must be approved by the Vice President of Sales and Marketing prior to printing.

TECTON STANDARD OPERATING PROCEDURES

SECTION SALES & MARKETING	SUBJECT MEDIA POLICY		
SM-SOP- 32	Pages 1	Date Issued: 4/1/06	Effective Date: 8/1/01

POLICY:

No one at any managed Tecton/Desires Hotel may address the media with out prior approval of the Tecton Corporate Offices.

SCOPE:

Positive or Negative media coverage is important to Tecton Hospitality because it supports our sales and marketing efforts, and helps protect and build our reputation as the leading hotel management company in the Southeast. In working with the media, we shall be responsive to reporters' needs and conscious of their deadlines, organized and efficient, and honest.

1. The CEO & Chairman of Tecton is the company's primary media spokesperson. They will designate additional Tecton spokespersons for specific corporate issues on an as needed basis. In their absence, the President will serve as the company's spokesperson.
2. The General Managers and Directors of Sales of Tecton's Hotels are responsible for their hotels media relations. The Vice President of Sales and Marketing must approve all announcements/press releases from the hotels.
3. No Tecton employee or representative shall provide members of the media with specific information about the company with out first obtaining authorization from the CEO & Chairman or the President.
4. In moments of crisis , no employee will discuss the situation with the media, and the General Manager will immediately contact the CEO & Chairman and /or the President to discuss the proper statements, if any that will be given to the media.

TECTON STANDARD OPERATING PROCEDURES

SECTION SALES & MARKETING		SUBJECT SALES INCENTIVE PLAN	
SM-SOP-33	Pages - 6	Date Issued: 1/05/02 Revised: 05/01/07	Effective Date: 1/01/02

PURPOSE

The purpose of the Sales Incentive Plan is to:

1. Reinforce those financial objectives important to Tecton Management Services, Inc.'s ("Tecton") success with a focus on reaching strategic and operational goals.
2. Provide an equitable and competitive level of compensation that will permit Tecton to attract, retain and motivate highly competent managers and sales department personnel.
3. Provide a financial incentive for managers and sales department personnel to achieve expected levels of individual and team performance goals and thereby assist in the achievement of property financial objectives.
4. Maintain and reinforce the importance of monthly top line results.
5. Encourage teamwork as a means of achieving ongoing success.

EFFECTIVE DATE

1. The Sales Incentive Plan shall be in effect as of January 1, 2002 and shall continue in effect until terminated by the President or Executive Vice President of Tecton.
2. This Plan supercedes all previously issued Sales Incentive Plans.

DEFINITIONS

1. Committee - the Executive Committee of Tecton Management Services, Inc. The Committee consists of the Executive Vice President of Operations, vice presidents, directors, and other designated members.
2. Participant - a full-time associate selected by the Committee to participate in the Plan
3. Plan - the Sales Incentive Plan (SM-SOP-35)
4. Plan Coordinator – the property Director of Sales at full service properties or the General Manager at limited service properties who are responsible for keeping a detailed record on a monthly basis of the bonus earned and consumed by Participants.
5. Bonus – the actual award presented Participants.

ELIGIBILITY

1. Prior to the effective date of any Plan, Tecton's Executive Committee will select the associates who will be eligible to participate in that Plan.
2. All full-time associates will be eligible for participation in the Plan after completion of the ninety (90) day probationary period. No associate will be eligible to participate in this Plan while on performance probation.
3. The General Manager, with the approval of the Committee, may withdraw a Participant from any Plan. In the event of such withdrawal, the associate concerned shall cease to be a Participant as of the date designated by the Committee and the associate shall be notified of such withdrawal as soon as practical following such action. Such associate may receive the bonus as stipulated in this Plan. This is subject to the sole and absolute discretion of the Committee.
4. The Plan Participants may vary from Plan to Plan at the discretion of Tecton's Executive Committee.
5. No Participant or other associate shall have a right at any time to be selected for participation in a Plan despite having been selected for participation in another Plan.

ADMINISTRATION

1. Tecton's President and Executive Vice President shall administer the Plan. They shall designate, as necessary, additional senior corporate staff members to assist as required.
2. Depending on the financial needs of the property and Tecton, the Committee will design specific Plans to encourage achievement of sales goals related to revenue growth, and provide compensation opportunities as the reward for their attainment. Each Plan will have stated start and end dates and will comply with the guidelines provided in this Plan.
3. Each eligible Participant will have the opportunity to earn a bonus based upon the parameters of each Plan established by Tecton. Tecton reserves the right to change any part of the Plan it has established.
4. Pursuant to Tecton's primary financial control procedures, the bonus should be accrued in the month that it was earned and paid to the Participant by the fifteenth of the following month. For example, a bonus earned in January must be paid to the Participant by February 15th. This process will ensure that the Participant will have his/her bonus paid to them before the end of the month following the month in which the bonus was earned.
5. All pay outs will be processed through payroll. Expense should be coded to "bonus" on the Profit and Loss Statement for the respective departments with eligible Participants.

