



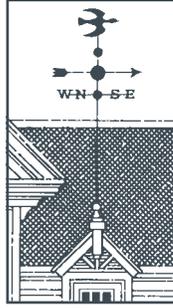
Introduction

Bed & Breakfast (B&B) operations began early in Virginia's history when home owners and innkeepers began hosting colonial travelers as they explored the newly discovered American territory. These operations thrived until changing travel trends and traveler demographics encouraged the development of large, modern hotels and motels which replaced many of the small B&B businesses.

A desire to experience small town America first hand and to travel without leaving the comforts of home have prompted a resurgence of the B&B industry. B&Bs offer the traveler home-like hospitality and often a variety of breakfast menus to start the day. Both business and pleasure travelers have re-discovered this lodging option and it is one of the fastest growing markets in the tourism industry.

Owning and operating a B&B can provide both financial and personal rewards for some individuals and families. This manual will provide information and guidelines for those persons who are considering joining the growing number of Virginians who own and operate B&B operations. It is not intended to serve as a source of planning and health regulations which vary from region to region within the Commonwealth. Be sure to contact the appropriate regulatory authorities in your area, early in your planning phase. Those authorities may include a county or city's planning department, finance department, community development director, mayor, building inspector, zoning administrator, town manager, town engineer, or county administrator. Identify the appropriate regulatory authority in your area by talking to current B&B owners, hotel and motel owners, and restaurant owners. Additional assistance is available both to existing B&B owners and those considering becoming owners from a variety of resources in Virginia. Contact names and addresses for B&B associations, the division of tourism, visitor centers, and others are listed in the appendix of this manual. Valuable information will be available through these resources and should be utilized in your planning process.





Planning & Development

Is a Bed & Breakfast Operation for Me?

Many of us at some time in our lives think about owning our own business. Before starting such a venture, it is important to realize that 60 percent of all new small businesses fail in the first five years. Prior to investing in a B&B venture, you must carefully analyze your potential as a host and your resources available for investment in a small business venture. This analysis and proper planning will greatly increase your chances for starting a successful B&B business. If you have had a great experience as a guest in a B&B, you have some idea of what it takes to be a good host. It is essential to evaluate yourself to ensure you have the ability to be the gracious, thoughtful host required for a successful operation. In order to assist you in making this decision, you should ask yourself the following questions:

- 1 Does my family like meeting all types of people?
- 1 Do I like to fix attractive, interesting and tasty breakfast dishes?
- 1 Do I like to entertain strangers?
- 1 Do I mind giving up some of my privacy at home?
- 1 Can I always be cheerful and helpful around my guests?
- 1 Is my home always clean and neat (or can I ensure that it will be)?
- 1 Am I successful at managing and organizing my home expenses?

If “yes” is your response to all of the above questions, you might prove to be a successful B&B owner/operator. If you were not able to answer positively to all of the above, you may not be a good candidate for a B&B business.

Meet the Professionals

One of the first things you should do is talk to those who are already operating B&Bs. B&B operations have many characteristics that are unique. Obtain as much insight into

other B&Bs as possible before planning your own operation. B&B operators have already experienced the trials of opening and running these businesses and, therefore, are the best resources for gaining the information needed to help you make this important decision. To do this:

- 1 Talk to as many B&B owners as you can about their operations and your B&B plans. Don't be afraid to ask both simple and complex questions. It is far more efficient to learn from the experience of others.
- 1 If possible, offer to help at a local B&B for a few days.
- 1 Take advantage of any educational programs that are available through associations, university extension programs and state tourism agencies.
- 1 Be sure to review available books, pamphlets and articles for ideas on management, decor and pricing. (See appendix.)

Defining Your Bed & Breakfast Theme

Most guests who visit B&B establishments do so for the home-like atmosphere which offers a unique decor, personalized treatment, and the comforts of home while traveling. Every B&B offers a different experience and you must evaluate your home's resources to determine the unique qualities which will attract guests. Current B&Bs promote their operations with some of the following amenities:

A scenic view	Antique furnishings
Uniquely decorated rooms	Fireplaces in bedrooms or common rooms
Swimming pool	Proximity to area attractions
Unique menus and services	Age and historical significance of home

Seriously consider how well your amenities will meet the potential guest's needs and what image you should market. Evaluate in writing the potential of your operation by thoroughly answering the following questions:

- 1 How attractive is your neighborhood?
- 1 How accessible is transportation?
- 1 How close are good restaurants?
- 1 Is the floor plan acceptable to your potential customer market?
- 1 Is the kitchen adequate to support the breakfast production and service?
- 1 Are there enough bathrooms to support the number of rooms?
- 1 Do the water and sewage systems work well?
- 1 Are private quarters possible?

Develop your marketing strategy by summarizing the above points and asking yourself:

- 1 What makes my B&B concept different and better than other lodging options available to potential customers?

- 1 How will it best serve my guests?
- 1 Does my B&B concept have the potential to become successful?
- 1 How might it grow?

Planning for Development

An initial step in the development process is drafting a business plan. Many business ideas fail because they were not logically planned. A business plan is the framework upon which all your business decisions will be based. This includes:

- 1 A basic description of your proposed business
- 1 The related goals and objectives
- 1 How you plan to become successful

A plan defines why you are in business, what your market is, what your strengths and weaknesses are, and your financial management environment. The plan will help you make insightful business decisions and inform potential lenders about your business. To develop a business plan, you will need to review other successful plans which can be found in libraries or can be obtained from the small business development center in your region.

The following areas need special attention and you should understand these thoroughly prior to starting your plan: occupancy and revenue forecasting, start-up costs and operating expenses.

Occupancy and Revenue Forecasting

Accurately forecasting sales revenue is an extremely difficult task. Even after you have begun your operation you should continuously review your forecast. Your perception of future revenue is the guide to expense and operation planning. Actual sales revenues are calculated by multiplying the number of rooms rented during a given period by the room rate. You must forecast your sales revenue by predicting the number of rooms you will rent during a future period and multiplying that number by the room rate. Predicting the number of rooms you will rent is often difficult and the indicator is the data available on past occupancy in your area.

Occupancy is the measure of the percentage of available rooms that are rented. The Virginia Division of Tourism, the Bed and Breakfast Association of Virginia, the Virginia Hotel/Motel Association, and reservation service organizations can supply occupancy information. Occupancy varies with seasons, holidays, days of the week and the weather. The occupancy rate during your first year will depend on your market, the uniqueness of your B&B, and the amount of promotional activity you undertake. Usually the occupancy rates for new B&B operations are roughly 40 percent of the average occupancy rate of hotels and motels in your area. For example, if the hotels in your area have an occupancy rate of 60 percent in June, you might have an occupancy rate of 24 percent that month. However, some rural B&Bs average as low as 10 percent occupancy during

the first year. Of course, there are many variables which can affect this percentage. However, you should adopt a conservative estimate when planning for your first year.

After estimating your rate for the first year, you should estimate for the second and third years of operation. The occupancy rate for these years will be affected by word-of-mouth recommendations and effective marketing. A new B&B should increase its occupancy by over 10 percent per year. Projected occupancy alone will not allow you to forecast your sales revenue.

To forecast sales revenue you must also determine your room rates. Revenues are generally determined by multiplying room rates by occupancy. Your rates should consider start-up and operational costs. Remember, the rate you charge should represent “fair value for the dollar.” Additionally, the rates you set should reflect the amount of expenses you will incur while running your operation.

There are many factors which influence the value of a room. For example, rooms with private baths, luxurious amenities, excellent location, or in a heavy demand area should have a higher rate. Lower rates could be charged for rooms that lack private baths or have single beds. The location and quality of accommodations and services you provide will strongly influence the rates visitors will be willing to pay.

Start-up Costs

Start-up costs must also be considered in your B&B business plan. Although you may feel your home is immediately ready for your first guest, you will probably find improvements will be necessary to create an ideal B&B facility. The first step in determining your start-up costs is to make a list of all the expenses you will incur. Your estimated cost will help you determine if the B&B concept will profitably work in your home. Your start-up costs will also depend upon the types of services you will be offering. Traditionally, B&B operations provide lodging for the evening and only breakfast in the morning. However, you may want to offer an evening snack or other small amenity. Should you choose to do this, you will also need to calculate these expenses.

Be sure to review your costs list with experts in the industry and make sure you have considered costs you might incur due to local fire and health ordinance requirements.

Operating Expenses

Operating expenses will begin when you open for business. These expenses will vary monthly and will be greatly influenced by the number of guests. They will include (but are not limited to) the following:

Food and beverage	Soaps, dry cleaning, laundry
Office supplies	Maintenance
Utilities	Salary, wages and employee benefits
Marketing and promotions	

It is important to identify your expenses as accurately as possible. Your profit is revenue which exceeds your costs. Your expenses will influence the rate you charge your guests.

