REVINATE

Reservation Sales Suite

Guide to Success

8.0 Edition

REVINATE Reservation Sales Suite Best Practices Guide to Success

8.0 Edition


REVINATE
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A Message from the President

We've had the privilege of working with some of the best and brightest in the resort, hotel and vacation rental industries. One of the biggest success factors that revealed itself is the importance of the owner's role in the successful implementation and utilization of The REVINATE Way.

At companies where the top manager delegates the success of The REVINATE Way to a middle manager, we often see less than impressive results. There tends to be little increase in conversion rates, little use of marketing data, and limited or no increase in revenue.

At companies where the senior executive is actively engaged, we regularly observe a totally different result. Conversion rates are almost always higher, marketing data is being actively collected and utilized, and more revenue is coming in the door.

Here's what we suggest: first, make sure you know what's going on. It's easier and less time consuming for you to stay in the know and affect your reservations than you might think. The key is to meet with your manager once a week and discuss the numbers. This weekly meeting gives the company top manager and the middle manager an opportunity to discuss the facts and make necessary course corrections.

We suggest your manager prepare for your meeting by reviewing Key Performance Indicators, which will give you the snapshot you need now and will also reveal meaningful trends over time. Some of the Key Performance Indicators we recommend you track include:

- Inbound call conversion (individual and team)
- Scoring and coaching goals
- Outbound sales (lead follow up)
- RezForce, email, and chat lead follow up
- Call monitoring and compliance thresholds
- Agent productivity
- Call volume and abandon rates

We have created weekly Key Performance Indicator reports to assist you in this effort, which are described in this publication and available from your Client Success Strategist.

If there is anything we can do to help you be more successful, please let me know.

Kyle Buehner, President and CEO

Foreword

This Reservation Sales Suite Best Practices Guide to success is a key component of The REVINATE Way. REVINATE clients who are fully engaged with the system, both the technologies and the processes, are reaping the rewards. When one or the other are not fully practiced, the rewards are not realized.

This publication is the culmination of a lot of work by a myriad of experienced professionals within REVINATE. The intent, as the title suggests, is to guide our clients to success by communicating what has been proven to work at resorts, hotels and vacation rental management companies around the country. Team REVINATE has leveraged their many decades of personal experience in the hospitality industry along with hundreds of individual and aggregate case studies from some of the most knowledgeable hospitality professionals to bring you this comprehensive document.

For most companies, the revenue gains from using the REVINATE Best Practices can be significant. Let's look at what an increase of just 5% in conversion ratio for just one month can mean for our clients:

Without NAVIS Reservation Sales Suite

Number of Inquiries (lead calls per	225
month): Reservation Conversion Ratio:	40% or 90 reservations (25% to 40% is the industry average without NAVIS)
Average Stay Value (ASV):	$1050.00 (Revenue Per Booking)
Total Revenue:	**$94,500.00** in revenue (track through your marketing campaign analysis)

With REVINATE Reservation Sales Suite

Using REVINATE goal setting, monitoring and agent coaching

techniques: Number of Inquiries (lead calls per month):	225
Reservation Conversion Ratio:	45% or 101 reservations
Average Stay Value (ASV)	$1050.00
Total Revenue:	**$106,050.00** in revenue

This is an increase in the conversion ratio of 12.5% and the revenue increase is $11,550 in one month! Incorporating these same Best Practices, many REVINATE Reservation Sales Suite users see increases in conversion in the first few months of using the system - between 10% and 40%.

By fully implementing The REVINATE Way, you can too!

Introduction

Congratulations on investing in your company's future. Your investment in the Reservation Sales Suite is the first step in securing new revenue and gaining a distinct, sustainable competitive advantage. This guide is not a how-to manual, but rather a new way of doing business every day.

This Guide to Success was written as a proven way to give you the greatest return on your investment. You should look at The REVINATE Way as a marketing investment - a way to drive more revenue from the guests already calling from one of your marketing avenues.

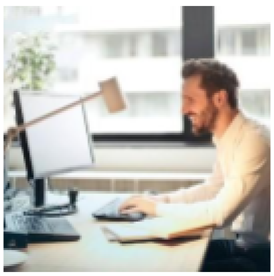
In the very competitive environment of the resort, hotel and vacation rental industries, staying ahead of your competition is key to your company's success. Chain hotels and resorts have always had the added benefit of corporate structure, partnerships, training and systems to keep them on the edge of all of the current industry trends. It is our hope that the entire REVINATE suite will help you compete with the best of the best in the hospitality industry, and bring in more reservations for you, rather than your competitor.

The REVINATE Way consists of REVINATE Reservation Sales Suite, Implementation, Education, and Business Consulting services through our Client Success Strategist Team that are all based on this *Guide to Success*. Each part of this system is crucial to the next. Using the Best Practices as outlined in this guide will allow you to use The REVINATE Way to its fullest and gain the most revenue for your business. If you follow the proven methods outlined in this guide, you will see increased revenue.

The REVINATE Way

The REVINATE Way is a combination of people, processes, and technologies. In order to be truly successful, these pieces all function together cohesively.

PEOPLE



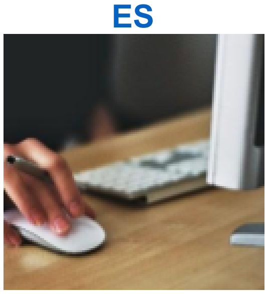
Yours - Identifying a "Reservation Sales Manager" (RSM) person at the start is vital to knowing who is responsible for managing all of the processes and procedures your staff will learn. This person, along with their team, must be held accountable by the stakeholder of your business. We will help manage this by reviewing your weekly Key Performance Indicators.

Ours – Your personal REVINATE Client Success Strategist (CSS) business consultant team will ensure you implement as much of this document as is practical in your business and that your staff are held accountable in the process. Our 24/7 Support team will be here to help you with anything that might arise, and Education is available throughout the process for hands- on training and online coursework needs.

PROCESSES

Best Practices – Adhering to the principles in this guide will allow you to use The REVINATE Way to its fullest and gain the most revenue for your business. If you follow these proven methods, you will capture revenue you would not have otherwise.

TECHNOLOGIES



Our **technology** enables you to identify, monetize and mitigate lost revenue opportunities. You must capture the data and then use it to make your business more efficient. All of these Best Practices will assist you in doing that.

Now, let's get started.

Consulting, Training & Support

REVINATE Client Success Strategists – Your Professional Business Consultants

The more you utilize the technologies and processes of the REVINATE systems, the greater your benefits. To guide you along the way and help you maximize your results, you will be assigned your very own Client Success Strategist – a professional business consultant who knows how to get the most from the Reservation Sales Suite and fully utilize The REVINATE Way.

From Day 1 and Beyond

Your Client Success Strategist is with you and your team from the initial identification of your goals and objectives, to implementation and onsite education, and continuing daily from then on. Working closely with your "Reservation Sales Manager", your reservation/revenue manager, and stakeholders, your Client Success Strategist is committed to helping you:

- Fully implement The REVINATE Way within your company.
- Provide initial staff training and onsite education.
- Coach your company's Reservation Sales Manager to use all the tools available.
- Carefully monitor your usage of the REVINATE System to spot trends and problem areas.
- Suggest process changes to get you back on the track to success.
- Monetize your successes and lost opportunities.
- Report results to stakeholders and maintain mutual accountability to client goals and objectives.
- Maximize your revenue.

"Your Success is Our Purpose"

Implementation Process

Your Client Success Strategist team is responsible for ensuring a successful transition to the implementation of The REVINATE Way. They will coordinate pre-visit training and education, system set-up and configuration, and will be onsite to oversee a successful installation and team training program. At the completion of the onsite visit, the Client Success Strategist team will use our "Six Weeks to Success" process to systematically coach your Reservation Sales

Manager using this Best Practices Guide in order to ensure complete understanding and utilization of the tools available in our system.

Post Implementation

Using this guide, your Client Success Strategist team will track your progress using all the tools available in The REVINATE Way.

Benchmark Scorecard

On a quarterly basis, your Client Success Strategist team will perform an in-depth analysis of your practices in the following areas and report results directly to your management team and stakeholders:

- Call Scoring & Coaching
- Lead Management
- Marketing Effectiveness
- Website Integration

The goal is to maximize your score and thereby embrace all of the Best Practices presented to your company.

We give recognition to those clients who are using our system to a minimum level of 70% and award them with "Power User" status. Those clients who score a minimum of 80% are considered "Certified Power Users" and those who score a minimum of 90% are deemed the elite "Expert Power User" status. NOTE: These levels must be maintained for a minimum of two consecutive months.

As part of the benchmark process, a comprehensive Action Plan and goals list will be provided. This plan is developed in concert with your management team and action items are assigned to appropriate individuals for complete accountability. The goal is to continue to improve in your use of the REVINATE Way, thereby increasing revenue growth.

Weekly Key Performance Indicator Report

Designed specifically for the revenue generating team, the weekly Key Performance Indicator (Key Performance Indicator) Report lets you set goals for the month and then measure your current performance each week against those monthly goals to determine the health of your reservations department.

Your Client Success Strategist will walk you through the initial report setup, help you determine your first month's goals, and meet with you prior to your weekly revenue meetings to review your performance results for the following metrics:

- Inbound call conversion (individual and team)
- Sum of lost opportunity
- Scoring and coaching goals
- Outbound sales (lead follow-up)

- RezForce lead follow-up (if applicable)
- Call monitoring and compliance thresholds
- Agent productivity
- Call volume
- Abandon rates

In advance of your weekly revenue meetings we recommend distributing a copy of the Weekly Key Performance Indicator report to members of your management team that includes your Reservation Sales Manager, general manager, stakeholders, marketing managers, and reservations supervisors. During the actual meeting, review metrics, celebrate successes and determine action items necessary to overcome challenges for your team.

While the REVINATE Key Performance Indicator does not include everything related to The REVINATE Way, it does provide the general manager or stakeholder with a tool to see activity, measure results and ask questions that will help them make better informed, quicker decisions during the month, rather than looking back at the end of the month. There is not much that can be done to effect sales from last month, however, there is potential to make adjustments during the month that will generate more revenue.

Client Support

Your peace of mind is our top priority when using The REVINATE Way, which is why we have a technical support team available to assist with problems that may occur.

Software support is available to assist with:

- Telephony issues such as call quality, routing, and more
- Troubleshooting
- Any issues with the REVINATE products—big or small.
- Available 24 hours a day, 7 days a week, 365

days a year Interface Data support is available to assist with:

- Interface implementations between REVINATE and your PMS systems. Currently over 23 different PMS systems are able to integrate with the REVINATE systems.
- Troubleshooting interface related issues such as data not crossing into Lead Forms.
- Available Monday through Friday during regular business hours.

Client Education

Ongoing, consistent learning is the key to successful product adoption and ongoing success. Our Client Education team is available to assist with a variety of requests to ensure that your revenue generating team is set up for success from the start.

Client Education Specialists are available to assist with:

- Guiding you through the Education process of Implementation.
    - During Implementation the revenue generating team will have both online courses through REVINATE University, as well as virtual trainings and hands on, in-person training to complete. Your Client Education Specialist will guide you through each step of the way while working hand in hand with your Client Success Strategist.
- REVINATE University Access, Support, and Reporting
    - As your revenue generating team grows, our Client Education Specialists will assist in getting new users for REVINATE University configured so that they can go through the online courses and integrate REVINATE best practices into their day-to-day from the start.
    - If you run into any issues within REVINATE University, Education will swiftly assist to resolve the problem.
    - You can also request completion reports for your team to track certification progress. Clients who complete certification within 90 days of implementation see the highest level of success, so we recommend tracking this closely and working with your Client Success Strategist and the Client Education Team to drive your team towards a successful product adoption.
- Virtual Trainings
    - During Implementation your Client Education Specialist will schedule a 90-minute hands-on virtual training to guide management members of the revenue generating team through the Reservation Sales Suite system. During this session we will also cover REVINATE best practices and will prepare you to support your team during Implementation.
    - In addition to virtual trainings during your Implementation process, the Education team also holds virtual trainings as requested for new management members of the revenue generating team. There may be an additional cost for additional trainings, so it is recommended you work with your Client Success Strategist on this process.

Knowledge Base

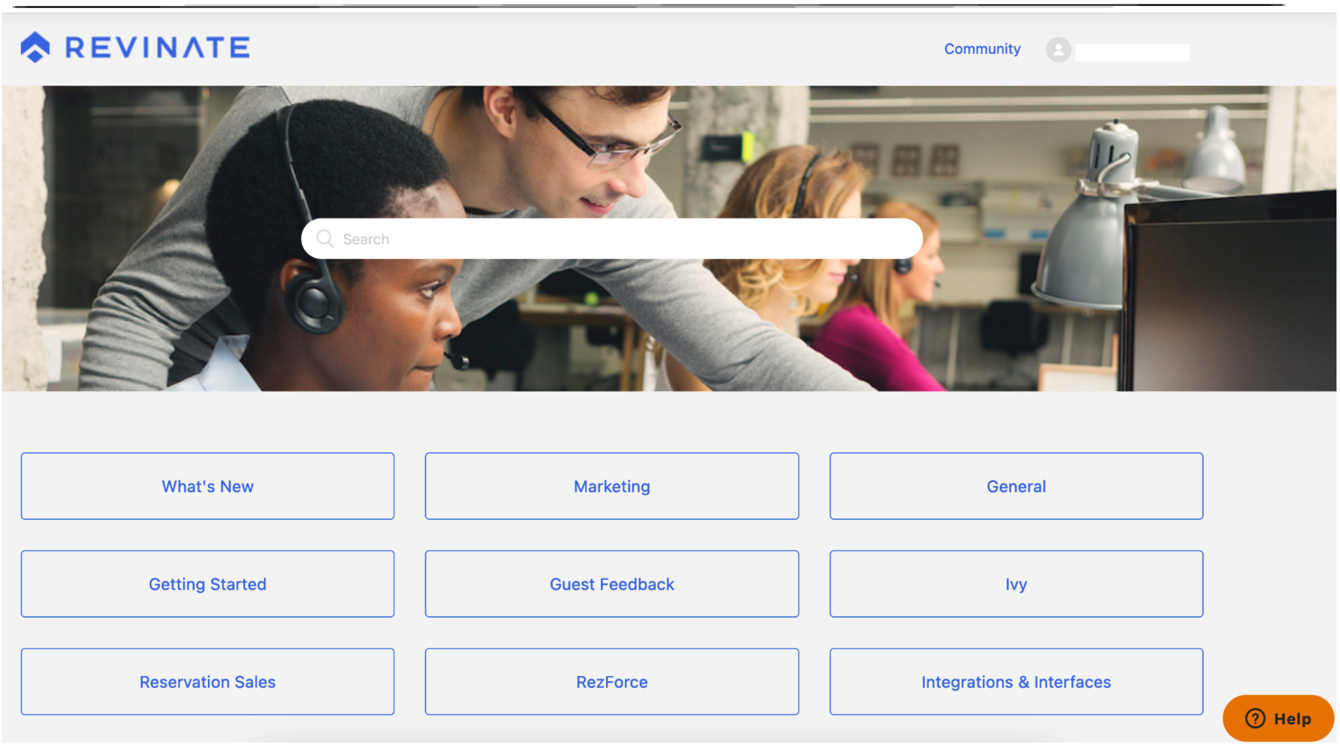
The REVINATE Knowledge Base is a comprehensive informational database providing helpful resources about our REVINATE products. This helpful tool is located in the Reservation Sales Suite under Help/Education and provides instructional documentation on:

- REVINATE Best Practices
- How-To Guides
- Management Resources: Job Descriptions, Job Postings, Reservation Sales Manager and Agent Interview Questions, etc.
- Sample Call Scripts
- Reporting and Calculator Tools
- Setup & Technical Guides

With this intuitive Knowledge Base tool, searching is easy! Starting on the Knowledge Base home page, there are a variety of ways to find key information about our REVINATE products.

- The Site-Wide Search feature provides article suggestions as a full word or phrase is typed into the search box.
- Another great way to view content within the Knowledge Base is to review the Product Specific Categories. Once a product is clicked it will show a list of the top articles within the product specific category (How-To Guides, FAQs, Best Practices, etc.).
- Finally, when new articles are released to the Knowledge Base, the easiest way to peruse the fresh content is by viewing the Promoted Articles section.

It is important to remember that prior to contacting the REVINATE Client Support or Education teams, it is a REVINATE Best Practice to review the extensive list of resources in the REVINATE Knowledge Base first.


REVINATE
Community
Search
What's New
Marketing
General
Getting Started
Guest Feedback
Ivy
Reservation Sales
RezForce
Integrations & Interfaces
Help

REVINATE University

REVINATE University provides access to quality, interactive eLearning courses that you can complete at your own pace when you have time. Whether you are just signing on with REVINATE or you need to train up a new agent, manager, or marketing employee, the eLearning content provides a great foundation for the REVINATE best practices and processes. REVINATE University educational offerings currently include instruction on the core products: REVINATE Reservation Sales Suite, RezForce, and The Marketing Suite, with additional courses coming online each month.

Live Webinars

REVINATE frequently offers live webinars that focus on issues of interest to specific members of your revenue generating team including reservation agents, reservation managers and supervisors, marketing managers, general managers and others. Each session is designed to be collaborative, offering you the opportunity to ask questions and submit comments. The various speakers selected for each webinar are experienced in their subject matter and have real-world, hands-on knowledge regarding what does and doesn’twork.

Performance Education

Designed for Reservation Sales professionals, reservation managers, marketing managers, and others in management roles, the Performance Education training sessions are held twice a year in a live classroom setting. Performance Education sessions are three days in length and include extensive, in-depth instruction on all aspects of The REVINATE Way. Following successful completion of the program and a passing grade on the final exam, graduates of Performance Training are awarded a higher level of REVINATE certification.

Reservation Sales Suite Certification

The REVINATE University certification program is designed for Reservation Sales Managers and Reservation Sales Agents with the goal of helping them improve their understanding of REVINATE Best Practices and make their business more successful.

To achieve Certification a series of core and elective courses, plus a final exam must be completed with a passing grade of 85% on all tests. Course curriculum can be accessed remotely through REVINATE University under the “Help/Education” tab in the Reservation Sales Suite.

Benefits of Certification include:

- Comprehensive working knowledge of our technologies and processes.
- Be part of a REVINATE advisory panel that provides ideas and feedback for REVINATE systems and processes.
- Professional designation – NCA (REVINATE Certified Agent) or NCP (REVINATE Certified Professional).

Developing a Reservation Sales Center

The process of developing a sales culture begins with effective recruiting, interviewing, training and, ending with solid accountability. Creating and nurturing a sales culture comprised of motivated, team-oriented staff members who sincerely care about your guests and your business is just the beginning. Having a repeatable Sales Process and then training, scoring, and coaching to that process is the only way to have continued and repeatable high performance. Providing visible, active oversight into all sales processes is critical and will yield significant, measurable dividends. When everyone in your organization at every level understands exactly how their efforts impact your long and short-term business goals, and how vital their commitment to data-gathering and “sales-making,” versus “order-taking” is to generate revenue and earning sales incentives, positive change is inevitable. Motivated teams require motivated leaders to guide, acknowledge and reward them. After all, their success is truly your success.

Account Configuration

HUB Phone Configuration Options

Within Reservation Sales HUB there are two options to consider when routing phone traffic to your Reservations team: Traditional Phone Lines and Virtual Phone. The traditional phone line allows calls to come through the agent’s traditional phone at their desk (examples: black phone or cell phone). Virtual Phone allows agents with a strong internet connection to use the phone completely inside of HUB. It does not require a physical phone and it also does not require a soft phone. With both methods, agents can take inbound calls and make outbound calls.

While it is unlikely that the traditional phone system will go down, it is recommended to have a backup plan in place to take these reservation calls. Virtual Phone can be a viable option as a back-up phone system in case phone lines in your area do go down for any reason. If you are interest in setting up Virtual Phone, please discuss this option with your Client Success Strategist so they can work with our Client Support team to start the configuration process.

Below are the requirements to setup Virtual Phone:

- Stable internet connection
- USB based Headset. This can include Bluetooth headsets.

Recruiting

Recruiting the right person for your business starts with setting clear expectations early in the process so candidates understand their potential role with your company involves sales. Of course, your business is also looking for a highly motivated, reliable, competitive, team-oriented, detailed person who sincerely enjoys interacting with customers over the phone. Still, even extensive customer-service expertise does not necessarily mean a candidate is a fit for a proactive sales position. For example, the job title should include the words “Reservation Sales” and the job description itself should include responsibilities around sales performance, call efficiencies, call quality and team performance. See the REVINATE Knowledge Base for an example of a Reservation Sales Associate job description.

Interviewing

During the interview process, clearly articulate the sales aspects and expectations of a “sales” position. Discuss the accountability, data-gathering, call flow, conversion goals and outbound lead follow up goals that you will ultimately expect from them. Note any apprehension and dig deeper to learn more. Sample questions might be “What are some key characteristics of a successful salesperson?” or “What was your first memory of ever competing for something?” Setting clear expectations upfront may help to reduce agent turnover so that the sales team you are building will be one you can develop and reward over time.

