

Spring 2012

# Two Hundred Hour Internship for a Las Vegas Convention Sales Department

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Two Hundred Hour Internship for a Las Vegas Convention Sales Department

By

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Bachelor of Science  
University of Nevada Las Vegas  
2012

A professional paper submitted in partial fulfillment  
of the requirements for the

Master of Science Hotel Administration  
William F. Harrah College of Hotel Administration

Graduate College  
University of Nevada, Las Vegas  
April, 2012  
Chair: Dr. Curtis Love

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## **PART ONE**

### **Introduction**

In order for a company to be profitable, whether it is a hospitality company, a technology company or a small business, sales must be high and continue to grow over time. Companies rely heavily on their sales staff to bring in revenue to keep the company growing and profitable. So, where does this knowledgeable and aggressive sales staff come from? How often do college students take a class that is strictly related to the sales industry?

Many undergraduate hospitality programs do not include courses directly related to sales, leaving students with little knowledge of this department. In fact, some students may not even know that this type of work exists in the hospitality world. With a sales internship students will have the opportunity to learn the overall importance of sales in the hotel industry, especially in the world of conventions.

Hotels are always looking for new and aggressive sales managers to bring to their team. Experience is crucial in this industry and most employers will reject a prospective candidate's resume if the applicant has no prior hotel sales experience. An internship is the best way for students to gain the experience necessary to start a career in this field since many university hotel programs do not offer courses in sales. Not only will this internship benefit a student who is interested in this field it will also benefit the hotel. Sales departments are very fast paced and having the opportunity to bring someone on board to learn the industry while helping out the team is a huge advantage.

### **Purpose**

The purpose of this paper is to create an extensive 200 hour internship for a Las Vegas convention sales department by helping students, who are interested in convention sales, understand all aspects of the position and give them the experience needed to step into this role directly out of college while also allowing Las Vegas hotel sales departments an opportunity to train new sales managers with little cost.

### **Justification**

With an extensive 200 hour internship at a Las Vegas convention sales department students will gain the necessary experience to jump into their new role directly out of college. Many hotel sales departments demand a certain level of sales experience before being eligible for hire. This internship will allow students to gain that experience while still attending school and receiving credit from the university.

With all that goes on in a sales department each day, creating a manual or guidebook for a student internship may not be on the top of the director's list of things to do. Having a guide for students to follow would be an important and useful document since it could be quite easy for a student to get lost in the shuffle of everyday sales life. Directors and managers in a hotel sales department are pulled in a hundred different directions every day, from managing site visits, contract negotiations, creating proposals, answering incoming telephone leads and a laundry list of other daily activities, therefore a student may not receive the attention he or she deserves. With a well prepared manual a student would have a game plan as to what to complete everyday while allowing managers and directors the ability to carry on with their day to day activities.

This manual gives a strong foundation for a student to start their new career fresh out of college in a convention sales department. Most sales managers start their careers as assistants in the sales department learning from the ground up and making little pay. This internship and its

related experience will give students the opportunity to forego that first step of becoming an assistant and start immediately as a manager.

This internship manual will give Las Vegas sales departments what they need to bring a student on board without any extra work for an individual hotel. Students will have a detailed guide to follow, giving them the tools they need to prepare for their day to day duties in a sales environment.

### **Constraints**

The first constraint of creating a two hundred hour internship for a Las Vegas convention sales department will be the literature review. Finding literature on this topic will be difficult because there have not been many literature review articles submitted on this subject. Literature reviewed for this pro paper will need to be broad and not necessarily focused on this exact topic; for instance, the literature reviewed will be on sales and internships in general and the Las Vegas convention sales industry.

The second constraint is that not all convention sales departments are the same. The information provided will be beneficial, but some departments may do things differently. For instance, the Bellagio convention sales department may check sleeping room rates differently than the Mirage. Obtaining the needed resources to include how all departments do things may be difficult.

The third and final constraint will be finding a way to explain these topics through a paper without having the intern present for explanation. Many of these topics, for example, the computer databases are easier to understand when explained in person. This manual will clarify these topics to the best of its ability, but until the intern is able to experience the contracts, databases and other aspects of this paper firsthand, it may not be fully understood by the student.

## **PART TWO**

### **LITERATURE REVIEW**

#### **Introduction**

Current literature supports the proposition of creating a convention sales internship in Las Vegas. The following section will discuss the overall importance of conventions in Las Vegas, the importance of these same conventions to individual hotel chains and the importance of sales in the hotel industry overall, not just in Las Vegas. It will also include the benefits of an internship, managing an internship and how to structure an internship to receive the best outcome for the student and the company.

#### **Importance of Conventions to Las Vegas**

In order to justify the importance of a creating a convention sales internship in Las Vegas, first the importance of conventions to the Las Vegas Industry must be proven. In 2010 the Las Vegas Convention and Visitors Bureau reported a total of 37,335,436 visitors came to Las Vegas and of that number 4,473,134 were convention attendees (“Historical Las Vegas visitors”, 2012). This totaled, approximately 12% of the annual visitors coming to Las Vegas, is from the convention industry. What would happen to hotels and businesses in Las Vegas if 12% of their customers went away? With that being said, hotels need to ensure that their sales team can guarantee these numbers every year (“Historical Las Vegas Visitors”, 2012).

In 2010 18,004 conventions were held in Las Vegas (“Historical Las Vegas visitors”, 2012). This number was significantly less than previous years but is continually growing (“2011 second highest visitor”, 2011). With the recent uptick in convention goers and companies that are now able to return to Las Vegas, the sales departments are continually becoming busier with a higher demand for well trained and seasoned sales professionals. During the recession a negative light was cast regarding companies having meetings in Las Vegas

("2011 second highest visitor", 2011). Many companies had to cut back on meetings altogether or were banned from contracting their events in Las Vegas. Companies related to the financial district were especially under scrutiny ("2011 second highest visitor", 2011). Lately however, hotels up and down the strip are seeing their convention space fill in for 2012, 2013 and even 2014 with good profitable business ("2011 second highest visitor", 2011).

Las Vegas reached a 14% unemployment rate which was a national high during the recession (Ryan, 2010). People lost their jobs and many foreclosed on their homes. Not only did Las Vegas reach national highs in unemployment it was also one of the highest in foreclosures in the nation (Stricker & Schenider, 2012). The overall economic well being for citizens of Las Vegas is directly related to the healthy sales activity of the hospitality industry. As seen in the numbers from above, the convention industry is crucial to the number of people who visit Las Vegas. This then directly affects the livelihood of those who live and work in the city. Low convention business would lead to many Las Vegas citizens without jobs. The increase in convention business will increase work opportunities. It is the responsibility of convention sales professionals to help increase the growth of convention attendance in Las Vegas to keep the economy stimulated (Dooley, 2011).

### **Las Vegas Citywide Conventions**

A crucial component of reaching that high number of convention attendees are events that are known as citywide conventions (Lamkin, 2012). Citywide conventions are events that take place in either a hotel or convention center with lots of convention space and therefore need hotel sleeping rooms throughout the entire city. Most citywide conventions contract with individual hotels to guarantee a certain number of sleeping rooms at a discounted rate.

One of the most famous and largest citywide conventions in Las Vegas is the Consumer Electronic Show, also known as CES (Lamkin, 2012). Hotels throughout the city sell out and reach their highest annual sleeping room rates, making citywide conventions a crucial and important factor to the Las Vegas economy. Over 3,100 technology companies were a part of CES 2012 including the 153,000 industry professionals who came to check out these companies. Sleeping room rates were averaging 5 times more their normal average for CES 2012 (Lamkin, 2012). Room rates were ranging from \$350.00 per night to \$530.00 per night and this was if attendees could even secure a reservation (Hansen, 2012). Most hotels were sold out over the event; for example, Caesars Palace, Flamingo, Planet Hollywood and Paris Las Vegas were all sold out over the peak nights of CES 2012 (Lamkin, 2012).

These citywide conventions bring in huge revenues for the city of Las Vegas. Not only do the high sleeping room rates explain this but also all the ancillary revenue that is brought in by these attendees. As stated by Richard Bilboa (2012) from the Orlando Business Journal, “The events, casino revenue and taxes generated from conventions during the first 10 months of 2011 exceeded \$15.5 billion in economic impact in Vegas”. Gaming revenue alone from citywide conventions and convention attendees in general is huge. Not only are convention attendees spending their money in the casino, they are also seeing shows, attending nightclubs, eating at restaurants and utilizing many other services that Las Vegas has to offer (Bilboa, 2012). Sales managers push these room blocks in order to insure the high attendance every year.

### **Importance of Conventions to Hotels**

Now that there is an understanding of how important conventions are to the overall economy of Las Vegas it is crucial to review the importance of these conventions to the hotel companies in Las Vegas. Overall, Las Vegas has about four companies that dominate the Las

Vegas strip, Caesars Entertainment, Wynn Las Vegas, MGM Resorts International and Sands Las Vegas. Meetings, conventions and events all have a significant impact on these hotel chains' bottom line. For the purpose of this paper the focus will be primarily on Caesars Entertainment and MGM Resorts International.

Caesars Entertainment has eight hotels on the Las Vegas strip, Flamingo, Harrah's, Imperial Palace, Planet Hollywood, Caesars Palace, Paris Las Vegas, Bally's and Rio. With the eight hotels combined, Caesars Entertainment has 24,000 sleeping rooms and over one million square feet of meeting space but continually works to increase the number of sleeping rooms as well as available convention space. Without a successful sales force these rooms and convention areas would go empty (Jakobson, 2011).

The Las Vegas Caesars Entertainment convention sales force in 2011 was responsible for securing 25 million dollars in revenue per quarter for the company. This included the revenue from sleeping rooms, meeting space rental and food and beverage from the conventions catering departments. This is 100 million dollars a year, an astonishing number for a company during a recession. Imagine how many jobs would be lost without the hard work and effort of their convention sales force (Green, 2012).

In 2009 Caesars Palace added an additional 110,000 square feet of meeting space to their hotel (Pope, 2009). Why would a company, during a recession, add additional meeting space to their hotel and why not sleeping rooms or casino space? Caesars Entertainment realized that even during a recession companies are still holding meetings and this is something that will never go away. Although companies were cutting back on meetings and spending less, when they did decide to hold meetings in Las Vegas, it was still up to the qualified sales team to continue to bring profitable customers to these convention centers (Pope, 2009).

MGM Resorts International has 11 properties situated on the Las Vegas strip with 2,475,700 square feet of meeting space. All 11 properties are home to some type of convention center. Even the non gaming “boutique” style hotel, Vdara, has 10,000 square feet of meeting space. One of the larger convention centers in Las Vegas is Mandalay Bay, housing 1.7 million square feet of meeting space including a huge event center (Wharton, 2012).