Table 1: Start-up Costs

Development Costs:		
Renovations (electrical, plumbing, etc.)	\$ _____	
Redecoration (painting, wallpaper, etc.)	\$ _____	
Other Improvements	\$ _____	
Subtotal	\$ _____	\$ _____
Other:		
Furniture/Beds	\$ _____	
Fixtures/Furnishings	\$ _____	
Linens/Bedding	\$ _____	
Towels	\$ _____	
Cutlery/Dishes	\$ _____	
Smoke Detectors/ Fire Extinguisher	\$ _____	
Entrance/Exit Signs	\$ _____	
Promotion & Advertising	\$ _____	
Permits	\$ _____	
Insurance	\$ _____	
Telephone	\$ _____	
Reservation Service	\$ _____	
Miscellaneous Expenses	\$ _____	
Subtotal	\$ _____	\$ _____
Total Start-up Costs		\$ _____

Planning for Insurance

Insurance is one of the most important expenditures for your business. Your current household insurance will not, in all likelihood, be suited to the needs of a B&B. Closely examine your current coverage with insurance professionals and determine what additional coverage is needed.

Be sure to discuss your needs with several insurance companies which offer special coverage. Again, it would be prudent to talk with other B&Bs or hospitality companies to determine insurance companies which specialize in B&B businesses. The National

Restaurant Association has a research staff to provide information about special insurance for the food element of your B&B. The Virginia Hotel/Motel Association can provide information on the lodging element. Do some comparative shopping, but remember that the least expensive source might not be the best insurance (See Table 2 below).

Table 2: Planning For Insurance

Insurance Checklist Liability (Minimum \$1,000,000)	\$ _____
Comprehensive Personal Liability	\$ _____
Business Liability for B&B Operations	\$ _____
Personal Liability for Non-Owner Host	\$ _____
Products Liability for Food Served	\$ _____
Premises Medical for Business Guests	\$ _____
Premises Medical for Personal Guests	\$ _____
Property:	
All-Risk Coverage-Building	\$ _____
Replacement Cost of Building	\$ _____
Perils Coverage on Contents	\$ _____
Replacement Cost Coverage on Contents	\$ _____
Contents Coverage for Non-Owner Resident Host	\$ _____
Appurtenant Structure Coverage Business Related	\$ _____
Personal Property of Guests	\$ _____
Antiques and Fine Arts Coverage	\$ _____
Credit Card Coverage	\$ _____
Loss of Rental Income	\$ _____

Meeting Local Requirements

Many localities may require approval of a board of supervisors or city council. Investigate these regulations early in the planning process. Review your local zoning, fire safety and health regulations. It is important to contact the municipal planning and building departments in your area and inquire about business licensing and operating permit requirements. Consider the following when planning for your B&B:

1. Zoning problems in rural areas are unlikely but possible. At the local or municipal level, there is a diversity in zoning ordinances from town to town. If you perceive any difficulties, work with zoning administrators and assist them in understanding the type of business you propose. Because your business may be the first B&B in your area, local officials may want to examine

zoning guidelines from other towns as examples. Zoning review boards must consider the beneficial or negative impacts a B&B might have on the local area and are concerned about retaining neighborhood values. Visual impacts and changes in traffic and parking will be considered by the board. If it is necessary to obtain a zoning change, be sure to discuss your plans with neighbors and be considerate of their concerns. Remember that obtaining a zoning variance will take time and involve a public meeting. Therefore, it is important to begin this process early in your planning. It may be necessary to consult an attorney to assist you in the zoning change process.

2. Health regulations vary greatly from area to area, and it is quite likely you will need to meet state and local regulations pertaining to water quality, sewage disposal, and food storage and handling. Meet with health officials early and become familiar with the legal requirements. Request a preliminary examination of your home and discuss any changes in facilities or planned operations that may be required.
3. Fire safety is another item which requires adherence to state and local codes. In many areas the building codes cover fire safety. Your B&B should have smoke detectors, marked exits and a visible fire extinguisher. Local regulations may also require fire doors, additional exits and storage areas for flammable materials. Be sure to thoroughly review your requirements with local officials.



Developing Policies & Procedures

Prior to accepting your first reservation, it is important to develop basic operating and administrative policies and procedures.

Reservation Requests

Reservation requests usually will be made by telephone or through the mail. Most guests calling for reservations expect to connect on the first or second attempt and few will continue trying; therefore, it is advisable to restrict family use of your reservation telephone line. It may be worthwhile to install an additional telephone line for family and personal needs. Consider the purchase of a telephone answering machine to answer calls during your absence. The best solution to the problem is to ensure telephone lines are kept open and someone is available to provide information and take reservations.

Handling Reservations

Reservation requests should be answered immediately! All inquiries for reservations should be handled in a professional manner. Persons responsible for answering the phone should be able to respond to the customer's needs by providing information, directions, and recommendations if requested. A map indicating your location should always be enclosed with your confirmation. You may also include information about events, attractions and tourist facilities in the area. Local chambers of commerce and/or Virginia visitors' centers (see appendix) can supply this information. Examples of forms which may be used for reservation requests and confirmation notices are located in the appendix and briefly discussed below.

Telephone Reservation Request

This form outlines the types of information required for telephone reservations. Advise callers that reservations will be confirmed after you receive their deposit. Some B&Bs

do not require deposits but will take a guaranteed credit card reservation. If you require a deposit, set a date by which the deposit must be received in order to hold the reservation (i.e. within 14 days).

Deposit Receipt/Reservation Confirmation

Once you receive the deposit, prepare a confirmation and forward it to the guest. If the guest has guaranteed the reservations with a credit card, you may assign a number to the confirmation and give it to the caller over the phone. You should follow up with a written confirmation to verify the phone reservation for both you and your guest. Some B&B operators computerize their reservation systems and keep this type of information in an electronic file format. However, most B&B's are not completely computerized and must manually record their reservations. Whether electronic or manual, you must keep a written copy for your records. Make sure the deposit/cancellation/refund policy is clear on this form. Staple your copy to the original reservation request form.

Tracking Reservations

Enter all reservations in a date book or calendar page such as the example in the appendix. Computerized calendar systems can be recorded electronically. Each available room with its type of accommodations must be represented on the calendar. Divide your calendar into the appropriate number of spaces and indicate the type of bedding available in each room. Once a host has committed a room, the visitor's name is entered in pencil in the appropriate space. When you receive a deposit, you should either re-enter the guest's name in ink or place a "D" for deposit beside the guest's name. A month-at-a-glance calendar enables the host to see what rooms are committed or available.

Deposit/Cancellation/Refund Policy

It is standard policy to request one night's deposit at the time the reservation is made. If you choose to accept a credit card, a card number can be given over the phone for a deposit. Confirmation is mailed only upon receipt of the deposit.

You must develop a refund policy which addresses reservation cancellations. Most hotels and motels will refund deposits if cancellations are received up to 48 hours prior to arrival date. In determining your policy, remember your ability to re-rent a canceled reservation significantly decreases the closer you get to the canceled date.

Make sure your policy is understood by all guests by clearly outlining it on your registration confirmation form.

Handling Long Distance Calls

Phone expenses for a small business can become a major expenditure. Hotels, motels, and B&Bs typically require guests to use calling cards to pay for long-distance calls or

include the long distance fee with the established lodging rate. Some lodging establishments also charge a telephone fee for local calls. You should research phone services and policies of the local hotels, motels and other B&Bs prior to establishing your policy.

If your budget permits, you may offer a toll-free number for reservations. Depending on the size of your B&B and your marketing strategy, this may be a good return on your investment. Be prudent, however, and incur only those costs which you feel are beneficial to your business and will increase your profits.

Office Equipment and Supplies

Create and print stationery, envelopes and business cards which will identify your B&B business. Maintain a professional, efficient office space with a good supply of stationery items, receipt books, postage stamps, etc. Consider purchasing a typewriter or personal computer to give your correspondence a professional look.

A personal computer can help you handle reservations, maintain financial records and improve the appearance of your correspondence. Numerous computer hardware and software packages are available for your use. Consult local computer stores, small business development centers, or colleges and universities for assistance in determining your computer needs.

Bookkeeping/Accounting

The best time to set up a record keeping system is before you start the business. Experience clearly indicates that the use of an adequate record keeping system increases the chances of business survival. Too often, those entering a business think they must keep records just to satisfy the Internal Revenue Service. However, accurate and dependable record keeping practices will help you monitor the business and make plans for the future using financial history rather than estimates or guesswork.

Setting House Rules

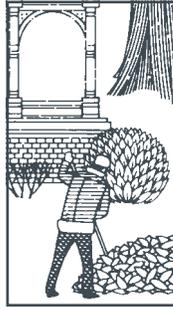
Every business which operates smoothly does so as the result of established guidelines. It is important that your guests know what is acceptable to you. A written copy of your "house rules" will clearly define your expectations of your guests.

When determining your house rules and regulations, keep in mind that your guests may be overwhelmed by a lengthy list. Focus on the rules that you feel are most important for your business. State your rules in a positive manner. A long list of negative rules will often irritate or anger your guests. Post your policies in the rooms and at the front desk;

they will be respected if you make them clear. Important or unusual items should be mentioned in your advertising and reservation material.