Training

During this process, we recommend that you focus just as much attention on sales techniques, conversion goals, and data-gathering best practices as you do on customer service, property details and policies. It’s important for your staff to know they are expected to perform at a high level in a variety of capacities, including up-selling higher valued accommodations, saving cancellations, handling sales objections and, overall, consistently representing your Brand in the manner you prescribe. The REVINATE Knowledge Base and REVINATE University offers introductory to advanced Reservation Sales Suite training on-demand for all members of your team. For additional recommendations for targeted training, please contact your Client Success Strategist or REVINATE Education at education@theREVINATEway.com.

Accountability

Accountability is one of the most important items in making positive, revenue-generating, long-term changes to your sales culture. Leadership must drive and instill a team commitment and culture of accountability at all levels to support your sales goals. To accomplish this, you must be open to rooting out any dynamics of entitlement, tenure, making whole, complacency and acceptance of comfort zones to nurture a culture of performance.

To be successful, your staff needs to understand that their sales goals are not suggested, optional, or simply something your company hopes they can achieve over time. Accountability means that goals must be perceived as mandatory, and just as important as customer service and procedural responsibilities. If a staff member continually violates a significant process or procedure, it should be grounds for disciplinary action, with the possibility of termination. Sales, accuracy and data gathering goals should be conveyed with the same emphasis.

Driving Revenue through Inbound Call Conversion

Increased Inbound call conversion is one of the best and quickest ways to drive revenue for your business. Why does REVINATE believe inbound call conversion is an important metric for you to monitor?

- When you increase your inbound call conversion, you increase your overall revenue and capture your competitor's business as well.
- Inbound call conversion is a good measurement of your reservation staff's sales skills.
- If you don't book a guest on the first call, they could end up staying with your competitor.
- Once you get a booking for a first-time guest, you have the opportunity to capture them for life.

Throughout the REVINATE Best Practices, you will find various tools for measuring and improving your inbound call conversion.

Management of Remote Agents

A remote workforce is gaining popularity in today's employment marketplace. While REVINATE provides software that can be used in a remote work environment, it is important to consult the below factors before making the decision to hire remote agents or allow current agents to work from home.

Know the Laws

Please note, prior to hiring a remote workforce, research the remote employee's state labor laws. For example, it is required that a company employing a remote worker in California is providing and reimbursing employees for "all necessary expenditures or losses incurred by the employee in direct consequences of the discharge of his or her duties." Having this knowledge prior to hiring a remote employee in your company's state or within another state, will help inform the costs associated with a remote workforce.

Technology

Another aspect to consider when hiring a remote workforce is checking the reliability of the internet connection in the remote agent's area, providing the necessary hardware and setup instructions, and ultimately, having a team available that can support these remote resources when something goes awry.

- *Internet*: Prior to hiring a remote agent, double check that the internet connection in the area that they live is stable. Having a reliable internet connection is key to support the REVINATE product, PMS, and communication tools.
- *Technology Hardware*: Provide all the hardware that is needed for a remote agent to do their job: computer, headset, video camera, etc. REVINATE' has found through our RezForce virtual trainings, that it is a best practice to always provide two headsets within the technology package. If the first one breaks, the agents can still go on about their job with that extra pair.
- *IT Support*: We want the agent to feel comfortable using the technology from the start. In order to set them up for success, give your remote agents a document that contains those key technology lifeline contacts, such as IT Support emails and phone numbers. Additionally, include instructions on how to setup their workstation and how to access the PMS, REVINATE, and any other technology platforms that will be used by the agent. REVINATE has found using pictures to describe the hardware setup has helped our remote agents immensely.

Recruiting

In the previous section, detailed information was given about the recruiting process for agents. On top of those best practices, we wanted to provide additional information on how to recruit a remote agent. Working with your HR team, you will need to identify the qualities and expectations you will want with this position. If possible, consider offering higher compensation to your remote workforce. Spending this money will bring a higher quality of remote agent assets to your team.

The number one goal for hiring a remote workforce is finding a candidate that has the skill set to work in a remote setting. Ask yourself, "does the candidate have the personality to work remote?" Below are key qualifications to take into consideration when identifying if a candidate is cut out for a remote Reservation Sales Agent position.

- Have they successfully worked from home before? Explain the benefits and challenges of working from home.
- Do they have experience with handling independent tasks or jobs in their previous roles? Give examples of those tasks/roles.
- What type of work environment have they worked in before? Was it surrounded by other individuals? Were they working in a cubical or an open-air area? Were they social with those around them?
- What communication method works best for them? How much communication is needed?
- Do they have a high understanding of how to use technology?

While a remote position is highly attractive, not everyone is cut out for such a position. Asking situational questions about previous work history will help determine if this individual is suited to thrive and be self-driven in a remote work environment. During the interview process, explain the role of the remote position to the candidate. They need to understand what you expect of them working in this remote environment.

Upon hiring a candidate for the job, we recommend that a Remote Employee Contract is signed by the new employee. This Remote Employee Contract can be a helpful tool to outline what their work environment should look like and what you expect their work output to be on a daily basis. Also add language to the contract that shows what an employee can expect to receive from you, their manager, within this work environment, specific to communication, technology, and incentives. Being upfront about your expectations will help alleviate any surprises down the road.

If you currently have in-house agents that are requesting to work remote, below are some suggestions on how to handle this request.

- First, and foremost, explain to the agent that working from home is a privilege! The agent needs to be trusted that they are going to be just as dedicated to completing their job at home as they were within the office.
- Tell them what success will look like in this remote position, and how you will hold them accountable to these metrics. For example:
    - Attendance
    - Availability time within the call queue
    - Shop scores
    - Call consistency
    - Call conversion
    - Revenue
- A way to help standardize a remote agent request, is to tell the agents that they must be able to consistently meet or exceed the above outlined benchmarks for a specified time prior to them being able to work from home.

Communication

Communicate, communicate, communicate! The REVINATE team cannot stress communication enough with a remote team. You want the remote agents to feel connected to each other and to you, as their manager, whether they are in-house or working remote. Communication helps hold agents accountable to their position.

There are many different avenues you can use to communicate with your remote agents: chat, video, phone. You want to use a communication tool and method that works best for you and your agent.

A chat tool can be a great addition to your team. Giving your team access to chat tools will help keep them engaged with the team. If the functionality exists within the chat tool, create several different chat channels for your agents. Here are some examples of chat channels:

- *Stats*: It is important with remote agents to give them a glimpse into how everyone is performing for the day/week/month. Just like a whiteboard, post these stats in this channel so everyone can see them, and together, they can work toward the overall goal.
- *Questions/Lifeline*: Create this chat channel just for instances where a question may come up and the agent(s) do not know how to answer it. Have them reach out to the team via this channel and ask the question.
- *Watercooler*: Finally, it is always fun to chat about the weekend or upcoming activities. Make this a place where your agents can have some good ole' fashioned watercooler talk.

As a manager of remote agents, you need to go out of your way to communicate with this remote workforce. Unlike the in-house agents who you can see visually throughout the day, the remote agents require a bit more effort to reach out to. There are several ways this can be accomplished:

- *Daily*: Take a few minutes each day to check-in with the agents via chat.
- *Weekly - Individual*: On a weekly basis make sure to have a regularly scheduled 1-2-1 meeting with each remote agent via phone or video. Take this time to talk about scoring and coaching, and address any other questions that may have come up over the last week.
- *Weekly - Team*: A great way to get the entire team involved would be to have a weekly meeting and have everyone be on video. The video chat tool goes a long way to make people feel connected to other individuals in the group as they can see their facial expressions and make comments.
- *As Needed*: Depending on agent proximity, have the remote agent come into the office as appropriate, this will help to strengthen those connections with their co-workers onsite. Remember to include agents in companywide employee meetings and events.

Please note, that communication maybe more frequent in the beginning after hiring the new agent, and then may dwindle as they get a better handle on the position. It is key that you are always available for your agents, and upfront about changes to your schedule or shift changes. We do not want to leave them guessing.

Incentives

Equality in how you manage the team needs to be front of mind when working with a combination of in-house and remote agents. When creating an incentive plan, make sure that it can be replicated for a remote workforce. Specifically contests or promotions need to be considered. If you have a pizza party for the in-house folks after reaching a goal, make sure to send a simple coffee or lunch gift card and a kind note to those remote workers.

Reporting

While the reporting for a remote agent does not differ, the focus that is being placed on how we look at the reports changes slightly. It is key to hold the remote agents accountable to those metrics that you

mentioned within the remote agent contract. One report that we suggest reviewing to get these metrics would be the Agent Productivity Report (Reports > Call Center Reports). Here you can see stats related to time in each status, availability, number of calls answered, and roll over no answer. Use these stats to hold the agents accountable to the work.

Scoring and Coaching Your Reservation Sales Team

Scoring calls and coaching your reservation sales team is the single most important thing you can do to increase revenue in the shortest amount of time. We recommend scoring a minimum of 10 calls per agent, per month, but by no means should this restrict you from scoring additional calls, particularly if the team, or individuals, are challenged with specific elements of the call flow. Scoring calls and coaching agents is to the benefit of improving the performance of your sales team and not only a number to meet when speaking with your Client Success Strategist. Scored calls should generally consist of Hot Lead and Not Booked Calls, 4-6 minutes long for consistency and expediency. Scoring Hot Leads will reveal opportunities your agents may have missed to close a sale, while scoring Not Booked calls may reveal missed opportunities to convert that call to a “Hot Lead” in Follow Up. In addition, reviewing Booked calls on a monthly for quality and additional sales opportunities is also recommended. When you are faced with limited time, focus on scoring Hot Leads and Not Booked calls to uncover coaching issues that will have the greatest impact on revenue.

Scoring Calls

Focus your scoring efforts on those calls that represent sales challenges to your staff. Scoring Hot Lead and Not Booked calls will reveal not only the behaviors of your team, but the desires and responses of the potential guest. Even though you may regularly hear half of the sales conversation, it’s important to hear both sides of the conversation for coaching purposes to determine whether your agent is actively listening and responding to the caller’s questions or stated desires. The Call Scoring Module in REVINATE Reservation Sales Suite has a default template with the REVINATE Non- Negotiables built in. Although you can customize your scoring criteria at any time, the REVINATE Non- Negotiables represent the key elements of a successful sales call flow and gives you clear guidelines for what to listen for as you review your agent’s calls.

REVINATE Non-Negotiables

The REVINATE Non-Negotiables are key components to a reservations sales call that have been identified as the absolute “must haves” within a sales call. The Non-Negotiables can be conformed to fit your business needs, and are a guideline to help guide your reservations team to success. Working hand in hand with your Client Success Strategist, you will see how the REVINATE Non-Negotiables can work for your team. Please review the REVINATE Non-Negotiables on the following page. The values or “points” associated with each Non-Negotiable are configured to add “weight” to the criteria that are the most important. Each element is designed to build on each other so that, for example, once the agent has the caller’s name; it can be used when asking open ended questions to determine what is most important to the potential guest. Interactive dialogue, conveying confidence and pride and asking for

the reservation are the three most important things your agents can do in a phone call. Of course, asking for the sale is ultimately important, but to be successful, agents should earn the right to ask for that sale by utilizing all of the Non-Negotiables.

Remember that by scoring calls you are looking for ways to improve your agent's performance for their professional development as well as your company's benefit. Agents should understand the process, your expectations, as well as the benefits to them to maximize buy-in and behavioral change. It is critical to coach them on your findings to open up avenues for discussion and professional development. If you only score calls and email results, you will have a much smaller impact on your agents' performance when compared to scoring and coaching.

Keep in mind that scoring calls should happen at a steady pace throughout the month versus waiting and scoring several calls all at once. By spreading the calls scores out, you are giving your team an opportunity to implement your suggestions before you score their next call. This will also prevent you from feeling overwhelmed at having to score multiple calls at once.

Monitoring Call Results

Consistently monitoring Call Results is essential to maintaining clean, accurate and reliable data. It also signals to your team that regular oversight is occurring, and reservation agents will be held accountable for consistent errors, especially after sufficient training has been delivered. Regularly reviewing your reservation sales agents' call results for accuracy is important for three main reasons:

1. Allows you to accurately measure your inbound call conversion.
2. Allows you to identify leads for your agents.
3. Allows you to intervene and coach new behaviors to ensure data integrity.

Your inbound call conversion and lead rate are determined by the following formula: Booked Calls divided by All Lead Calls. In order to have accurate inbound call conversion and lead rate, you need to have accurate call results. If your agents are incentivized in any way by conversion, you must ensure that agents are not being rewarded based on flawed data. The Reservation Sales Suite offers tools to help you identify inaccuracies in agent-generated data. The Call Results Exception Report highlights individual agent call results percentages in all categories that differ significantly from the team average. This report enables you to click through to listen to the call, score the call and make call result changes as needed. The Call Results Audit Report captures data on all call result changes so that you can view which agents need further coaching.

Self-Scoring

This can be a successful technique used prior to a coaching session. Self-Scoring reinforces the idea that the whole scoring and coaching process is indeed objective, with the intent of helping the agent improve. This will help avoid conversations where an agent might try to excuse certain behaviors by claiming they were having a "bad day" or a "bad call". Self-scoring can also reveal that agents can

sometimes be their own worst critics. The more you know about how your agent perceives their own performance and the scoring criteria, the better able you are to redirect negative behaviors, reward positive ones. Self-Scoring resources are available in the Reservation Sales Suite Knowledge Base.

Analyzing Scores and Coaching Sessions

The goal of scoring and coaching is to improve individual agent's inbound call conversion and sales skills. In fact, there is a direct correlation between average call scores and flat conversion rates. By monitoring progress on a weekly basis, you can determine if your coaching techniques are working or not and make adjustments accordingly. As you see positive results, reward the progress. Conversely, if you see an agent heading in the wrong direction, immediately take action. There are numerous REVINATE resources available to you to help track your coaching sessions and monitor individual and team performance. The Scoreboard Report, the KPI Report are two recommended resources that give a detailed overview of your team's activity and progress toward goals.

Why Coach?

Scoring calls is one thing. Knowing how to use this information to increase the performance and productivity of staff members is another. This is the driving force behind effective coaching.

Coaching can be defined simply as the process of motivating change. Effective coaching enables individuals to realize their greater potential by developing the means to achieve it. Effective coaching will reap a multitude of rewards for your organization. Employees will begin to develop a sense of ownership and belonging as they understand their critical contributions to the company's goals. When employees feel connected to the greater goal, have a clear understanding what is expected of them, and believe they are appreciated and fairly rewarded for their work, the result is a healthy sales culture with increased buy-in and less turnover.

We recommend meeting with agents twice a month, and more often with new hires or agents who may be performing at the bottom third of your team who take a larger percentage of calls. Additional ad- hoc meetings may occur based on error or any other issues that require immediate attention. The REVINATE Weekly KPI report will help you identify which agents need more coaching based on individual conversion rates and other key metrics.

Coaching sessions can be a mix of quick "Stand Up" sessions as well as more formalized meetings depending on the agent's performance. The recommended minimum number of lead calls to score is 5 per agent, per coaching session, or 10 per month. This is to ensure that you have a large enough sample size to make assumptions about behaviors that need to be corrected.

Tracking Coaching Sessions

Coaching sessions and goals can be recorded in the Reservation Sales Suite within the Coaching Sessions Module, they are available, on demand, for management and agents. Once the initial Coaching Sessions has been created, setting goals based on your scoring criteria, future sessions will display not only current goals, but previous goals and notes as well to reveal patterns and progress. Up to twenty-six sessions can be captured within the coaching module, enough for a year's worth of data, coaching every two weeks. The ability to easily access historic coaching sessions give your reservation manager, as well as agents, visibility into documented goals and progress for reference and, if necessary, disciplinary purposes.

Both the Coaching Sessions and My Coaching Goals tools work together to provide greater clarity and support for positive, measurable change. Your Client Success Strategist can assist you with setting up and tracking coaching sessions. The REVINATE Knowledge Base offers access to additional information to help you set up coaching sessions, more effectively coach and better analyze your reservations data to set attainable goals for your team. The "Comprehensive Guide to The Reservation Sales Suite Reports" offers detailed information on all the Reservation Sales Suite reports including those that provide coaching data.

Effective One-to-One Coaching Session

Preparation for your coaching session:

- Prior to your coaching session, score a minimum of 5 calls. This is necessary to determine behavioral patterns in your agents' performance. If you are not able to identity your agent's challenges by scoring 5 calls, then more may be necessary.
- These must be calls that are dated after your last coaching session in order for them to be captured in the current coaching session as well as to hopefully show change in their behavior.
- Schedule coaching sessions at a regular day and time every two weeks with your agents. This gives you structure timeline for scoring calls and gives your agents the expectation that they are being consistently monitored and coached.

During each coaching session:

- Review the specific goals from your last coaching session. Was the agent able to achieve these goals? If not, why not?
- Listen to one good call and one opportunity call together. If you don't have specific calls picked out, you can use the top scored call and the bottom scored call. Ask your agents what was good and what can be improved in each call before you offer your feedback. This step can help you to learn more about how your agent perceives their own performance. It's common to discover that an agent does not hear their own errors.
- Record goals with your agent for the next coaching session. Goals should always be reasonable and attainable. Pick one or two items to focus on between coaching sessions. Goals should be SMART – specific, measurable, attainable, realistic, and timely.
- Use the Keep, Stop, Start format of coaching:

    KEEP this Behavior

Reinforce the behavior that is being applied correctly by the agent. Strengthen the performance.

STOP this Behavior

Clearly outline the behavior that is being applied incorrectly by the agent. Eliminate the performance.

START this Behavior

Identify the desired behavior that will be applied by the agent. Begin the new performance.

Peer-to-Peer Coaching

This technique involves your reservations team meeting once per week and scoring a call of your choice for each agent. Use good calls that demonstrate the mastery of the 7 Non-Negotiables, never "bad" calls as this could be detrimental to your team's morale. You as the manager can "moderate" the session, but should not participate in the peer-to-peer coaching. This will help to foster a supportive environment so your team can help each other develop their skills. This also allows skilled agents within your reservations team to shine and contribute in a way that is visible to all, while nurturing a spirit of competitive-cooperation that is critical to a healthy sales culture. These leaders within your reservations team can also provide effective over the shoulder "spot coaching" to lesser skilled agents when everyone is clear that helping one another in the spirit of positive "coop-etition" benefits all. This further ensures that your team understands what coaching is all about so that you don't have to constantly reinforce the importance of coaching. You want your agents to be result oriented vs. problem oriented and willingness to be coached is a means to that end.

Group Coaching

This can be a successful technique when you need to share information among all your agents. It's less about performance and more about addressing issues at the group level instead of at the individual level. It can consist of information sharing, a quick training session or a department Stand-up meeting.

Please see the REVINATE Scoring and Coaching Guide located in the REVINATE Knowledge Base for additional information.

Sales Techniques

Holds

Holds can work as a sales technique only if the agent is not able to get the booking on the first try (e.g., the guest needs to check with others or check on a flight). If you decide to use holds then we recommend:

- Asking for the sale first.
- Scheduling an appointment to call the guest back to allow them time to talk with others in their party. Be sure to capture their email so you can send pictures and keep the guest engaged in booking the reservation.
- Forming a policy to hold the reservation with a credit card and call to cancel within 24 hours.
- Creating a policy where you can capture a non-refundable hold fee that can be added to the purchase of the stay.

Pitfalls of holds:

- Can overstate revenue.

- Does not provide true conversion metrics.
- More work for agent; requires follow-up in some cases.
- Inventory is not available for guests that are ready to book.
- Guest may do multiple holds with multiple companies.
- Becomes a crutch for your agents.

Saving Cancelled Reservations

Saving cancelled reservations is another way you can save money for your company. We have developed specific scripts you can use to retain your bookings. Please see the appendix for a script you can use when coaching your agents on how to save a cancellation. Track your cancellation rate for all of your agents. When you have a cancellation, find not-booked leads and call them first. Be proactive.

Rate Integrity

Some companies offer significant discounts as a closing tool without knowing the budget or needs of the guest. This is an example of a lack of rate integrity. We know that times are tough and that a 10- 15% discount during certain times of the year is better than having a property sit empty. However, you must be strategic about lowering your rates and offering discounts. If you give someone a 15% discount this year, they will expect it next year and perhaps for years to come. It is very hard to take things away from guests once they have been given.

Always have a qualifier when you give someone a discounted rate. For example, are they a member of a preferred discount program or club (i.e. AAA, AARP, military organization, etc.)? Loyal or past guests may also qualify for discounted rates.

A value-added program will encourage a guest to book a property at the published rate by providing them with additional amenities to enhance their vacation. This way, you have retained your published rate but your guest receives additional benefits and saves money. Consumers want to feel like they “got a deal.” We recommend incorporating value-added programs when planning your pricing policies and sales strategies.

Incentives

Incentives are meant to motivate, encourage, and reward certain behaviors.

