

2017 Hotel Blueprint

Operational Planning

Employee Development

- Management
 - Training sessions will be held quarterly to focus on improving our retention and engagement with our teams. All Department Heads are to attend as well as Bench Managers and Management Trainees.
- Sales Team
 - The Director of Hotel Sales and Marketing will be responsible creating a Director of Sales Orientation Program for all new hires. <http://bit.ly/SalesOrientation>
 - Director of Hotel Sales and Marketing will be responsible for training and development of the Sales Team. There will be a continued focus on the follow up process, account penetration, qualifying accounts, and inner company referrals.
 - A Sales Negotiations training will be held in 2017.
 - A Hotel Intelligence training seminar will be held in 2017. This training will focus on best practices of how to utilize this tool.
 - The Sales Team will review the contents of the Google Drive Sales Folder to consolidate its contents for relevance + purge documents annually. <http://bit.ly/HotelResourcesFolder>
- Aikens Group Bench Management Training Program
 - A minimum of two Bench Managers will be actively training and applying management skills within the group. Each Bench Manager will have a development plan catered to their needs and desires to assist with future advancement. The Bench Managers are to review courses offered by the brands with senior management and select multiple classes that are mutually beneficial to the company and employee's growth.
 - The Aikens Management Program (a selective hotel management training program that is held weekly for 16-20 weeks) will be administered annually by a team of two General Managers for 6-8 participants that have exhibited the capacity to move up within the organization and completed a thorough application process including a letter of interest.
- Housekeeping Management
 - A Director of Housekeeping Position will be created to assist in the development of our housekeeping teams. This individual will have responsibilities intended to strengthen hotel operations through training, staffing and communications.
 - The Director of Housekeeping will create a Housekeeping Department Orientation program to ensure all Aikens Group Hotels are operating with the same standard. These new programs will be implemented across the entire portfolio to ensure all associates are trained in a similar manner and given the opportunity for success. The Hotel Resource Folder will be consolidated to include only the items needed to support the new programs. **These programs will launch May 1st.**
 - All Aikens Group hotels are required to be "3 deep" in the housekeeping department in all positions.
 - An Executive Housekeeper Summit will be held in 2017 to discuss company initiatives, best practices and the new training programs established. The Executive Housekeeping Summit will be held annually in August.

- Front Desk Management
 - A new orientation program for the Front Desk will be created. This new program will be implemented in all Aikens Group hotels and ensure all associates are trained in a similar manner and given the opportunity for success. All Front Desk associates will be trained in the housekeeping department for cross training purposes. The Hotel Resource Folder will be consolidated to include only the items needed to support the newly created program. <http://bit.ly/FrontDeskTrainingManual> This program will launch April 1st.
 - At all times, there will be 2-3 Front Desk agents trained on various PMS systems in order to create a support structure for all properties.
 - A Front Office Managers Summit will be held in 2017 to discuss company initiatives, best practices and the new training programs established.
 - A Referral Training Tool will be created in order to provide consistent training on this important initiative. **Deadline June 1st.**

Employee Engagement

- Senior Management will have a greater presence at employee meetings to assist in the communication of the company's direction and each hotel's sales and operational priorities.
- Quarterly Company Updates will be given through the Staff Portal to communicate successes, project updates and the company's future direction.
- An annual Employee Satisfaction Survey will be administered for each hotel. This tool will be utilized to evaluate the team's engagement and learn about the opportunities for each property and the portfolio. The findings from the surveys will assist in how Aikens Group can build stronger teams.

Accountability

- All employees are to be given an annual review. A new peer to peer evaluation process will be created to include a "self-reflection" and "stay-interview." The new evaluation process will be used to assist in building stronger relationships with our teams and gaining valuable feedback. <http://bit.ly/AikensReviews> **Deadline for the new review process June 1st.**
- Guest Survey Scores will be reviewed on a monthly basis to ensure we continue to meet our guests needs. The brand benchmarks are the minimum standard for Aikens Group.
- Aikens Audits will be performed by annually.

Sales Planning

Reports and Meetings

- The Sales Team will meet Biweekly to assist in achieving each property's goals and the cross selling of the Aikens Group products. The meeting locations will be on a rotational basis to ensure the entire sales team is familiar with the variety of products the Aikens Group offers.
- On the 3rd Friday of each month a Working Session for the Sales Team will be held. These are 3-4 hour sessions focused on achieving specific goals.

Bridal Market

- Bridal Revenue Reports are due to Director of Hotel Sales and Marketing by COB on last Monday of every month <http://bit.ly/MonthlyBridalReport>
- Quarterly Wedding Blitzes will be held to maintain and establish relationships with venues and bridal referral partners.
- Bridal Shows - A Sales Team Member will be selected and responsible for facilitating and managing the sales process for all Bridal Shows. Each Hotel Director of Sales will be responsible for ensuring all General Managers are aware of the follow-ups and deadlines
- Each hotel will implement the established Bridal Market Sales Process for all bridal group leads and bridal show follow-ups. Director of Hotel Sales and Marketing will train the GM and FOM on this process at each hotel. Training will be in February and last approximately 1- 2 hours.