MGM Resorts International's flagship property, the Bellagio, has their small group's managers bring in 1,000 sleeping room nights a month or 12,000 room nights a year in 2011. The Bellagio sales department is required to help draw up sleeping room rates. Without the hard work of the sales force, selling conventions at increased rates, the casino wouldn't be able to charge leisure travelers higher rates, leaving MGM Resorts International with millions of dollars in lost revenue (Wharton, 2012).

However, convention sales teams don't do all the work. These teams are responsible for finding business, contract negotiations and bringing these companies to the hotel, but what happens once they get to the hotel? Many other divisions of the hotel assist with these corporate groups. For instance, a reservations team is in place to help attendees secure reservations. A services team coordinates all the details of the event, from dinner reservations, to room setups and even out-of-the box requests like Elvis impersonators for meeting entertainment. An audio visual team does all the lighting, electrical and internet requirements for the group. Catering assists with creating menus and working with client budgets when deciding what the attendees will be eating during the event (Dooley, 2011). What would happen to these departments if the hotel didn't have a successful sales team? If these other departments weren't successful revenue generators, what would happen to a company's bottom line? Overall these departments must work together as a team to generate the most revenue for the company (Dooley, 2011).

### **Conventions Around the World**

Conventions are vital to Las Vegas, but what about other parts of the country or even the world? Not all meetings and events can come to Las Vegas. For example, consider Orlando, Florida. Orlando is also a very well-known convention city (Anonymous, 1994). With over 451 hotels in Orlando and 115,000 sleeping rooms, business travelers are imperative to this economy as well. Just the Orlando Convention Center alone has over 2.5 million square feet of meeting space. This is more than all of Caesars Entertainment and its 8 hotels combined (Anonymous, 1994).

Looking at meetings and events on a more global scale, the emerging meetings market in Dubai has gained momentum and popularity over the years. Dubai holds over 200 tradeshow and several hundreds of meetings annually (Lucht, 2012). Planners are also looking at alternate options, such as holding meetings on cruise ships and a get-away on the beach. Miami, Florida has recently been looking at the option of capturing some of the meetings and events business. The state of Florida was fighting for the World Resort Miami to be approved (Musibay, 2011). This resort would hold a convention center of over 1 million square feet with a ballroom that opens out to a patio overlooking the ocean (Musibay, 2011) therefore offering a new venue for meeting sales opportunities.

Hotel companies all over the world are realizing the great revenue streams coming from meetings and events. Without a sales force to help lead these efforts in a successful direction companies could lose out on a profitable and growing industry not only in Las Vegas but also all around the world.

### **Benefits of an Internship to the Student**

Although the importance of a convention sales department to the economy of Las Vegas was expressed, along with the impact of sales on individual hotel chains in Las Vegas and to the hotel industry around the world, it is important to understand the benefits of sales internships. The benefits would be essential for not only the student fulfilling the internship but also for the company that is providing the internship.

The benefits of an internship for the student are considerable. First, an internship looks impressive on a resume as well as graduate school college applications. What would be a better way to apply for an entry level position than with firsthand experience on your resume or, better yet, a reference from someone who has been doing sales as a profession for years? Currently an employer could review hundreds of resumes for an entry level position. In order to be noticed an applicant's resume needs to have some outstanding qualities that other applicants don't possess. With a two hundred hour internship in a convention sales department an employer can see the dedication the student has to learning and growing in the position. It will also show that the applicant has prior knowledge of the subject and will be much easier to train than an applicant with no prior experience (Davis, 2010).

Many graduate school programs look for a minimum experience level along with test scores and previous undergraduate requirements. An internship will be something that students can apply to their graduate admission application if they decide to return to school for higher education. The internship will help in fulfilling the requirement for experience on the graduate application (Davis, 2010).

An internship can also help the student personally; for example, giving the student a chance to apply the subjects learned in their undergraduate studies to actual real life scenarios. When sitting in a classroom and reading from a textbook it is sometimes hard to understand how

these practices or theories will ever be used in real life, but an internship can take this information and apply it to real world situations. (Davis, 2010). This gives the student a better understanding of what they learned in school while keeping the principles and practices fresh in their mind.

One of the most important benefits of an internship will be gaining knowledge and hands-on experience of the particular career path being investigated. Essentially, the student is receiving a hands-on training course for free on a particular subject (Davis, 2010). Not many students have this opportunity to experience what the day to day grind of a particular career of interest means until they are graduated and except a full time position in that field. The internship gives the hands-on training and experience needed to fully understand the day in the life of a convention sales department. For example, Taylor Davis (2010), who wrote about his engineering summer internship, expressed how valuable it was to receive hands-on lab experience. During his internship he had the opportunity to construct models, use the lab equipment and conduct tests on those models. This example, like any other internship, allowed the student the opportunity to apply knowledge previously gained in the classroom.

Many employers look for candidates who have developed problem solving skills. In interviews numerous organizations will ask candidates questions that require the applicant to put their problem solving skills to work. An internship can help mold and create these necessary problem solving abilities. Although many college programs will help develop the first stages of proficiency in problem solving, an internship will help the student sharpen their skills essential to that particular industry. Internships will also give students an opportunity to watch other professionals solve problems and what steps were taken during the problem solving process (Davis, 2010).

In the hospitality industry who you know plays major role, especially in the sales world. When organizations in Las Vegas are looking to hire new sales people a great quality to possess is an industry network of contacts. These contacts can help bring business to the organization. An internship is a great way to build a network and meet industry professionals. Not only will the intern have the opportunity to meet others within that department they will also have the opportunity to meet other professionals within the hotel. Networking is important when looking for a new position whether it is right out of college or changing career paths or jobs during the course of a career. People who meet during the internship could help in securing a job for that intern in the future (Davis, 2010).

Not only does an internship give an opportunity for networking it also gives the student the opportunity to meet other people who are driven and career oriented. Meeting people with years of experience will help the intern broaden their own interests. This can assist the student in understanding if this is the right career for them or if there is something else out there that is better suited for their likes and interests. A new friend/colleague might open the eyes of a student to different departments about which the student previously knew nothing. For instance, as discussed in an earlier section, many other departments assist the convention sales department. Students may find an interest in supporting departments that they may not have known even existed (Davis, 2010).

An internship will also help students pinpoint their strengths. During interviews an employer may ask about an applicant's strengths. Many students will revert to their school related strong points, for example, good with computers, organized, able to multi-task, etc. With an internship a student will recognize their strengths related to that particular career. This will

also hold true for their weaknesses. Students will have an opportunity to notice what needs improvement (Davis, 2010).

### **Benefits of an Internship to the Hotel**

As mentioned earlier the benefits for an intern are significant, so what about the organization who is sponsoring the internship? Without benefits to them they could be throwing money down the drain. Although most interns are unpaid, it still takes resources and time to commit to providing an internship. An organization can receive many benefits by providing an internship just as the intern receives many benefits for completing the internship (Charles, 2005).

The organization can receive needed assistance from an intern. As mentioned, most interns are unpaid, and all that is required are resources and time of the staff to provide training. The intern will be completing tasks that paid labor no longer has to handle, giving more time for paid employees to finish other more important tasks. After working alongside professionals in the selected department, interns will be able to assume significant responsibilities (Charles, 2005). Once the intern has been trained, and the team begins to trust the work of the intern, they can start giving work to the student that was once completed by themselves or an assistant within the company (Davis, 2010).

Not only will the organization receive this added unpaid help, they will also be training a potential new employee requiring no financial obligation. When an employee starts a new job with a company the employee normally goes through a two or three day orientation and a week or two of nothing but training. This is all while the company is paying them a salary or hourly wage. An intern will be receiving unpaid on the job training from the organization, so if the company decides to hire the intern once the internship is completed, very little time or money will be needed for training (Davis, 2010).

Companies will also have the opportunity to train a new employee to understand the company's policies and culture. When a new employee starts at an organization, but has already been working with a former company for quite some time it may be difficult to divest them of their old ways and cultures (Davis, 2010). With an intern their minds are fresh and the company won't have the burden of changing their mind set to understand their new company culture.

Interns also provide low risk to a company because the intern is not an actual employee of the company. The company has the right to terminate the position if they see fit. Most organizations must go through a process to fire an actual employee to avoid the risk of legal action (Davis, 2010). For instance, a certain number of warnings must be issued or write ups completed before the employer has the right for termination. An intern is given a trial period and if the employer does not feel it's a good fit, the intern can be let go without the additional policies and procedures of human resource practices (Charles, 2005).

The most important benefit for the employer is having the opportunity to train a new potential employee for hire when a position comes available. Having an intern is like having an understudy. People in the hospitality industry are constantly moving around to different companies and exploring other options (Charles, 2005). If a team member were to leave, the intern will be a ready replacement, relieving the extra duties of upper management from posting the position online, interviews and background checks on potential applicants (Davis, 2010).

### **How to Manage an Internship**

Now that benefits for both the student and employer have been established it's time to take a look at how to manage an internship. An organization must have a plan in place when implementing an internship. Scott White and Walter Fuller from the *Internal Auditor* created a five part process for managing an internship (Fuller & White, 2002).

The first step to a successful internship is defining the ideal candidates. The organization needs to review and carefully consider what they are looking for in an intern. What characteristics and skills must this person possess? Most applicants may not have any prior experience in this industry, so looking at their academic achievements and any extracurricular activities is a good start (Fuller & White, 2002). Depending on what upper management is looking for in an applicant, a good indicator for a team player would be if they held any leadership roles during college and high school. White and Fuller look for students with great communication skills. An organization can review these skills by assessing the language skills displayed on their resume or even conducting an initial phone interview before inviting them in for a formal face to face interview (Fuller & White, 2002).

The second step for managing an internship is by seeking hiring assistance whether this is through a centralized internship program with a coordinator, or appointing certain people in the department to help with the initial screening process of applicants. Helpers can assist with creating job descriptions, hiring procedures and scheduling times for interviews. The person or people who are assisting can also keep a database of past applicants and maintain relationships with local colleges (Fuller & White, 2002). If an internship program does not currently exist at the organization, and employees in the current department are too busy to assist with this effort, many human resource departments can assist with creating job descriptions, screening and hiring applicants (Fuller & White, 2002).

The third step in the five step process is to select a point person to oversee the internship program. This is normally someone in higher management, such as a director of the department. The point person is responsible for making the final hiring decision. They also can serve as a mentor to the intern during the program. It is also the responsibility of the point person to ensure

that the student receives the proper training and a well rounded experience while interning with the department (Fuller & White, 2002).