Reservation Sales Agent Incentives Plan

We recommend different incentives based on the level of competency your agents have achieved using REVINATE Best Practices and Technologies. There are 5 basic types of behavior you will want to encourage for your agents:

- Accurate call results
- Accurate lead data and management of leads
- Meet call scoring goals
- Meet individual inbound lead call conversion goals
- Meet overall revenue goals

There are two phases to our agent incentives. The first is the Behavioral Plan and the second is the Performance-Based Plan.

Agent Behavioral Plan

The purpose of the first phase is to motivate good behavior and highly recommended when first implementing REVINATE to help with change management. Without a good foundation, you will not be able to measure improvements in conversion, will not have good leads for follow-up, and will not have good lead data for your marketing or revenue management teams. In addition, it's important to start scoring calls right away so that agents understand that their sales skills will be monitored. All agents should reach their goals for this phase before they move onto the next phase.

Sample - Agent Compliance/Call Scoring Incentive Plan

NAVIS — Agent Behavioral Incentive Plan

Month: March 2016
Stats as of: 4/1/2016

Agent	COMPLIANCE Non Compliant %	COMPLIANCE Compliance Incentive	CALL RESULTS Non Lead Call Results Changed	CALL RESULTS Call Accuracy Incentive	CALL SCORING Criteria #1	Incentive	Criteria #2	Incentive	Criteria #3	Incentive	Criteria #4	Incentive	Criteria #5	Incentive	Criteria #6	Incentive	Criteria #7	Incentive	TOTAL INCENTIVE
Agent 1	9.8%	$ 25.00	2	$ 25.00	90.0%	$ 10.00	80.0%	$ 20.00	80.0%	$ 10.00	60.0%	$ -	90.0%	$ 10.00	30.0%	$ -	100%	$ 10.00	$ 110.00
Agent 2	2.7%	$ 25.00	6	$ -	80.0%	$ -	70.0%	$ -	80.0%	$ 10.00	60.0%	$ -	90.0%	$ 10.00	50.0%	$ -	90%	$ 10.00	$ 55.00
Agent 3	2.4%	$ 25.00	0	$ 25.00	90.0%	$ 10.00	60.0%	$ -	70.0%	$ -	80.0%	$ 20.00	100.0%	$ 10.00	70.0%	$ -	90%	$ 10.00	$ 100.00
Agent 4	4.3%	$ 25.00	1	$ 25.00	90.0%	$ 10.00	50.0%	$ -	80.0%	$ 10.00	70.0%	$ -	90.0%	$ 10.00	80.0%	$ 20.00	70%	$ -	$ 100.00
Agent 5	3.1%	$ 25.00	5	$ -	100.0%	$ 10.00	70.0%	$ -	60.0%	$ -	80.0%	$ 20.00	100.0%	$ 10.00	70.0%	$ -	80%	$ -	$ 65.00
Agent 6	5.4%	$ 25.00	4	$ 25.00	90.0%	$ 10.00	90.0%	$ 20.00	90.0%	$ 10.00	90.0%	$ 20.00	100.0%	$ 10.00	90.0%	$ 20.00	100%	$ 10.00	$ 150.00
Agent 7	12.7%	$ -	7	$ -	80.0%	$ -	50.0%	$ -	80.0%	$ 10.00	60.0%	$ -	90.0%	$ 10.00	40.0%	$ -	90%	$ 10.00	$ 30.00
TEAM	5.8%	$ 150.00	25	$ 100.00	88.6%	$ 50.00	67.1%	$ 40.00	77.1%	$ 50.00	71.4%	$ 60.00	94.3%	$ 70.00	61.4%	$ 40.00	88.6%	$ 50.00	$ 610.00

Lead Management—Non-Compliance

The results of this metric are provided on the Scoreboard report in the Reservation Sales Suite and we recommend having a non-compliance percentage of less than 10%. Completion of a lead form, dates of stay, reason for stay, and attempting to gather the email address are the major items that you are looking for in compliance. For calls resulting in a booking, the recording of a confirmation number and booked revenue are also part of compliance.

Non-Compliance %	Sample Bonus*
10%	$25

Accurate Call Results

Call Accuracy Requirement	Sample Bonus*

4 or less non-lead calls changed to a lead call	$25

While accuracy of all call results is important, we recommend basing this incentive on the number of non-lead calls that were changed to a lead call. The maximum number of non-lead calls changed to a lead call during a month should be four (4). This metric can be found on the KPI report.

Call results should be regularly monitored and audited by utilizing the Call Results Exception Report. Accuracy in call results is important for ensuring accuracy in the measurement of an agent's lead call conversion as well as overall lead data capture.

Call Scoring

This component is recommended to encourage the agents to begin to follow the Non-Negotiables (or any applicable scoring template that you choose to implement) in each lead call they facilitate. Call scoring performance is measured with the KPI Report as well as through the Agent Scoring Report.

	Scoring %	Sample Bonus*
Utilized Proper Greeting	90%	$10
Use Interactive Dialogue	80%	$20
Personalize the Conversation	80%	$10
Convey Confidence & Pride/Make Personal Recommendation	80%	$20
Be Professional & Courteous	90%	$10
Ask for the Reservation	80%	$20
Thank the Caller	90%	$10

*Bonus type or amount should be adjusted to the level that makes sense for your business. This sample incentive plan would pay an agent $150 if they achieve maximum results.

Performance-Based Plan

The second phase is used to help motivate and reward your agents for improving their sales skills and to ultimately pay them based upon their sales performance. This performance-based plan is based on inbound lead call conversion performance, achieving a revenue goal and the team obtaining a goal that is important to your organization. Once agents recognize that they will be rewarded for improving their sales skills, they are more accepting of coaching and work harder at improving their inbound call and outbound call sales skills that will ultimately result in increased revenue. It is still important to monitor your agent’s call results, compliance, lead management, and call scoring during this phase. Without accurate data and quality scoring metrics, you could be losing revenue opportunities in your business. REVINATE has created an easy to use incentive calculator that can be obtained through your Client Success Strategist and is outlined in the next section. It is important to keep in mind that this is a starting point and you may need to deviate from specifics outlined in this plan to meet the needs of your specific business and achieve the goals that are most important to you.

Inbound Lead Conversion

The first component of this plan is based upon inbound lead call conversion performance. It is recommended that you keep this portion of the incentive plan “capped” by using a tiered approach. You want to reward agents for higher performance on first call resolution, but since conversion can fluctuate throughout the year you don’t want to potentially overpay on this metric. Lead call

conversion is a good indicator of sales ability, but more weight should be placed on Revenue. The table below is an example of what these Agent Conversion Tiers may look like:

Tier	Amount
0%	$0
35%	$50
40%	$60
45%	$70
50%	$80
55%	$90
60%	$100

When determining what your tiers should be, you will want the majority of your agents to fall within the middle half of your tiers. For the above sample you would want most of your agents falling between the 40% and 55% tiers. The top tiers (55% and 60% in this case) should not be consistently achieved. If they are you will want to adjust your tiers. It is best to pull previous month's data to see where the team performs historically when setting up your tiers.

Total Booked Revenue

The second component of this plan is based upon an agent reaching a monthly revenue goal. This goal should be closely tied to the team's revenue goal that you set on the KPI report. For example, if you set a monthly team revenue goal on the KPI of $560,000 and you have 7 full time agents then you should set the individual revenue goal for each agent to $80,000. If you have part time agents, you should set their goal accordingly to how many hours they are scheduled to work for that month. Other factors may come into play when setting this goal and your Client Success Strategist can help guide you through these different scenarios.

It is important to hold your agents accountable to achieving their revenue goal. If they are not meeting expectations, then your business may not be meeting your own financial goals. It is also recommended that you do not cap the payout of this portion of the incentive plan as we have seen the highest ROI and increased agent retention with client's who allow their agents to go above and beyond their goals knowing that they will benefit from their increased performance.

Payout for the revenue section is based upon an agent reaching their monthly goal and then getting a percentage of their total booked revenue booked. This percentage should be set to an amount that makes sense for your business. For example, if one quarter of a percentage (0.25%) makes sense to you then the revenue payout would look like this:

Individual Revenue Goal:

Agent	Total Booked Revenue	Revenue Goal	Revenue Incentive Earned
Agent 1	$ 68, 045	$ 80, 000	$ -
Agent 2	$ 95, 153	$ 80, 000	$ 237.88
Agent 3	$ 84, 361	$ 80, 000	$ 210.90
Agent 4	$ 80, 103	$ 80, 000	$ 200.26
Agent 5	$ 131, 046	$ 80, 000	$ 327.62
Agent 6	$ 49, 955	$ 80, 000	$ -
Agent 7	$ 132, 697	$ 80, 000	$ 331.74
TEAM	$ 641, 360	$ 560, 000	$ 1, 308.40

To determine the most appropriate commission percentage it is recommended that you pull several months of previous booked revenue to determine what payout would have been.

Team Component/Goals

The third component is a team incentive built around a metric that is either important to the success of your overall business or an opportunity that the team has as a whole. This team piece is important because it can help unify a team by encouraging them to work together as a cohesive unit to achieve an overall company goal.

The team incentive can be on monthly goals that the reservations department has as a whole such as budgeted booked revenue, budgeted consumed revenue, budgeted room nights, or budgeted ADR. You can also incorporate REVINATE metrics that the team as has an opportunity on such as total booked revenue, total outbound revenue, team conversion, team email capture rate, team productivity metrics (e.g. handle time, unavailable percentage, re-queues, etc.), or anything else that comes to mind. Your Client Success Strategist is a great resource in identifying team opportunities.

The payout for this team component should be all or nothing (e.g. $25, $50, $100, etc.) for each agent if the goal or metric is achieved by the team. This metric can also be changed periodically to ensure goals and expected results are being achieved.

Total Incentive Potential

Once you have the three incentive components identified you will need to determine the payout for each section. REVINATE recommends having your incentive plan worth roughly 20-30% of your base wage amount. So, if you are starting your agents out at $10/hour you would want your agents on average to be making $12-$13 per hour with incentive. It is our recommendation that you place more emphasis on booked revenue than the other components. A good breakdown is 25% on conversion, 50% on booked revenue and 25% on the team component.

Behavioral Disqualifiers

While overall agent and team performance is an important component to any incentive plan, an equally important component is agent behavior and overall data integrity. In the first phase of our incentive program we were incentivizing on these metrics. Now that your team has shown that they know what the expected behavior is, these behaviors should be the norm and expected of all team members moving forward.

Implementing behavioral disqualifiers will help in realizing a full ROI from your REVINATE partnership as well as help to ensure your agents are holding themselves accountable. We recommend implementing four behavior disqualifiers that will ultimately result in an agent missing out on a portion of their full payout if certain criteria are not met. The main four behavioral qualifiers that we recommend are based around call result accuracy, lead compliance, lead management, and call scoring percentage.

The reduction percentages can be modified to meet your business needs and achieve your desired behavior. Our recommendation is to start with the sample outlined below and modify from there.

INCENTIVE DISQUALIFIERS:		
1	25%	reduction for 5 or more lead calls changed
2	25%	reduction for 90% or below non compliance
3	25%	reduction for more than two (2) auto-completes.
4	25%	reduction for call scoring average below 75%

Our incentive calculator will automatically calculate the total incentive payout once the behavioral metrics are entered as shown below. Your Client Success Strategist can help setup this calculator with you and modify it to meet your business needs.

Non Lead Call Results Changed	Call Results Reduction	Non Compliant %	Non Compliant Reduction	Auto Completes	Auto Complete Reduction	Call Scoring %	Call Scoring Reductions	Total Deducation	GRAND TOTAL INCENTIVE
6	$ (37.50)	9.8%	$ -	0	$ -	87%	$ -	$ (37.50)	$ 112.50

Reservation Sales Manager Incentive Plan

This plan is designed for long-term success with The REVINATE Way. It rewards your manager for revenue growth as well as reservation staff management. There are five basic types of behavior you will want to encourage for your Reservation Sales Manager:

- Meet and exceed monthly budgeted revenue goals
- Ensure adherence of REVINATE Best Practices
- Ensure accuracy of data input
- Increase agent inbound call conversion ratios
- Manage your reservation sales staff by reviewing key performance indicators

Sample - Reservation Sales Manager Incentive Plan

The Reservation Sales Manager Incentive Plan is designed for long term success with The REVINATE Way. It not only impacts revenue, but also impacts employee retention and ensures accurate data.

Monthly Incentive Program Hurdles:

Potential Incentive Payout

From Revenue Goal (40% of total): $xx % earned____Payout $ ________________________________ Based on revenue realized vs. budget for the month.

From Compliance Goal (15% of total): $xx % earned____Payout $_____ Calls must be checked for adherence. Agents who are frequent offenders of call result mismarking must be coached.

From Call Scoring Goal (15% of total): $xx % earned____Payout $ ______________________________________ Manager must use the agent coaching form for each appointment.

From Agent Coaching Goal (30% of total): $xx % earned____Payout $ ______________________________________ The more coaching appointments the better!

Total Potential Incentive Payout $xx % earned____Payout $_____

Please note, this incentive program outlines guidelines and suggestions and each piece of the formula can be changed to best suit your company.

Revenue Goal 40%		**NAVIS Compliance** 15%		**Call Scoring** 10%		**Agent Coaching** 25%		**KPI Worksheet** 10%	
$xxx,xxx		Goal: 90%		Goal: 10/Month/Agent		Goal: 2/Agent/Month		Goal: 4/Month	
Result	% of	Result	% of total	Result	% of total	Result	% of total	Result	% of total
110%	110%	95% & ↑	100%	12 calls	120%	4	120%	4	100%
105%	105%	90-94%	90%	11 calls	110%	3	110%	3	75%

Lead Management

Lead Management Basics

The Lead Management tool in the Reservation Sales Suite allows you to manage all of your leads in one place. By handling all of your potential reservation selling opportunities in one convenient location, you will more effectively generate additional reservation revenue.

These leads can come into the Reservation Sales Suite in many ways:

- Inbound call leads
- REVINATE RezForce leads
- Email inquiries from partner websites (VRBO, HomeAway, FlipKey, Craigslist, etc.)
- Contact Us inquiries from your own website
- Web chat inquiries from the REVINATE Push2Chat link on your website

- Agent created leads from walk-ins to your front desk, owner referrals, transferred calls from other departments, etc.

All of these leads are potential bookings and should be assigned to agents for follow-up. Within the lead form, you have the ability to assign a lead to an agent for follow-up, and even have the system send them an automated reminder to do so. All leads need to be followed up within 48 hours. After that point, the lead would be considered “cold”. There are two ways to follow-up with a lead:

1. Make an outbound phone call.
2. Send an email.

All leads begin in the Reservation Sales Suite with a lead status of Follow up. Within 48 hours to 4 days, each lead should result in one of the following lead statuses:

- **Booked –** used when you have a confirmed booking.
- **Not Booked –** used when you are not able to book a lead due to a policy, availability, price, or the lead has not called back or answered your calls or emails.
- **In-Process –** used for long-term leads; defined as a lead that has interest in booking in the future but cannot commit within a 7-day lead time.
- **Cancelled –** used when a guest cancels a confirmed booking. Some property management interfaces automatically cancel booked leads for you.
- **Complete –** used when you need to complete a lead if a guest booked with you from another lead (e.g. contacted you through email first and then booked via phone later) or in the case of REVINATE RezForce (more on RezForce leads below).

Auto-complete lead status is something you may see, but should never be used! This status is automatically generated by the system when a lead in Follow up status was not touched in 4 days. This lead status is an indicator you are not properly managing your leads.

It is important that leads in Follow up and In Process status eventually become Booked or Not Booked. Not-booked leads are used for yield, policy, and management decisions. Always ensure to set a reminder on every Follow up or In Process lead.

Lead Calls vs. Non-Lead Calls

Lead calls are defined as any potential guest that has an interest in staying with you at some point in time or simply a “Desire to Stay.” Lead calls are easy to identify when the caller leads with questions regarding dates and rates. However, in many cases, callers begin their inquiry with questions about the weather, resort features, local events, distance from the airport and other questions that, on their face, do not seem reservations-related. These calls are also leads as the caller is clearly expressing interest in your geographic area and property and choosing to call your reservations number to inquire. Both types of callers should be viewed as leads up until the time they book with you, or decline to book with you, allowing your agents to improve their sales skills and make efforts to convert them into a sale. If your agents' best efforts do not result in a Booking, the valuable data captured in a Not Booked lead form will allow you to market to that caller in the future.

Often agents do not want to mark potential guests, or leads, as lead type calls. The most common objection from agents is that the call was not "bookable" because the caller had multiple questions or others to speak with before they could make a reservation. It is important for agents to clearly understand that choosing a lead call result has nothing to do with the likelihood of the guest booking on that first call. It is about a "Desire to Stay." Listening to these calls will reveal a wealth of coaching opportunities that enable you to correct negative behaviors that can significantly impact the accuracy and reliability of your data.

The Importance of Notes

In addition to the items that are required on a lead for compliance and follow-up purposes (listed above), the final piece of information that makes a lead valuable for effective follow-up is the unique notes of the conversation. Notes such as the price range mentioned by the guest, a spouse's name, rates quoted, specials discussed, and policies reviewed, can all assist with effective lead follow-up. If an agent suspects that a guest will not book, notes should capture that information. For example, if the guest is looking to spend within a price range that does not fit what you have to offer, this should be noted. That way, if a follow-up is made and the agent is unable to get in touch with the lead, the lead can be saved as Not Booked and the rate resistance non-booking reason can be used.

If a person calls back and a different agent takes the phone call, the notes can be very helpful from a customer service standpoint because the caller won't have to repeat themselves. Also, when an agent is assigned to follow-up with a lead, notes will be helpful when making the sale. When following up, agents can review the original phone call recording when time allows. However, if a lead form has complete information and good notes that will not be necessary.

As mentioned previously, all Follow up and In-Process leads should eventually become Booked or Not Booked. Not Booked leads are used for rates, policy, and management decisions and it is important to collect non-booking results for the following reasons:

- **Marketing** – Not Booked leads with complete lead forms (contact information), dates of stay, reasons for stay, and non-booking reasons are valuable for future marketing.
- **Rate Management** – Not Booked leads with rate resistance or no availability will allow you to manage rates. If you sell out during certain dates every year and have developed trends, you know that you turned away a certain number of leads because of the lack of availability. This valuable information can help you comfortably make the decision to raise rates. Inversely, if you turn away several leads because of high rates during a certain time of year when your availability is open, you would consider lowering rates or marketing to those leads with a lower rate.
- **Policies** - Not Booked leads containing non-booking reasons that identify policy resistance can be used to change owner or company policies. This information will show your company how

many guests were turned away because of various policies such as pet policies, minimum age requirements, ADA needs, etc. The amount of data collected for these types of situations could help to persuade the homeowner to make changes to these policies or influence your company to manage homes that will accommodate these types of guests.

- **Sales Opportunities** - Not-Booked leads may provide additional booking opportunities. Have your top follow-up agent review your "Not-Booked" lead forms on a daily basis to see if any leads are worth calling back. Have a selling strategy calendar for them to follow. This calendar can provide dates whereby you are willing to offer 10, 15, 20 or 25% discounts (see section on Rate Integrity – page 23), dates whereby you are willing to adjust your minimum stay, and dates whereby you would see if the pet policy can be waived for certain properties. If you have "Not- Booked" leads because of unavailability and you have a cancellation or an owner opens up a property to you, you can search for "Not-Booked" leads because of unavailability to capture a reservation. Further, if your company has a policy to relax minimum stay requirements at a certain time in the future, you can call back guests that were turned away because of minimum stay policies (e.g. minimum stays relax 30 days before check-in date).

Policy Issue Calls Require Not-Booked Lead Forms

There is one anomaly regarding non-lead type calls in The REVINATE Way that is important to track as a lead for your business. As discussed in the Monitoring Call Results section of this document, policy issue calls are not considered lead calls because we don't want to count them against the agents. They are calls that are not within the agents' control (e.g., a rule, policy, or decision is preventing them before from making the booking). Capturing the reason why the caller did not book is critical to your business. Therefore, every Policy Issue call should have an associated "Not-Booked" lead form filled out with the proper non-booking reason.

Lead Compliance

Capturing crucial lead data ensures you have good leads for lead follow-up, future marketing and accurate reporting in the Reservation Sales Suite. The elements that compromise compliance include:

- Lead call with lead form - If leads do not have lead forms associated with them, there are no leads for follow-up and no data for marketing.
- Dates of Stay – All leads should include this information. "Booked leads" need dates of stay so that revenue is assigned to the appropriate dates. "Not-booked" leads need dates of stay in the event that inventory opens up. You will be able to contact your leads that did not book with you because of availability.
- Email Addresses – This information is necessary for marketing to "Not-Booked" leads. Although you can obtain booked lead email addresses from your property management system you will also want to contact and market to your not-booked leads.
- Reasons for Stay – Why do guests want to stay with you? This is important for improving your sales skills during a phone call or email, loyalty programs, and marketing.