Items to Consider When Developing House Rules:

Pets	Children
Smoking	Alcohol
Check-in/check-out times	Keys
Breakfast hours	Kitchen privileges
Housekeeping	Visitors
Telephone usage	Laundry facilities
Tourist information	Credit cards/personal checks
Reservations/cancellations	Deposits or advanced payment
Provisions for handicapped guests	Equipment rentals
Use of house and ground areas	Emergencies



Developing an Operations Plan

To develop an operations plan, you should begin by deciding the following:

- 1 What activities need to be carried out in the operation of the business?
- 1 Who will carry out these activities? This decision is very important. Families should work out individual responsibilities in advance.
- 1 What talents are necessary to make the business operate smoothly?
- 1 How will any inadequacies be handled?
- 1 What are the objectives for major activities, and the policies and procedures for reaching them?

In a small B&B business, you are both manager and employee. As a manager, you plan, implement, direct policies and procedures, and evaluate the effectiveness of the business operation. However, as an employee, you are also responsible for carrying out the following activities involved in running the B&B business:

- 1 *Front Desk Operation:* taking reservations, registering guests, receiving payment, and handling complaints.
- 1 *Housekeeping:* scheduling and hiring cleaning services for guests' rooms and public areas; purchasing cleaning materials, guest supplies and laundry supplies; and maintaining room furnishings, building facilities and grounds.
- 1 *Food Preparation and Service:* developing menu, food preparation and storage; maintaining kitchen supply inventory and equipment; determining meal hours; and following sanitation policies and health regulations.
- 1 *Selling Your Area:* promoting area attractions for the entertainment of your guests.
- 1 *Extras:* guest relations and amenities.

Front Desk Operation

Before your guests arrive, make sure everything is in place. Welcome your guests upon their arrival and inquire about your brochure and other information to get feedback as to whether it was helpful. Escort your guests to their bedroom and provide assistance with their luggage. Invite your guests into your living room following their “settling-in period,” and offer them a complimentary beverage such as coffee or tea. This casual meeting will allow you to:

- 1 Answer any questions regarding directions, attractions, events, etc., in your area.
- 1 Discuss breakfast hours. (If you provide a choice of breakfast items, this will be a good time to ask your guests what they prefer.)
- 1 Discuss house rules (smoking, parking, etc.).
- 1 Find out about your guests’ plans. Knowing their plans will allow you to plan your own time.

Make suggestions about what to see. (Literature, maps and brochures about your area should be readily available from your local chamber of commerce, the parks and recreations department, state visitor centers, and convention and visitor bureaus.) Always have someone available while guests are in your home.

Explain your key policy. Provide a key to the front door to the guests for the duration for their stay. This allows freedom of movement at minimum inconvenience.

Register your guest. For the protection of the host, all guests should register upon arrival. Registration should include name and address of party, car license number and dates of stay. A simple guest register can be a guest book like those commonly used at social functions. These books are available at most card or gift stores.

Housekeeping

Standard house cleaning procedures should be followed in cleaning bedrooms and making-up beds. Fresh bedding and linens should always be provided after guest check out or every few days if the guests’ stay is for an extended period of time. Basic housekeeping should always be provided daily. This includes, but is not limited to:

Making the Bed

- 1 Strip and shake-out all bed linens to ensure no valuables are left behind by guests.
- 1 Replace mattress pad if badly soiled or stained.
- 1 Spread bottom sheet over pad and smooth it out, tucking both sides under mattress. If fitted sheets are not being used, allow bottoms of the sheet to hang free over the foot of the bed.
- 1 Spread top sheet, making sure it is centered and that you will have at least 8 inches to overlap the blankets at head.

- 1 Tuck sheet and blankets together under mattress at foot of bed only, making neat “hospital” corners, letting the sides hang free. (Do not tuck top sheet under mattress at sides because the bottom sheet will come loose when the guest pulls down the top sheet and blanket to get into bed.)
- 1 Replace pillow cases and place pillows on bed with open ends toward the outside.
- 1 Cover bed with clean bedspread or comforter, which should hang evenly around the bed.

Dusting

Dust build-up can become a serious problem. Dust all woodwork and furniture, picture frames, window sills, clothes racks and shelving, heating/air conditioning units, vents and other furnishings.

Vacuuming

Vacuum all carpeted areas. Hardwood floors should be dry-mopped.

Furnishings

- 1 Wash all ashtrays.
- 1 Empty waste basket.
- 1 Discard disposable items.
- 1 Replenish glasses.
- 1 Replace burned-out light bulbs.
- 1 Arrange any literature/stationery supplied in drawers.
- 1 Adjust curtains/drapes.
- 1 Check for proper mechanical function of any equipment or small appliances, such as hair dryers, alarm clocks or radios, fans, etc.
- 1 Replace all used linens.
- 1 Check heating/cooling system in room.
- 1 Check furniture to make sure it is in working order (i.e. chair legs, etc.).

Extending Mattress Life

To ensure a longer mattress life, turn mattresses over two or three times per year.

Personal Belongings Left Behind

In order to ensure that no personal belongings were left behind by departing guests, check under beds, inside all drawers, bathroom cabinets, and closets, and behind the bathroom door. Make arrangements to return all such items to the guest.

One Last Look

After the room is cleaned, stand at the door for a second, and take a good look around. Correct any imperfections. Deodorize each room.

Cleaning the Bathroom

It is an important health policy to keep bathrooms clean and sanitary at all times. Due to humidity, unsanitary bathrooms quickly become a breeding ground for germs and

other harmful bacteria. The following cleaning procedures should be followed on a regular basis:

- 1 Clean and sanitize toilet bowl and seat. Make sure seat is not loose and toilet is flushing properly.
- 1 Bathtubs/showers, washbasins and tiles should be cleaned and wiped dry with a sanitized cloth.
- 1 All chrome should be polished.
- 1 Check and wipe dry inside shower curtain to remove any buildup of soap and stains.
- 1 Clean and polish mirrors, vanity top and under rim of washbasin.
- 1 Check and refill facial tissue and toilet tissue dispensers.
- 1 Mop bathroom floor.

Food Preparation and Service

The objective of developing a food plan is to provide the guest with a memorable culinary experience. A number of factors, such as a pleasant dining atmosphere, attractive food presentation, stimulating conversation, and a unique regional menu, can add considerably to your guests' breakfast pleasure.

Always remember a basic rule in food preparation is to serve hot foods hot and cold foods cold. It is also imperative that the kitchen area, the utensils and the person preparing and serving the food is clean and sanitary.

State and local health regulations will restrict the kinds of food you may serve. Due to the lack of elaborate food preparation facilities, many B&Bs are limited to serving a continental breakfast, which normally includes rolls, fruit, coffee and juice. However, you can make a continental breakfast distinctive by offering high quality pastry and fresh fruit that are attractively garnished and presented.

In addition to serving breakfast, it is good to have coffee, decaffeinated coffee, tea, soft drinks, and sherry or wine available to guests when they arrive or throughout their stay. A homemade cake or cookies also create a memorable visit for your guest.

Preparing Breakfast

Be creative in planning and developing breakfast menus. Croissants, muffins and bread rolls can be varied and specialized. A variety of home baked goods and homemade preserves also provide a nice touch. Garnish the plate with slices of fresh fruit to provide color and fill the plate. It is better to charge a little more and provide a quality breakfast, than to skimp and disappoint your guests. A variety of breakfast menus and ideas may be found in cookbooks. Also visit some other B&Bs or bistro-type restaurants to get ideas for an elegant, unique breakfast. Browse through a bookstore which may have books on country inns and other B&Bs to obtain new ideas.

Serving Breakfast

Take care to create a pleasant experience and environment for your guests.

- 1 The table should be set with a nice tablecloth and napkins and your best china and flatware. Freshly-cut flowers from your garden and crystal glasses for juice provide an elegant touch to any morning meal.
- 1 Serve breakfast in the dining room, not the kitchen.
- 1 Unless invited by the guests, neither the host nor his/her family should eat with the guests. It is acceptable to join guests for coffee and tea once the meal has concluded.
- 1 When more than one group of guests share the breakfast table, the host should introduce everyone.
- 1 Breakfast may be served by preparing individual portions for each guest or by letting the guests serve themselves, country style, from dishes centrally placed on the table. You may also choose to serve buffet style from a separate table or buffet.
- 1 There should always be plenty of coffee and tea available.

Breakfast in Bed

You may choose to provide the option of breakfast in bed to guests celebrating special occasions. However, if you choose to offer this service, remember that accidents will occur and permanent food stains may damage comforters, blankets, or carpets.

Selling Your Area

When guests come to your property to stay, they may depend on your expertise in determining what they should do for entertainment. As a service to your guests, it is important to be aware of all of the different opportunities available in your area. You should make yourself an ambassador for the area within a 30 mile radius of your B&B. A list of local attractions, such as museums, historic homes, theme parks, zoos, restaurants, state parks, theaters, tours, shopping opportunities, etc., in the area should be compiled for your guests.