The most important step is step four, establishing a work plan. Now that the hiring is complete, a plan of how the internship will proceed needs to be created. The plan needs to take into account two major issues; does the plan address the department's needs as well as the intern's interests? Some companies think of the word "intern" and immediately think of someone who can make copies and file papers (Fuller & White, 2002). Interns, however, are there to learn the day to day operations, and the plan needs to address the crucial components of the job while also giving assistance to the department in a useful way. Departments may also want to review the plan with the intern and receive any feedback regarding the schedule. Including the intern in the planning process can increase the excitement about their internship ahead (Fuller & White, 2002).

The final step is the most important in the eyes of the intern. The company must continually create challenge and opportunity. It is important to make sure that students are not put in a situation where they feel uncomfortable or where they don't have enough knowledge to complete a certain task, but it is important to have students be included in all activities that staff will be expected to perform. Interns should be given tasks that full time staff, or in this case other sales managers, are expected to perform while under the supervision of either the point person or another manager. The person providing the supervision should be able to answer questions and teach the intern the proper way of completing the task. The supervision should only be when necessary and the student should have the opportunity to make mistakes and work independently in order to have room to grow (Fuller & White, 2002).

Students may also express interest in other areas of the hotel. It is the responsibility of the department to make an effort for the intern to have a chance to meet with those departments of interest. They could spend the day in the alternative department or set up an hour meeting to discuss the day-to-day operations with that department's leader. Some companies may give the intern the option of attending training workshops that are being offered by the hotel. It is also important for the intern and point person to meet periodically to discuss the progression of the internship, covering any challenges and obtaining positive feedback. This gives the student a chance to express any thoughts and keeps the point person up to speed on how the internship is progressing and if any changes or additions need to be made (Fuller & White, 2002).

### **Conclusions**

A convention sales department internship in Las Vegas is beneficial for both parties involved. The convention industry in Las Vegas is crucial to the economy and quality of life for those that live in Las Vegas. Having hard working and well trained sales managers can only be beneficial to increasing convention bookings. This internship will also benefit the individual hotel chains in Las Vegas. All of the major chains in Las Vegas have convention space and rely on sales managers to fill that meeting space and bring in profits to their company. These convention bookings increase jobs in Las Vegas and allow for higher room rates in the leisure sector.

Conventions are also important in other parts of the world. Orlando has a large convention center with a city that also depends on convention business. Orlando would also benefit from a well trained convention sales manager. Another example, Dubai has an ever growing meeting industry, along with several other hospitality sectors. Cruise ships and restaurants are also cashing in on the idea of meetings and events. The demand for convention

business around the world also means there is demand for aggressive sales professionals globally.

The benefits of an internship for a student are countless. The student has the opportunity to gain real life hands-on experience while meeting industry professionals. Students will have this outstanding achievement on their resume, making it more noticeable to employers. Internships are also appealing to universities for graduate programs and can help students understand if this is the career they want to pursue.

Not only do internships have significant benefits for students they also have many positive attributes for organizations. Companies can take advantage of having much needed assistance in a department while training potential new employees for hire. Adding an extra body to a department will relieve pressure and stress of paid employees by allowing the intern to complete tasks that were once completed by paid employees.

If a company wants to have a successful internship a plan must be created. The five step plan created by Scott White and Walter Fuller is a worthwhile starting point. They start their process off with defining the ideal candidate. Once the company has figured out exactly what they are looking for, it is then time to find that ideal candidate. This leads into the next step of seeking hiring assistance. Most large companies have a human resource department that can assist in this task. Next the company will establish a point person for the internship. This point person will then create a work plan for the intern. This work plan must create challenge and opportunity throughout the entire internship. In conclusion, a sales internship will benefit all parties involved by giving a student a real chance to be hired right out of college and allowing for a company to take a low risk, inexpensive investment in someone who could be a potential benefit to the company.

## **PART THREE**

### **Introduction**

This manual will cover all aspects of a sales department starting with the most important, a general overview of the sales process. An overview will give students the necessary framework to complete the remainder of the internship. The sales process overview will cover everything from the beginning stages of receiving a request for proposal (RFP), checking meeting space, dates, creating rates, food and beverage minimums and closing the business.

After understanding the overview of the sales process, students will have the opportunity to learn each step in more detail, starting with reviewing an actual RFP. During this step, interns will check hotel sales databases for available meeting space and compute sleeping room rates that are appropriate for the time of year being proposed as well as occupancy of the hotel and so on. Once all aspects of the RFP are completed interns will create proposals to send to clients for review. This manual will also discuss commonly asked questions by customers after a proposal is sent. It will stipulate the importance of having extensive knowledge of the product, in this case, the property or cluster of properties being sold. Students will have access to Daylight or Delphi, the two most commonly used hotel sales computer databases for checking meeting space. These databases show the meeting space that is available, stored contacts from past programs, the details of past events and other pertinent information essential for hotel sales managers.

Students will then dive into a very important aspect of this job, the site visit. After rates, dates and meeting space have been verified and a proposal has been created it is time for the customer to come and visit the property. Interns will learn what elements go into creating a memorable site visit and the importance site visits play when winning the business.

A portion of the paper will also briefly touch on the significance of the “fun activities” sales managers get to do, the entertaining. When meeting planners visit different properties they want to experience exactly what their attendees will be experiencing. The sales manager may be responsible for bringing clients to see a show, dine at a restaurant or taking them to a nightclub. It is the sales manager’s responsibility to entertain and “wow” the customer while they are visiting the property.

After a client visits a property it is then narrowed down to a “short list” of venues that the company is seriously considering. The hotel will then issue a full contract for review. Understanding contract clauses is crucial in the hotel sales world. Having the knowledge to explain to customers what each clause means is a must to being successful in this industry.

Contract negotiations occupy a significant amount of a sales manager’s time. Interns will get firsthand experience by observing how managers negotiate a package that works best for the hotel and the customer. Some of the most commonly negotiated concessions will be explained along with what managers do to fully understand the needs of their customer during this process.

Once a contract has been created it is time to close the business. If a manager can’t close a piece of business then this is not the right industry for them. Sales managers utilize many different closing techniques; each manager is unique and has a different “closing style.” This could be the single most important aspect of sales. A sales manager devotes a great deal of time obtaining the business, which includes everything from the beginning stages of creating a proposal, to the site visit and lastly drafting the contract. Without that piece of paper with the final signature from the client, all that effort is lost. Time is extremely crucial in sales. There are only so many hours in a day and time wasted is money lost. This section will discuss some of the more commonly used closing techniques.

Congratulations, the contract has closed, so now what? This sales blueprint will show interns what happens to a piece of business after it is signed by the customer. This is called the turnover process. Making sure all aspects of the contract are correctly communicated to the rest of the hotel is important to the success of the event.

All of this information will be broken down into weekly assignments with an allotted number of hours to be completed each week depending on the topics being covered. After each week a set of questions will be designed for the intern to complete. After all sections of the workbook are completed including, overview of the sales process, creating proposals, learning the computer systems, site visits, entertaining, contract clauses, contract negotiations, closing techniques, and the turnover process, the student will have reached two hundred hours and will be ready to start a successful career in a convention sales department in Las Vegas. This internship will also give hotels an opportunity to hire new entry level sales people who are already trained in the industry.

## **The Workbook**

### **Section 1**

#### **General Outline of the Sales Process**

The sales industry is a fast paced industry that is ever changing. One thing that seems to remain the same over time is the basic sales process. Before diving deep into the life of a sales manager it is important to understand this basic process, and although this process will be broken down in more detail in later sections, this section will give a basic walk-through of the sales process.

The process starts when a company decides they would like to have a meeting. Many corporations have designated meeting planners or someone in the organization that is trained in

planning meetings and events. If the company does not have a hired meeting planner then they may hire what is called a third party planning company to complete the tasks that an in house planner would accomplish. These third party planners are experienced professionals who have the knowledge of working with hotels, also known as the suppliers, working through contract negotiations and understanding exactly what it takes to complete a successful meeting.

Once the company or planner has decided that they will be planning an upcoming event, the planner puts together a document called a request for proposal. This request for proposal, also known as an RFP, outlines exactly what the company is looking for in the meeting. For example, how many sleeping rooms needed, the meeting space requirement, catering needs, audio visual needs and any other details the planner feels is necessary for the supplier to bid on this event.

The planner then sends the RFP out to hotels in the city, or cities, that the company is considering for this event. The RFP is then received by the hotel which is then reviewed by a convention sales manager. The manager checks their corresponding computer system for available meeting space. In Las Vegas the two most commonly used computer systems to check meeting space are Daylight and Delphi. The sales manager will check to see if the meeting space outlined in the RFP is available for sale. If the meeting space is not available the hotel will call the planner or send a regret letter informing them that the meeting space requested is not available. Most managers will ask the client if their dates are flexible. If dates are flexible the sales manager can review alternate date patterns to check for the appropriate meeting space availability.

If the meeting space is available the manager then needs to compose an initial proposal for review by the company. The first step is determining the sleeping room rates that will be

offered. This step will be discussed in more detail later in the workbook. Once the sleeping room rates are evaluated the manager must also determine meeting room rental or if the group will have a food and beverage minimum for using the meeting space. Once all the details have been determined the manager will send the meeting planner a proposal outlining the details needed for the planner to make a decision if this hotel will make a correct fit for the event.

After the proposal has been sent either the manager will follow up on the proposal or the company will reach out to express interest. This is when negotiations begin. The planner and the sales manager will discuss in more detail the exact needs of the group to create a package that works well for both parties. The sales manager will also place the meeting space on hold while the hotel and planner work out the final details. Placing meeting space on hold means that the manager is letting others in the hotel know that this meeting space is no longer for sale. This gives other managers in the department a heads up that the space is no longer available.

Once the meeting space has been placed on hold it is time to move on to the next phase of the sales process, drafting a contract. Many details go into drafting a contract, which will be explained in depth in later sections. Once the manager has all the details from the customer they will input all necessary information into either Daylight or Delphi and merge a contract from the system.

Now that the contract is created it is sent over to the customer for review. Many companies have different processes when reviewing a contract. Some companies have their legal teams review while others have a board that discusses or occasionally it is just the responsibility of the planner to review the contract in detail. After the contract has gone through the client's review process and all terms are agreed upon, the client will sign the contract and return it to the hotel.

The hotel will then match the details of the contract to either Daylight or Delphi, and it will be sent off to whoever countersigns the contract. Most hotels in Las Vegas have the Director of Sales countersign the contract. After the contract is countersigned the sales department will turn over the event to the hotel and casino. During this process all corresponding departments are made aware of the details of the event and a services manager is assigned to this booking. The services manager is responsible to coordinate all the details of the event and make sure the whole production is run smoothly. The best way to distinguish between a services manager and a sales manager is this; the sales manager sells the big picture while the services manager looks at every detail, small and large. The services manager is responsible for making the dream the sales manger sold, a reality.