- Booked Lead Revenue – Is our marketing effective? Associating revenue to booked leads will help you understand what is and is not working.

We recommend that your agents are 100% compliant with both Call Compliance and Booked Lead Compliance by the end of the day every day. Both compliance reports are located in the Reservation Sales Suite and can aid your agents with this effort.

Lead Follow-up

It is recommended that leads be followed-up within 48 hours. This follow-up should consist of, at the very least, an outbound phone call. In addition to the outbound phone call, if there is an email address in the lead form, an outbound email should also be sent. The more ways your reservation sales team can interact with a guest, the better position your company is in from a branding and customer service standpoint and the more likely the lead will convert to a booking.

Both outbound calls and emails should be made through the lead form so that you know the lead was followed-up by your agents. The best way to determine the most appropriate time to follow-up is to ask. If that question isn't posed, 24 hours is usually the most appropriate time because it was obviously convenient for the caller on the previous day. Again, if no contact is made with the guest after 48 hours has elapsed from the time they contacted your company originally, chances are the lead is cold. This person probably made other arrangements with your competitor or chose to go to another area.

Lead Follow-up Assignment

There are various ways to assign leads to your agents for follow-up depending on your call volume and the size of your reservations staff:

- Have your agents assign leads to themselves for follow up.
- Determine your best follow-up closers and assign leads to them.
- Allow your best follow-up agent to work leads that are stale more than 24 hours.
- A reservations supervisor should review leads to ensure there is proper follow-up.

Regardless of how you assign leads for follow-up, if an agent is out of the office make sure that leads assigned to that person are being followed up by other agents. Also, agents should follow-up on leads at least three times before they consider them to be cold.

Ensuring Proper Follow Up

A reservations supervisor should review leads daily to ensure proper follow-up. This is done by filtering your leads by the last contact date. Remember, all leads need to be followed-up within 48 hours. Check to see that an outbound call or email was sent to the guest within that time frame by comparing the last contact date with the date of the original call. If the lead hasn't been followed-up with, assign the lead to another agent and coach the original assigned agent about the importance of following up on leads.

Lead Prioritization

In circumstances where there are too many leads to follow-up on in one shift, the following guide will provide a shortcut to help focus on those high priority leads, in turn creating an easy, obtainable list to work through. In the Reservation Sales Suite, head to the ELM Leads grid to apply these prioritization best practices.

Focus on Leads 2-3 Weeks Out

- In order to start with smaller subset of leads, set the Check-In Date with a two to three-week period from today's date. By setting this limited timeframe, it will help remove those leads with a requested stay date for the next season, and agents will be able to focus on filling the upcoming, requested stay dates.
- In the same manner as the above date filter would be used, if there are remaining rooms to be filled last minute during a specific date (ex: holidays), a date filter can be applied to focus on which potential guests had interest during that timeframe.

Lead Multi-Select

- Selecting the 'Multi-Select Mode' within the ELM Leads grid will allow the ability to select multiple Lead Statuses to review while prioritizing leads. From the Lead Statuses dropdown, select Auto Complete, Follow-up, and In Process to view all the leads that are still being worked for a specific agent or all agents.

Lead Ranking

- With help from the ELM Lead Ranking Configuration located in Account Settings within the Reservation Sales Suite, Lead Ranking is an additional category for prioritizing leads. Located in a far-right column in the ELM Leads grid, the Lead Ranking will rank leads in order of importance using REVINATE pre-determined criteria or criteria specified by the Client (10 being the highest, and 0 being the lowest). Using this column helps identify which Guests should be called back first based on their lead price estimate, daily rate estimate, days until their stay, etc.

Multi-Market

- For those Clients who have multiple markets, split the market's leads among the agents. Ask one or two agents to focus on one market, and give the other market to other agents. The benefit of this setup is that they can focus on the demand within that market, instead of having to switch between the two properties.

RezForce Leads

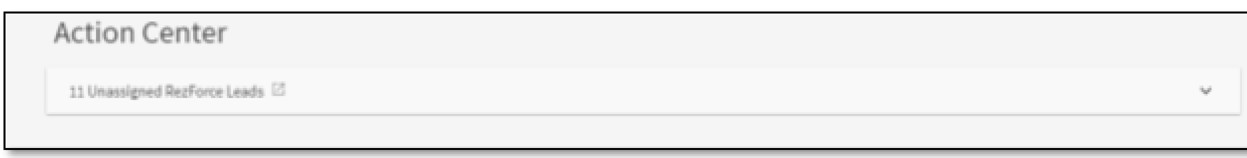
The not-booked calls that REVINATE RezForce takes are a great revenue opportunity for your business. Because these calls have been "warmed up" by RezForce agents, your team should follow-up with the potential guest and attempt to book as soon as possible. As a recommendation, you should target at least a 25-30% booking conversion on these leads. REVINATE recommends following-up on RezForce leads as soon as you receive them. We have found that the shorter the response time on a RezForce lead, the higher your conversion.

Some of the RezForce “leads” that REVINATE sends to the Reservation Sales Suite would be considered lead type calls while some would be considered non-lead calls. REVINATE tries to create strong call filters so that non-lead type calls will not go to RezForce since non-lead calls really aren’t bookable. (For more information on setting up the RezForce call filter, see RezForce Call Flow Setup.)

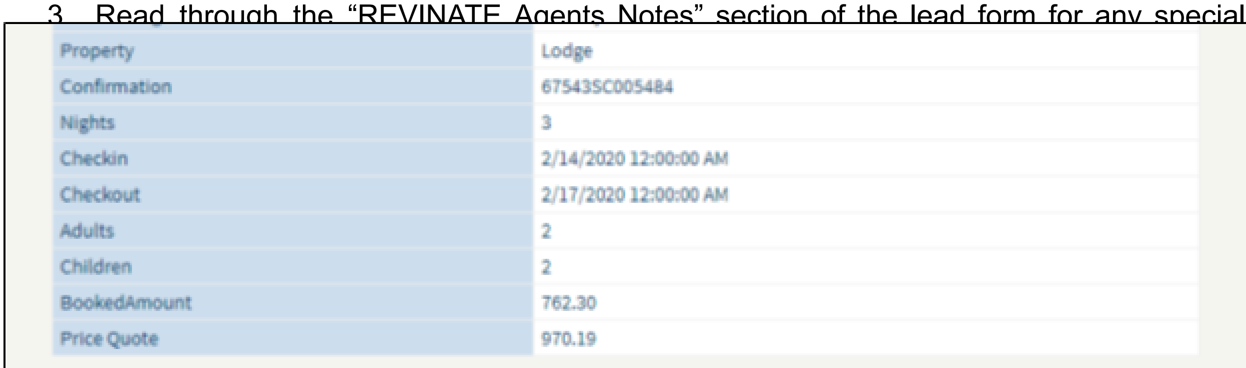
Regardless, we recommend that you review all of your RezForce leads that are sent to you because of their possible booking opportunities. Start by reviewing the booked RezForce leads (see the next section for more specific information on these types of leads), then move to the follow up RezForce leads. Upon review, the Reservation Sales Manager should assign out the leads to those agents who can capably handle the request. For the follow up RezForce leads, agents should review the notes and/or RezForce recording to understand the request of the guest. If the guest requires a follow up call, have the agent set a follow up reminder within the lead. If the follow up lead is not bookable, change the status of the lead to not booked, and save and close the lead.

Booked RezForce Leads

Throughout the day you will receive notifications in HUB when RezForce leads are created, which will include Booked RezForce Leads. These leads will appear with a status of “Unassigned RezForce Leads” in HUB. While you generally want to keep an eye on these leads for follow-up purposes, there are also important steps you should follow when receiving a booked RezForce lead.



1. REVINATE always recommends looking at your unassigned RezForce leads first thing in the morning to identify how best to handle the inquiries that came in overnight.
2. For the booked RezForce leads, you will want to match the details of the booking in the lead form with what appears in your PMS to ensure the dates, rates, occupants, etc. all match.
3. Read through the “REVINATE Agents Notes” section of the lead form for any special



Property	Lodge
Confirmation	67543SC005484
Nights	3
Checkin	2/14/2020 12:00:00 AM
Checkout	2/17/2020 12:00:00 AM
Adults	2
Children	2
BookedAmount	762.30
Price Quote	970.19

4. Once these above steps have been completed, uncheck the box for “needs attention” (red circle with white star), so that this lead no longer appears in the HUB queue.

5. You and your team will continue this follow up process throughout the day as new unassigned RezForce leads enter your Reservation Sales platform.

Outbound Sales

Next to inbound call conversion, outbound phone sales are the next best way to increase revenue for your company. REVINATE provides several features associated with outbound calling:

- Outbound phone calls, when made through the lead form, update your lead response time for both RezForce and email leads. These two lead sources measure response throughout the Reservation Sales Suite.
- Outbound phone calls update the last follow-up date/time for leads.
- Leads become “expired” or turn to auto-complete seven days after the last follow-up date/time. By using REVINATE outbound calling you will know the last time your agents followed up on their leads.
- Outbound call conversion can be measured on both the Outbound Call Conversion and Booking Method reports. You can see how many calls were placed, how many were booked, and how much revenue was associated with outbound calling.

Outbound Selling Best Practices

- Assign leads to your agents specifically for outbound follow-up.
- Provide outbound sales goals to your team based on
- Last year’s outbound sales if available
- Last month’s outbound sales if available, or
- 10% of last month’s not-booked leads (assuming all of your follow-up leads became not booked, otherwise combine not-booked and auto-complete leads).

- Provide revenue incentives for your agents. See the Incentives section of this manual for details on incenting your agents.
- During your weekly Key Performance Indicator meetings, check agent performance against their goals.

Outbound Selling Strategies

There are three types of outbound sales calls. We have developed scripts for outbound sales calls which you will find in the appendix. Below we have outlined the three types of outbound sales calls and why we believe they are good for your business. We recommend coordinating these outbound selling strategies with outgoing emails and that you work with your marketing department to combine efforts.

2nd Chance Bookings

If your reservation sales agent was not able to convert a lead to a booking on the first call, we recommend setting a time to follow up with them. In addition to your inbound phone call leads and RezForce leads, chat leads and email leads that have provided a phone number for you are all great opportunities for outbound follow up. Remember, the earlier you follow up on your leads, the higher your chances are for converting them into bookings.

Loyalty Campaigns / Past Guest Opportunities

Past guests are guests that have stayed with you in the past but have not yet booked with you this year. We recommend contacting past guests and offering them a loyalty discount or value-added promotion to book with you early. The time that you call your client will vary but it should always be well before the booking window for your busy season. To track the effectiveness of your loyalty campaign, create a new marketing campaign in the Reservation Sales Suite.

Inquiry Lists

Inquiry lists provide additional selling opportunities for your agents and more revenue for you! Following are examples of not-booked leads that you can contact for future stays:

- Contact leads that called you when there was no availability. For example, if they called you in June for a July stay, contact them in April or May for a July stay the following year.
- Contact leads that were not able to book with you because of a policy. For example, if guests were looking for a pet friendly accommodation, but you were sold out, you could call them the following year with a list of your pet friendly properties.
- Review all of your not-booked reasons to find ways to contact potential guests for future stays. You will want to coordinate this effort with your marketing team.

Outbound Calls to Inbound Callers that Abandoned

Even in the most efficient call centers, we have found that agents are not always able to get to every caller that is interested in speaking with your property. Within Reservation Sales, REVINATE tracks every call that is placed in queue and indicates those callers that disconnected while they were "on hold" waiting for the next available agent. The connection status for these calls is Abandoned.

Because we capture the caller's phone number and the connection status, your agents can reach back out to these guests, by placing an outbound courtesy call to offer assistance.

This elevated level of service can lead to brand loyalty and keep the guest in your sales

funnel. Follow these tips for making outbound calls to Abandoned Callers:

- One key of this strategy of follow up is timing. The sooner your property can reach back out to the guest that abandoned their inbound call the better.
- Using our Q-Vue module allows a manager, supervisor or agent to see how many calls have "abandoned" within the last hour. As this number grows, the opportunity to reach back out to these guests grows.
- Before calling an abandoned call back, check to see if that phone number has called back and connected with someone since the abandoned call, if not, place an outbound call to the guest and offer to help.

This is another proactive way to connect with all guests that have interest in your property and another opportunity for Outbound Revenue.

Lead Routing

Routing Web Email Leads into the Reservation Sales Suite

Routing web email Leads into the Reservation Sales Suite is extremely effective for managing your email leads, as well as tracking sources of business revenue for your paid links with any of your "partner" sites. Examples of these "partner" sites include, but are not limited to, FlipKey, HomeAway, VRBO, and Chamber of Commerce. Below are recommendations to consider when routing Web Email Leads into the Reservation Sales Suite.

Redirect Email Setup: The first step is to create a new internal email address in which your portal listings will be re-directed. This address should have an effective spam filter and should never be published. Our recommendation is an email address like Vacation-Planner@yourcompany.com, as opposed to using an address you already have like info@yourcompany.com. This will help mitigate the amount of spam and non-lead emails that are added to ELM.

Email Auto Responder Templates: A complement to routing your web inquiries into the Reservation Sales Suite is to activate Email Auto Responders using Templates created in the Reservation Sales Suite. Auto Responders are a great way to let your guests know that you have received their email and will respond as soon as possible. You can also add links to your website, phone numbers for 24/7 reservation support (if REVINATE RezForce is used), or links to REVINATE Push2Chat, Push2Talk or your Website Contact Us Form. Email templates ensure the emails that your agents send to the guests are delivered with a consistent message.

Agent Lead Auto Assigning: Setting up the functionality to auto assign listing leads complements this Routing Web Email Leads process. This tool gives you the ability to skill agents to reply to these emails based on their knowledge of your property. Additionally, it will limit the amount of time it takes for you to go in and reassign these leads daily. For more information on how to setup auto assignment, please visit the REVINATE Knowledge Base article, Auto Assigning Listing Leads.

FlipKey Interface Notifications: If your account has the interface with Flipkey enabled, consider activating a notification to alert you if Flipkey leads have not been received for a certain number of days. The number of days will be dependent on how often you normally receive Flipkey leads. This is a helpful notification to ensure the Flipkey interface is sending through leads as intended.

For more information on how to setup routing rules for FlipKey and HomeAway email leads within the Reservation Sales Suite, please visit the Routing Web Email Leads Into the Reservation Sales Suite article on the REVINATE Knowledge Base.

Listing Inquiry Category

To boost your experience and reporting capabilities with the REVINATE Listing Lead Management feature, we suggest setting up a new category to capture these listing inquiries coming in from guests via FlipKey, VRBO/HomeAway, Trip Advisor, etc. Once this category is setup in the account and used to categorize Listing Inquiry Campaigns, this listing lead information will present itself in reports and HUB features to be used by you and your agents. By segmenting Campaigns into the Listing Inquiry Category, these listing leads can be worked on separately from the normal listings to track agent performance uniquely for this category.

This is also a great way to separate listing leads by Market by setting up unique Routing Rules to Campaigns in separate markets. Many routing rules can be used to route numerous homes into one Market by using the same campaign. The use case for this is so you can either assign agents by using Automatic Routing Rules by category, or by having these leads be in the Listing Inquiry section of the Action Center, and an agent that specialized in a Market can open and sort by Market and assign themselves to the appropriate leads by Market.

Other benefits of setting up the Listing Inquiry Category include:

- The leads will show in their own category in the HUB Action Center.

- Auto Assignment rules can be created for this Category separately from other leads by creating an Email Team, Listing Lead Team, and RezForce Team.
- The leads can be sorted in the Lead Grid by category or market separately.
- The revenue can be tracked separately in Campaign Analysis, Listing Inquiry Performance, and Listing Inquiry Conversion reports.
- Additionally, the Listing Inquiries will now show on the Booking Method Report – Revenue Interface and Booked Listing Inquiry with revenue.

To learn more about how to setup this Listing Inquiry Category, please head to the REVINATE Knowledge Base and review the Listing Inquiry Category Setup article.

Lead Email Follow Up

Templates and Automatic Follow-up

Outbound emails should consist of a thank you for the original contact the guest made with your team, a direct link to your website, and information about when an outbound follow- up phone call will be made. Other optional attachments might be a digital brochure or pictures and information of the specific properties that were discussed in the initial contact.

The use of pre-formatted templates when corresponding with your potential guest is a powerful tool. Not only does it save time, but it ensures a consistent message is sent from all of your reservation sales agents. The Reservation Sales Suite has the ability to trigger automatic email messages after you save leads. Sending an email message to a potential guest after they first contact you will do several positive things for your business:

- Allows your agents to more easily obtain email addresses for future marketing purposes. For example, “Would you like me to send you some information about our island with a list of activities during the month of August?”
- Provides another “touch” or contact point for your lead. The more you can touch your lead the more likely you will book them.
- Provides a branding opportunity for your business.
- Leaves a convenient record of the conversation in the potential guest’s email inbox that the guest can forward or refer to at a later date.

Templates include key fields from the lead form (first name, toll-free number they dialed, etc.), using hyperlinks to your website, local area attractions or local weather and including your logo are all features that can be included within these templates. By using email templates, your staff can easily generate a customized email message to every caller. By suggesting to the caller that you provide additional vacation information via email, this is not only a good way to ensure your agents are getting email addresses from callers, but it also provides another professional “touch” to the prospective guest.

Having well-planned and organized templates for every situation helps your agents send messages quickly after each call. See the appendix for a sample email template or contact your Client Success Strategist for suggestions on different types of templates you can create in the lead form.

REVINATE also offers professionally designed standard and custom email templates.

Push2Talk and Push2Chat

Included within the Reservation Sales Suite are tools that provide an instant connection between your website visitors and your reservations team. Push2Talk provides a voice link and Push2Chat provides an Instant Message link.

With proper placement of these icons on your website, visitors can quickly access someone who can answer their questions via the telephone or instant messaging, which helps to prevent them from moving on to your competitor’s website. These features also help your agents quickly establish a dialogue between the guest and your reservation desk. The faster you can make that happen, the more likely you are to get the booking.

The key to successfully turning a casual chat into a booking is by doing the following:

- Answer the guest's questions thoroughly but also ask questions that will help build a relationship with the guest.
- Use those answers to make notes and fill out the lead. This will give you the information you need to call the guest back, if necessary.
- Encourage the guest to allow you to call them back to further discuss their needs and capture their email.

Remember, it's all about building relationships and these features offer a great, instant way to do that and increase bookings. For more information on Chat Scripts or Auto Responders please see the appendix.

Manager and Agent Checklists

Reservation Sales Manager Practices

To ensure your success with the Reservation Sales Suite system we recommend following this daily, weekly, and monthly outline:

Daily

- Review Voicemails to ensure they have been reviewed and responded to by agents.
- Review new RezForce leads to ensure agent follow-up is prompt and assign as needed.

- Review new Listing Inquiry or Contact Us leads to ensure follow-up is being done, and assign as needed.
- Review leads for Auto-Complete, In-Process past check-in date and consistent follow-up by agents. Reassign as needed.
- Review the Call Results Exception Report and Listen to calls that meet the criteria of NEW caller with an Other call result, where a lead should have been created.
- Score calls
- Review the Call Compliance Report
- Post Scoreboard: Conversion, Revenue and Compliance

Weekly

- Review the Key Performance Indicator (KPI) Report and evaluate progress towards monthly goals. Distribute to Team in Weekly Summary in advance of Revenue/Management Meeting.
- Weekly Coaching Sessions (twice per month for each agent)
- Determine team coaching opportunities using KPI scoring criteria
- Review the Booked Lead Compliance report
- Review the Agent Productivity report
- Review the Call Volume Analysis report

Monthly

- Review KPI results for the month
- Set KPI goals for next month
- Review Non-Booking Report
- Review Executive Summaries
- Review Agent Goals and Payout Agent Incentives
- Review and Update RezForce RezGuide as needed (if applicable)

Agent Practices

We recommend the following practices be completed by your agents to ensure their success using the Reservation Sales Suite system. Many of these processes have shortcuts to the Reservation Sales Suite from HUB.

Review Unread Email Replies

This indicator shows you any replies waiting for email leads that are assigned to you. Select the link to view your email replies in the Reservation Sales Suite. We recommend responding to emails within 2 hours.

RezForce Follow up Leads

This indicator shows you all RezForce leads with a lead status of Follow up for the last 7 days. We recommend checking your RezForce leads as quickly as possible.

Review My In-Process and My Follow up Leads

These indicators show you in-process and follow up leads that have been assigned to you in the last 7 days. Throughout the day you will want to follow up with your leads for 2nd Chance Bookings. To make an outbound phone call for follow-up, select View/Edit Lead, then click the phone icon located next to the phone numbers in the lead form. To send an email, select Send Email, which is an icon located on the bottom right of the lead.

Review Voicemails and Create Leads for Lead Calls

Throughout the day review voicemails to identify lead calls for follow-up. To listen to voicemails, select the voicemail indicator. This link takes you to Inbound Call Tracking and will automatically filter unhandled voicemails. After you have listened to the call, check M/R checkbox for “message reviewed”. If the call was a lead call, select Create Lead for the call and then fill out a lead form for the information that the caller provided. Leads will automatically default to a lead status of Follow up.