6. The Plan Coordinator of each property (Director of Sales at full service properties and the General Manager at limited service properties) will be responsible for keeping a detailed record on a monthly basis of the bonus earned by each Participant. Tecton will provide the reports (See Forms (1), (2)). The Plan Coordinator must submit required reports to Tecton for approval prior to the fifth of the month following the month in which the bonus was earned. For example, records for the month of January must be submitted by February 5th. It must be signed the General Manager and Controller where applicable.
7. All eligible Participants for each Plan must read this Plan (SM-SOP-35) and turn into the Plan Coordinator a signed acknowledgement that they understand the Plan (See Form (3)).
8. Accompany awards with timely social recognition. Publicize the recipients' names and the specific event, but not award amounts. Fanfare and hoopla may seem unnecessary, but most recipients remember the presentation ceremony long after they have forgotten how they spent the award.

FINANCIAL GOALS AND PAY OUTS

Rooms and Catering Sales Incentive Program.

1. Prerequisite Goal: In order for any pay out to occur, the hotel must achieve 101% of its monthly total revenue budget (rooms, catering).
2. Eligible Participants: Directors of Sales & Marketing, Director of Sales, Group Sales Manager, Director of Catering, Catering Manager, and Administrative Assistants directly support these management positions.
3. Individual Incentive: Eligible Participants with written annual booking pace goals setup for group and catering will receive the following incentive pay outs for exceeding their individual goals (adjusted monthly salary based on percentage of monthly budgeted rooms and catering revenue to annual revenue):

Bookings	Bonus (% of Adjusted Monthly Salary)
101% - 105%	2%
106% - 110%	4%
111% - 115%	6%
116% - 120%	8%
121%+	10%

4. Team Incentive: For every percentage point over total rooms and catering revenue budget combined, each eligible Participant will receive same equal percentage of their adjusted monthly salary (based on percentage of monthly budgeted rooms and catering

revenue to annual revenue) in bonus. There is no earnings cap to the amount for any month.

Rooms Sales Incentive Program.

1. Prerequisite Goal: In order for any pay out to occur, the hotel must achieve 101% of its total room's revenue budget.
2. Eligible Participants: General Manager, Director of Revenue Management, Revenue Manager, Reservation Manager, Front Office Manager, Business Travel Sales Manager, and Front Desk Agents, Night Auditors and Reservations Agents.
3. Individual Incentive: Eligible Participants who are shopped through Signature Legendary Service and receive a perfect shop score (100%) will receive \$50.00 for each.
4. Team Incentives: For every percentage point over total room's revenue budget, each eligible Participant will receive the same percentage of their adjusted monthly salary (based on percentage of monthly budgeted rooms and catering revenue to annual revenue) in bonus. There is no earnings cap to the amount for any month.

TERMINATION

Any associate whose services are terminated while a Participant in this Plan for reasons of misconduct, failure to perform, or other performance related reasons, shall not be considered for the bonus yet to be awarded. This includes any bonus earned, but yet not distributed to the eligible Participants. If the termination is due to other reasons such as reorganization, transfer to another property, etc., and the termination is not the fault of the associate, the eligible associate may be considered for a prorated bonus.

RESIGNATION

A Participant who resigns to accept employment elsewhere (including self-employment) will not receive any bonus not yet distributed. If the resignation is due to other reason; e.g., ill health, family needs, etc., the Participant may be considered for a prorated award.

NEW HIRE, TRANSFER, PROMOTION

A newly hired associate or an associate promoted during the effective date of this Plan will be eligible for selection by the Executive Committee as a Participant in any or all ongoing Plans.

DEMOTION

Any associate who is demoted because of job performance will be immediately removed from all Plan lists of eligible Participants.

DEATH, DISABILITY, RETIREMENT, LEAVE OF ABSENCE, LAYOFF

An associate whose status as an active associate is changed while a Participant in this Plan for any of the reason cited may be considered for a prorated bonus.

TAX IMPLICATIONS

Participants are to treat the bonus as income and are taxable in accordance with IRS regulations. The bonus will be processed through the established payroll process guidelines.

AFFECT ON OTHER PLANS

The awarding of the bonus under this Plan are excluded from, and in no manner affect, the calculation or determination of other incentive awards or benefits payable under any other Tecton benefit plan.