Just to recap, the sales process starts with a company looking to have a meeting in Las Vegas. The meeting planner or person in charge of arranging the event creates an RFP to send out to different hotels. The hotels then check availability and send out a proposal. Once the customer becomes interested the negotiations begin, a contract is created, signed and counter signed by the Director of Sales and is then turned over to the hotel where a services manager is assigned. The services manager then takes over the account and the basic sales process is complete.

### **Questions, Activities and Hours for Section 1**

This section of the workbook should have 20 hours devoted for completion. Interns should review each step in the process with a particular sales manager. The sales manager can give a brief overview of the activities involved during the sales process. Three questions will conclude section one of the workbook.

1. Describe what should be included in an RFP.

2. Outline what should be done once the sales manager has reviewed the RFP and determined that the meeting space is available for sale?
3. Create an email for a sales manager to send to a customer when the meeting space is not available for sale.

## **Section 2**

### **Reviewing the RFP, Creating Proposals and Commonly Asked Questions**

Now that there is a basic understanding of the sales process each step will be analyzed in more detail starting with reviewing the request for proposal. Planners include a significant amount of information in proposals; sometimes they include so much information it is hard for the sales manager to pinpoint exactly what they are looking for, so most managers look for a few key parts to start the reviewing process. The key pieces include the following: meeting dates requested, meeting space required and how many sleeping rooms are needed. This gives the manager the basic needs of the event and before digging any deeper into the RFP the manager must determine if the hotel has those requirements available.

The first step to determine availability is checking the meeting space required in the RFP. As mentioned in section one, most Las Vegas hotels use either Daylight or Delphi to check meeting space. Meeting space is uploaded into either computer system where the manager can see each meeting room name and whether or not it is available on a corresponding day. The manager will open the calendar in the system, click on the corresponding day and look to see if the meeting space is open. With both systems managers are able to see weeks at a time.

Not only does the requested meeting space need to be available it also needs to make sense. For many hotels in Las Vegas their convention space is fairly large. For example, as discussed earlier, Mandalay Bay has over one million square feet of space and the Bellagio has

somewhere around two hundred thousand square feet of meeting space. Meeting planners do not want their attendees walking from one side of the convention area to the other to move from their main meeting room, also known as a general session, to their lunch room. The meeting space must have a nice flow and most planners want the meeting space to be consecutive each day. This means the meeting rooms need to remain the same for all days of the event. In other words if the general session is in meeting room A on day one then the general session needs to remain in meeting room A for all other event days.

Now that the manager has determined that the hotel does in fact have the meeting space that makes sense for the event, they must check on availability of the sleeping rooms. If the meeting space is available, but the hotel is sold out of sleeping rooms the hotel will be unable to accommodate. Hotels have many different ways of checking sleeping room availability in Las Vegas. For the purpose of this paper a few of the most commonly known systems will be discussed. The simplest way to determine availability is simply checking the hotel website for sleeping rooms. Sales managers at Caesars Entertainment use their online computer system to check for available sleeping rooms.

The managers at Bellagio do things a different way. They receive a daily report that has a breakdown of how many hotel rooms are left in the hotel to sell over the next year. This report comes out twice a day, giving managers the most up to date information when it comes to checking available sleeping rooms.

Some hotels are required to go through a revenue management team to get approval on sleeping rooms. Revenue management is the department in the hotel that is responsible for the inventory and pricing of the sleeping rooms.

After the sleeping room availability is confirmed it is now time for the sales manager to compute sleeping room rates for the proposal. All managers are different and most hotels have a different system in place for creating sleeping room rates. Most rate creation processes go hand in hand with checking on availability for sleeping room rates. For instance, Caesars Entertainment will check for available rooms online and what the online going rate is for those sleeping rooms. They will then discount the sleeping room rates by either a 10% or \$10.00 per night. The discounting depends on many factors, for instance, what time of year, availability of the hotel, if any citywide conventions are in town, holidays, etc. Bellagio sales managers will see the online going rates on the daily report they receive and will compute a rate and apply a discount that they see fit for that event.

The sales manager now knows that meeting space is available, sleeping rooms are in inventory and the rates that will be charged for those sleeping rooms. The only thing that is left to configure is what to charge for the meeting space. Managers can go two different routes when charging for meeting space. They can either charge the group a meeting room rental or a food and beverage minimum. Most sales managers apply a food and beverage minimum and include complimentary meeting space if that food and beverage minimum is met. This is a normal preference from a meeting planner. Most groups utilize some type of catering in the meeting space and would rather the money go toward something instead of throwing it away toward a meeting room rental. Meeting room rental can be charged if the group is not utilizing catering from the hotel or if they are using a large amount of meeting space that deems higher revenue than just a food and beverage minimum.

Hotels normally charge meeting room rental in Las Vegas one of three ways. The first is a charge per square foot. This changes from hotel to hotel. The square foot charged would be

multiplied by the total square feet of the meeting space being proposed to give the total meeting room rental. Other hotels have a fixed meeting room rental per room per day, meaning that each room has a predetermined per day charge. This is sometimes broken down into increments. For example, if a group is only using the meeting space for half of the day, the manager would only charge the half day rental fee. The third way to determine meeting space rental is strictly up to the sales manager. The manager takes a look at the available meeting space and bases a charge as they determine fits the circumstance.

As mentioned above, most hotels supply a food and beverage (F&B) minimum to the group in order to receive complimentary meeting space. There are also several different ways to compute an F&B minimum. One way to determine a meeting space food and beverage minimum is through computing catering per room night, also known as a CPRN. Each hotel has a target CPRN for their meeting space. Hotels can vary greatly in their target CPRN. A five diamond hotel will have a much higher target than a lower tiered property. A CRPN is calculated by adding all room nights over the entire event and multiplying that by the target CPRN. For example, if The Cosmopolitan had a target CPRN of \$100.00 and the event had a total of 400 room nights then the sales manager would multiply the 400 by the \$100.00 to get a total food and beverage minimum of \$40,000.00 for that particular program.

Some companies come to Las Vegas and don't rent meeting space for the entire duration of their event, making a CPRN hard to reach. In this case the food and beverage minimum will be determined by their catering agenda. For example, XYZ Company is going to stay at the Tropicana and will be renting meeting space for two full days. On each day they will have a continental breakfast, lunch and two breaks for 10 people. The sales manager will take the average cost for each event and multiply that by the number of people and the number of days.

Catering pricing is different from hotel to hotel. What sales managers do is take an average of the pricing on their hotel's catering menu and use that average as their benchmark for pricing.

All availability is verified, sleeping room rates and food and beverage minimums are computed so then it is time to put this information into a proposal that is understandable to the customer. Most sales managers will have a proposal template created where they can insert the information and send off to the customer rather quickly. These templates normally include basic information, such as the tax amount, any resort fees, the date the sleeping room rate expires, sales manager's information and any other information the manager would like relayed to the client. The manager will then send off the proposal for review by the customer.

After the company has received the information from the hotel, the sales manager will either follow up with the customer to see if they have any questions or the company will reach out because they are interested in learning more about the property. During this phase of the process it is important for sales managers to have full knowledge of what the property has to offer along with what can and can't be done. Customers will ask many questions during the information phase and the sales manager can never really know exactly what will be asked by the customer, so extensive knowledge of the property being sold is crucial.

There are a few common questions that planners ask during the information or negotiation phase. The most commonly asked question is can the sleeping room rate be any lower? Most managers aim high with the initial rates and do have some wiggle room when it comes to negotiations. However, sales managers can't cave at the first site of confrontation and must learn to stand firm by their offer. This requires the manager to sell through the question and explain to the customer why the rate is what it is. Maybe the property is five diamonds and they will let the customer know of the outstanding service that comes along with the room rate. It

could also be the time of the year that the group is arriving at the hotel; maybe a large event is in town and the city is congested, but whatever those reasons are they need to be represented to the customer in a way that reveals the property's value to the customer.

Customers also want to hear what is going on at the hotel. They want to know what is new or what is up and coming. They like to hear about how many restaurants are on property, what is within walking distance, show ideas and shopping preferences. This all comes back to the importance of knowing the property and understanding exactly what is being sold.

### **Questions, Activities and Hours for Section 2**

Section two is the longest and will require the most hours from the intern. The student will spend approximately 40 hours on section two. During this section they will review actual request for proposals, check meeting space and sleeping room availability, create rates and food and beverage minimums. The first portion of this section the intern will review the RFP's with a sales manager and will then branch off to work independently. After working independently the intern will then review their work with either the Director or a sales manager to receive feedback on the work that was completed. This section will conclude with five questions to be answered by the intern.

1. If a company is booking a program with a total of 250 room nights and a hotel has a targeted CPRN of \$150.00, calculate the targeted food and beverage minimum the sales manager should charge this company?
2. Restate how Caesars Entertainment checks for room availability, and once they have determined that rooms are available show the standard discount.
3. Explain how Bellagio sales managers checks for sleeping room availability.

4. Summarize how a sales manager would create a food and beverage minimum if using the CPRN method was not conducive because the group does not have meeting space for the entire duration of the event.
5. Applying the method that was summarized in question 4; compute the food and beverage minimum for the scenario below. A group is only utilizing meeting space with catering services for one day. A breakfast and lunch for 20 people. The hotel is not implementing the CPRN method to compute the F&B minimum, what would the food and beverage minimum be if the average price for breakfast is \$35.00 per person per day and the average is \$45.00 per person per day for lunch?

### **Section 3**

#### **Using Daylight or Delphi**

Daylight and Delphi are of major importance to a sales manager's day to day function. Daylight and Delphi's main purpose is to verify meeting space inventory within the hotel, however, they both serve many other roles as well. Both systems store information that is crucial to completing the major job functions of sales managers. Managers can look up any past program that was booked at that hotel. For instance, if XYZ Company was at the hotel in 2009, and the manager is trying to book the group for 2013, the manager can view what meeting space they had, their sleeping room rate, food and beverage minimum and lots of other pertinent information that could potentially help that hotel win the business.

All main contacts are stored in these systems. Any meeting planner, contract signer or customer that has utilized the venue in the past will be stored in these systems. These systems give sales managers easy access to millions of contacts.

Sales managers can also store key documents from a booking within these systems, so the entire hotel is up to speed on what happened during the negotiation phase of the booking. Once the sale is complete the booking is turned over to a new department to be serviced, so without detailed information on what transpired during the sales process, it is impossible for the services team to know exactly what the customer is expecting. These systems allow for managers to include notes and flag the other departments of the promises that were made during negotiations.

One of the most useful functions of these systems is their reporting tool. Sales departments can pull reports on any information that is stored in Daylight. Managers can see their production for the month, quarter or year. Directors can see a snap shot of how the team is doing and get a better idea of how they will end the month, quarter or year. This tool is very important as things change many times daily in the sales world. Having a tool that can track the progression of bookings is crucial to the department's success.