Review Call Compliance Report

From HUB select Reservation Sales > Call Compliance to check your compliance. The Call Compliance Report shows you, by agent, lead calls that are not compliant. Complete the needed actions to fix compliance as necessary.

Review Booked Lead Compliance Report

From the HUB select Leads > Booked Lead Compliance to review your booked leads that are not compliant. The Booked Lead Compliance Report shows you, by agent, all leads including inbound calls, outbound calls, email leads, web chat leads, and agent leads that are not compliant. Complete the needed actions to fix compliance as necessary.

Identify Calls and Setup Coaching Appointment (Weekly)

From HUB select Calls > Inbound Tracking to take an objective look at your own phone calls and identify “good” and “opportunity” calls. You can record the date and time for your calls, or you can save the call and send it to your manager. Full time agents will want to setup two coaching sessions per month with your manager.

Stakeholder Practices

Keeping your pulse on your business is important, which is why we recommend that stakeholders review the following items with their team.

Weekly

Review Reservation Sales Manager Practices

Meet with the Reservation Sales Manager to review their practices for the week.

Review the Weekly Key Performance Indicator Report

REVINATE recommends holding a monthly meeting to set your business goals and then monitor the progress towards these goals using your Weekly Key Performance Indicator Report. This report provides a significant amount of data showing you how your Reservation Sales Manager is tracking to the goals set at the beginning of each month, as well as providing you with key metrics on individual agent performance so you can analyze:

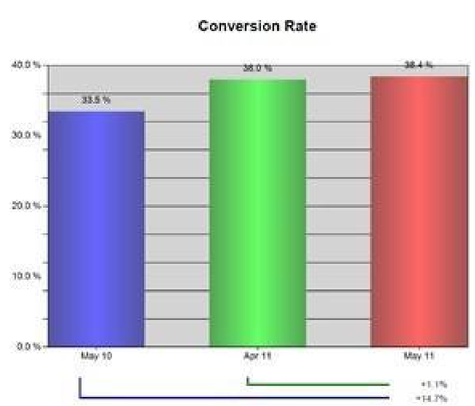
- Which agents are costing you money?
- Are the agents who are costing you money being coached?
- Are agents improving their conversion overall?
- Is your Reservation Sales Manager scoring, coaching, and providing incentives?
- Are you following up with leads?
- Are you meeting your monthly revenue goals for outbound follow up?
- If your agents are not making changes after being coached effectively, what is the next step?

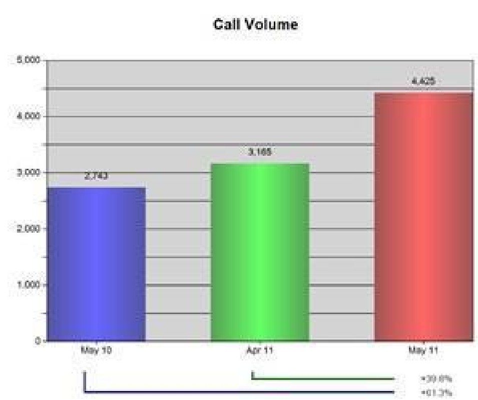
Monthly

Review Executive Summary Report

Sent automatically via email.

- At the beginning of each month your Executive Summary Report will be available for review
- This report provides key metrics for your business compared to the previous month and/or year for a variety of key metrics:
    - Occupancy pace
    - Bookingrevenue
    - Booking window
    - Advanced booking pace
    - Call volume
    - Conversion rate
    - Abandon calls
    - Calls scored
    - Agent performance
    - Lead response time
    - Unresolved leads
    - Abandoned leads





Review Reservation Sales Management Processes and Payout Incentives

Review the Reservation Sales Manager’s complete process list for the month and pay their incentive according to their process-based incentive program. See the Incentives section on page 24 for details.

Review Agent Goals and Payout Agent Incentives

Review the goals and the incentive program you have set up for your agents with your Reservation Sales Manager.

- Are the goals and incentives in line with The REVINATE Recommended Best Practices?
- Is it time to make a change?
- Implementing creative, fun programs will keep your agents excited and operating at their peak performance.

Quarterly

Attend Benchmark with your Revenue Generating Team and Client Success Strategist

The Benchmark process ensures that your entire team is utilizing the REVINATE features and Best Practices. Your Client Success Strategist will review your Benchmark with you on a quarterly basis. REVINATE has found that an engaged and involved Stakeholder contributes to higher benchmark scores and more importantly a higher return on your investment with REVINATE. The REVINATE Benchmark process provides you the following information with every Benchmark:

- SOA Analysis – Successes you have made with your goals, Opportunities for improvement (new goals), and Added Value that our products and systems bring you.
- Revenue gains or missed revenue opportunities based on your level of engagement and utilization of The REVINATE Way.
- A recommended Action Plan for improving your success (this may be included as part of the SOA Analysis). We recommend that you review your Benchmark action plan items with your Reservation Sales Manager prior to the next Benchmark to make sure that they have been completed. If not, why?

RezForce Call Flow Setup

The goal of having an efficient call flow with RezForce is to ensure the right calls are being routed to the REVINATE RezForce team from the start. Setting up the correct call flow will help you avoid frustrated guests who connect with someone that cannot assist them upon their first connection with your reservation team. The main item we need to consider when setting up the phone prompts is the types of calls the RezForce team can book; taking specific consideration if RezForce will be able to book reservations for a Group Block, Travel Agents, or other representatives. If any of these are a concern, then we will need to account for these specifics in the phone tree to make sure those callers are only directed within the property team and do not have the ability to roll over to RezForce. We would not separate these options out if the RezForce team has access to group booking codes and you have agreed they can book these types of reservations.

The REVINATE Best Practice is to list the type of calls that need to stay on property first, then give the caller the option for New Leisure calls after those. This helps the person that will always push the first option to at least stay on property if that is a possibility versus getting to the RezForce team where they will need to transfer them back.

Example Call Flow:

Please listen carefully to the following options so we can assist you.

1. If you have an existing reservation, please press 1. (Goes to onsite agents only.)
2. If you would like to make a reservation for a room within a group block, please press 2. (Goes to onsite agents only if RezForce cannot book these for your property.)
3. To make a New Room Reservation, please press 3. (Goes to onsite agent first, then rolls to RezForce at the Dashboard Hold Time that is set in your system.)
4. For all other inquiries, please press 4. (Goes to operator or Front Desk.)

If you have specific needs after hours, you should discuss these options to have this menu be the same as during hours and have the first 2 options route to voicemail or your front desk at that time.

If you have calls coming into a Local Line that you would like to forward to our RezForce team either during or after hours, please work with your Client Success Strategist or Support to configure the appropriate menu.

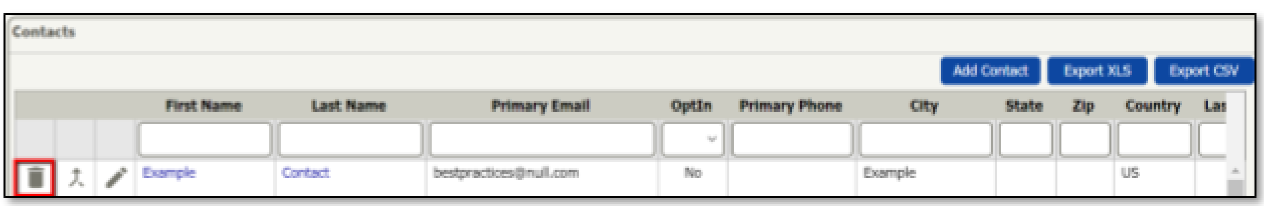
Cleaning Up Data in the CRM

At REVINATE our CRM mantra is, “Clean data in means clean data out.” When it comes to your CRM, it is imperative to have clean data flowing into the system through the Property Management System, Lead Forms, and additional Marketing Imports. However, there may be those times that junk data filters into your CRM, and a data cleanup is necessary. The following steps will walk you through the best practices to consider when “cleaning up” the data from each CRM data source.

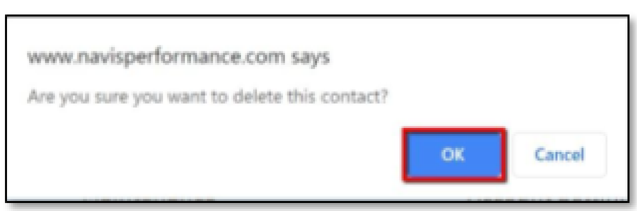
CRM

When attempting to delete a contact from the REVINATE CRM, an error may occur. This is because most contacts are connected to data in other areas of the REVINATE product, including lead forms, reservation data, and marketing imports. In order to keep the data as accurate as possible, it is recommended that CRM contacts are obfuscated rather than being deleted. The obfuscation process includes deleting all personal information from the contact, changing the names to generic names and changing email addresses to unique and invalid addresses like FirstName.LastName@null.com. Please note, it is important that the emails are unique to avoid grouping your invalid contacts into one Master Contact in the CRM.

Contacts cannot be deleted in groups or on a mass level, only on an individual basis. To delete a contact, an Administrator in the account would navigate to the Contacts list from the CRM homepage. After locating the contact to be deleted, the Administrator will select the trashcan icon to the far left of the contact:



The Administrator will then be asked to confirm that the Contact is to be deleted:



Property Management System (PMS)

If the Contact exists in the Property Management System (PMS), the Contact information needs to be obfuscated in the PMS before being obfuscated or deleted from the CRM. Failure to obfuscate in the PMS could result in the Contact being re-created in the CRM.

Lead Forms

Any Leads in the account with the Contact's information need to be deleted before the contact can be deleted. For a refresher on deleting leads, please review our Knowledge Base Article Deleting/Merging a Lead.

Marketing

Targeted Marketing

Marketing Optimization – The REVINATE Way enables new processes and opportunities for optimizing your marketing and implementing a personalized, one-to-one, targeted marketing program. The Reservation Sales Suite enables you to know the number of lead calls, bookings, and total revenue that comes in for each marketing campaign; the kind of information you need to properly channel your marketing dollars for the best results. You can also easily capture detailed information about your not- booked callers, prospects, previous guests, and current guests using the REVINATE lead form. Effective management of any marketing program is nearly impossible without effective measurement. As a result, the Reservation Sales Suite provides a variety of essential marketing metrics and customizable reporting features for your business.

Campaign Creation

Campaigns are the unique toll-free numbers (TFN) that are linked to a specific promotion or campaign, whether that be print media, television, website, etc. REVINATE Reservation Sales suite tracks call volume, connection status, and booked revenue associated with each campaign. While most Clients are allowed 250 TFNs on their account (check with your Client Success Strategist or REVINATE Contract for specifics on your account setup), it is important to note the best practices of using campaigns so you not only have clean data for campaign reporting, but also so your reservation agents can be more knowledgeable about which campaign the guest is using.

Naming Conventions: There are a few aspects to remember when setting up the proper naming convention for the 'Description' of the TFN.

- *Will the reservation agents be able to decipher it?* The best practice is to give the campaign a name that your agents will understand when they are taking a call from a guest. When a guest calls in, this campaign name is the first thing the agent will see. We suggest using 'Sunset Magazine 20%' as the campaign number instead of 'SSM20'.
- *Will the campaign continue from year to year?* If you have a campaign that you will be using year to year, leave the date off the campaign name description. For example, if you run the same holiday promotion every year during the same timeframe, there will be no need to create a new campaign each year. When it comes time to review the data from the campaign, you will be able to compare the data from year to year and make an assessment to see if this campaign is still useful.
- *What if I have multiple markets in my account?* As a multi-market account, it is important to identify a property nomenclature to help your agents identify which market they are taking calls for as they are answering calls within HUB. For example, we would suggest that you use a two

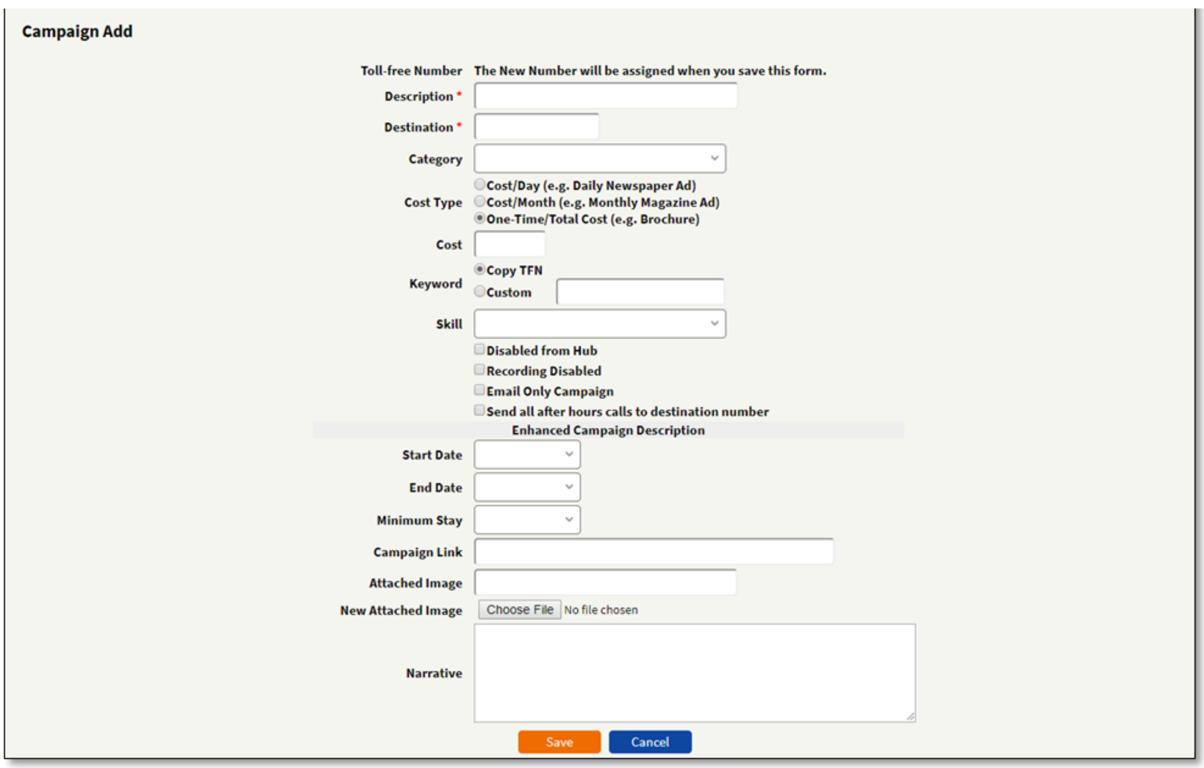
to four letter acronym for your property name at the beginning of the campaign name: '<u>BRL</u> – Sunset Magazine 20%'.

Category: The campaign category is used to decipher how and where the TFN is being used. Additional categories can be created by going to Campaigns > Campaign Setup > Campaign Categories. Please note that prior to creating new categories, work with your Client Success Strategist to discuss how the new category will be used. Category is heavily tied to reporting; being able to filter and group the categories in a clean manner from the start will help in the future years as you review and make actions on your property's data.

Cost: As a required field, identify the cost when creating the specific campaign, whether that be a daily, monthly, or one-time cost.

Keyword: As a best practice, REVINATE suggests that you copy the TFN as the Keyword. By using the 'Copy TFN' option, the REVINATE system will create the keyword for you so there are no typing errors, in addition to no duplication, which is important for reporting reasons.

Skill: This box should be left blank unless you have discussed a specific reason for use with your Client Success Strategist.



Campaign Link, Attached Image, Narrative: As a part of your REVINATE Benchmark Score, it is recommended to always add a URL, an image, and a narrative of the promotion within each campaign. Having this information will be a highly valuable to your reservation agents, especially if they are using HUB within the Reservation Sales Suite to take calls. With this information, the reservation agents can easily identify the reason the guest is calling, easily compare any notes about the campaign, and confirm discounts with the guest.

Deleting & Recycling: If a campaign has expired (has been live for at least a year) or is no longer needed, the campaign can be 1) deleted, which will put the TFN back into available inventory, or 2) recycled for another upcoming campaign. Cleaning up and removing expired campaigns can be helpful to keep your campaigns and reporting streamlined and up-to-date.

Measuring Marketing Campaign Effectiveness

Once you have the ability to track all of your marketing metrics in one place, on one report, what should you do with that data? Depending on the size of your business, we recommend reviewing your marketing campaigns on a weekly or monthly basis. It is important to look at campaign trends to identify which ones are performing and which are not. There are many tools you can utilize in the Reservation Sales Suite to give you insight into your business. Please work with your Client Success Strategist to determine the best reports for your business needs and how often you should look at those reports.

Toll-Free Number Tracking

In order to improve the effectiveness of your marketing campaign tracking in the Reservation Sales Suite, REVINATE Best Practices recommends eliminating all local phone numbers previously associated with leisure marketing and prominently post toll-free numbers on your website and all online and offline marketing campaigns. Calls made via REVINATE toll-free numbers enable a “data dip” that provides valuable marketing and business intelligence, including dynamic URL tracking once that is implemented. The goal is to increase the number of toll-free calls routed through the Reservation Sales Suite by decreasing the usage of local lines. The following is a list of places to inspect for local phone numbers.

- Google My Business (Local Search)
- The top 20 referring websites – identified using your website analytics.
- Any social marketing information pages, including Facebook, Twitter, etc.
- Any third-party online directories such as ‘Yellow Pages’.
- Marketing collateral with old number including, key chains, note pads, pens, business cards, etc.
- Email signatures, especially in the reservation department. NOTE: Email signatures should not use a REVINATE toll free number since you will be placing the campaign toll free number in the body of the email.

Contact your Client Success Strategist for assistance or more detailed information.

Reservation agents will want to coach callers to call back on a TFN when they call in on a local number. We recommend using stickers (with a unique TFN) to cover existing numbers on signage, collateral, etc.

Offline Attribution

REVINATE also reports an offline attribution modeling that provides further insight into the success of your campaigns. Attribution can be described as multiple campaigns leading or attributing to a sale. When a booking is confirmed, revenue is assigned to a single campaign; however, the argument can be made that several campaigns helped attribute to the booking.

For example, Mr. Smith performs a search for “condos for rent in Bend, OR.” He finds a PPC ad for Bend Resort Lodging and calls the dynamic toll free number associated with that campaign. Mr. Smith decides not to book, and a Not-Booked lead is created in the system. The following day he searches for Bend Resort Lodging and a new dynamic toll free number is displayed on the website associated with the brand terms campaign. Calling the second campaign, the lead is now booked. The revenue is credited to the first campaign that Mr. Smith called.; however, the booked call conversion credit is given to the second campaign. In other words, REVINATE reports the booked revenue on the first campaign and gives some attribution credit to the second campaign. This is referred to as “Booking Assist on Other Campaign’s Revenue” in the Reservation Sales Suite and is not reported as additional revenue but attributed to the sale.

Total Website Integration

REVINATE Total Website Integration (TWI) is an industry-leading marketing tracking system. With the assistance of your web developer to implement REVINATE code, TWI is the ONLY technology that tracks a phone call from any Online Marketing effort to the property management system to show voice revenue from those marketing channels. It improves ROI campaign tracking by combining Offline and Online revenue for Total Revenue, and accurately ties this revenue back to the original marketing source that generated the lead. Total Revenue ROI tracking provides marketing decision makers the “big picture” when evaluating the success of their campaigns. The business results are confident reallocations of your marketing spend that align with your overall strategic goals. The following section will cover who and what we are tracking and why it is imperative you incorporate TWI into your overall marketing strategy.

Why incorporate REVINATE TWI into your marketing strategy?

In 2014 REVINATE teamed up with HeBS Digital to conduct a case study and presented the study to the HSMAI (Hospitality Sales and Marketing Association International) Digital Marketing Strategy Conference. The study found that 70% of the people who searched for hotels using their mobile device ended up booking through the voice channel. As mobile device usage continues to grow with the advancement of smart phones, the trend to complete a reservation via the voice channel continues. The key takeaway from this collaborative case study was that an understanding of true marketing ROI requires a combination of both online and offline revenue tracking systems.

A review of how most of the industry (without REVINATE) is currently evaluating the success of online marketing campaigns indicates that ROI is measured using a combination of "conversions." Conversions are generally described as behavior a user exhibited on your website that holds a presumed monetary value to your business. For example, you allocate a $200 value to a guest that spends 15 minutes on your website, visited 10 pages, and filled out a contact us form. Google Analytics would then "credit" a conversion to somebody who had one of those "actions." With online bookings you are likely tracking a confirmed acquisition on your booking engine or again counting a confirmation page as a "conversion" if your booking engine is not interfaced with Google Analytics or another web analytics service.

This is a good start, but consider the direct booker sales process a bit further:

- What percentage of them book online vs. offline?
- How much of your bookings are arriving at your website via a paid search and then decide to pick up the phone?
- How many of them fill out a contact us form or "convert" but never actually stay?