Extras

Most of your guests select a B&B or inn over a standard hotel or motel because they are searching for “something more than the same old thing.” The extra services that you provide to enhance their visit are limited only by your imagination. Here are a few ideas that you may choose to incorporate:

Some “Secrets” of Great Guest Relations

- 1 Greet each visitor with a smile!
- 1 Present a clean and neat appearance.
- 1 Be attentive and friendly. Listen carefully to what visitors say.
- 1 Think of the visitor as a welcome guest. Treat them as you would want to be treated.
- 1 Don't be “right,” be polite!
- 1 Make a friend.
- 1 Speak of your community with pride. Never be negative.
- 1 Anticipate the needs of your guests. Have area brochures and local information such as church schedules and restaurants available for them.
- 1 Provide a copy of public transportation schedules.
- 1 Provide turn-down service in the evenings with a candy on the pillow.
- 1 Follow up your guests' visit with a personal note and invite them back in the future.
- 1 Make friends of your guests, discover their likes and dislikes and provide information to them which they would like to use.

Amenities

These are all the “little extras” which your guests may need or want while staying at your B&B. They create a sense of luxury, build the image of your B&B and encourage favorable word-of-mouth advertising. Consider the full range of amenities listed below in relation to the projected image and cost of your B&B.

Adapters	Departing gift	Lint removers	Shoe polish, mitts
Aftershave	Deodorant	Luggage tags	Shoe-shine service
Air freshener	Drinking glasses	Lunch/dinner	Shopping discounts, gift certificates
Airport transportation	Drinks (complimentary champagne, wine, sherry, coffee, tea, sodas)	Maps	Shower cap
Antique furnishings		Membership in club/fitness	Sightseeing tours
Art gallery		Message-taking service	Skirt hangers
Baby strollers	Extension cords	Mineral waters	Slippers
Baby-sitting service	FAX machine	Mints/candy on pillow	Soap
Baggage storage	First-aid supplies	Mouthwash	Special rooms: music/games
Bar	Flowers	Nail polish remover	Sports equipment
Bath salts, bubbles	Gardens, trails, woodlands	Newspaper	Spot remover
Bathrobes	Hair conditioner	Piano	Stamps/stationery
Beach towels	Hair dryer	Pens	Sunscreen
Bicycles, mopeds	Hand cream	Photocopying	Swimming pool
Boat charters	Hobby displays/collections	Picnic basket	Tee time reservations for local golf courses
Books, library	Homemade items/meals	Pillows (extra)	Television/VCR
Brochures	Hors d'oeuvres	Playing cards	Telex
Candy dish	Hot tub/sauna	Radio	Tickets to events
Card tables	Ice bucket in room	Raincoat	Toothbrush
Cheese tray	Insect repellent	Reading material	Toothpaste
Children's games	Interpreter	Restaurant discounts	Tourist information packets
Chocolates	Iron, ironing board	Sachet/potpourri in drawers	Typewriters
Clothes brush	Kitchen privileges	Safe for valuables	Umbrellas
Cologne	Laundry	Safety pins	Wheelchairs
Comforter	Laundry soap, bags	Secretarial services	
Computers/word processors	Letter openers	Sewing kits	
Corkscrew	Limousine service	Shampoo	
Cotton balls		Shaving cream	
Courier service		Shoehorns	
Curling iron			



Developing a Marketing Plan

Marketing has two primary purposes. The first is to let customers know we are providing for their needs and the other is simply to inform people about what you have to offer, thereby encouraging them to visit your B&B. Always remember: marketing is more than advertising! The success or failure of many businesses is often linked to the marketing efforts. All marketing plans should identify and support the needs of the customers the business intends to serve. To be successful you must know your market. Thinking that your product will sell itself is the most common marketing misconception of new entrepreneurs. Give careful consideration to the development and implementation of a promotional strategy which is realistic in terms of cost, time availability and overall attainability. The key elements in marketing are: product design, identifying the market, promotion and advertising.

Product Design

A product can be a physical object or a service such as a B&B. You must be committed to producing and providing a quality product or service as discussed in the development, administration and operation chapters of this manual. Service products are different from manufacturing products because they consist of both physical facilities and inanimate objects - such as the extra services provided or the friendliness of the B&B staff. Therefore, it is extremely important that you and your staff are aware of all components of your B&B product. You cannot market services you do not have or are not willing to consistently provide. Be very certain of the product you intend to offer.

Identifying the Market

After you have developed your product you should identify your market. Who will your customers be? Does your market consist of individuals, retired couples, business travelers, groups, vacationers, honeymooners or some other type of guest? You also must determine

the income level, location and any other specific characteristics of your potential customers. This will determine how you advertise, where you advertise and also whether the product is likely to be successful or whether you need to change it.

The customers' needs, wants and wishes are very important to the entrepreneur who wants to be successful in the marketplace. Market research has shown that customers notice the product and its general appeal before they notice the price. Today's customers want "value" for their dollars and are not opposed to a price which reflects their expectations of valuable service or product. If your B&B provides the services expected by your identified market, they will consider the price to be fair and reasonable. Research your local market to determine a fair price for the services you intend to offer your guests.

Marketing is a continuous process which should not be neglected once you have launched your business. If your product is not selling, consider changing the product, the price, the services or special features you offer, the name of your product, your target customers or your advertising methods. Remember, flexibility can keep you in business when your competitors fail.

Promotion and Advertising

Promotion and advertising are the keys to letting the public know your facility exists. No single product will appeal to every individual, so establishing your business requires a certain amount of personal selling combined with different promotional tools which will "get the word out." Be very discriminating about the dollars you spend on marketing. Identify the promotional tool which will reach the largest number of your market to let them know exactly what you have to offer.

Brochure Development

A brochure advertising your operation will be the most important promotional item you can use to build awareness of your B&B operation. It does not need to be expensive if you keep it simple. Select images and words that will represent your B&B in an accurate and inviting manner. Obtain as many brochures as possible from other B&B operators, particularly those in your area. Study them carefully and determine which type appeals to you.

The brochure that you develop should be as informative as possible, without appearing cluttered and distracting. The information should be clear and concise. Make sure you have several people read and review it so you have several opinions on its clarity.

As a general rule, the basic brochure should contain:

- 1 Address of facility and names of hosts
- 1 Phone numbers (toll-free, if available)
- 1 Details about facilities and rates
- 1 Reservation procedures (credit cards accepted)
- 1 List of attractions nearby

- 1 Map of your location
- 1 Addresses of visitor bureaus or chambers of commerce (where more information may be obtained about attractions in your area)

The brochure can be distributed locally to hospitals, nursing homes, area chambers of commerce, restaurants, area convention and visitor bureaus, regional tourism offices, travel information centers and airports. (The appendix will give you potential sources in Virginia where you may want to distribute your brochures.) For wider exposure (outside your locality) consider distributing the brochure in adjacent counties and states where your potential guests might live.

You may eventually begin a direct-mail campaign with your brochure. The business and reference sections of university and public libraries maintain informational resources which can assist you in identifying residences and interests of the people in your target market.

Public Relations and Personal Selling Program

Building strong credibility within the community will also help promote your B&B. Many guests are referred by people living in your area. Local residents and businesses like to recommend places that are an asset or a unique feature of their community. If they believe you are well prepared to offer a pleasant experience, they will recommend your business. Your community public relations and personal selling program may include the following:

- 1 Make local residents aware that you are offering B&B accommodations. This can be an excellent source of referral business, particularly in smaller communities.
- 1 Support community programs. Become a member of the chamber of commerce, better business bureau, local merchant's association and the nearest convention and visitors bureau. Volunteer to give presentations on the B&B business at local clubs and community gatherings. Explore advertising in annual or seasonal mailings. Request permission to display your brochures. Become active in civic and community groups and offer your B&B as a meeting place to build rapport and cooperation with the community.
- 1 Work with community, regional and state support groups to develop tourism. Help develop promotional literature on the history, seasonal events, and unique features of your community. Be sure to contact the regional tourism organization in your area and the Virginia Division of Tourism. Make sure you are listed on regional and state tourism publications which list lodging information.
- 1 Work with the state and local visitor centers: Contact the Virginia Division of Tourism for approval of your brochure and advice on distribution to

the state centers. A minimum of 500 brochures will be required for display in the state centers. Make sure all state and local visitor centers have an adequate supply of your brochures. Investigate the services offered by these centers and use them to promote your business.