These two systems are also a home to the many leads that Las Vegas sales managers receive daily. Without having an electronic storage for every lead that passes through a hotel, sales managers would have large amount of paper files. Many companies are now going green and this lead hub allows for companies to reduce a significant amount of printed paper while allowing sales managers an easy access to all of their inquiries.

Many companies have an analyst that resides in the sales office to watch over the daily Daylight and Delphi functions. They are able to assist managers with questions, run reports and help when the system is offline.

Daylight and Delphi serve a crucial role for sales departments in Las Vegas. Without these tools sales managers wouldn't be able to perform their daily job functions, and when these databases malfunction, entire sales departments are at a standstill.

### **Questions, Activities and Hours for Section 3**

Students should spend a good portion of their time on the Daylight/Delphi section, approximately 35 hours throughout their internship. This section is important to understand because it allows the sales manager to work faster. Both systems have a training program that new managers complete when hired. The student should complete the training for whatever system is being used at that particular Las Vegas hotel. Once the training is completed students should sit with a sales manager and go over the different Daylight/Delphi activities that they use daily. Student should answer the following three questions after completing this section.

1. Distinguish the most important job functions that these databases help sales managers with on a daily basis and discuss what the most important function is for a Director?
2. Identify and list some of the main job duties for an analyst?
3. Assess and describe why a sales manager would run a report off of Daylight/Delphi?

### **Section 4**

#### **Site Visit**

The proposal has been sent and now the customer would like to see the property. This is called the “site visit”. How does a customer know that they really want to buy the product until they have seen what they are purchasing? This is the point where the site visit and can make or break the deal.

A site visit has many moving parts. The first step to a site visit is arranging the details of the customer’s stay. Normally an assistant within the department will take over these duties. They include making the sleeping room reservation for the guest, arranging limo transportation to and from the airport, and ordering an amenity to be sent up to the client’s guest room.

Once all the logistics have been completed the manager must prep for the site visit. Many managers try to come up with creative ways to impress the customer. This could be anything from using the customer's product on a site visit, having their company name splashed across the hotel's front lobby, or setting up a show room in the meeting space. Most customers visit more than one property when they are on a site visit and leaving a lasting impression could be what sets the hotel apart from the others.

A normal site visit includes a few key details. First, the customer would like to see the meeting space that is being proposed for the event. They would like to see the flow of the meeting rooms and the condition of the meeting space. They would like to see where the elevators are located in conjunction with the meeting space. Sales managers also show the unique venues the hotel has to offer. This could include some restaurants on property or maybe a private dining area the group will be utilizing for their event. The sales managers will show all aspects of the event, so the customer can get a true understanding of how the event would go if they decided on that particular venue.

Another important aspect of the site visit is showing the sleeping rooms. Customers normally want to see a standard room or the room that was quoted in the proposal as well as some suites. Suites are requested for those people in the corporation or company that are VIP. It is important for the meeting planner to know what type of room her boss will be sleeping in. Sales managers can also show suites that are above and beyond what was offered in the hopes that they can up sell their customer to something more expensive.

Planners may have a few out of the box requests that they want to address with the sales manager on property, for instance, if the hotel has any ideas for a group activity that is different

from other hotels on the strip. This is the perfect time for both the sales manager and the customer to air out all their concerns and walk through the entire program from start to finish.

Once the site visit is over, both the customer and the hotel will have an understanding if the program will or will not work at that particular venue. The customer can now go on to the final stages of decision making.

#### **Questions, Activities and Hours for Section 4**

Interns should experience at least two site visits during their internship, preferably with two different sales managers in order to observe the different site styles. This section should take students approximately 15 hours to complete. Interns should also take the time to shadow assistants within the department while they book room reservations, hotel amenities and limo transfers. Students need to answer the following two questions once completing the site visit section.

1. Classify and explain the role a sales assistant plays in a site visit?
2. Recommend an example of a creative way to set the hotel apart from other hotels on a site visit?

#### **Section 5**

##### **Entertaining**

Sales managers endeavor to impress clients by doing everything from working long extended days as well as having nights on the road and working weekends. However, with that hard work does come some fun! A large part of a sales manager job is entertaining clients. When clients come to see a property they want to get the full experience regarding what their attendees will experience during their event. The sales manager also wants to “wow” them as well, in the hope that this will help in closing the deal.

Entertaining is also a way for the sales manager and customer to build a relationship. A large part of booking business is having the ability to make and keep relationships with customers. Customers buy things from people they like and will continue to come back again and again. Having some time out of the office to enjoy each other's company is the perfect opportunity for the manager and the client to really get to know each other.

The word "entertaining" can mean different things to different people. Some customers come to the hotel and want to experience the dining that is on property. Managers have the ability to do breakfast, lunch or dinner. Normally a breakfast and lunch may go hand in hand with a site visit. Other customers may want to see the show that is on property. Many Las Vegas hotels have some type of entertainment or show on property. For instance, the MGM Resorts International family is home to the Cirque de Soleil shows. In another aspect sales managers might get those clients that want to enjoy the nightlife that the hotel has to offer. This could include going to a nightclub, sitting at a lounge and having a cocktail or grabbing a drink in one of the local restaurants with some light appetizers.

The most important part is that the manager discovers what the relevant interests of the client are. Some customers may be too shy to come out and say they would like to see a Cirque show, but if the manager builds rapport early on they may discover that this is something the customer enjoys. Discovering the customer's interests is a key to building that relationship and hopefully a lasting association.

Entertaining isn't always at the specific hotel. Many managers go on sales calls or business trips and have to entertain in other cities that are unfamiliar to them. Managers must do research into entertainment options within the city that they are visiting. Some sales managers

will buy tickets to ball games or concerts and gather a group of clients who would like to attend the event. These activities are all a component of building a lasting relationship with the client.

Entertainment options are endless! Although these events are fun for both the customer and the sales manager it is important to remember that it is still work. The purpose of the entertaining is to get to know the customer, build a relationship and learn what it takes to close the business.

### **Questions, Activities and Hours for Section 5**

This portion of the internship should be one of the shortest, lasting approximately 15 hours. Interns should have the opportunity to join a sales manager on either a breakfast or a lunch happening at the hotel. This will give interns firsthand knowledge of the types of conversations that take place during face to face interaction. The student should also be able to answer the following two questions.

1. Identify the most important reasons for entertaining?
2. List some examples of “entertaining”?

## **Section 6**

### **Understanding Contract Clauses**

Contract negotiations are a crucial part of a sales manager’s job and it can take years to fully understand everything. Las Vegas hotel contract templates go through a team of lawyers and a very strict review process when created. The sales manager’s understanding of this material is for the safety and financial well being of both the customer and hotel. Customers want to mitigate their damages as much as possible while the hotel does not want to become liable for such damages. Having the ability to explain to customers the reasoning for the clauses and how it benefits them as well is a must during contract negotiations. Some companies have a

procurement team that reviews all contracts before sending them over for signature, and they may want to talk to the sales manager about changing these clauses. The manager must be educated in order to talk to these teams that may be comprised of lawyers who have graduated from top universities. Contract negotiations can be an intimidating process and having a solid knowledge base is important for the sales manager to feel confident, which will in turn make the customer feel comfortable with the terms and conditions.

Most Las Vegas contracts begin with an outline of the sleeping room block. This block will give the exact numbers of the sleeping rooms that the customer will be responsible for as well as the sleeping room rates. This section is important because, in the end, the customer does become liable for any unsold rooms. The manager must double check that the sleeping room block is correct and reflects the actual needs of the client.

Many corporations use a third party meeting planner, as discussed in previous sections, to help in the contracting process. This planner does not get paid by the company but is paid by the hotel. This requires a commission clause within the contract. The commission clause states that the hotel will pay a certain percentage of sleeping room revenue back to the third party agency. Most Las Vegas hotels give a 10% commission on sleeping room revenue. The commission is normally outlined towards the front of the contract underneath the sleeping room rates clause.

During contract negotiations customers and managers discuss concessions or free/discounted items that the hotel can offer the group in order to bring the business to the hotel. Most customers ask for a standard list of concessions. Some of these requests may include, upgrades to suites, in-room amenities, limo transfers, a complimentary room night for a certain amount of rooms picked up, discounted food and beverage, a discount on audio visual or a special rated staff sleeping room block. Although these are all common, many customers do have

unique requests that the manager may need to consider on a case by case basis. These additional items are located in the complimentary accommodations clause. Under this clause all concessions are detailed and listed.

There is also a section in a standard contract that outlines the reservation method of the attendee. Meeting planners can choose from two different forms for making reservations. The attendee can call the hotel and make the reservation directly. This method is called individual call in. The planner can also supply a list to the reservations team with all the attendee's names and arrival/departure dates. This list is known as a rooming list in the hotel world. With either method there is a specific date in which the attendees must call in or the planner will supply the list to the hotel. This date is called the cutoff date. If the planner does not fill all rooms the hotel must have a chance to fill those rooms with other guests. The days after the cutoff date are the time that the hotel has to resell those rooms to the general public. The planner loses the opportunity to fill the sleeping rooms at the negotiated rate after the assigned cutoff date.

When a hotel is oversold they may sometimes need to "walk" a guest to another hotel. Walking a guest is when a hotel has no rooms to sell and they must send the customer to another hotel. Normally the hotel that is walking a guest will pay for the room at the replacement hotel. The hotel includes a guest relocation clause in their contract. This clause can be slightly different from hotel to hotel, but states that if the attendee's reservation is not honored they will be walked to a hotel of equal caliber at the expense of the hotel. Most planners do not like this clause and like to insert language stating that their guests will not be walked. However for the protection of the hotel, and in the event the guest needs to be walked, most hotels do not want to eliminate this clause and will allow for language stating they will be the last to be walked from the hotel. This

gives the planner peace of mind that it will be unlikely their attendees will be walked to another hotel.

Hotels require a deposit from the group to ensure they are serious about the contract. Most hotels expect the first deposit with the signed contract. Deposit schedules vary greatly from hotel to hotel and contract to contract as this is a negotiable item. However, most deposits are based off of a percentage of sleeping room revenue and expected food and beverage minimums. The deposit amounts and dates due are outlined in the contract.

The meeting space and event functions must be outlined in a contract. The dates of the meeting space, which particular meeting space, the time of the meeting, the event and how many people are attending need to be outlined in full detail. This section also states the food and beverage minimum or any meeting room rentals that are required by the hotel. These are also negotiable items and may change throughout the negotiation process.

An important part of the contract for the hotel is the cancellation grid. The hotel needs to be protected in the event that a group decides to cancel. This section outlines the date ranges and what the cancellation fee will be if the group cancels the event within that range. This is also negotiable and every hotel has a different requirement. The cancellation is based off of meeting room rental, food and beverage minimums and sleeping room revenue. The closer the group becomes to the date of the event the higher the cancellation will become.