REVINATE data shows that 70% of revenue that can be tied to online marketing sources are booked offline. This begs the question- are you using an industry standard measurement tool to make expensive marketing decisions with only 30% of the revenue picture? Offline revenue coupled with online for Total Revenue will give you the Big Picture and a competitive advantage that only REVINATE can provide.

Small Picture vs. Big Picture

The examples below illustrate the small picture vs. the big picture of REVINATE TWI Return on Ad Spend (ROAS). First, we will examine online booking data alone.

Small picture - Online booking data

Based on trends, looking at this online booking data, what are the top three campaigns? Which low performers should you stop spending money on?

Campaign	Online Booked Revenue	Total Cost	Online Only ROAS (x:1)
Google PPC BRL Terms	$5,315.50	$58.55	90.79
Google PPC Competitor Keywords	$3,645.50	$204.79	17.80
Google PPC Bend Resorts Vacation	$2,945.00	$109.96	26.78
Google PPC Bend Lodging	$860.00	$36.95	23.27
Google PPC Brand Terms	$0.00	$166.72	0.00
Google PPC Special Events	$0.00	$33.23	0.00
Total	$12,766.00	$610.20	20.92

- Top Performers – Google PPC BRL Terms and Google PPC Bend Resorts Vacation (these are the top performers because of the high Return on Ad Spend).

- Lowest Performers – Google PPC Brand Terms and Google PPC Special Events (these are low performers because of the low Return on Ad Spend).

Small Picture – Offline Booking Data

Looking at the offline booking data, what are your top three campaigns?

Campaign	Online Booked Revenue	Total Cost	Offline Only ROAS (x:1)
Google PPC BRL Terms	$5,315.50	$58.55	275.78
Google PPC Competitor Keywords	$3,645.50	$204.79	45.23
Google PPC Bend Resorts Vacatior	$2,945.00	$109.96	28.03
Google PPC Bend Lodging	$860.00	$36.95	195.53
Google PPC Brand Terms	$0.00	$166.72	62.96
Google PPC Special Events	$0.00	$33.23	51.61
Total	$12,766.00	$610.20	78.55

- Top Performers – Google PPC BRL Terms, Google PPC Bend Lodging, and Google PPC Brand Terms
- Lowest Performer – Google PPC Bend Resorts Vacations

In the first table, looking at online results only, you may be tempted to pause Google PPC Brand Terms. However, after reviewing the second table, you would have potentially just turned off one of your highest offline performing campaigns.

Big Picture – Total Revenue

Looking at both online and offline data, for Total Revenue, what are your top three campaigns?

Campaign	Online Booked Revenue	Total Cost	Total ROAS (x:1)
Google PPC BRL Terms	$5,315.50	$58.55	366.56
Google PPC Competitor Keywords	$3,645.50	$204.79	63.03
Google PPC Bend Resorts Vacation	$2,945.00	$109.96	54.81
Google PPC Bend Lodging	$860.00	$36.95	218.81
Google PPC Brand Terms	$0.00	$166.72	62.96
Google PPC Special Events	$0.00	$33.23	51.61
Total	$12,766.00	$610.20	99.47

- Top performers - Google PPC BRL Terms, Google PPC Competitor Keywords, and Google PPC Bend Lodging

The Big Picture Review

Campaign	Online Only ROAS (x:1)	Offline Only ROAS (x:1)	Total ROAS (x:1)
Google PPC BRL Terms	90.79	275.78	366.56
Google PPC Competitor Keywords	17.80	45.23	63.03
Google PPC Bend Resorts Vacation	26.78	28.03	54.81
Google PPC Bend Lodging	23.27	195.53	218.81
Google PPC Brand Terms	0.00	62.96	62.96
Google PPC Special Events	0.00	51.61	51.61
Total	20.92	78.55	99.47

When looking at either online (RED) or offline (GOLD) data alone, the information may be misleading as you are not capturing true ROI (ROAS). You would be shutting down a campaign that in reality is generating a strong ROAS. Examining Total Revenue (GREEN) and tying it back to the original marketing source provides the Big Picture. Incorporating REVINATE TWI in your overall marketing plan provides objective data that allows you to reallocate marketing spend with confidence, giving you a huge advantage over your competition.

Adding NCK Keyword Values

When using Total Website Integration (TWI) tracking on your website, the functionality is triggered by adding an NCK Keyword value to your website URL. This NCK Keyword value allows the dynamic number coding to display the campaign TFN associated with the promotion on the website.

Our REVINATE best practice is creating a website link that includes the Keyword value in the URL. This setup will help to 1) track campaign effectiveness by tracking calls to that TFN and 2) track online bookings by pushing the Keyword through to the Booking Engine. The online coding on the booking engine sends a booking token back to our revenue tracking, through the Keyword, to track the additional data field for Online Booked Revenue in the Campaign Analysis Report for total campaign tracking.

NCK Setup Example:

- Campaign TFN = (888) 123-4567
- Keyword = 8881234567
- URL = www.website.com/?nck=8881234567
- URL can be linked as www.website.com or Click here rerouting the current website URL to the new URL containing the Keyword.

Places to Use the Enhanced URL:

- Link all website URLs in emails sent outside of the REVINATE Marketing Suite (Constant Contact, Mail Chimp, etc.) using the Campaign TFNs that are created REVINATE.
  - Link pictures in email.
  - Link to www.website.com or "Visit our Website" as a link.
  - Link to "Book Now" button.

- PPC digital marketing through text and display ads.
  - Google Ads
  - Microsoft Advertising
  - Other PPC Platforms

- Online listings that have links to your website. List unique TFN and use URL with corresponding keyword to match the Campaign TFN.
  - 3rd Party Listing Sites –Example: Local Visitor's Association or Chamber of Commerce
  - Hotel or Vacation Rental Listings
  - Online search engines where you can use a unique TFN and link to your website.

- Social Media Listings
  - Facebook
  - Instagram
  - Twitter
  - Yelp
  - TripAdvisor

Tracking Contact Types and Booking Methods

REVINATE TWI offers our clients the option to add Push2Talk, Push2Chat and to integrate your Contact Us forms. REVINATE coding allows the original marketing source to pass through these channels of communication. These channels are tracked in the Reservation Sales Suite as Contact Types. We combine this data with the Booking Method, or how the lead eventually becomes booked. For example, a Contact Us form creates a lead in the system and eventually is booked with an outbound call. The source of business is then tracked regardless of how they communicated with you or how the lead was ultimately booked, giving you more insight into the buying process.

Internet Marketing

The internet represents one of the best tools for lodging marketers and is becoming even more dominant as mobile communications proliferate. While we can't go into great detail as to when and how to use the various internet marketing tools available to you, we want to stress the importance of tracking what you do use. Fortunately, the Reservation Sales Suite provides tools that allow you to track the results of the majority of your internet marketing efforts. Anytime you can control the destination

URL for a digital marketing source, you should ensure that URL is set to dynamically display a unique TFN on your website.

The most popular types of Internet Marketing are:

- Search Engine Marketing (SEM)
- Display Advertising
- Local Search
- Affiliate Marketing
- Email Marketing
- Social Media Marketing
- User Review Sites

Search Engine Marketing

Pay-Per-Click (PPC) is a type of advertising where website owners pay an advertising fee, usually based on click-throughs or ad views, for the placement of their ad in a “sponsored” section of search engine pages. Typically, payment is based on the number of people who visit the advertiser’s website via the hyperlinked advertisement on the owner’s website. Per Google AdWords, “the amount is usually set by the advertiser, not the channel.”

Organic search involves the proper selection and usage of keywords (Search Engine Optimization) used by your visitors when searching the web that result in your website description and link placed in the “non-sponsored” or organic listing on search engine pages.

There are advantages to doing both PPC and organic and both should be incorporated by lodging marketers. Of course, PPC costs more than organic, but the results are much more immediate. Organic has the advantage of 4 times the click-through rates of PPC, 27% higher conversion, and greater long- term benefits. While only 20% of search engine users view a paid listing, it is still very important to track the results of every PPC ad. Given the 80% power of organic listings, it is also very important to maintain a robust SEO effort.

Display Advertising is graphical or text advertising on the internet that appears next to content on web pages, IM applications, and more. The ads, often referred to as banners, appear in standardized ad sizes, and can include text, logos, pictures or rich media.

Local Search is free through services such as Google My Business, previously Google Places. This allows advertisers to target listings for anyone searching based on your specific region. Google My Business allows users to search, rate and review local businesses. REVINATE suggests that you use a unique TFN or Local Number carried by REVINATE for full visibility and tracking. We also suggest that you distribute the same number to your major directory listings as well as optimize your website with this number in order to maintain Name, Address and Phone (NAP) consistency. For example, you may list the Google My Business number on your contact us page as a number for international callers or in your footer as a number for international callers. The key being that it is present on your site but does not draw the visitor's attention away from the dynamically changing number on your website.

Affiliate Marketing ads occur when one website pays another website to link to their site. If you choose to market with affiliates, you will want to ensure that the destination URL they use to point back to your site is set to dynamically display a unique TFN on your website. There are several options with regards to the dynamic process. Please refer to the REVINATE TWI Whitepaper for more detail and to select the option that works best for your business.

Email Marketing

Email marketing should always contain three elements to ensure appropriate tracking.

- The REVINATE unique TFN should be the only call back number in the email.
- Any links within the email should be set to dynamically display the unique TFN associated with that email.
- Confirm there is a marketing category called "Email Marketing" and then create a new TFN campaign for each email messaging strategy you create. Then assign that campaign to the email category. This way you can see exactly what is working, including the messaging through the email marketing category.

For ultimate integration with your Reservation Sales Suite data ask your CA about REVINATE' targeted email marketing product, the Marketing Suite.

Social Media Tracking in the Reservation Sales Suite

Social media is a necessity these days. Marketing experts have said if you're not already using social media to get your message out, you're missing a good communications opportunity. If you are just getting started, we suggest focusing on Facebook, Twitter and YouTube.

- Facebook is a global social networking website that connects people with friends and others who work, study and live around them. Users can add friends, send them messages, and share their profiles.
- Twitter is a free social networking and micro-blogging service that enables users to send and read messages known as tweets. Tweets are text-based posts up to 140 characters in length.
- YouTube is a video sharing website where users can upload and share videos.
- A 2013 Public Opinion Research study found that 73% of Americans use social media, and of those, 67% interact with companies on social media websites. One in four interacts more than once per week. This is a communications media that is pulling in reservations for our industry. According to Marketing 2.0, from the book titled "Bridging the Gap between Seller and Buyer through Social Media Marketing", if you are considering focusing on social media, it is suggested to assemble the marketing team and your CEO and ask these questions:

- Why do we think we need a social medial strategy?
- What is our objective?
- What are the staffing requirements?
- What are the risks?
- What are the opportunities?
- What are our competitors doing in social media?

Content is King. Marketing experts recommend promoting your business in a blog (thus, creating content), which can also drive content to Facebook and Twitter. This enables you to post material in one place that will automatically update Facebook and Twitter; thus, saving you from updating all media sources. You can also separately post special experiences from your guests, upload their videos to YouTube, then link them back to your website. All of this also helps increase your Search Engine ranking.

One of the main benefits of the Reservation Sales Suite is being able to track the revenue from different social media sources by connecting it with a unique toll-free number and using a REVINATE Unique URL/Dynamic Coding. Adding a social media source-specific unique toll-free number to the info pages of your social media sites is easy to set up.

In order to use the Unique URL/Dynamic Coding, you will want to first implement Dynamic Coding on your website. To do this, refer to the White Paper, Internet Keyword Tracking with the Reservation Sales Suite. Dynamic Coding works by adding a “keyword” or token at the end of any URL that references your website.

This keyword or token references the original marketing source by reading code written by your web developer. Based on the keyword read, a unique toll-free number will be displayed to the customer throughout the website experience. When the customer picks up the phone to call one of your reservation sales agents, Reservation Sales Suite users can track which keyword generated the call and how much revenue is associated to the originating marketing source if the customer booked. Most social media sites limit the number of characters you can use in your URL, so we suggest using TinyUrl or Bitly. These are free services that allow you to convert a long URL into a short URL making it fit within the guidelines of most social media.

One of our REVINATE clients contacted the city of Charleston, South Carolina Facebook page. Island Realty added numerous posts on the Charleston page including a weekly contest promoting a 4-night getaway if the web visitor became a fan of Island Realty’s Facebook page and then clicked on the contest post. Island Realty was able to gain over 2,000 Facebook fans in just a couple of days with this promotion. They also gained fans via email campaigns to their repeat guests and hot leads. Their fans are very engaged in the Island Realty Facebook page. Now that fans are established, she is working on keeping their fans interested so they will book their next vacation with them or spread the word to their family and friends.

Reservation Sales Suite Facebook

Measuring and tracking your social media content posts is one of the foundational pieces of any results- driven social media marketing plan. There are a variety of tracking technologies available. However, the Reservation Sales Suite allows your business the ability to create five unique Facebook campaigns types to track which type of posts are actually the results you are looking for.

REVINATE recommends that each of your five Facebook campaigns has a specific purpose or goal. Those types of goals could be:

- Drive lead calls
- Drive contact form submissions
- Brand your company
- Create awareness and excitement around the destination and experience

Before setting up your five dedicated Facebook campaigns, contemplate your desired outcome for each type of post. Typical outcomes could be:

- Increasing your “likes”
- Increasing click-throughs to your website
- Increasing lead calls and bookings.

Before setting up a Facebook fan page, your company needs to decide who will create the page and manage the content. You will need a Facebook account (profile) to set up a fan page. This can cause some confusion or concern as an employee or stakeholder will have to use their personal profile to do this. It is best to choose a long-term, trustworthy manager or owner to start the page because they will have page administration rights as long as the page exists. Any page administrators added after the initial page creation can be deleted as necessary, but the original creator is forever. Please keep this in mind, as it opens up opportunity for sabotage if the page creator leaves your company unwillingly. Some companies choose to create a company profile to manage the company fan page, thus eliminating the work/personal conflict, but this is not recommended as your guests will be confused as to whether be a “friend” of the company profile or a “fan” of the company page. Bear in mind that personal profiles (including those set up for companies) are not search engine friendly. Profiles lie behind login barriers and their content cannot be indexed by the search engines. Pages are public- facing and are helpful for SEO.

REVINATE recommends building a solid Facebook page by making sure all of the crucial areas are filled in. This includes; your company logo, company overview, URL with a unique keyword for your website, mission statement, year founded and products. As well as have a photo album of recent events, an event calendar for your property, favorite pages, videos and links. Import your blog posts to build keyword rich content. Strategically use the text box (to the left) for company URL’s (use REVINATE keyword tracking for these links) although they are not clickable, they help with SEO. Facebook allows you to create a simplified “vanity url” that is much easier to remember and reduces the amount of space needed to publish the link. Vanity

URL set up is here: http://www.facebook.com/username/.

As Facebook has evolved, the ability to create a custom/branded look and feel has become easier. FBML (Facebook Markup Language) allows companies to add custom tabs like “Mission”, “Welcome” and “The Team”, alongside the standard tabs that automatically come with a page like “Info”, “Wall”, etc.

Once your Facebook page is set up, now it is time to gain fans! Clients have shared that they do this by running photo or video contests with a prize, posting discounts for Facebook Fans only, running a contest for the #1 Facebook fan or have a series of drawings over a ten-week period with a winner each week for a free two-night stay. One of our clients posts a funny guest request of the week to entice people to regularly check out their Facebook page.

There are many ways to make your Facebook pages more engaging for your fans and guests. Below are some suggestions on how to develop and optimize content categories to drive your desired outcomes.

Contact your Client Success Strategist for ways to better integrate components of your website into your Facebook page by adding Facebook apps. Examples are your Contact Us form, Push2Talk and Push2Chat features.

Interactive Campaign Type

Daily/Weekly Postings

Interactive posts are designed to engage your audience with your brand and destination.

Of the five categories, this is the most social as it facilitates a dialogue between your business and the public. Although not necessarily a direct lead generator, it does expose your brand and destination to your fan’s friends and family who may see the interaction between the two of you on their Facebook News Feed.

Questions can be designed to get your audience talking about their favorite experiences whether they have visited you recently or not. For example, “What’s your favorite thing to do while relaxing on the beach?” invites a response from everyone who sees it. Other interactive posts can be designed to engage your fans right after they have stayed with you using open-ended questions such as “What was the highlight of your recent vacation with us?” Responses to this interactive approach are referred to as the “Trip Echo Effect.” The marketing benefits come from a positive vacation experience that is shared not only with immediate friends and family, but to a much wider group (friends of friends, coworkers, etc.).

Another way to drive interaction is to place the Facebook “Like” button your website. Ideal placement is property/room type specific pages or any other page on your website dedicated to selling the experience (amenities pages, etc.) More information can be found at http://developers.facebook.com.

The key to this type of post is crafting the right wording to facilitate a conversation that sparks the echo effect. To maximize this type of post, always encourage posting of photos by your fans.

Photo and Video Campaign Type

Daily/Weekly Postings

Posting photos and video is a great way to encourage engagement with and among your fans. Be sure to provide ongoing, updated variety in this category. Although everyone loves a sunset or photos of snow-capped peaks, these types of photos can get old if you lean on them too much. Use a mix of destination-focused visuals (e.g. scenery), as well as people- focused (guests enjoying your destination) photos and videos. It's also a good idea to humanize your brand by posting photos of employees, like front desk, beach and pool staff, etc.

If you already have content on YouTube, you can add the YouTube app to your Facebook page to provide instant content. Video ideas might include guest interaction, behind the scenes footage and testimonials.

Asking your audience to "like" or "comment" on your photo or video post increases the likelihood that your post will show up in the news feeds of hundreds or even thousands of other Facebook users.

Flash Sales Campaign Type

Monthly/Quarterly

Posting limited time only "flash sales" is an effective way to drive lead call volume during times of the year when your occupancy is generally lower or during busier seasons in an attempt to sell-out lower occupancy periods during your high season.

This type of post should create a sense of urgency for the viewer. Limit the time frame of the offer to less than 48 hours, the first x callers or to a specific home or room type. Always provide a strong call to action (Click here now to lock-in this incredible deal!). When you create the illusion of scarcity, your fans will take action quicker.

Offers and Deals Campaign Type

Monthly or Quarterly

Offers differ from flash sales as they can be valid for longer periods of time, or they can discount other ancillary items as part of a package (ski free when you stay with us for 3 or more nights in March). Offers create the perception of value, especially when you include other vacation expenditures, such as lift tickets, drinks, gas, etc., into the total price. Again, provide strong calls to action and create limits on the offer.

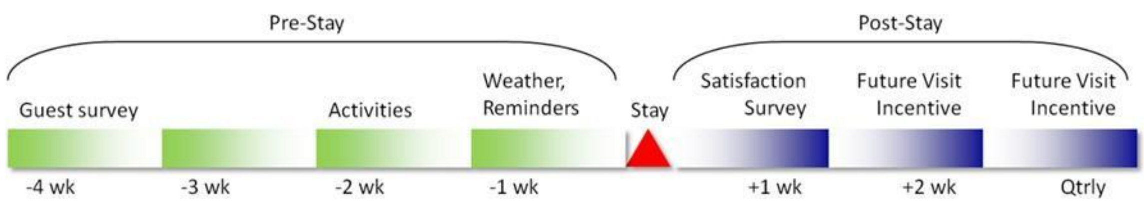
Deals are a way to increase ancillary spending for those guests who have checked in and have the Facebook app on their smartphone. You can find more on Facebook deals at www.facebook.com/deals/business. This functionality allows you to target your marketing or ancillary items such as spa, golf, and restaurants to those who have already checked in. Experienced Facebook app users know how to find these deals, so all you need to do is post them. For the less tech savvy, but smartphone-wielding guest, signage and reminders at check-in are helpful. Make sure you claim your Facebook Place first.

Keep in mind that these promotions should be based on when you are trying to drive additional revenue. The frequency depends on your business seasonality as well as your ancillary options.

Contests Campaign Type

Quarterly

Contests combine components of the some or all of the above categories in that they can be interactive and make good use of visuals. Contests should also have a well-defined goal such as building your Facebook fan base or collecting emails. Like the previous post categories, goals should be well defined so that you can measure their effectiveness.



When designing a contest, be mindful of your diverse Facebook audience. Facebook Insights can give you some basic demographic information about your audience. When designing your contest and prize(s), always consider who the players might be, especially if a contest might garner more interest from women than men.

Contests should instill a sense of excitement and fun (like your destination). Make the rules simple to follow. Consider including other hospitality partners such as a local activity provider, tour company or restaurant in your contests.

Finally, contests can be included in a larger promotional effort, such as a business anniversary or local/regional happening or event.

Note that Facebook terms require you to run your contests using an app. The most popular app is Wildfire.

Frequency

Creating a content or “editorial” calendar is a great way to space out and leverage the best timing for all the above strategies. It can also help with “content fatigue” and times when you have run out of social media posting ideas.