- 1 Work with touring organizations in your area. You may offer tours of your facility in conjunction with decorator show tours, open house tours, seasonal tours, etc. Contact your chamber of commerce to determine if other local businesses are involved in this type of public relations.
- 1 Market your B&B through the local press. Send regular news releases to area newspapers and radio and television stations. Give guest TV and radio appearances describing the amenities of your B&B. Consider hiring a freelance writer to develop articles for submission to regional newspapers. Some newspapers have a weekly calendar and/or tourism section which lists the area's lodging accommodations. Finally, develop a press kit including: a black and white photograph, a brief history, and a description of your B&B to give to newspaper reporters and freelance writers. Some regional and local papers may do a human interest feature about your facility which will provide local publicity.
- 1 Visit large companies, manufacturing plants, and regional offices in your area to personally meet their executives. Make them aware that you are in business and can provide quality accommodations for incoming executives or a peaceful conference "get-away" for business meetings. Identify key executive secretaries who are responsible for making reservations for business travelers. You may also want to consider establishing a program for key secretaries, offering a bonus program as an incentive for bookings. Maintain your relationship with these contacts because they are your best bet for weekday and repeat business.
- 1 Send out a special holiday gift or card to your business contacts with an invitation to spend the night to see what the property offers to the business traveler. This enables these persons to confidently recommend a now familiar property.
- 1 Cooperate with area businesses. Make personal sales calls to business people, especially restaurant managers, plant managers, personnel directors, stores, purchasing agents, real estate salespeople, gas stations and convenience stores. Follow up each visit with a personal letter. Ask them to stock your brochures as well. Local word-of-mouth referrals are a solid way to attract guests at little or no cost.
- 1 Contact private citizens and community leaders. Read the local newspaper carefully and make personal calls to local people holding family reunions,

weddings, confirmations, bar mitzvahs, and other events where out-of-town guests may be involved. Send out letters of congratulation concerning awards, promotions and accomplishments to keep your business profit high among community leaders.

- 1 Participate in community events. Keep abreast of activities and events in the community, particularly where these activities generate visitor traffic. For example, if an annual sporting event takes place in the community, contact the organizers and request that your facility be listed in their promotional literature as an alternate accommodation.
- 1 Answer inquiries promptly. People who make inquiries are your most promising potential customers. Such inquiries should be answered promptly and with the information requested. You should make it easy for those who inquire to make a reservation by including a phone number they can call or a self-addressed, stamped reservation form.

Special Promotions

Consider offering holiday and weekend packages which include activities such as hiking tours, biking, theater tickets, fishing, golfing or historic tours. During the off season, advertise special rates in newsletters, newspapers and regional magazines for families and senior citizens and offer family and friend promotions to regular clients. Special events and package deals such as these will create interest and generate publicity for your B&B.

Try to plan special events for each season of the year and encourage local merchants to co-sponsor and promote the events. Nonprofit sponsorship may entitle you to free public service announcements on radio and television. Consider donating a free night at your B&B as a prize at fund-raising events.

Newsletters

An important tool for reminding former guests about your B&B and generating repeat business is the newsletter. Newsletters can be an ideal way of promoting your operation and reminding guests of the “good time” they had when they were visiting your B&B. You might also promote special package plans you are running, or special events which are occurring in your area.

Business Cards and Other Promotional Items

Incorporating the name and logo of your B&B on business cards, fact sheets, stationery and policy sheets is a relatively inexpensive promotional tool. Professional business cards can help establish credibility, while attractive, well written fact sheets can gain exposure for your B&B and promote the image you have created. Fact sheets can be placed on bulletin boards, distributed to guests, included in mailings and sent to other B&Bs in your region. Policy sheets posted in each room will outline the rules of your establishment while reminding guests of your business’ name and logo. Also consider incorporating the name and logo on in-house items such as informational posters, placemats and

complimentary gifts such as matchbooks, pens and postcards. Making your name and logo as visible as possible will make guests more likely to remember your B&B.

Listing in the Yellow Pages

If you have a business phone number, you are entitled to one free listing in the yellow pages. Because B&Bs are still a relatively uncommon form of lodging, your listing may be most visible in the motel section. The majority of people who consult the yellow pages are passing through town and calling at the last minute to find a place to stay.

Print Advertising

Print advertising can be a very effective medium in creating awareness among buyers. (Remember that advertising is only one of the tools at your disposal. In order to be effective, it should be used in support of other promotional efforts and not stand alone.)

One or two well-placed ads may be more effective than a multitude of scattered ads in a variety of publications. Consider advertising in publications where a visitor to the area would search for overnight accommodations.

When placing a large advertisement, give a brief history and description of your B&B in regional newspapers of your major market. Contact university and local libraries to identify the geographic location of your target market. Make sure the ads are clear, concise and convey the most important aspects of your B&B.

Follow-up with a series of smaller reminder ads. You might also evaluate the cost effectiveness of placing small and frequent ads in the classified section under “Bed & Breakfasts” and in the travel sections of regional magazines. Consider purchasing advertising space in local chamber of commerce brochures and specialty publications on local activities such as golfing and hunting. When buying ad space, compare prices based on cost and circulation.

Consider installing a toll-free number. Not only is this an effective enticement for potential guests, but new telephone services now allow geographic tracking of incoming calls. Once a history of calls has been established, this information can be used to determine the most effective location for advertising.

Contact the Virginia Division of Tourism for its ad campaign schedule and consider advertising in publications they have chosen. This is called “piggy-back advertising” and can be an effective and efficient promotional strategy. It compounds the effect of your advertising dollar, gives you greater exposure and could give you a price break by being part of a Virginia section in a publication.

Listing in Guidebooks

Listing your B&B in guidebooks is a relatively simple and inexpensive way to attract guests, particularly distant customers. The cost ranges from \$15 to \$60 per guidebook. Some are even free. To decide which books you prefer, browse through the travel section

of a bookstore. Ask other B&B operators which ones have proven to be the most effective for them. Select a reasonable number of guidebooks which look attractive and compare them based on the following factors:

Cost	Circulation volume
Market	Updating frequency
Membership requirements	Type of B&B descriptions
Exclusivity stipulations	Certain standards that must be met
Inspection policies	

Inquire about liability and group life insurance policies, newsletters and other benefits available to members. Because it may be one to two years before a new or updated guidebook reaches the bookstores, contact the guidebook's writers before you open.

Broadcast Advertising

Broadcast advertising usually is a more expensive form of advertising. Television and radio are seldom used by B&Bs; however, you might consider using them to announce your opening and to promote your B&B early in the busy season. Select a station which attracts your target market segment. For radio promotion to be effective, listeners should hear the name of your B&B several times a day during a week-long period. Seek professional advice in writing copy and choosing background music so you project the image you desire.

Listing with a Reservation Service Organization (RSO)

B&B reservation service organizations maintain and publish listings of B&Bs in various locations so that travelers may consult them when selecting lodging. The B&B owner pays a listing fee which ranges from \$5 to \$200. RSOs charge a commission, typically 20 percent of the guest's lodging fee. The commission is charged for repeat guests as well. In exchange for the fees and commission, the RSO screens guests, handles deposits, and provides some publicity. Most arrangements between B&B owners and an RSO are clearly described in a signed contract. Some RSOs have established certain standards which are required of B&Bs listed with their service.

There are many B&B reservation organizations to choose from, so you should research your options prior to selecting the RSO. (You can obtain a current listing of RSOs from: The American Bed and Breakfast Association, P.O. Box 23486, Washington, D.C. 20008)

Travel Agents

Travel agencies can also be used as a resource and advertising medium, but remember that travel agents are professionals who are paid a commission per room/night that they book in your property.

Target travel agencies in nearby large cities for a sales blitz (i.e. Charlotte, North Carolina and Atlanta, Georgia). Get a phone book from the targeted cities or contact the state tourism offices and request a listing of the travel agencies in their state. Consider a direct

mail piece to all agencies, offering a free lodging night per travel agency. This will give them an opportunity to become familiar with your property and to better sell the area as a destination. Send travel agents information on the area as well as a cover letter. Consider offering a travel agent's discount to any other agents from their agency who wish to visit. (You could use a postcard with a picture of your property on the front if you wish to reduce costs.)

Group Tours

Group tours can be a great source of business but should only be attempted by inns with at least 24 rooms. You may, however, develop a promotional package with other B&Bs and attempt to attract small groups to your area. Contact the Virginia Division of Tourism North America marketing director to determine where potential tour groups exist. When marketing to tour groups include the following:

- 1 A cover letter inviting the tour operator for a complimentary night's stay to "experience" your property and see your area.
- 1 A brochure on your area as well as a brochure and fact sheet on your property.
- 1 One-night and two-night package plans which could be offered to clients which would include an itinerary, prices (including tax and gratuities), and booking procedures. The price should be a net price since most tour operators add a commission.

Tour operators rarely bring a group to a lodging establishment in which they have not personally stayed. They must sell their own programs and answer the questions of their travelers. Follow-up each possible lead with a personal call. Sending them a brochure alone will not sell your property!

Graphic Assistance

Today's personal computers and graphic software packages allow non-professional users to create professional quality newsletters, brochures and other print marketing at their own desks. If you do not own the necessary equipment or prefer not to assume responsibility for this activity, hire a professional graphics and/or printing company to develop your materials.



Summary

Opening and operating a successful B&B in Virginia can be a rewarding experience. This manual is intended to be used as a starting point and to assist you in assessing your ability to open such an operation. After reviewing the suggestions offered in this manual, you should investigate the resources listed in the appendices. Most importantly, talk to people involved in the B&B business. The successes or failures of current B&B owners will provide valuable insight into the development of your own business. Good luck in your endeavor!



Appendix

Bed & Breakfast Guidebooks

The following is a partial list of guidebooks where you might choose to advertise. Make sure you contact them early to meet the publishing deadlines.

Bed and Breakfast USA: A Guide to Tourist Homes and Guest Houses.