The attrition portion of the contract is one of the most negotiated and explained pieces of the contract. Sales managers must be experts on this topic and be able to explain this in detail to customers. Attrition is the percentage of guest rooms that a group can drop from their block without being penalized. It is almost impossible to know the exact number of sleeping rooms needed when planning an event. Some planners plan events that are years in advance. Attrition

gives planners the opportunity to drop a percentage of sleeping rooms without being charged by the hotel. Attrition can either be cumulative or per night. If the attrition is per night then they take the attrition percentage and times it by the amount of rooms blocked for a particular night and whatever that number is, becomes the amount of guestrooms that can be dropped without penalty. Cumulative attrition works the same way, however instead of multiplying the attrition percentage to a particular room night amount they will add all room nights and multiply the attrition percentage by the total number of rooms nights booked in the contract. This is a negotiable item and the percentages range from 10%-20% on average.

Force Majeure clauses are a standard clause for most Las Vegas hotels. This clause states that parties can be excused from the agreement if acts occur that are out of the either parties' control. These acts include war, terrorist acts, government regulation, etc. This is simply stating that neither group will be responsible for cancellation if such acts shall occur. This is normally not a negotiable item and most hotels prefer to keep their standard language that has been approved by the hotel's legal team.

The law requires that hotels follow strict guidelines for disabled guests under the Americans with Disabilities Act. This is outlined in the contract, stating that the hotel and convention group will follow these laws. This clause is non-negotiable.

Some companies prefer that when holding a meeting in a hotel other companies of a similar industry are not also using the hotel's facilities at the same time. This is normally true of the pharmaceutical and automobile industries as they are likely to talk about confidential information. This is when customers ask for a non-compete clause in the contract. This clause states that the hotel will not knowingly book any other like company over the group's contracted

dates. The non-compete clause usually requires the customer to submit a list of all companies that should not be booked over their meeting dates.

These are only a few of the contract clauses that are standard to a Las Vegas hotel's contract template. All companies are different and ask for clauses that are standard by the company. Understanding these basic concepts is only the beginning to becoming an expert in contract negotiations.

### **Questions, Activities and Hours for Section 6**

Contract negotiations section will be the longest section for the student due to the overall importance of learning this material. Allowing the student 40 hours over the course of this internship to learn contract negotiations will be give the student the foundation needed. The intern should start by shadowing a convention sales assistant while merging the contract. Once a contract is created, the student should review the contract with the sales manager before sending it to the client. The intern should also have the opportunity to sit in on contract negotiations conference calls. If time permits the student would also benefit from meeting with a member of the hotel's legal team to discuss and ask questions regarding the contract. At the completion of this section the intern should have the knowledge to answer the four following questions.

1. Calculate the allowable amount of rooms the group can release back to the hotel without penalty if a group has cumulative attrition at 10% and their total block is 200 sleeping rooms?
2. Certain industries require that no other company of the like industry conducts a meeting at the hotel over their contracted event dates. Identify the clause the company would ask the hotel to insert into the contract if this were the case and explain its relevance to contract negotiations.

3. Cancellation and deposit amounts are normally configured based upon what information?
4. Compare the different attrition percentages normally offered by a Las Vegas hotel and discuss if attrition is typically negotiable?

## **Section 7**

### **Closing Techniques**

A sale is all about the close. Without that signed piece of paper the deal does not exist. At this point the sales manager has put in a considerable amount of work, starting from the proposal phase, site visit, contract negotiations and any other time that was spent answering questions and building the relationship. The close is the most important and last phase of the sales process. All sales managers are different and have different closing techniques. A few basic techniques will be reviewed here.

As discussed in the site visit section, building the relationship with the customer is key and sometimes all it takes to close a piece of business. On occasion closing the deal is as simple as asking for the business, and if the manager has a relationship with the end user, just requesting the negotiated business will lead to a final contract.

Not all closing is as simple as asking a friend to sign a contract, so managers must be able to drill down on key needs to close a piece of business. If the manager has the ability to hone in on what the customer is truly looking for and relay that message to the customer then the manager has a much better chance of closing that contract. How could a customer say no to something if it is truly everything they need?

Managers can also use types of scare tactics on customers if the contract process is starting to take longer than expected. Managers will sometimes need to raise their sleeping room rates as dates become closer to the arrival date and the hotel starts to fill up. Stating to a planner

or contract signer that their rates may increase if they don't receive the signed contract back by a certain date may move a group to sign more quickly.

With large hotels that have thousands of square feet of meeting space a normal sales team could range from 7 to 15 sales managers who are all fighting over the same meeting space. If a group takes too long to sign a contract another manager may find a group that is willing to move more quickly. Stating to a group that they may lose their meeting space may also help speed the process along. However, sales managers must be careful when telling customers that they may lose space or be charged higher prices as the client may start looking at other venues. It is important to feel out the customer and truly understand the boundaries of negotiations with that particular group.

Sales managers also use the give a little to get a little closing technique. This technique is used when a manager offers a group extra concessions to sign by a certain date. For example, two additional suite upgrades with \$10.00 off the sleeping room rate if a contract is signed by a specified date.

Sales managers must be comfortable with overcoming obstacles. Groups may have many objectives when it comes to signing a contract. They may be worried they won't pick up their rooms or that the sleeping room rate is too high. The sales manager must make the customer feel comfortable and excited about the deal and about coming to the hotel. If the customer is excited about the event then receiving that signed contract back is an easy task.

Sales managers throughout the world have different techniques for closing a piece of business. All managers have their own style and it is important for new managers to find the style that works best for them.

### **Questions, Activities and Hours for Section 7**

Interns need to spend approximately 25 hours on the closing section of the internship. Students should speak with each manager within the department about their different closing techniques. Taking some time to meet with the Director and Vice President of Sales for that department to hear how they prefer their managers to close business will also be beneficial. Students should spend as much time as possible shadowing sales managers during closing discussions with customers. Interns will then answer the following two questions.

1. Summarize the two scare tactics when closing a piece of business and explain the positive and negative sides to using these closing techniques?
2. Describe examples of concessions managers can offer to customers if they sign by a certain date?

## **Section 8**

### **Turnover Process**

Now that the manager has received the contract back it is time to relay the details of the event to the rest of the hotel. This process is called the turnover process. After a contract is returned to the hotel it must then be countersigned. Most Las Vegas hotels have the Director of Sales countersign the contract; however some hotels require the sales manager or Vice President of Sales to countersign the agreement. Once the agreement is countersigned and sent to the customer the deal is complete.

The sales manager or sales manager's assistant will go through a process where they match all the information in the contract to either Daylight or Delphi. They will review the sleeping room block, sleeping room rates, meeting space outline, attrition, reservation method, payment method and so on to verify that the information in the contract is the same as the information in the computer system. If the information differs, whoever is completing the

turnover process will then correct the booking in Daylight/Delphi to match the countersigned contract.

Once the information is correct and all is in order the assistant will notify the rest of the hotel and corresponding departments of the new booking. Each hotel has a different system. For example, Caesars Entertainment will scan all needed documents and send out to a distribution list of different departments within the hotel. The Bellagio has an intra-net system where the assistant posts the countersigned contract notifying the different departments of the new booking.

After the corresponding departments receive the information a convention sales manager will be assigned to the new booking. The sales manager will then introduce the group to the manager who will be taking over the event. The convention services manager is in charge of all the details of the event. They help the planner with getting their reservations in on time, any restaurant reservations they may need, and can assist the planner with anything they need to make the event a success.

At this point, most of the sales manager's duties on this event are complete. Most managers will make an effort to visit the group while on property or try to do some type of entertaining while in Vegas with hopes that they will rebook the program or send additional business to the hotel.

### **Questions, Activities and Hours for Section 8**

It is important for sales managers to understand the turnover process and what happens to a contract once it is complete. Many customers ask about the process and what happens with the event once the contract is countersigned. The manager must be able to explain in detail to the customer with confidence, so the customer doesn't feel as if the event is just being handed off to someone who doesn't understand all the logistics as the sales manager does. During this section

the intern should observe either an assistant or manager and the steps they complete during this process. They should spend approximately 10 hours during this section and should answer the following two discussion questions once complete.

1. Explain when the turnover process happens and what it entails?
2. Outline what happens to a booking after the turnover process is complete?

### **Conclusion**

As students prepare to graduate from college they look for that competitive edge they can share with employers hoping that it won't take long after graduation to gain employment. An internship will give students the competitive edge that they are looking for. As discussed in the literature review, students will have the opportunity to meet industry professionals and network with people they would not have the opportunity to otherwise meet. Students will also gain firsthand experience in the role that they desire to obtain and have a good training base before they even enter the work force. An internship is not only affordable for the employer, but it is also beneficial to have an extra body on hand to assist with day to day activities. The benefits of the internship are endless for both the student and company and will give the student that edge they are seeking.

Many sales departments require entry level candidates to start as an administrative assistant before being promoted into a sales manager role. The normal order of job progression in a sales department is as follows, starting at administrative assistant, progressing to small groups manager (groups with peak nights of 10-50 on average), then mid level manager (peak nights of 50-200/300), next is a national sales manager spot (peak nights of 200/300+) and ending in a director or vice president role. With this internship the hope is to give the student the knowledge

they need to bypass the admin role and go directly into a small group sales position. Progressing faster is only one of the many benefits of completing an internship of this type.

The benefits of an internship are obvious; however the research in this paper also supported the many benefits of an internship in the specific industry of convention sales, more specifically in Las Vegas. The research reviewed the overall importance of conventions on the Las Vegas economy while looking particularly at the importance of the citywide conventions in Las Vegas and how the sales support at the hotels are crucial to obtaining that business. Not only did the research reveal that conventions are an important part of Las Vegas, but also too many cities around the world, including Orlando and Dubai. This internship will prepare students for not only a job in Las Vegas, but can also give them the opportunity to go to other parts of the country or world with this experience.

The thought of creating an internship can be daunting for a hotel, so this paper included an easy five-step plan for a hotel to follow for easy implementation. Universities may also struggle with what is needed to create a successful internship. After reviewing an example of the University of Nevada, Las Vegas' internship requirements in Appendix A, Exhibits 1-12 of this paper, universities will have all that is needed to implement a successful internship. With the combination of the five-step plan outlined, exhibit A and the use of this 200 hour workbook the hotel and university is ready to bring an internship to fruition.

The intern will be prepared to enter a career in convention sales, whether it is as an administrative assistant or a small group manager, after completing the eight section workbook totaling 200 hours. The eight sections include: the sales process outline, reviewing an RFP, using Daylight/Delphi, the site visit, entertaining, contract clauses, closing techniques and the turnover

process will give the students the information they need to be fully prepared for a successful career in a Las Vegas Convention Sales Department.