TERMINATION OR AMENDMENT OF THE PLAN

1. Tecton's President or Executive Vice President may in writing terminate and, from time to time and in any respect, may amend or modify the Plan.
2. The right to revise or modify any award to accommodate special and unusual circumstances is under the discretion of Tecton's President or Executive Vice President.

ETHICS

The intent of the Plan is to fairly reward team and individual achievement. Any associate who manipulates or attempts to manipulate the plan for personal gain at the expense of clients, other associates or Tecton objectives will be subject to appropriate disciplinary action, up to and including termination of employment.

NO ENLARGEMENT OF EMPLOYMENT RIGHTS

Nothing in this program shall be construed to constitute an employment contract or to limit in any way the right of Tecton to terminate an individual's employment at any time. Nor shall it be evidence of any agreement, expressed or implied, that Tecton will employ an individual in any particular position, ensure participation in any incentive plan, or the granting of incentive awards from such plans.

LEGAL REQUIREMENT

The Plan and all related provisions shall be construed in accordance with and governed by the laws of the State in which the hotel is physically located.

FORMS

1. Rooms/Catering Sales Incentive Worksheet
2. Transient Sales Incentive Worksheet
3. Eligible Participant SM-SOP-35 Acknowledgment Form



TECTON STANDARD OPERATING PROCEDURES

SECTION SALES & MARKETING	SUBJECT SALES INCENTIVE PLAN
SM-SOP-35	Pages - 6

Acknowledgement of Receipt of Sales Incentive plan (SM-SOP-35)

I acknowledge an understanding of the policies, procedures and information contained in SM-SOP-35. Tecton's President or Executive Vice President may in writing terminate and, from time to time and in any respect, may amend or modify the Plan. I also understand that revisions to this Plan may supercede or eliminate one or more existing Plans and that all such changes will be communicated through official communications.

I understand that this Plan is neither a contract for employment nor a legal document. I have received a copy of SM-SOP-35.

Eligible Participant's Signature

Date

Print Name

Name of Property

TECTON STANDARD OPERATING PROCEDURES FULL SERVICE HOTEL

SECTION	SUBJECT	
SALES & MARKETING	Month End Reports	
SM-SOP- 34	Date Issued: 12/11/01	Effective Date: 1/1/02

POLICY: The sales month ends reports will be due as part of the month end packet that is sent to the corporate office and ownership groups. They should be sent to the Vice President of Sales & Marketing by the 10th of the following month.

SCOPE: The purpose of producing the month end reports to have accurate data that will allow the hotel, corporate office and ownership groups to evaluate a hotels' revenue performance and focus on deficient areas that need improvement.

PROCEDURES:

1. The following reports will be due with the monthly financial packets and will be e-mailed to the Vice President of Sales and Marketing by the 10th of the month. (samples attached)
 - Sales Person Productivity Report
 - Booking Pace Report; Group, Transient and Catering
 - Key Account Productivity Report
 - CRO/GDS/Internet Productivity Report
 - Website Traffic Report (select Hotels)
2. The responsibility of producing these reports falls on the Director of Sales of each hotel and their team as they deem appropriate.

TECTON STANDARD OPERATING PROCEDURES

SECTION		SUBJECT	
SALES & MARKETING		E-Commerce Strategy	
SM-SOP-35	Pages 3	Date Issued: 07/16/02 Revised: 01/01/07	Effective Date: 7/16/02

POLICY: In order to maintain a strong presence on the Internet with the goal of increasing market share from this ever growing distribution channel, all Tecton hotels will formulate an E-commerce strategy using the guidelines established in this SOP.

SCOPE: To give the properties the necessary information to formulate a strong e-commerce strategy.

PROCEDURES:

1. There are currently several sources of Internet booking channels for hotels. They are brand hotel chain or marketing representation proprietary websites (Marriott.com, Utell.com), individual hotel proprietary websites (sheratonatlanticbeach.com, hotelmela.com), online travel agencies websites (Travelocity.com, Orbitz.com, Expedia .com), package websites (site59.com, travelscape.com), merchant model websites, sometimes referred to as consolidators, (Hotels.com, Travelweb.com), and opaque websites (Priceline.com, Hotwire.com). It is imperative to understand that each works differently and if not managed carefully could cause displacement and price erosion at your hotel.
2. Rooms sold through franchise websites draw inventory from your CRS making the process seamless. The same should hold for individual hotel websites unless the hotel has decided to use a separate booking engine (i.e. Synxis, iHotlier) for their site which means that they would have to control separate inventory. There are some booking engines that are offering one-way interface to your PMS.
3. Rooms sold from online travel agencies use the rooms and rates given to them through the GDS and your CRS.
4. Merchant model websites use net rates you have given them to sell your product on line with a markup (generally 20%-30%) to the general public. Generally separate inventories must be maintained.
5. Package and opaque sites use net rates but either conceal the price of the room within a package or do not disclose the hotel name with the rate until after the reservation has been made. Opaque sites are mostly used to drive short-term incremental business &/or sell distress inventory over hotel specific need dates. Package sites require you to have separate inventory, but opaque sites can be booked through your CRS in most cases.
6. Tecton has developed a listing of all of these sites on the Internet and their method for reserving hotel rooms (available through the Tecton Extranet). It is imperative