Betty Rundback and Nancy Ackerman. Sand Soule, Editor, E.P. Dutton, 2 Park Avenue, New York, NY 10016, (212) 725-1818. Contains listings in all 50 states plus Canada. A chapter on how to start your own B&B is included as well as 16 pages of mouth-watering recipes from B&Bs around the U.S.

The Official Bed & Breakfast Guide, For the US and Canada.

Phyllis Featherston and Barbara Ostler. 148 East Rocks Road, P.O. Box 332, Norwalk, CT 06852, (203) 847-6196. Illustrated, \$13.95.

Country Inns and Back Roads.

Jerry Levitin (formerly Norman T. Simpson). Harper and Rowe Publishers, 10 East 53rd Street, New York, NY 10022, (707) 255-2211. Illustrated, 80 pages, \$4.95.

Complete Guide to Bed & Breakfasts, Inns & Guesthouses.

Pamela Lanier. John Muir Publications, Santa Fe, NM 87504.

Bed & Breakfast American Style.

Jerry Levitin (formerly Norman T. Simpson). Harper and Rowe Publishers, 10 East 53rd Street, New York, NY 10022, (707) 255-2211.

Bed & Breakfast North America.

Norma Buzan. Betsy Ross Publications, 3057 Betsy Ross Drive, Bloomfield Hills, MI 48013, (313) 646-5357.

The Innkeepers' Register, Country Inns of North America, 1993-1994.

Independent Innkeepers' Association, Marshall, MI, (800) 344-5244.

Other Reference Books

How to Open a Country Inn.

Karen L. Etsell. The Berkshire Traveler Press, Stockbridge, Mass., 02162.

Start Your Own Bed & Breakfast Business- Earn Cash from Your Extra Room.

Beverly Matthews. Pocket Books, 1230 Avenue of the Americas, New York, NY 10020. 180 pages, \$5.95.

So You Want To Be An Innkeeper.

Mary Davies, Pat Hardy, JoAnn Bell and Susan Brown. 101 Productions of San Francisco. Order from Inn Review, P.O. Box 1789, Kankakee, IL 60901. 228 pages.

How to Start Your Own Bed & Breakfast.

Mary Zandec. Golden Hill Press, Box 122, Spencetown, NY 12165.

How to Open and Operate a Bed & Breakfast Home.

Jan Stankus. Globe Pequot Press. 290 pages, \$12.50.

Open Your Own Bed & Breakfast.

Barbara Notarius and Gail Brewer. John Wiley and Sons, Business Law/ General Books Division, 605 Third Avenue, New York, NY 10520. 230 pages.

Innkeeping Supplies and More Innkeeping Supplies, New Sources & Resources.

Beverly Matthews. Rocky Point Press, P.O. Box 602, Santa Monica, CA 90406. Products for inns, \$5.00.

How to Make Money at Innkeeping.

Michael Vincent Kuntz. Southern Hospitality Concept, Inc., 142-02 Eighty-fourth Drive, Briarwood, NY 11435. Details budgeting, housekeeping, front desk, food and restaurant departments, etc. for medium to large-sized operations.

Guest Services - 500 Ideas.

Innkeeping World, P.O. Box 84108, Seattle, WA 98124. Creative ideas from the “big guys” in the hotel industry. Unique services and amenities, adaptable to inns.

Secrets of Entertaining from America's Best Innkeepers.

Gail Greco. Globe Pequot Press. \$12.95. Contains tips on a variety of subjects. Efficient ways and time-saving ideas on how to clean house. Example: Glassware clouded by mineral buildup will come clean when soaked in a half gallon of water combined with a few denture-cleaning tablets!

Innkeepers Guide to Travel Editors. Beverly Matthews. Rocky Point Press., P.O. Box 602, Santa Monica, CA 90406. Contains an updated current list of travel editors. A valuable resource for creating free publicity.

Associations

Bed & Breakfast Association of Virginia.
P.O. Box 791, Orange, VA 22960.

The National Bed & Breakfast Association.
P.O. Box 332, Norwalk, CT 06852. Referrals and guidebook.

The American Bed & Breakfast Association.
16 Village Green, Suite 203, Crofton, MD 21114 (301) 261-0180. Membership of \$150.00, newsletter guidebook published, also other publications and information for members.

Association of Professional Innkeepers, International.
JoAnn M. Bell, Executive Director. P.O. Box 90710, Santa Barbara, CA 93190, (805) 965-0707. Membership offers: newsletter, workshops, technical assistance and index of members.

Tourist House Association of America.
R.D. 2, Box 355A, Greentown, PA 18426. Guidebook of B&B homes, newsletter and group liability insurance.

Inns Reference.
211 Woodward Avenue, Sausalito, CA 94965, (800) 442-8844. Referral and reservations service, annual fee.

Virginia Department of Economic Development's Division of Tourism Personnel

Patrick McMahan, *Director*

Judy Bulls, *Executive Secretary*

Bruce Twyman, *Advertising Director*

Anne Miller, *Secretary*

John Watt, *Community Development Director*

John Strutner, *Community Services Manager
(Abingdon Office)*

Meriwether German, *Client Services Manager*

Matt Gaffney, *International Marketing Director*

Sandy Walsh, *International Marketing
Representative*

Kimberly Frances, *Secretary*

LaVerne Deusebio, *North America Marketing
Director*

Bettie Matthews, *Tour Development Manager*

Barbara Ramos, *Tour Development and
Sales Assistant*

Audrey Thomas, *Secretary*

Martha Steger, *Public Relations Director*

Pam Jewell, *Audio Visual Services Manager*

Sue Bland, *Media Relations Manager*

Judy Watkins, *Media Relations Assistant*

Terry Minor, *Secretary*

Julia Scott, *Secretary*

Mary Nimmo, *Videos and Sales*

Mark Brown, *Research Manager*

Jeanne Wine, *Office Manager*

Nan Martin, *Program Support Technician*

Polly Bozarth, *Office Services Specialist*

Pat Georgiades, *Office Services Specialist*

Wendy Parker, *Office Services Assistant*

Joseph Hopson, *Mailroom Supervisor*

James Bank, *Postal Assistant*

Tony Cheatham, *Postal Assistant*

Rodney Shelton, *Postal Aide*

Virginia Travel- or Tourism-Related Organizations

American Automobile Association of Virginia

J.T. Timmons, *President*, 141 W. Virginia Beach Blvd., Norfolk, VA 23510,
(804) 622-5634

Virginia Association of Convention and Visitors Bureaus

Ms. Jo Love Willis, *President*, c/o Fredericksburg Department of Tourism, 706 Caroline
Street, Fredericksburg, VA 22401, (703) 373-1776

American Society of Travel Agents Central Atlantic Chapter

Eloise B. Myers, *CTC, President*, Moore Travel, Inc., P.O. Box 9595, Norfolk, VA
23505, (804) 583-2361

Virginia Association of Museums

Judy M. Harris, *Executive Director*, 301-A North Sheppard Street, Richmond, VA
23221, (804) 367-1079

Association for the Preservation of Virginia Antiquities

Peter Dun Grover, *Executive Director*, 2300 East Grace Street, Richmond, VA 23223,
(804) 648-1889

Virginia Bus Association

Nancy N. Nagle-Bolio, *Executive Director*, P.O. Box 17011, Richmond, VA 23226,
(804) 320-6339

Virginia Campground Association

Robert M. Ramsey, *Executive Vice President*, 9415 Hull Street Road, Suite B,
Richmond, VA 23236, (804) 276-8614

Potomac Chapter,

Meeting Planners International, Mary Pat Grover, *Administrator*, W/L Associates, Ltd.,
703 Giddings Avenue, Suite U5, Annapolis, MD 21401, (301) 858-5235

Virginia Chamber of Commerce

Hugh D. Keogh, *President*, 9 South Fifth Street, Richmond, VA 23219, (804) 644-1607

Ski Virginia Association

Mark Glickman, *Public Relations Director*, P.O. Box 706, Wintergreen, VA 22958,
(804) 325-2200

Virginia Association of Chamber of Commerce Executives

Paul K. Baker, *Executive Vice President*, 9 South Fifth Street, Richmond, VA 23219,
(804) 644-1607

Virginia Association of Broadcasters

Peter Easter, *Executive Director*, 620 Stagecoach Road, Charlottesville, VA 22902, (804)
977-3716

Virginia Economic Development Association

Smiley H. Waller, Executive Director, P.O. Box 1612, Suffolk, VA 23434, (804) 934-2303

Virginia Festivals & Events Association

Linda Lamm, President, c/o Ports Events, 355 Crawford Street, Suite 101, Portsmouth, VA 23704, (804) 393-9933

Virginia Retail Merchants Association

William H. Coiner, President, Old City Hall, Suite 315, 1001 East Broad Street, Richmond, VA 23219, (804) 649-0789

Virginia Hospitality and Travel Association

Jean N. Guthrie,, Executive Vice President, Government Relations, 7415 Brook Road, P.O. Box 15067, Richmond, VA 23227, (804) 261-6661

Virginia Hotel and Motel Association

Robert M. Ramsey, Executive Vice President, 9415 Hull Street Road, Suite B, Richmond, VA 23236, (804) 276-8614

Virginia Hotel Sales and Marketing Executives

Jack G. Bikart, President, c/o Wintergreen Resort, Wintergreen, VA 22958, (800) 325-2200 ext 677

Virginia Outdoor Advertising Association

Robert M. Ramsey, Executive Vice President, 9415 Hull Street Road, Suite B, Richmond, VA 23236, (804) 276-8614

Virginia Travel Council

Jon Richardson, Executive Vice President, P.O. Box 15067, Richmond, VA 23227, (804) 266-0444

Virginia Winegrowers Advisory Board

Wendy Rizzo, Program Director, P.O. Box 1163, Richmond, VA 23209, (804)371-7685

Virginia Recreation and Park Society, Inc.