### **Future Research**

This workbook is just one of several different hospitality related internships that could be created. A new workbook could be created for other parts of the country in the area of convention sales or a general internship workbook could be developed for other areas of the hospitality industry.

The research of the importance of convention sales on other parts of the country can be expanded to include other areas of the world besides Orlando, Las Vegas and Dubai. Additional studies could also include the significance of citywide conventions in other areas of the world or could target particular cities.

This workbook can also be expanded to include additional sections. Prospecting future customers was not included in this workbook and is a large part of a convention sales manager's day to day activities. The Daylight/Delphi section could also be expanded to include the actual processes of using the system.

Ultimately incorporating a sales internship into the education of hospitality majors at the university level will add a new dimension to the conventional coursework currently provided. The sales internship will help produce new workers to a hotel sales team, lead to building business and will help to expand the economic growth of Las Vegas or other destinations where meetings and conventions play such an important role in the hospitality industry.

## Appendix A

### Example of University of Nevada Las Vegas Internship Requirements

8/2/2011

**UNIVERSITY OF NEVADA, LAS VEGAS**  
William F. Harrah College of Hotel Administration

HOA 783

INTERNSHIP PROGRAM

GENERAL INFORMATION

*Note: You will be asked in Report #1 to sign that you have read and understand the following guidelines. There are specific due dates for your reports. Late reports may reduce your grade.*

#### THE INTERNSHIP PROGRAM

The internship program is designed to provide students with an opportunity to relate current theory from the college classroom to practical experience under the direction of professionals in extended work assignments.

An 'intern' is a graduate level student gaining supervised practical experience in a field of endeavor he/she intends to pursue a career in, or learn more about. From an academic perspective, an intern is viewed as a student in an environment offering opportunities to see the similarities and differences in the classroom learning and practical application. He/she receives academic credit and a grade based on the completion of the required hours, on-site internship performance, and assignments completed.

Although many students choose to perform internships during the summer months, you may intern any semester you choose. Those who plan to work at winter sports resorts during ski season usually intern in the spring semester. Because Las Vegas is a year-round resort you can intern locally on a part-time basis during any semester you are enrolled in classes at UNLV.

#### THE STUDENT'S OBLIGATION

To satisfy degree requirements, each student must secure employment from a firm in the hospitality industry which has been approved by one of the internship coordinators. After completion of the internship period and submission of required reports, a grade (A to F) will be awarded through the joint efforts of the internship coordinator and the employer.

#### INTERNSHIP COORDINATORS

Once you have obtained basic information about your internship duties, you should select a graduate faculty member with knowledge in that area who is willing to monitor your progress. (Hereafter referred to as your Internship Coordinator.) For example, if you will be interning in a Marketing Department of a hotel, you should first attempt to get a graduate faculty member with

a marketing background to oversee your internship. If no graduate faculty member is available, see Dr. Love. Complete an Internship form, available online or from the Hotel Graduate Studies office. This form will record what you are expected to accomplish through the internship experience and must be signed by you, the faculty internship coordinator, and Dr. Love. Specific objectives or outcomes should be listed. Return this form to the Hotel Graduate Studies office to obtain access to sign up for HOA 783.

### **THE EMPLOYER'S OBLIGATION**

- (1) Meaningful professional experience is the primary goal of the internship program.
- (2) The internship must include a minimum of 200 clock hours.
- (3) The student will be placed in an appropriate employment situation that provides an opportunity to apply knowledge and skills acquired in collegiate training or from prior experience.
- (4) The employment arrangement should be mutually beneficial to both parties. It is expected that the intern will receive sufficient training in order to adjust rapidly and become a productive employee.
- (5) In order to provide a basis for grading each intern's performance at the end of the internship; contacts may be made by the internship coordinator. These may be by mail, fax, e-mail, telephone, or in person. The employer plays a key role in the evaluation, which helps determine the final grade for the course.

### **Note to Student:**

An internship is meant to be more than a work experience. This should not be "another summer or part-time job." By the end of the internship, you should be competent in all job tasks that have been assigned. In addition, you should have developed an understanding about your employer, your employer's place in the immediate market served, and how your employer is faring in the industry.

Review the assignments required for your internship before you sign your agreement. If there are any questions or conflicts, resolve them before you begin your internship. You are expected to adhere to the intern report schedule and failure to do so will have a negative effect on your final grade for the internship. Any variance in the prescribed outline must be in writing and signed by the intern coordinator or by a representative from the graduate studies office.

As a student intern, you are a representative of UNLV. Your conduct and behavior should be professional at all times to personify the appropriate student/university relationship. In the event you involve yourself in practices unsuitable for a UNLV student, the university will take the necessary disciplinary action.

### **GRADING**

There will be a letter grade (A through F) assigned at the completion of this course. F's will be given for unsatisfactory performance including any of the following:

1. Reports not submitted on a timely basis
2. Poor evaluations from your employer supervisor
3. Poor communication with the intern coordinator

**NOTE: DO NOT HOLD ALL OF YOUR REPORTS UNTIL THE END OF THE SEMESTER. THIS MAY RESULT IN REDUCING YOUR FINAL GRADE**

In the event it is impossible for you to complete your internship requirements during the academic semester in which you enrolled, an "I" grade (incomplete) will be given. Please notify Dr. Love if your internship will run past the day grades must be submitted to the Registrar's office and the "I" will be entered. Once you have completed your internship and the internship coordinator has given a grade, Dr. Love will submit a "removal of I" grade form which may take up to four weeks to process. An "I" grade turns to an "F" in one year.

## **I. COURSE IDENTIFICATION**

- A. Course Number and Title: HOA 783 Internship. Three hours credit.
- B. On-the-job training at hospitality industry sites with emphasis on management level experience.

## **II. POLICY STATEMENT**

- A. To complete the HOA 783 internship program a student must work a minimum of 200 clock hours for approved hospitality industry firms.
- B. The student is responsible for identifying a place of employment and securing the internship position. Internships are often advertised on the unlvhgs yahoo group as well as unlvhotelcollege yahoo group and on the bulletin board outside the Hotel College Career Services office (BEH 126).
- C. Students will pay the regular tuition fee for the internship course and will be responsible for their room, board, and travel expenses if the internship is outside Clark County
- D. In the event an "F" is given, the student must begin a new internship, including enrollment and payment for the appropriate number of credit hours.
- E. If a student is unable to complete the internship because of justifiable circumstances, the university rules concerning withdrawals will apply.
- F. The internship coordinator or a representative may personally visit or contact the student's employer and/or the supervisor by telephone or email during the internship.

G. The student will be expected to submit a resume, cover letter, written reports, and time sheets to the internship coordinator several times during the semester (see the report schedule). The reports will cover the following areas:

- (1) A copy of the student's resume.
- (2) A copy of the cover letter to the employer submitted with the resume.
- (3) An intern data sheet (Report 1).
  - (4) Personal objectives, job description, and an analysis of the firm's organizational structure (Report 2).
- (5) Two reports describing on-the-job problems encountered and their resolutions (Reports 3 & 4).
- (6) A situation analysis covering the student's place of employment during the internship (Report 5).
- (7) A personal evaluation of the internship (Report 6).
- (8) Intern time sheets signed by the supervisor.
- (9) In certain instances, additional reports may be required or changes may be made in the requirements. These agreements must be in writing between the student and the internship coordinator.
- (10) Midterm and final supervisor's evaluations. These should be mailed, emailed, or faxed to your Internship Coordinator directly from your supervisor.

Late reports will be penalized. If reports are repeatedly late, a fail grade (F) can be awarded. Postmark dates will be used to determine promptness.

**If a circumstance arises which causes you to be late with a report (illness, emergencies, etc.), it is your responsibility to notify the coordinator as soon as possible.**

**Note: Interns are reminded that they are representatives of UNLV and the William F. Harrah College of Hotel Administration, and it is imperative that good work habits, a cooperative attitude, and a good work record be maintained for good rapport between the intern, the university, and the employer.**

III. PROCEDURE: Once you have obtained an internship.

A. Establish internship objectives and outcomes and record on Internship form with all required signatures of approval. Obtain call number from the Hotel Graduate Studies office or from Dr. Love.

B. Enroll in HOA 783. Note: start and end dates for internships DO NOT have to match regular classes. With approval from Dr. Love you can start your internship before the actual start of the semester. Likewise, your internship can go beyond the official end date for the semester. However, at some point you must officially register for the course.

C. Complete and return the appropriate assignments and reports to the internship coordinator.

FORMS-The necessary forms are available in the graduate office or via email from the graduate studies office.

You will need to make copies of some of these report forms to use for your assignments. Keep copies of all reports you turn in. Your reports will not be returned. Do not complete reports in pencil.

Report 1 Internship Data Sheet

Report 2 Personal Objectives, Job Description & Responsibilities

Report 3 First Problems and Solutions Report

Report 4 Second Problems and Solutions Report

Report 5 Situation Analysis

Report 6 Personal Evaluation of Internship

Supervisor's Mid-Term Evaluation

Supervisor's Final Evaluation

Weekly Time Sheets

**Figure 1**

## **HOA 783 -INTERN REPORT SCHEDULE**

**All reports should be submitted to your Internship Coordinator**

ONCE YOU HAVE SECURED AN INTERNSHIP POSITION:

**Resume, Cover Letter, and Intern Data Sheet (Report 1).**

**AFTER YOUR INTERNSHIP BEGINS, THE FOLLOWING REPORTS ARE DUE  
AFTER**

**THE SPECIFIED NUMBER OF HOURS WORKED:**

**40 hours** -Personal Objective, Job Description, and Organizational Chart. Include time sheets to this date (Report 2).

**80 hours** -Mid-Term Evaluation and First Problem and Solution Report, and Intern Time Sheet up to this date (Report 3).

**120 hours** -Second Problem and Solution Report, and Intern Time Sheet up to this date (Report 4).

**160 hours** -Situation Analysis Report and Intern Time Sheet up to this date (Report 5).

**200+ hours** -Personal Evaluation of the Internship and Intern Time Sheet up to this date (Report 6). Final Evaluation and Intern Time Sheet up to this date

ALL REPORTS MUST BE RECEIVED BY THE START OF FINAL EXAM WEEK,  
TO AVOID AN "I" GRADE.

**Figure 2**

## APPROVAL FOR INTERNSHIP HOA 783

Date\_\_\_\_\_

NSHE Number \_\_\_\_\_

Student Name\_\_\_\_\_

Internship Coordinator: \_\_\_\_\_

Register for Semester\_\_\_\_\_ Year 20\_\_\_\_\_ Credits\_\_\_\_\_

Email\_\_\_\_\_

Description of proposed project: (or attach separately)

**Figure 3**

**HOA 783  
INTERNSHIP WEEKLY TIME SHEET**

**NOTE: TURN IN A SEPARATE TIME SHEET WITH EACH SCHEDULED REPORT**  
 Make additional copies as necessary.

NAME \_\_\_\_\_

FOR PERIOD \_\_\_\_\_

EMPLOYER \_\_\_\_\_

Enter hours worked daily. Remember to total weekly hours.