Corporate Accounts

- All corporate account production will be reviewed quarterly to evaluate pace year over year. Comparison reports will be discussed at the second owners meeting of each quarter.
- Each property's top 15 accounts are to be visited quarterly.
- High Volume RFP's and Corporate accounts will be assigned an account representative from the Sales Team. The account representative will take the lead on RFP responses to ensure Aikens Group is strategically quoting rates for businesses that frequent more than one Aikens Group property.

Construction Projects and Target Accounts

- At the inception of all construction projects within the Aikens Group territory a specific sales plan will be devised to earn the business. A single sales person will be identified as "the lead" on the project and will keep the sales team abreast of the progress and sales penetration. <http://bit.ly/UpdatedProjectAssignments>
- A list of Target Accounts will be maintained of businesses the Aikens Group does not have in its portfolio of partners. A sales person will be identified as "the lead" on the account and give bi-weekly updates on the progress.
- The "Volume Grid" will be reviewed on an annual basis in an effort to identify new Targeted Accounts.
- A new Sales Process will be developed by the Sales Team in 2017 to determine the best courses of action to gain the most penetration on Project and Target accounts. **Deadline July 1st.**

Focus Blitzes

- The sales team will administer sales blitzes to ensure market penetration is obtained in various targeted segments. In 2017 the segments will include a tour bus, meeting room and associations.
- A focused effort by the Fairfield Inn, Holiday Inn Express, Comfort Inn and Hampton Inn- Inwood will be made in order to gain additional penetration in the sports team market. Contacts will be compiled along with schedules for each market so the DOS can target this segment with efficiency.
- A combination of due dates and working meetings will be established to ensure the follow up from each blitz is successful.
- Inclement weather blitzes are the responsibility of the hotel's GM and DOS to visit nearby businesses who may need overnight rooms for employees. These should be completed when a potential snow/ice event is forecasted

Rate and Inventory Management

- Corporate rate recommendations will be reviewed October 17th to ensure REVPAR growth. Each property needs to have rate recommendations finalized utilizing the correct form by this date. Rates changes will go into effect January. Prior to October 17th, each property must meet with the appropriate contacts to discuss the previous year's production and projections for 2018 in order to evaluate rate changes.
<http://bit.ly/BlankRateProposalSheet>
- Rack rates need to be reviewed weekly for the upcoming 60 days to ensure all opportunities are capitalized on.

Front Desk Sales

- In an effort to have involvement from the entire staff in the sales process a "Sales Engage Meeting" (formerly Sales Kickoff Meetings) will be held at each property throughout the year. All employees will become knowledgeable on how they can assist with the sales process with a focus on capitalizing on in-house business. Incentives will be available to team members that contribute to the success of obtaining target accounts. The Director of Sales and General Managers will need to find ways to reward and acknowledge the "little successes" which lead to the overall success of the hotel in winning an account. By rewarding the contributing team member(s) with \$5 to \$10 gift cards, thank you notes, or simply educating the frontline on how their contributions affect the overall sales process will lead to a more effective sales force.
- Obtaining company names and communicating them to the General Manager and Sales Team needs to be completed on a consistent basis. Reports will be compiled nightly and given to the management team to review on a daily basis to evaluate opportunities and leads.
- Two Front Desk Sales training classes will be administered in 2017. These will include a "Grass Roots Training" and "Aikens Group Referral Training."

Relationship Building

- A process will be created by the management team to ensure relationships are established amongst Aikens Groups top revenue generators. This will be paired with a relationship quadrant. **Deadline August 1st.**
- A relationship quadrant will be developed.

Sales and Marketing Tools

Web

- All website photography will be evaluated and investments will be made to ensure all photography exhibits the quality of products offered. **Deadline May 15th**.
- Group URL's and Corporate Booking links (1-Click URLs) are to be utilized for each group/corporation. The Sales Team will create an SOP for each brand on how they are created. Corporate booking links will be incorporated with annual rate agreements and when establishing a new account.
- An analyst of rankings and the tools available to the Aikens Group Hotels will be completed to seek for ways to improve our rankings through each franchisor. **Deadline August 1st**.

Database Growth and Improvement

- Each GM and Sales person will be responsible for expanding the company's database of B2B sales. All information gathered on sales calls, blitzes, and/or networking events must be logged into High-rise.
- Sales reports from the previous 12 months will be reviewed by the sales team at each hotel to ensure tagging and zip codes for all B2B contacts are in High-rise.
- The database will be segmented into regions by zip code for targeted email campaigns.
- The annual "Zip Code" project will be administered in December between Christmas and New Years.
- A system will be put in place in order to collect residential & commercial tenants prospects and all Aikens Group staff contact information. This information will be uploaded into the database monthly. **Deadline March 31st**.

Email and Social Marketing

- All guest surveys through the franchise website and TripAdvisor need to be responded to within 24 hours. **Deadline March 31st**.
- An email schedule will be established to send targeted emails in 2017 (weddings, inclement weather, Christmas parties, corporate retreats, meeting rooms, all major holidays, and associations). **Deadline March 31st**.

Aikens Group Collateral

- Create Corporate Apartment flier for Referral System. **Deadline March 31st**.
- Update Quad Brochure. **Deadline March 31st**.

Welcome Centers

- It is each properties responsibility to establish and maintain relationships with the state welcome centers.
- The corporate office will be responsible for distributing brochures to each welcome center in Virginia. It is each properties responsibility to ensure the corporate office has 2,500 rack cards on hand to distribute.