Jim Stutts, Executive Director, Route 4, Box 155, Mechanicsville, VA 23111, (804) 730-9447

Virginia Restaurant Association

Herbert Clegg, Executive Vice President, 2101 Libbie Avenue, Richmond, VA 23230, (804) 288-3065

Virginia Welcome Centers

Ms. Sandra R. Furr, Manager
Department of Economic Development
Virginia Division of Tourism
Interstate 85, P.O. Box 7
Bracey, VA 23919
(804) 689-2295
FAX: (804) 689-2224

Mrs. Jeanne S. Burton, Manager
Department of Economic Development
Virginia Division of Tourism
U.S. 13, Box 215
New Church, VA 23415
(804) 824-5000
FAX: (804) 824-0294

Mr. Roger G. Carpenter, Manager
Department of Economic Development
Virginia Division of Tourism
Interstate 77, P.O. Box 60
Lamburg, VA 24351
(703) 755-3931
FAX: (703) 755-4672

Mrs. Phyllis B. Myers, Manager
Department of Economic Development
Virginia Division of Tourism
Interstate 64, R.F.D. 1, Box 80
Covington, VA 24426
(703) 559-3010
FAX: (703) 559-3028

Mrs. Patsy B. Mikeal, Manager
Department of Economic Development
Virginia Division of Tourism
Interstate 81, 66 Island Road
Bristol, VA 24201
(703) 466-2932
FAX: (703) 466-4653

Mrs. Gwen A. Thompson, Manager
Department of Economic Development
Virginia Division of Tourism
Interstate 77, P.O. Box 96
Rocky Gap, VA 24366
(703) 928-1873
FAX: (703) 928-1685

Mrs. Lucille M. Miller, Manager
Department of Economic Development
Virginia Division of Tourism
Interstate 66, 9915 Vandor Lane
Manassas, VA 22110
(703) 361-2134
FAX: (703) 361-4800

Mrs. Patricia Amro, Manager
Department of Economic Development
Virginia Division of Tourism
Interstate 95, P. O. Box 683
Fredericksburg, VA 22404
(703) 786-8344
FAX: (703) 786-0778

Mrs. Judith D. Kirby, Manager
Department of Economic Development
Virginia Division of Tourism
Interstate 81, P.O. Box 38
Clear Brook, VA 22624
(703) 722-3448
FAX: (703) 722-3449

Ms. Marie G. Taylor, Manager
Department of Economic Development
Virginia Division of Tourism
Interstate 95, P.O. Box 38
Skippers, VA 23879
(804) 634-4113
FAX: (804) 348-3324

In-City Offices

Mrs. Roberta G. Hallahan, Manager
Department of Economic Development
Virginia Division of Tourism
Bell Tower on Capitol Square
101 North Ninth Street
Richmond, VA 23219
(804) 786-4484
FAX: (804) 371-7834
SCATS: (804) 786-4484

Ms. Lynn Bostain, Manager
Department of Economic Development
Virginia Division of Tourism
1629 K Street, N.W.
Washington, D.C. 20006
(202) 659-5523 or -5524 or -5529
Toll Free: 800-659-5530 (B&B)
Reservations: 1-800-934-9184
FAX: (202) 659-8646

Virginia Local/Regional Visitor Centers

Alexandria

Alexandria Convention & Visitors Bureau, Ms. Barbara Janney, Executive Director, Ramsay House Visitor Center, 221 King Street, Alexandria, VA 22314, (703)838-4200, FAX: (703) 838-4683

Fairfax City

Fairfax Museum/Visitor Center, Ms. Daryl A. Humrichouser, Director, 10209 Main Street, Fairfax, VA 22030, (703) 385-8414, Toll Free: 800-545-7950

Arlington

Arlington County Visitors Center, Mr. Raymond J. Hogle, Coordinator, 735 18th Street South, Arlington, VA 22202, (703) 358-5720, Toll Free: 800-677-6267

Fairfax County

Fairfax County Visitors Center, Ms. Jean S. Hall, Manager, 7764 Armistead Road, Suite 160, Lorton, VA 22079, (703) 550-2450, Toll Free: 800-7-FAIRFAX, FAX: (703) 550-9418

Charlottesville

Charlottesville/Albemarle Convention and Visitors Bureau, Ms. Barbara Cochran, Director, P.O. Box 161, Charlottesville, VA 22902, (804) 977-1783

Fredericksburg

Fredericksburg Visitor Center, Ms. Vickie Plummer, Supervisor, 706 Caroline Street, Fredericksburg, VA 22401, (703)373-1776, Toll Free: 800-678-4748, FAX: (703) 372-6587

Chincoteague

Chincoteague Chamber of Commerce, Ms. Jacklyn Russell, Executive Secretary, P.O. Box 258, Chincoteague, VA 23336, (804) 336-6161

Hampton

Hampton Visitor Center, Ms. Kathy Tuttle, Information Center Coordinator, 710 Settlers Landing Road, Hampton, VA 23669, (804)727-1102, FAX: (804) 727-1310

Hanover

Hanover Visitor Information Center, Ms. Barbara Franklin, Director, 112 N. Railroad Avenue,
Ashland, VA 23005, (804) 752-6766

Natural Bridge

Jefferson National Forest Information Center, Ms. Linda Black, Support Services Specialist,
P.O. Box 10, Natural Bridge Station, VA 24579, (703) 291-2188, (Open April 1 -
November 15)

Hopewell

Hopewell Visitors Center, Ms. Mary M. Calos, Director of Promotion and Tourism, 201-D
Randolph Square, Hopewell, VA 23860, (804) 541-2206, FAX: (804) 541-2318

Newport News

Virginia Peninsula Tourist Information Center, Ms. Carol Beasley, Tourist Coordinator, 13560
Jefferson Avenue, Newport News, VA 23603, (804) 886-7777

Lexington

Lexington Visitor Center, Ms. Martha M. Doss, Director of Lexington Visitors Bureau, 102 E.
Washington Street, Lexington, VA 24450, (703) 463-3777, FAX: (703) 463-1105

New River Valley

New River Valley HOSTS Visitor Center, Ms. Mildred Laine, Director, Rt. 1, Box 123F, Dublin,
VA 24084, (703) 674-8859, FAX: (703) 674-2644

Loudoun County

Loudoun County Conference & Visitor Bureau, Mr. Hugh Harmon, Executive Vice President,
108-D South Street, S.W. Market Station, Leesburg, VA 22075, (703) 777-0518, Toll
Free: 800-752-6118, FAX: (703) 777-0477

Norfolk

Norfolk Visitor Information Center, Ms. Lynn Baggs, Manager, 4th View Street, Norfolk, VA
23503, (804) 441-1852

Lynchburg

Lynchburg Visitors Information Center, Ms. Jaynee Acevedo, Supervisor, 216 12th Street at
Church, Lynchburg, VA 24504, (804) 847-1811

Northern Neck

Virginia's Potomac Gateway Travel Center, Ms. Jo Turek, Director of Parks and Recreation,
P.O. Box 71, King George, VA 22485, (703) 663-3205 info center, (703) 775-4386
adm, FAX: (703) 775-5248

Petersburg

Petersburg Visitor Center, Ms. Darleen Brown, Supervisor of Information and Visitor Services,
425 Cockade Alley, Petersburg, VA 23803, (804) 733-2400, FAX: (804) 732-9212

Shenandoah Valley

Shenandoah Valley Travel Association, Mr. Andrew Dawson, Executive Director, P.O. Box 1040, New Market, VA 22844, (703) 740-3132, FAX: (703) 740-3100

Portsmouth

Portside Visitor Information Center, Mr. Keith Toler, Director of Tourism, Dept. of Parks, Recreation, & Tourism, 801 Crawford Street, Portsmouth, VA 23704, (804) 393-5111 info center, (804) 393-8481 admin, FAX: (804) 393-5230

Smith Mountain Lake

Smith Mountain Lake Welcome Center, Mr. Chuck Crow, Executive Director, 2 Bridgewater Plaza, Moneta, VA 24121, (703) 721-1203

Prince William County

Prince William County/Manassas Tourist Information Center, Ms. Sandra Mello, Manager, P.O. Box 123, Occoquan, VA 22125, (703) 491-4045