Interactive and photo-video posts should be done on an ongoing daily-weekly basis. These posts are easy to conceive and take up little time to create as you can rely, in part, on your fans to create the content. When using interactive comments make sure to ask a question your fans would WANT to answer. The more activity a post gets the more often it will show up in your fan’s news feed.

Flash sales and contests should be done with less frequency, perhaps monthly or quarterly. Remember, over-posting of flash sales diminishes the value of your brand and the content experience.

Contests should run for longer periods of time relative to the other content types and be used on a quarterly or biannual basis.

Evaluation

Each campaign should be evaluated often to gauge its effectiveness. The reasoning behind breaking your content down into five basic categories is to better enable you to understand what makes consumers take action and buy. You may quickly find out that the type of contests you have been running only result in a handful of new fans and emails and that they simply do not make the phone ring. Your photo and video posts may actually drive more lead calls and bookings than you previously thought when 100% of your Facebook posts were consolidated under one Reservation Sales Suite campaign.

Seasonality, economic news and other external (and internal business factors) should be considered when making changes to your posts. Ultimately, the broader social media content strategy should be driving new revenue for your business. The granular analysis that Thr Reservation Sales Suite can provide will help you better understand when, how and if your social media marketing strategy is working.

Make sure all of these campaigns are tied to the Marketing Category “Social Media” so you can evaluate the results as one strategy.

User Review Sites

User review sites can be a powerful lead generation source. Closely related to other social media types, user review sties rely on the influencing power of social proof and individual opinion to rank and promote lodging options. The largest and most influential of these sites is Trip Advisor, with over 170 million reviews and 100 new contributions posted every minute. The best thing you can do is either hire a dedicated resource to watch your rating and respond to reviews with your branded response or use a company such as Revinate to manage this for you.

Twitter

The above success stories are examples of how to generate revenue directly from social media and track the revenue through the Reservation Sales Suite. With that said, we have found that companies do not have as many success stories tracking direct revenue when using Twitter. Twitter seems to provide more word-of-mouth advertising which will indirectly generate revenue. However, recently, REVINATE came across a website called tweetlister. This is a site where lodging providers are able to list properties as “tweeted” options in their own Twitter websites. This should be tracked in the Reservation Sales Suite similar to how you would track a Facebook promotion. Overall, the majority of clients are using Twitter and Facebook together as their social media mix.

YouTube & Blogs

YouTube and Blogs are other tools that can be used to promote your properties, website, stay promotions, etc. to potential guests. Similar to Facebook and Twitter, it is important that you use a unique toll-free number as well as unique URLs to track your source of revenue back to your YouTube and blog pages.

Direct Marketing

The data mining capability of The REVINATE Way, and specifically The Marketing Suite, gives you a variety of ways to find, sort and export data for use in highly targeted marketing campaigns. And remember, since you are able to measure the effectiveness of every marketing campaign, you will know which ones give you the best results.

Direct marketing is absolutely the best way to reach your current guests and your prospects. Why? Because direct marketing gives you the ability to personalize and customize your message to the specific needs and wants of the individual. This isn’t to say that you should ignore other ways to get your message out. But when you have a qualified database of current guests and prospects that should be one of, if not THE, primary focus of your marketing.

Day 1	Day 2	Day 3	Day 4	Day 5	Day 6	Day 7
Direct Mail #1	Email #1		Direct Mail #2		Email #2	

Maybe you’ve tried direct marketing and think that it doesn’t work. When it’s done wrong, it won’t work. When it’s done right, it will work. When you combine the right list with the right message and the right timing, your results will be right.

Current Guests

Let’s talk about current guests first. You should establish a system for routinely contacting your current guests – both before their stay and after. A timeline something like this is one example of that:

Month 1	Month 2	Month 3	Month 4	Month 5	Month 6
Mail/Email	Mail/Email	**Multi-stage**	Mail/Email	Mail/Email	**Multi-stag e**

Month 7	Month 8	Month 9	Month 10	Month 11	Month 12
Mail/Email	Mail/Email	**Multi-stage**	Mail/Email	Mail/Email	**Multi-stage**

Prior to their stay, you want to make sure you communicate with your guest to provide them additional information pertinent to their stay, and to bolster their decision to book with you. If you haven’t already collected information about their preferences during the booking call, it is a good idea to get them to fill out a short survey prior to their stay. This preference information will tell you what type of activities they enjoy, their preferences for restaurants, food, wine – information you can use to customize future direct marketing. This can easily be accomplished by creating an online survey and sending them a link in the email or direct mail piece. SurveyMonkey.com is one such survey site.

Let’s say you’ve collected information from your guest, and you know that they enjoy a good Pinot Noir wine. You could make sure that you have a bottle waiting for them in the property when they arrive. You could also send them a direct marketing piece that highlights the upcoming wine festival. This type of personalized attention will set you apart, give you a competitive advantage, and build loyalty among your guests. The more you can know about your guests, the more you can cater to their needs, and the more often they will return. The more loyal your guests, the more likely they will stay with you in the future. Best of all, loyal guests are less likely to request a discount.

Make sure you coach your agents to also get the name of the caller’s spouse. Sending a personal message to Dave and Karen Smith is much more powerful than just to the person who called.

Making guests feel they are special and that you took the time to focus on their needs can mean the difference between them staying with you again or losing them to your competitor. A simple tent card in the property with their name printed on it is an excellent touch. Or you could pre-print the weather forecast for the week, or news from their local paper. Or when they check out you hand them a small stack of custom printed postcards with a picture of their family on it having fun during their stay. Or you could send them a small photo album of shots your staff took of them during their stay. Be creative. Think like a guest. Do what you can to “wow” them and enhance their overall experience.

After the guest leaves, you’ve got a great opportunity to build your brand for their next stay.

First, you want to make sure they've had a great stay. For every guest that complains about a problem, on average there are nine more that don't complain to you, but may complain to their friends. Proactively reaching out to measure what your guests think will provide invaluable information for your organization. Find out what they think and give them an incentive to stay with you again – some sort of loyalty discount that expires at a certain time would be one option. And don't forget to check the review sites and your social media pages frequently. A few negative comments are hard to avoid, but do what you can to mitigate the really bad reviews.

Prospects

Who are your best prospects? Oddly enough, many hospitality providers continue to rent names from list brokers and other outside sources. This is expensive and not a very efficient method. Most brokered lists have a high percentage of people who have moved or died – typically around 30%. According to the U.S. Postal Service, more than 40 million Americans move every year – approximately 13% of the population. So it doesn't take long for a brokered list to be obsolete. When you have The REVINATE Way, you have the absolute best source of prospect names:

"Previous Guests and Previous Callers"

You have the name, address and phone (in most cases) of people who took the time and trouble to contact you. They have already expressed an interest in staying at one of your properties and didn't book with you for whatever reason. Don't ignore them. They should be contacted by you on a regular basis. Send them information that directly speaks to their known preferences and their specific not- booked reasons. If they had inquired about the balloon festival, or the craft show, or the sand sculpture contest, make sure you focus your message to that. Developing some pre-printed templates for the various activities will greatly simplify this process.

In every case, your goal should be to personalize the direct marketing piece, whether it's mail or email. Which one of these postcards would better attract your attention?

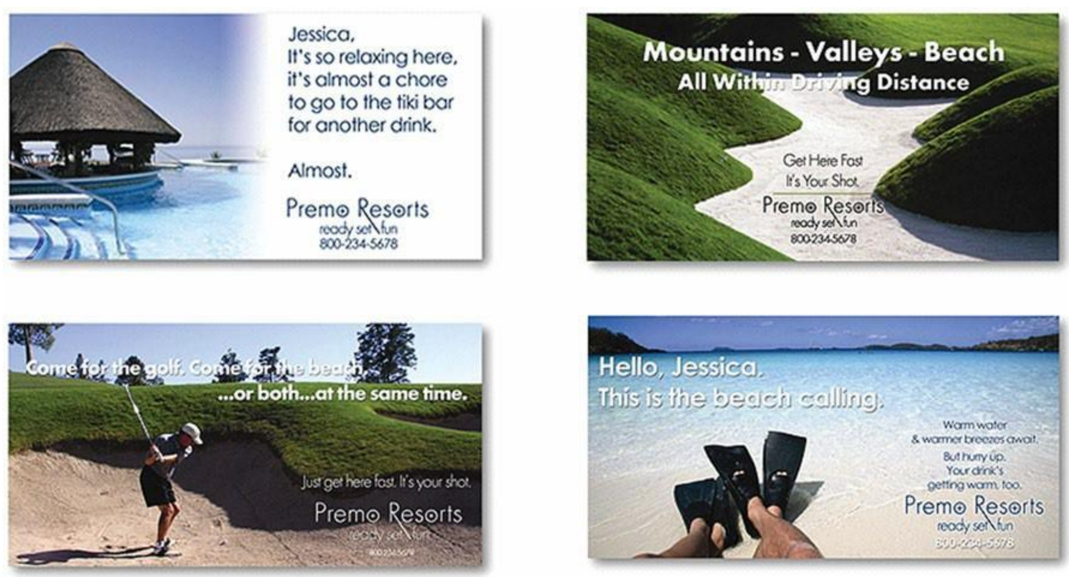
Direct mail, while more expensive than email, continues to deliver good results. The average consumer receives approximately 20 pieces of mail per week, compared to hundreds of emails per week. That means you have a better chance of getting someone's attention with mail than with email. When you factor in the long shelf life of direct mail, it becomes even more attractive. Clients have told us about calls they received from a direct mail piece more than a year after it was mailed. If the mail piece is especially compelling or visibly appealing, the recipient may leave it on their desk, or attach it to their refrigerator as a reminder. That doesn't happen with email.

One of the best ways to maximize your response rate is to combine direct mail and email using a multi- stage campaign. One will help to boost the visibility of the other. A one-week program such as this is one such example.

When scheduling direct marketing, it is important to realize that the buyer is not always in a position to make a decision or is just not ready to buy. The challenge for the marketer is to be top of mind when the buyer is ready to buy. This requires a frequent and consistent communications program that gets the attention of the reader and builds mind share.

Two factors play a big role here – the offer and the timing. The offer can be as simple as a discounted rate gas card or a free night above a certain minimum. Experiment. Be bold. Try new things. Whatever your offer, make sure it’s your primary message and not buried in the fine print somewhere.

For current guests, as detailed above, you want to communicate pre and post-stay, and then add that guest to your regular quarterly, or monthly direct marketing programs along with your prospects. Long term, you might consider a program such as this which is very generic and should be modified to fit your geo-seasonal situation:



If you are booked solid during your high season, you might want to only focus on your shoulder season. If you are only open 8 months out of the year, you can afford to go dark (no mail or email) a few months. With careful tracking, you’ll soon find out what works for you. However, be creative and don’t give up. Since variations in the mail/email piece, the list, the offer, and the timing can all affect the response, you should try different things. Sometimes, a bad piece with a good list will work, or a great mailer and an okay list will work. Or a bad piece with a marginal list sent out at just the right time can also work. Your goal should be to get everything exactly right, because that is when it all comes together and you maximize your results.

Templates

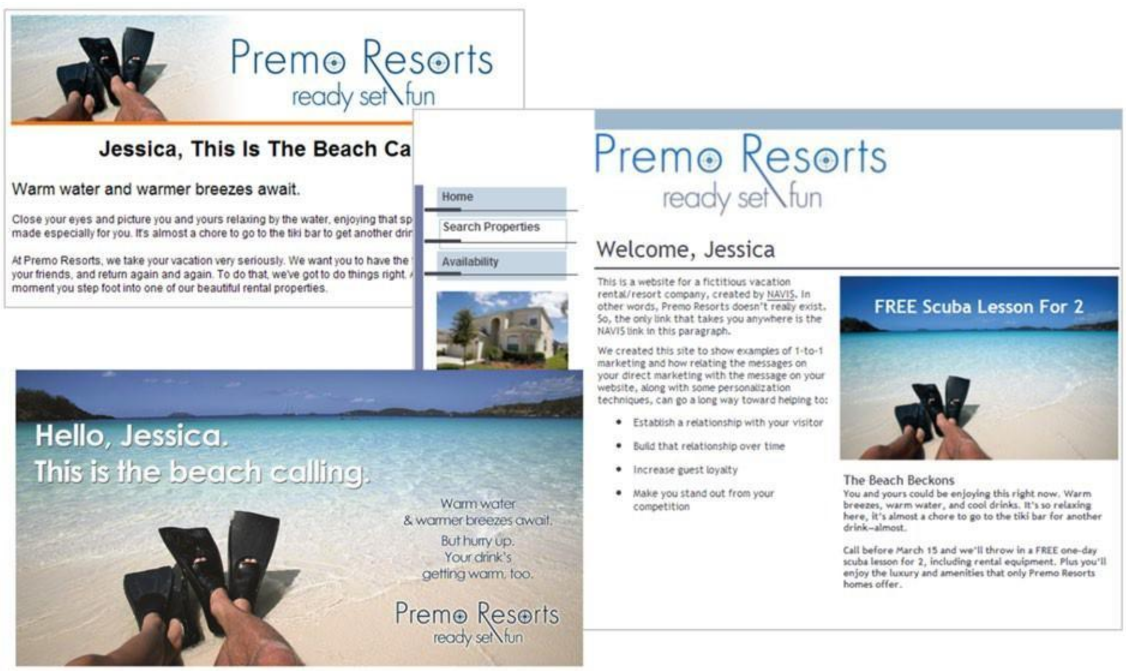
To simplify the process, you might consider developing a series of direct mail and email templates that speak to the specific preferences of your guests. This will require some up- front work, but you should be able to categorize the top 6 or 8 preferences and create unique direct mail and email pieces for each. If you’re planning on medium to large quantities of direct mail templates, a local digital print house can usually mail them for you. If you’re looking at small or individual pieces, you would be better off having them pre-printed without the address and then individually addressing each one. It’s worth spending some time figuring out the logistics since the easier it is, the more successful it will be, and the less it will cost you in the long run.

You might want to hire an outside service to handle the mail and email schedules for you. Or you might purchase a targeted email marketing system like The Marketing Suite and utilize REVINATE Pro-Services for everything from email strategy and template design to messaging and distribution.

Sell the Experience

This can't be stressed enough. Your guests aren't coming to your area because of the cool bathrooms or the flat-screen TV. They are coming because they want to play golf, because they love the beach, or because of skiing. They want to have fun, and your property isn't going to be the primary source of that.

Here are some examples of direct mail pieces that speak to the guest preference:



Combine Your Media

Unfortunately, today's consumer is so bombarded with ads on a daily basis that it takes repetition for your message to sink in. Recent studies show that we are besieged with 3,000 to 5,000 ads per day. This is why it is a total waste of time and money to send just one postcard, or just one email. A multi-stage campaign is going too far outperform a single stage campaign every time. Typically, you will double, triple and quadruple your results when you send multiple pieces to your market over a period of time.

You can also improve your results when you combine your media and utilize multiple channels to communicate with your market. Send a postcard, with an email, and tie in your social media and your website at the same time. And you can do this and still maintain your personalization at the same time.

It's now possible to personalize the guest's visit to your website. You can provide a unique web address (called a PURL – Personalized URL) on your direct mail and email piece such as www.PremoResorts.com/Jessica, or you can utilize a unique sub-domain such as JessicaSmith.PremoResorts.com. Both of these can direct the guest to a page that speaks to them and their preferences.

Marketing Data Mining

Within the Reservation Sales Suite you have access to two root sources of data, call data and lead data. Call data consists of specifically caller information, where lead data focuses more on the lead and their desires/preferences. When mining this data to make marketing decisions, excel can be a great tool to sort, filter and pivot the data. Work with your CA on creative ways to dissect your data and spot trends.

Summary

Now Go Do It!

With the Best Practices presented in this guide, you now have tools at your disposal that work. Here's what some of our clients have said:

"In our first few months with REVINATE we have seen a dramatic increase in booking conversions, better ability to train our reservations team, and marketing ROI data that allows us to maximize every dollar we spend on advertising. I can't imagine doing business without REVINATE."

-Chad Linebaugh

Co-General Manager, Sundance Resort

"I cannot say enough about REVINATE!! First and foremost, I started out very skeptical at all the promises that were made with respect to what the REVINATE system could deliver. I was extremely excited and proud when not only all the initial promises were kept – but we found the system to be useful in driving revenue way beyond our initial expectations. And that's just the system.

Probably the most amazing part of REVINATE is the people. In today's world, really remarkable customer service and honest-to-goodness training seems like a thing of the past --- not with REVINATE. They deliver uncompromising service, the most thorough and comprehensive training and development that I have ever seen from a vendor partner.

Needless to say, I highly recommend REVINATE and believe that anyone that chooses not to use the system is choosing to make less money."

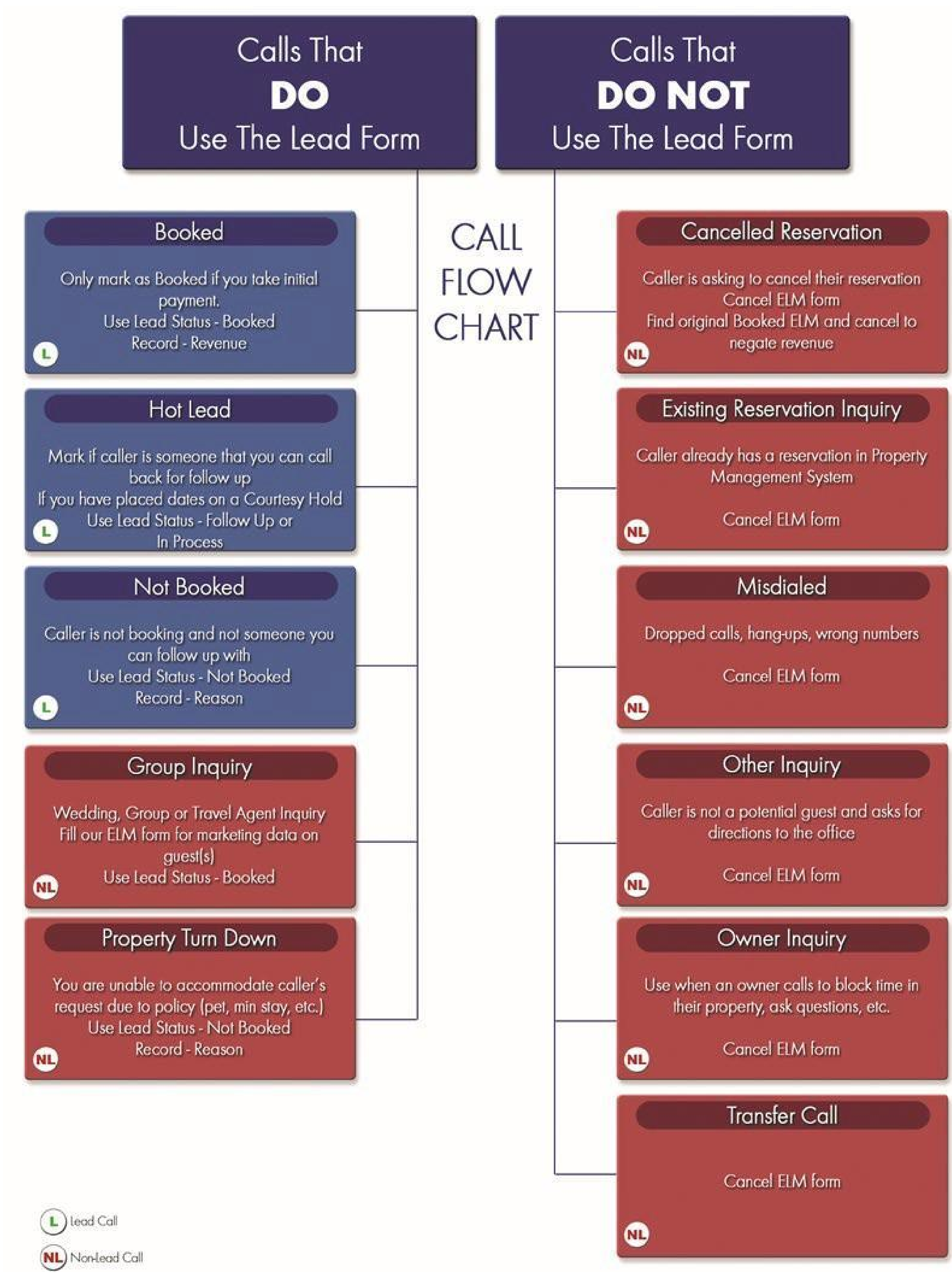
-Tracey Anne Latkovic

Former Vice President of Sales, Marketing and Revenue Development, PGA National Resort & Spa

REVINATE Non-Negotiables

Non-Negotiabl e	What to Listen For	Value
Utilizes Proper Greeting and Gathered Contact Information	• Thank the caller for calling (company). • Asks for name of the caller. • Offers their name. • Asks for call back number.	5 points
Asks Effective Open Ended Qualifying Questions and uses Interactive Dialogue with Caller	• Asks qualifying questions to identify their guest's needs. • Gives personal tailored recommendations based on the caller's answers. • Uses information provided to build rapport and sell the experience.	10 points
Effectively Personalizes and Engages in Conversation with the Guest	• Uses callers name conversationally, but discreetly throughout the call. • Uses information learned through discovery to build rapport with caller. • Shares a bit of self, when relevant.	5 points
Gives Tailored Recommendations to the Guest's Desired Experience	• Uses information gathered through qualifying questions to make tailored recommendations for the guests' specific needs • Exhibits a genuine sense of interest and concern for the caller's satisfaction. • Leads the conversation and demonstrates the ability to anticipate needs.	10 points
Maintains a Positive Tone using Professional, Confident and Courteous Language	• Uses a polite pace that is appropriate, clear, calm and easily understood by the caller. • Maintains an enthusiastic, yet gracious tone. • Drives entire call with confidence and pride.	5 points
Asks for the Reservation	• Specifically asked for the reservation (Holds do not count) • Asks for the reservation after effectively selling the tailored experience to the guest • Attempted to overcome objections.	10 points
Proper Call Closing	• Politely closes with sincere appreciation. • If not booked, offers follow up email. • Re-brands business using name. • Gives anticipatory remarks.	5 points

REVINATE Call Flow Chart



Sample Email Template

Guest Booked Last Year / Not This Year

Subj: We've missed you in LOCATION

Name,

I was just reviewing our reservations for MONTH and noticed that you haven't reserved PROPERTY yet this year. I was surprised because I know you really enjoyed REASON FOR STAY/UNIQUE EXPERIENCE (e.g., walking the pristine beaches, soaking up the ray's poolside, our 3 world renowned golf courses) last year.