that each hotel uses this as a guide to measure their presence on the Internet. The listing will constantly be updated and available on the extranet.

7. In regards to rate strategies it is important that hotels carefully consider the room allotments and rates they give merchant model websites. As a rule of thumb the net rate given plus the margin the merchant model sites place, when combined, should never be lower than your lowest rate available on the internet from a franchise, marketing rep firm and hotel specific website. Some franchises have established a policy of charging a fee to hotels that have a lower rate available on another website other than the brands. It is also important to consider that when using the merchant model websites, there could be a delay in payment to your hotel since they are usually on a direct bill status. The management of all these different on-line sources can be improved by using a channel management product such as EZ Yield or Channel Manager.
8. When building your proprietary website it is important first to check with the franchise (if applicable) for a couple of reasons. First, they may have specific style guidelines (just like brochures). Secondly, they have contracted as a brand with a website developer that is usually very affordable and reliable. In the event that you are an independent hotel, do your homework. Besides content capabilities, make sure that the web designer, hosting agents and other vendors (i.e. Grove Networks) are reliable and provide the appropriate level of service, including for each:
 - a. Hosting:
 - Reserve your hotels' domain name(s).
 - Provide a minimum of 10 e-mail accounts.
 - Have adequate customer support.
 - Offer management reports (usage, unique visitors, hits, key words, page entry/exit info, etc).
 - b. Webmaster:
 - Perform at minimum, monthly search engine optimization (SEO) with search engine results placement (SERP) reports.
 - Are able to make minor changes to the site with out any additional cost.
 - Are able to assist with creation & implementation of HTML marketing pieces as needed
 - c. Other Vendors
 - Web-marketing: Must have the tools to allow you to pro-actively market to your database of e-mail addresses, including:
 - a. Creation of custom sign up form linked to proprietary
 - b. Automated list management (removal of bounces, processing of unsubscribe requests)
 - c. Ability to segment database for targeted mailings
 - d. Deliverability reporting, including open rates, click-through rates and link statistics.
 - e. Ability to integrate permission-based lists from other sources (ie. PMS system)

- Booking Engine: capabilities for reservations/packages (Synxis, iHotelier or GDS provider). Provider should have a robust offer of management reports.
- Are able to harvest e-mail addresses from reservations or through a consumer enabled subscription based engine from your website.

You should be having at a minimum, a bi-weekly strategy conference call with your webmaster or company to discuss strategies, in particular future need dates, to push business to your proprietary website. You should measure a monthly basis your direct (proprietary website) versus indirect (internet third party sites) ratios. For independent hotels the ratio should be at least 30/70 and for franchise hotels it should be 75/25. You should also be tracking your reservation conversion percentage (reservations/visits) so it is at least a minimum of 1.75%.

9. Your website's content should be optimized to deal with the following three key issues:

- a. Make the website user-friendly by ensuring it has tiered navigation, relevant and credible copy, easy to use booking technology, high quality photos, customer support, creative, sticky, and when possible CRM features.
- b. Make it search engine-friendly by using web-friendly, destination-rich copy, optimized for targeted keywords, proper meta tags, XML and HTML sitemaps, and domain name strategy to help improve your organic search results.
- c. Make it travel booker-friendly by boosting the booking features of the website, and increasing the comfort level. Reduce the number of clicks it takes to make a reservation as much as possible (no more than three clicks from beginning to end). Make certain it is clear to bookers that the booking engine is on a secure connection.

10. Search engines also offer excellent advertising opportunities with "pay per click" and "paid listing" programs. These advertising opportunities offer a way to always appear on the page most frequently used to find your services and location. Companies such as Yahoo Marketing and Google Ad Words offer these services. Please consult with the Vice President of Sales and Marketing, Director of Revenue Management/E-Commerce, as well as your Webmaster prior to committing to this strategy.