<b>Sunday</b>	<b>Monday</b>	<b>Tuesday</b>	<b>Wednesday</b>	<b>Thursday</b>	<b>Friday</b>	<b>Saturday</b>	
<b>Date</b>	<b>Date</b>	<b>Date</b>	<b>Date</b>	<b>Date</b>	<b>Date</b>	<b>Date</b>	
<b>Hrs.</b>	<b>Hrs.</b>	<b>Hrs.</b>	<b>Hrs.</b>	<b>Hrs.</b>	<b>Hrs.</b>	<b>Hrs.</b>	<b>Total</b>
<b>Date</b>	<b>Date</b>	<b>Date</b>	<b>Date</b>	<b>Date</b>	<b>Date</b>	<b>Date</b>	
<b>Hrs.</b>	<b>Hrs.</b>	<b>Hrs.</b>	<b>Hrs.</b>	<b>Hrs.</b>	<b>Hrs.</b>	<b>Hrs.</b>	<b>Total</b>
						<b>Total Hours</b>	

**NOTE: FAILURE TO TURN IN A TIME SHEET WITH EACH REPORT MAY  
 REDUCE YOUR FINAL GRADE.**

Supervisors signature \_\_\_\_\_

Supervisors phone number \_\_\_\_\_

Date \_\_\_\_\_

Figure 4

**HOA 783 INTERNSHIP  
REPORT 1  
INTERNSHIP DATA SHEET  
STUDENT DATA**

Name \_\_\_\_\_

Address \_\_\_\_\_

City State Zip

Telephone \_\_\_\_\_ Email

address \_\_\_\_\_

Do you have an F-1 Visa? \_\_\_ yes \_\_\_ no

=====

**EMPLOYER DATA**

Company

\_\_\_\_\_

Street Address

\_\_\_\_\_

City State Zip

\_\_\_\_\_

Supervisor \_\_\_\_\_ Telephone No.

\_\_\_\_\_

Title \_\_\_\_\_ Fax

\_\_\_\_\_

E-Mail \_\_\_\_\_ Web

Address \_\_\_\_\_

Job

Description \_\_\_\_\_

—

How many hours do you work each week? \_\_\_\_\_

=====

**APPROVED BY:**

Intern Coordinator \_\_\_\_\_ Date \_\_\_\_\_

**By your signature you are acknowledging that you have read and understand the Internship Guidelines and will adhere to the schedule of report due dates. Failure to do so may result in a grade of F .**

Student Signature \_\_\_\_\_ Date \_\_\_\_\_

**Figure 5**

**HOA 783**

**REPORT 2**

**PERSONAL OBJECTIVES, JOB DESCRIPTION AND RESPONSIBILITIES**

**NAME** \_\_\_\_\_ **DATE**

\_\_\_\_\_ **EMPLOYER**

\_\_\_\_\_

Please type your responses to the questions below. Use another page, if necessary.

**A. What is your job title (if any) and provide general information about your duties and responsibilities during the internship.**

**B. What are your personal objectives for the internship**

**C. What is your firm's organizational structure? (Be sure to include an organizational chart.)**

**D. What is the most important thing you have learned thus far?**

**Figure 6**

**HOA 783**

**REPORT 3**

**FIRST PROBLEMS AND SOLUTIONS REPORT**

**NAME** \_\_\_\_\_

**DATE** \_\_\_\_\_

**EMPLOYER** \_\_\_\_\_

**E. PROBLEM:** (Describe a problem that you have observed. This could be a service or guest situation or something within the organization itself. )

**F. SOLUTION:** (How was the problem resolved by the organization?)

**G. COMMENTS:** (Would you have done it differently if you were in charge?)

**Figure 7**

**HOA 783**

**REPORT 4**

**FIRST PROBLEMS AND SOLUTIONS REPORT**

**NAME** \_\_\_\_\_

**DATE** \_\_\_\_\_

**EMPLOYER** \_\_\_\_\_

**PROBLEM:** (Describe a problem that you have observed. This could be a service or guest situation or something within the organization itself. )

**SOLUTION:** (How was the problem resolved by the organization?)

**COMMENTS:** (Would you have done it differently if you were in charge?)

**Figure 8**

**HOA 783**

**REPORT 5**

**SITUATION ANALYSIS REPORT**

**NAME** \_\_\_\_\_

**DATE** \_\_\_\_\_

**EMPLOYER** \_\_\_\_\_

**Answer the following questions in as much detail as possible. Use a separate sheet of paper for your answers. Remember to put your name on your report.**

**NOTE: OF ALL OF YOUR REPORTS, THIS IS THE MOST SIGNIFICANT. Brief incomplete answers will be penalized. This report will not be accepted if it is handwritten.**

- A. Describe your employer's firm.**
- B. Describe your employer's target market.**
- C. How has your employer positioned the firm in the market?**
- D. How many direct competitors does your employer have and who are they?**
- E. Who does your employer consider as indirect competitors?**
  
- F. Where does your employer feel they rank in the competitive scheme?**
  
- G. Is your employer's organization growing or decreasing (in terms of employees AND gross income)?**
  
- H. At what rate it is growing or decreasing (%)?**
  
- I. Why?**

**Use 5 or 6 separate sheets of paper to answer these questions IN DETAIL**

**Figure 9**

HOA 783

REPORT 6

**PERSONAL EVALUATION OF THE INTERNSHIP**

NAME \_\_\_\_\_

DATE \_\_\_\_\_

EMPLOYER \_\_\_\_\_

Answer the following questions in as much detail as possible. **Use a separate sheet of paper for your answers. Remember to put your name on your report.**

**NOTE: THIS IS ANOTHER IMPORTANT REPORT REQUIRING WELL THOUGHTANSWERS. Brief incomplete answers will be penalized. This report will not be accepted if it is handwritten.**

1. **Did the internship meet your personal objectives? Explain your answer.**
2. **What was the single most helpful part of the internship program?**
3. **What skills did you acquire during this internship?**
4. **What skills did you observe during your internship that you would like to acquire?**
5. **What are your plans for acquiring these skills?**
6. **How has this internship influenced your career planning? Has it reinforced goals or changed goals? Why?**
7. **Which classes in your major helped most with your internship? Why?**
8. **What would have most improved this internship experience for you that would be under the control of your employer?**
9. **What would have most improved this internship experience for you that could be provided in a classroom environment?**

Use 2 or 3 separate sheets of paper so you can answer these questions IN DETAIL

**Figure 10**

**UNIVERSITY OF NEVADA LAS VEGAS**  
**HOA 783 INTERNSHIP**

Student Internship Supervisors' Mid-Term Evaluation

Please return by mail, fax, or email. Addresses below.

Student's Name

---

Company

---

UNLV Graduate Faculty Internship Coordinator

---

Rate each characteristic below by circling the NUMBER that you believe best applies to the performance of the student on the job. Reasons for rating may be included on the back of the form.

- 1 **INADEQUATE** – Very poor; must improve in this area no matter how good in other areas.
- 2 **BELOW AVERAGE** – Less than satisfactory.
- 3 **AVERAGE** – Up to a good standard; satisfactory.
- 4 **ABOVE AVERAGE** – Definitely very good,
- 5 **EXCELLENT** – Outstanding, unusual, uncommon, rare.

Reliability and dependability	1	2	3	4	5
Enthusiasm and interest in job	1	2	3	4	5
Appropriate personal appearance	1	2	3	4	5
Maintains good human relations with fellow workers and customers	1	2	3	4	5
Qualities of leadership	1	2	3	4	5
Receptiveness to supervision, instruction and constructive criticism	1	2	3	4	5
Physical and emotional fitness for the position	1	2	3	4	5
Quality of work	1	2	3	4	5
Knowledge of work	1	2	3	4	5
Maturity of judgment	1	2	3	4	5
Logical thinking ability	1	2	3	4	5
Integrity and loyalty to employer	1	2	3	4	5
<b>OVERALL ESTIMATE OF PERFORMANCE</b>	1	2	3	4	5

Use the back of this sheet for comments which you feel will be helpful in our evaluation of the student's experience with your firm. **CIRCLE THE LETTER GRADE** you believe the student should receive:

**A B C D F**

Signature of person making evaluation \_\_\_\_\_

Job Title \_\_\_\_\_ Date \_\_\_\_\_

**Return form to the Internship Coordinator who is overseeing your student. Thank you!**

Name: (see above)

Email:

Hotel Graduate Studies : 4505 Maryland Parkway, Box 456017: Las Vegas, Nevada 89154-6017

Fax: 702-895-2713

**Figure 11**

**UNIVERSITY OF NEVADA LAS VEGAS**  
**HOA 783 INTERNSHIP**

Student Internship Supervisors' Final Evaluation

Please return by mail, fax, or email. Addresses below.

Student's Name

---

Company

---

UNLV Graduate Faculty Internship Coordinator

---

Rate each characteristic below by circling the NUMBER that you believe best applies to the performance of the student on the job. Reasons for rating may be included on the back of the form.

- 6 **INADEQUATE** – Very poor; must improve in this area no matter how good in other areas.
- 7 **BELOW AVERAGE** – Less than satisfactory.
- 8 **AVERAGE** – Up to a good standard; satisfactory.
- 9 **ABOVE AVERAGE** – Definitely very good,
- 10 **EXCELLENT** – Outstanding, unusual, uncommon, rare.

Reliability and dependability	1	2	3	4	5
Enthusiasm and interest in job	1	2	3	4	5
Appropriate personal appearance	1	2	3	4	5
Maintains good human relations with fellow workers and customers	1	2	3	4	5
Qualities of leadership	1	2	3	4	5
Receptiveness to supervision, instruction and constructive criticism	1	2	3	4	5
Physical and emotional fitness for the position	1	2	3	4	5
Quality of work	1	2	3	4	5
Knowledge of work	1	2	3	4	5
Maturity of judgment	1	2	3	4	5
Logical thinking ability	1	2	3	4	5
Integrity and loyalty to employer	1	2	3	4	5
<b>OVERALL ESTIMATE OF PERFORMANCE</b>	1	2	3	4	5

Use the back of this sheet for comments which you feel will be helpful in our evaluation of the student's experience with your firm. **CIRCLE THE LETTER GRADE** you believe the student should receive:

**A B C D F**

Signature of person making evaluation \_\_\_\_\_

Job Title \_\_\_\_\_ Date \_\_\_\_\_

**Return form to the Internship Coordinator who is overseeing your student. Thank you!**

**Figure 12**

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