Many of our guests and families come back year after year and I enjoyed helping them plan a memorable vacation. There may be several reasons you haven't booked yet,

a tighter budget this year, no time to break away from the grind or maybe you're just considering other vacation spots.

If you have had to tighten your belt then you'll appreciate our 10% return guest discount. If you've struggled to find time to fit your vacation in, remember we only have a 3-night minimum, so come up for the best long weekend ever. If you're considering going somewhere else for vacation this year, call me first. I can beat price on a similar sized unit for the same period of time.

Call me today at TOLL FREE NUMBER, getting your vacation secured is my main concern but we're filling up fast.

Sample Call Script

Sample conversation with a caller that gives examples of the following;

- Proper greeting.
- Asking for the caller's name early in the call.
- Introducing the concept of the mailing list in order to ask for their address and email address at the end of the call (especially when they don't book).
- Making sure to get the reason for stay.
- Creating urgency based on the dates of stay.
- Asking for the sale.

Using a 24-hour hold as a sales technique.

Agent: Thank you for calling The Bend Resort Lodging, my name is Lynn and who am I speaking with Today?

Caller: Hi Lynn, my name is Ron.

Agent: Hi Ron, how are you today?

Caller: Great thanks.

Agent: Are you thinking about visiting our beautiful area?

Caller: Yes, my wife and I and 2-kids are thinking about a vacation.

Agent: That's great Ron, what is your wife's name (i.e. add Terri to the first name field in the lead

form). Caller: Terri.

Agent: How old are your

kids? Caller: 2- boys are 8

and 10.

Agent: The boys will love the slide in our pool. We let them take life jackets into the pool so it is perfect. I'd be glad to send you a list of fun family things to do while you are with us.

Caller: Great. Thank you. I think we are mostly going to relax and do a little sightseeing. Terri and I may go out to dinner one night, but a kitchen is a must.

Agent: When are you thinking about

visiting? Caller: We want to arrive on

Friday July 11th.

Agent: That is a great time of year around here! How many days are you going to be

with us? Caller: We plan to stay for 7-nights.

Agent: Have you been to our beautiful area before?

Caller: Yes, but we stayed at that other resort.

Agent: That is a nice place. Is there a reason you are looking at staying somewhere different this year? Caller: We just wanted something different.

Agent: What type of property did you have there?

Caller: We had a 3-bedroom house.

Agent: We have so many different properties and locations to choose from. Did you have a budget in mind Ron?

Caller: Last year we spent $450 per night.

Agent: I know that is a really busy time of year, but let's see if we can find you a perfect property for your vacation. Something that Terri and the boys would love.

Agent: By the way Ron, are you on our mailing list and are you receiving all those special promotion and value notices?

Caller: I don't think so, what is that?

Agent: Our marketing department periodically sends out post cards or e-mails to people that have called us. We offer great specials and values - you definitely want to get in on it. When we are done checking availability today, I'll make sure to put you on our list.

Caller: Sounds good.

Agent: I think I have found the ideal house for your vacation. It is lakefront and just steps away from our playground. There is a fence around the playground at each condo I have selected so you won't have to worry about the boys wondering off. It has a large deck with a BBQ. It has a nice size kitchen and a big screen TV in the living room. The home has 3-bedrooms so the boys can each have their own room. All of our properties come with passes to our Athletic Club and we also offer unlimited video rentals. The boys should like that in the evening. The rate on this home is $475 per night.

Caller: Well that will certainly fit our requirements.

Agent: Would you like me to reserve this nice home for your family vacation today Ron? Caller: That sounds really good but I'd like to chat with my wife before reserving anything. Agent: Here is what I suggest to you Ron, based on my experience. I have very limited availability with 2 and 3-bedroom properties during this time period. To make sure you don't miss the opportunity to rent this property, I would be willing to place this property on what we call a 24-hour temporary hold for you. That way, no one will rent the unit out from under you while you are checking with Terri. Is that something you are interested in?

Caller: Okay, that works for me.

Agent: Okay, let's get all of your information. (after getting all of the caller's information . . .) Agent: Ron I have this home on a 24-hour courtesy hold for you. It is a 3-bedroom, 21/2 bath property. I have you arriving on Friday July 11th and staying with us for 7-nights. The rate is $475 per night. By the way, that weekend is our famous "Balloons over the Mountain" festival. It is a great family event. I'll send you some additional information that we talked about. Is there a good time for me to call you tomorrow to see what you and Terri have decided?

After you quote availability and options if the guest decides NOT to book with you . . .

Agent: Ron I'm certainly sorry we can't accommodate you in July, but let me get your mailing information so I can put you on the marketing list I was telling you about. Keep in mind Ron that we will never "sell" your information to anyone and we will only contact you when we have something of benefit for you. Let's start with your mailing address. . . (now ask for their email address and click the "Opt In" button on the lead form.)

Agent: Okay Ron, I've got you on our marketing list. By the way Ron, if you give me all of the phone numbers that you might ever call us back on, all of your pertinent information will always be available to me or anyone else in our office when you call. Do you have a cell phone number or work number you want to give me?

Agent: Ron thank you again for calling The REVINATE Mountain Resort today. We look forward to the next opportunity to serve you. Have a great day Ron.

Call Back Script

Agent: Good Morning Jody, this is Rick with Bend Resort Lodging. You might have noticed when you called yesterday that we record calls for quality assurance as well as for training purposes. I listened to your call this morning and think I might be able to help you with your vacation plans. You said you were interested in Snow Vista 119. Now that is a two-bedroom unit. How many people did you have coming?

Potential Guest: There are two couples.

Agent: Great. What was it about Snow Vista that you liked?

Potential Guest: I liked that it had a hot tub and was so close to the ocean.

Agent: Did you have a budget you were trying to stay within? We have quite a few units that are available that could fit the bill but I want to make sure I am telling you about something that could work for you.

Potential Guest: Sea Vista was right in the price range we were hoping to stay within. Agent – That is a great help and I think can help you. Yvonne mentioned that we had Sea Vista 216 available and this is very similar to Sea Vista 119. Would you like to hear about it? Potential Guest – Sure, that sounds great.

Agent: Well, it is a block from the beach just like Sea Vista 119. The only difference is that there is a 3rd bedroom that is in a loft but it is close to the beach and has the hot tub. Actually Sea Vista 216 is one of my favorite. The owners have it decorated really cute. Because of the 3rd bedroom it is normally $25.00 more per night but I can offer it to you for the same price as Sea Vista 119. Would you like to view it on- line?

Potential Guest: Great. What is the web site address?

Agent: Okay, go to www.pirentals.com. Click on rentals and search by Sea

Vista 216. Potential Guest: That looks cute.

Agent: There are only a few of our units available that close to the beach. Would you like to reserve that unit?

Potential Guest: That sounds like it would work great. Yes, let's book it

Saving Cancelled Reservations

Guest: Hi, I would like to cancel my reservation.

Agent: I am sorry to hear that. What were the dates you were planning on

coming? Guest: July 8th – 15th of this year.

Agent: Now, are you still coming to Bend Resort Lodging? One possible

answer: Guest: No. We changed our plans.

Agent: Are there other days we can check for you to reschedule? One possible

answer: Guest: Yes but we found something else.

Agent: Tell me about what you found because we have over 300 different properties with something to fit every budget and I believe we have the nicest properties to offer in this area.

Then really listen to what the guest says and does not say with their information. Ask probing questions like:

- Was there a specific amenity you liked in the home you found?
- I will assume that budget is important, was that the deciding factor?

Sample Chat Script

Online chat is one of the best ways to make your website stickier. It gives someone a reason to stay on your site rather than jump to a site where they may be able find information easier. It gives the potential guest the opportunity to ask quick questions. It offers the lodging provider the opportunity to interact with the guest when they might not otherwise have that opportunity.

The key to successfully turning this casual chat into a booking is by doing the following:

- Answer the guest's questions thoroughly but also ask the guest's questions that will help you build a relationship with them.
- Use the information provided to add notes to the lead form. This will give you the information you need to call the guest back, if necessary.
- Encourage the guest to allow you to call them back to further discuss their needs.

The following is an example of a great transition from a casual chat to an

outbound call. Agent: Hi, this is Michelle. How can I help you today?

Potential Guest: How close are your homes to the beach?

Agent: Well, we have a variety of homes - many right on the beach. Did you have a specific home you were considering?

Potential Guest: No. Just wanting to know which of these are on the beach that still might fit my budget. Agent: Well, I would be happy to help you with that. Do you have specific dates you are considering?

Potential Guest: We want to come out June 3 - 10.

Agent: Beautiful time to visit here. Great weather but before the crowds really hit. When you say you want to find something on the beach and in your budget, what price range are you hoping to stay within?

Potential Guest: I do not want to spend an arm and a leg, but I want something nice. Maybe something around $1800.00 for the week.

Agent: Well, we have over 200 different homes in a variety of budgets. I would love to help you find just the one to fit your needs. Is there a phone number I can call you at now or later today to help you find just the right vacation spot that also fits within your budget?

Potential Guest: That would be great. Please call 541-555-5555 any time after 2 pm today. Agent: Great, Sarah. Expect a call from me just after 2 pm. In the meantime, I will see what we have available over that time frame that will also fit within that budget we talked about. Hey, in the meantime, are there other amenities you would want in a home?

Potential Guest: We do need to accommodate 2 couples and 4 kids. Besides that, close to the beach and budget are our two biggest concerns. Thank you.

Agent: OK, I will work on that. Talk with you soon, Michelle

At this point, you should open a lead form and enter all of this information. Then leave it in a follow up status in the lead form. The agent who took the chat would then be responsible for following up with that guest.

Q & A Tool

This tool is used as a guide for asking the right questions when you are talking to a potential guest. This will help assist you with one of the most important REVINATE Non-Negotiables: Use interactive dialogue. These questions are not meant to be asked in order necessarily, just make sure that these points are covered and use the natural flow of the conversation.

Who am I speaking with?

When are you thinking of visiting?

Have you been here before? Where did you stay?

Who are you coming with?

What are you planning on doing while you are here?

Do you have a price range in mind?

Other information

Results

How to Post a Promotion on a Facebook Page

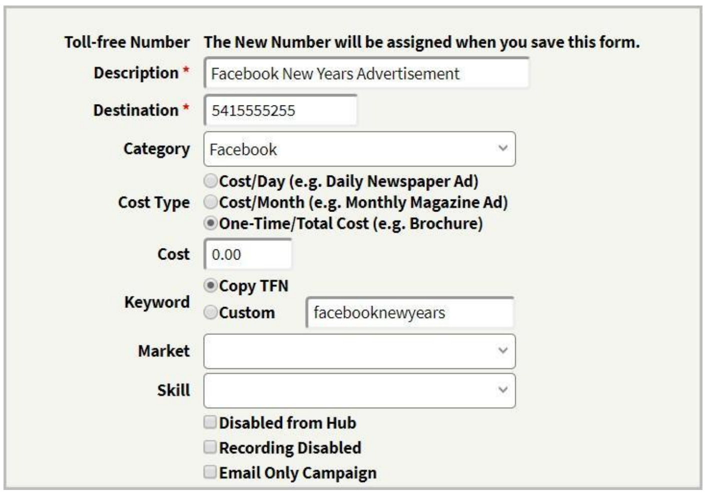
This can be done on your own Facebook page as well as a partner Facebook page like a local area visitor's association page. In this example, we will show you how to use a local area association Facebook page to drive visits and hopefully fans to your Facebook page.

First, locate the Facebook page by going to the association's website and then click on their Facebook page icon and click on "become a fan". You can also do a search from Facebook for a particular fan site. Then write your promotion in the box and click "share" to post it publicly. Be sure to add a unique URL as well as a unique toll-free number if appropriate.

Another client of REVINATE, the Seventh Mountain Resort, increased their occupancy by 70% for a Labor Day weekend by running a last-minute pay-per-click advertisement on Facebook. Vanessa Berning, Director of Sales and Marketing at Seventh Mountain Resort, decided to pay for an advertisement on Facebook for a Labor Day promotion after seeing 10 days out that their occupancy was only 28% for the upcoming holiday. She ran the advertisement for 10 days at $40 a day with a call to action with a promotional rate calling it "The Last Blast of Summer in Bend, Oregon". This promotion included rafting and breakfast! This marketing effort brought in $20,000 worth of business. She said it was extremely easy and only took minutes. The best part was that she was able to target her audience through Facebook as well as track the revenue source back to Facebook by using the tools available to her in the Reservation Sales Suite.

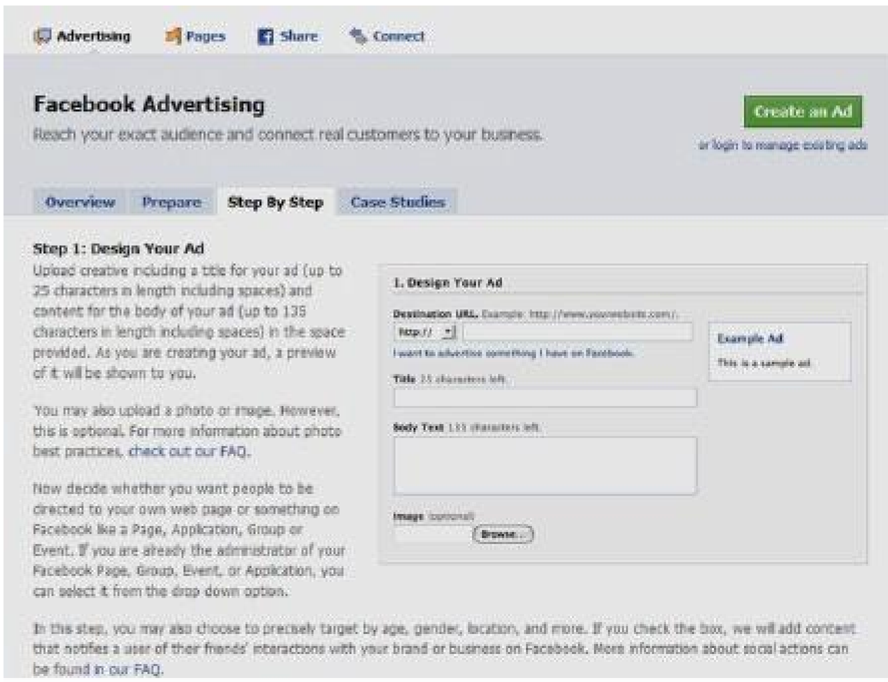
Create a PPC Advertisement in Facebook with Reservation Sales Suite Tools

Reserve a new Reservation Sales Suite toll free number and specify the URL Token used for this toll-free number. Go to Reservation Sales > Campaigns > Campaigns > Add New. In the below screenshot, we are setting up a New Year's campaign and are using "facebooknewyears" as our URL Token or "Keyword".



Next, access your Facebook page. At the bottom of your Facebook page click on the link titled, "Advertising". This will take you to the page shown below where you will be able to set up your Facebook Pay-Per-Click advertisement.

Once you get to “Step 1: Design Your Ad”, you will be able to direct people to your own Facebook page or to your website. If you would like to direct them to your website, fill in the URL box with www.yourwebsite.com/?NCK=facebooknewyears . The “token” at the end of the URL will match what was setup in the Reservation Sales Suite, enabling dynamic coding to work. When the customer clicks through to your website, your website will display the unique Facebook New Year’s campaign toll free number so you can track the source of revenue when they call and book with you. It is strongly encouraged to have a call to action in your promotion to entice your potential guests to click through to your website or pick up the phone and call you.



Developer Applications

Vacation Countdown app

http://www.facebook.com/apps/application.php?id=16444540897#!/apps/application.php?v=info&id=16444540897

Second Porch Facebook app

When you create a listing, it goes out on your wall and appears as a News Feed item to friends. Presumably, that increases the chances for a “friend of a friend” tenant who’ll be a safe choice. Should none of your friends bite, you can use Second Porch like a regular listings service, with the option of making your ad viewable to all of Facebook. If you use Second Porch’s for-pay service, the app will let you link to information like Flickr albums, other Facebook pages, property Web sites, and other promotional sites. http://apps.facebook.com/secondporch/

Review Apps

http://www.facebook.com/apps/application.php?id=6261817190#!/apps/application.php?v=wall&id=6261817190

For Facebook, YouTube and blogs, it is suggested to post something once a week. For Twitter it is suggested to post daily. The key here is to make sure you are posting something interesting and not just posting to post. Then, running promotions once a month and posting them on other Facebook walls to gain fans and get more visibility. Ultimately you want your business name out there on multiple social media venues directing people back to your website with keyword tracking so you can track your revenue.

Facebook news feeds should be another area of focus when thinking about interactive content.

Facebook only shows you content relevant to your interest. In order for your fans to have your posts show up in their feeds, you need to get your fans to interact with your content by commenting and selecting “like”.

Post your content in the form of a question keep it simple, easy to answer, with yes or no

questions. Include a call to action like:

- Share
- Go here
- Did you know you can do this? (for apps, etc)

Use a Facebook fan box on your own website and add it to your blog as well.

Conclusion

In the end, social media is necessary. Some may say, “I don’t use those media avenues as a consumer, and I don’t think my customers do.” What about the potential customers out there that do use it that you may be missing? Today, more than ever, it is important to re-invent our ideas of marketing our business. We need to seek out new ways to bring in additional revenue and be competitive.


NAVIS
More Performance. More Profit.
Glossary
REVINATE Glossary of Terms
A detailed guide of frequently used
terms within REVINATE
training materials and

Terms

- **Client Success Strategist**—Your business consultant who will assist in your business' endeavors to get the most from the REVINATE system and will guide you on fully utilizing the REVINATE way and best practices.
- **Client Education Specialist**—A member of the Education team who conducts virtual trainings, onsite training, sales re-trains, and will be available to assist in any ongoing training needs for clients.
- **Compliance**– Three pieces of information identified as the most beneficial for future contact and marketing via lead information. Dates of Stay, Email, and Reason for Stay.
- **ELM**—Enhanced Lead Management, sometimes a shorthand term for the Lead Form
- **Follow up lead**—A lead status type which is used for Hot Lead calls that require agent follow-up within 4 days or less.
- **Hot Lead**—A call result used when a guest is likely to book on a second chance booking, but needs time to think about it, check with others, or verify information prior to the booking.

- **HUB**—Where calls are routed into and out of, usually referred to as the “call queue.”
- **In-Process lead**—A lead status type which is used for Hot Lead calls that require agent follow-up more than 4 days from the call date. This can be used when a guest requests a call back in a week, a month, etc. Properly utilizing this lead status prevents leads from going into Auto- Complete erroneously.
- **KPI**—Key Performance Indicator report
- **REVINATE University**—Designed to provide interactive simulation-based training exclusively to REVINATE clients. REVINATE University can be accessed at www.REVINATEuniversity.com and should you need access for yourself or any employee you can contact Education at education@theREVINATEway.com
- **NCA**—REVINATE Certified Agent
- **NCP**—REVINATE Certified Professional
- **Not Booked lead**—Leads that are not booked due primarily to reasons related to the guest such as rate resistance, location preference, change of plans, booked with a competitor, etc.
- **Revenue Generating Team**— A team, usually of manager/supervisory level employees, that make up the revenue generating departments at your company. This typically includes Stakeholders, Reservations Managers/Supervisors, Marketing Managers, Directors of Revenue, and other applicable roles.
- **RSM**—Reservations Sales Manager
- **RSA**—Reservation Sales Agent
- **The REVINATE Way**—A powerful alignment of technology, processes, and people. This combination has been proven to work to increase revenue and help make our clients more successful.