Other web advertising opportunities include tile/banner ads (cost involved) as well as links/affiliations (usually no cost) with local websites and destination/travel portals. It is imperative, as with any form of advertising, that you track your results, so make sure you have a process in place to do this. The paid ClickTracks Analytics or free Google Analytics programs can assist in this.

11. Participating or advertising with travel related search engines such as Hotelrooms.com, Mobbisomo, Sidestep and Kayak are another great way to drive business to your website. Travelzoo, Travel Clicker (Hotwire) subscription based email blasts is another great way to drive business to your website. Other sources such as RSS and Podcasting should be evaluated. E-mail HTML marketing is a very

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effective tool in the hospitality industry, where vibrant pictures and graphics can speak volumes about your property. Creating low-cost HTML e-marketing pieces for your property will help you target revenue based plan. You should have the flexibility to create one-time templates for newsletters or promos, which can be adapted by your staff in-house for future use, or to regularly create new mailers, such as for special seasonal promotional pieces, or targeted pieces for special market segments.

The email marketing channel can have a high ROI in terms of generating room nights booked directly through the properties proprietary booking system. To maximize this opportunity, you should communicate regularly with your subscribers with targeted and relevant promotions to address future need dates. Although it is appropriate to send emails to the general database from time to time (thus ensuring that everyone hears from you occasionally), the most effective emails in terms of open and click-through rates are targeted eblasts (ie. Special winter rate on Miami Beach for subscribers living in the Northeast). Also, last minute e-Escapes mailers can be an effective way to move excess inventory.

A good e-marketing campaign starts with a good mailing list and behind every good mailing list is an even better subscription form. A good form manages to find the balance between getting the necessary information from your subscriber without overwhelming them with a needlessly long or complicated list of questions. We've all been in the situation where we are signing up for an e-list that has information we know we want, but have changed our minds when the subscription form requires us to provide too much information. The key to the initial subscription form is to get just enough information to properly target the subscriber with useful information. Once you have proven the value of receiving your bulletins, you can always request that they complete a more detailed form or a special interest survey at a later date. For instance, if your main qualifiers for segmenting your e-marketing promos are "corporate vs. leisure" and "singles vs. families" you want to make certain that you get that information, but you can probably leave off other questions regarding their hobbies, special interests, and budget. Yes, these are important things to know about your clients and excellent marketing indicators but for the initial subscription form, the order of the day is "prioritize!" – What is the most important information I need from my clients? Review your subscriber form on a quarterly basis to make sure that you are collecting the information you need to segment your marketing efforts and eliminate questions that are not being used.

All your e-marketing lists must be permission-based to comply with anti-spam laws (and the terms of use of most email marketing programs). To clarify, permission-based means that the person has specifically given you their email with the express intention of receiving email promotions from you. If there is any doubt regarding the source of a list or the permission status of certain contacts, please discuss this with your webmaster / email marketing manager to clarify the status and options for addressing non-permission lists.

TECTON STANDARD OPERATING PROCEDURES

SECTION SALES & MARKETING	SUBJECT CONTENT MANAGEMENT		
SM-SOP-36	Pages: 1	Date Issued: 06/15/07	Effective Date: 06/15/07

POLICY:

Conduct a complete initial review of existing content for Desires Hotels & Independent Hotels third-party distribution channels with regular reviews conducted every two months thereafter.

SCOPE:

Ensure consistency of all published content across proprietary and 3rd-party distribution channels.

PROCEDURES:

1. Sandia Travel Marketing (STM) will create a master “fact sheet” containing descriptions, amenities, policies, images and other specs available via third-party distribution channels.
2. For initial review, STM will submit the master fact sheet to the GM for review.
 - a. All changes should be noted and returned to STM within 5 business days.
 - b. STM will update all distribution channels within a timely fashion to be determined based on number of changes submitted.
 - c. STM will submit a change report to GM confirming the changes made.
3. GM will designate a team member (GM, DOS or other) to act as the Project Leader.
4. Project Leader is responsible for notifying STM ASAP of any changes at the hotel level.
 - a. Changes should be submitted via email to content@sandiatravelmarketing.com.
 - b. STM will submit changes to third-party channels within 2 business days unless otherwise agreed upon with GM and Project Leader.
 - c. STM will submit a change report to Project Leader confirming the changes made.
5. On the 15th of every other month STM will submit the current master fact sheet to the Project Leader for review.
 - a. All changes should be noted and returned to STM within 3 business days.
 - b. STM will update all distribution channels within 2 business days unless otherwise agreed upon with GM and Project Leader.
 - c. STM will submit a change report to the Project Leader confirming the changes made.