South Hill

South Hill Tourist Information Center, Ms. Dorothy A. Thomas, Executive Director, South Hill Chamber of Commerce, 201 S. Mecklenburg Avenue, South Hill, VA 23970, (804) 447-4547, FAX: (804) 447-4461

Richmond

Metro Richmond Visitors Center, Ms. Ales Rowe, Manager, 1710 Robin Hood Road, Richmond, VA 23220, (804) 358-5511

Southwest Highlands

Highlands Gateway Visitor Center, Ms. Sandy Evan, Visitor Center Manager, Factory Merchants of Fort Chiswell, Drawer B-12, Max Meadows, VA 24360, (703) 637-6766 info center, (703) 228-5551 admin, Toll Free: 800-446-9670

Roanoke

Roanoke Valley Visitor Information Center, Ms. Catherine Fox, Visitor Services Coordinator, 114 Market Street, Roanoke, VA 24011, (703) 342-6025, FAX: (703) 342-7119

Spotsylvania County

Spotsylvania County Visitors Center, Ms. Bonnie D. Smith, Tourism Coordinator, 4704 Southpoint Parkway, Fredericksburg, VA 22407, (703) 891-8687, FAX: (703) 891-2605

Staunton

Staunton-Augusta County Travel Information Center, Ms. Janet Meiss, Coordinator, 1303 Richmond Avenue, Staunton, VA 24401, (703) 885-8504

Winchester

Winchester-Frederick County Visitor Center, Ms. Kristen Goff, Supervisor, 1360 S. Pleasant Valley Road, Winchester, VA 22601, (703) 662-4135, FAX: (703) 722-6365

Virginia Beach

Virginia Beach Visitors Information Center, Mr. Buddy Wheeler, Visitor Center Supervisor,
2100 Parks Avenue, Virginia Beach, VA 23451, (804) 437-4919, Toll Free: 800-VA
Beach, FAX: (804) 437-4918

Wise County

Tourist and Information Center, Ms. Anita Wade, President, P.O. Box 236, Big Stone Gap, VA
24219, (703) 523-2060

Waynesboro

Rockfish Gap Regional Visitor Center, Ms. Betsy Knott, President, Waynesboro-E. Augusta
Chamber of Commerce, 301 W. Main Street, Waynesboro, VA 22980, (703) 943-5187
info center, (703) 949-8203 chamber

Waynesboro Village Tourist Information Center, Ms. Betsy Knott, President, Waynesboro-E.
Augusta Chamber of Commerce, 301 W. Main Street, Waynesboro, VA 22980, (703)
942-2302 info center, (703) 949-8203 chamber

Williamsburg

Virginia Attractions Desk, Colonial Williamsburg Visitor Center, Mr. Bill Suber, Supervisor,
P.O. Box C, Williamsburg, VA 23181, (804) 220-7644

Virginia Tech

Charlotte A. Reed

Economic Development Specialist, Tourism, Public Service Programs, 238 Donaldson
Brown Hotel and Conference Center, Virginia Tech, Blacksburg, VA 24061-0413,
(703) 231-8386, FAX: (703) 231-3896

Small Business Development Centers

Longwood SBDC

Longwood College, 515 Main Street, Farmville, VA 23901, (804) 395-2086, FAX:
(804) 395-2359

South Boston SBDC

P.O. Box 1116, 515 Broad Street, South Boston, VA 24592, (804) 575-0044, FAX:
(804) 572-4087

James Madison University SBDC

JMU College of Business, Zane Showker Hall, Room 523, Harrisonburg, VA 22807,
(703) 568-3227, TELELINK (703) 568-3299

Capital Area SBDC

403 East Grace Street, Richmond, VA 23219, (804) 648-7838, FAX: (804) 648-7849

Central Virginia SBDC

918 Emmet Street, Charlottesville, VA 22903, (804) 295-8198, FAX: (804) 295-7066

SBDC of Hampton Roads, Inc.

P.O. Box 327, 420 Bank Street, Norfolk, VA 23501, (804)622-6614 (Norfolk),
(804)825-2957 (Hampton), FAX: (804) 622-5563 (Norfolk), FAX: (804) 825-2960
(Hampton)

Western VA SBDC Consortium

Virginia Tech, Economic Development Assistance Ctr., Donaldson Brown Center,
Room 234, Blacksburg, VA 24061-0539, (703) 231-5278, FAX: (703) 231-8850

The Blue Ridge SBDC

310 First Street, SW Mezzanine, Roanoke, VA 24011, (703) 983-0717, FAX: (703) 983-0723

New River Valley SBDC

234 Donaldson Brown Center, Virginia Tech, Blacksburg, VA 24061-0548, (703)
231-4004, FAX: (703) 552-0047

Wytheville SBDC

Wytheville Community College, 1000 E. Main Street, Wytheville, VA 24382, (703)
228-6751, (703) 228-5541 ext 314, FAX: (703) 228-2542 or 228-6506

Southwest SBDC

Mt. Empire Community College, Drawer 700, Route 23 South, Big Stone Gap, VA
24219, (703) 523-6529, (703) 523-2400 ext 328 or 329, FAX: (703) 523-4130

VA Highlands Community College

P.O. Box 828, Abingdon, VA 24210-0828, (703) 628-6094 ext 274, FAX: (703)
628-7576

SW VA Community College

P.O. Box SVCC, Richlands, VA 24641, (703) 964-7345, FAX: (703) 964-9307

Dr. William E. S. Flory SBDC

10311 Sudley Manor Drive, Manassas, VA 22110, (703) 335-2500, FAX: (703)
335-1700

Lynchburg Regional SBDC

147 Mill Ridge Road, Lynchburg, VA 24502, (804) 582-6100, FAX: (804) 582-6106

Northern Virginia SBDC

4260 Chainbridge Road, Ste. B-1, Fairfax, VA 22030, (703) 993-2131, FAX: (703)
993-2126

Arlington SBDC

GMU Arlington Campus, 3401 N. Fairfax Drive, Arlington, VA 22201, (703)
993-8128, FAX: (703) 993-8130

Loudoun County SBDC

21515 Ridge Top Circle, Suite 220, Sterling, VA 20166, (703) 430-7222, FAX: (703) 430-9562

Rappahannock Region SBDC

1301 College Avenue, Seacobeck Hall, Fredericksburg, VA 22401, (703) 899-4076, FAX: (703) 899-4373

Warsaw SBDC

P.O. Box 490, 106 West Richmond Road, Warsaw, VA 22572, (804) 333-0286, (804) 333-0183, FAX: (804) 333-8187

Lord Fairfax SBDC

P.O. Box 47, Middletown, VA 22645, (703) 869-1120, FAX: (703) 869-7881

BED AND BREAKFASTS IN VIRGINIA: IDENTIFICATION OF SUCCESS FACTORS

by **TAMMIE J. KAUFMAN**

Research Completed: April, 1994

In the spring of 1994, Virginia bed and breakfast operators were polled to determine the attitudes, beliefs or personal characteristics they felt were necessary for success in the bed and breakfast industry. The primary purpose of the study was to provide information to current and potential B&B owners and operators and to expand on the limited research which is currently available on this growing industry. The study identified: (1) the demographics of Virginia bed and breakfast operations; (2) successful bed and breakfast operations based upon their self definition of success; and (3) the attitudes and beliefs owners and operators think are necessary for success in running a bed and breakfast operation.

SUCCESS FACTORS IN THE BED AND BREAKFAST INDUSTRY

Limited academic research has been conducted in the bed and breakfast industry so it was difficult to conclusively identify factors or elements which contribute to success or failure. However, Bangs proposed that the greatest detriment to success in the B&B industry is underestimating the amount of work involved in this type of business. Bed and breakfast operations are appealing to entrepreneurs, but prospective owners must be prepared for hard work. As with most small businesses, the business requires attention twenty-four hours a day, yielding no free weekends or vacations for the owners or operators. Failure to anticipate or be prepared for the hard work involved contributes to the estimated 10 percent annual failure of inn operators in the California B&B industry (Bangs, 1987). Many people also undertake a bed and breakfast operation naively and undercapitalized (Hardy, 1991).

Research by Dun and Bradstreet (Buchanan & Espeseth, 1988) found the following reasons for the failure of bed and breakfast operations (in decreasing order):

1. Inadequate sales
2. Competitive weakness
3. Heavy operating expenses
4. Poor location
5. Excessive fixed costs
6. Other problems indicating poor judgment (Buchanan & Espeseth, 1988, p. 8).

The B&B industry is one of those rare businesses which may operate for reasons not entirely dependent on financial return. In a nine-state survey, 88 percent of the bed and breakfast owners considered their business to be successful whether or not it yielded financial profit above or beyond the associated costs of operation. In fact, a number of people noted that the business was personally very rewarding for them and, therefore, a success, even though it was not a financial success (Brown, 1990). One operator states that the hard work and limited profit is worthwhile because of the interaction with interesting people and the new friendships which developed as a result of that interaction (Walkup, 1991).

SURVEY POPULATION AND RESPONSE

For this study, the businesses surveyed were members of the Bed and Breakfast Association of Virginia (BBAV) which was representative of bed and breakfasts throughout Virginia. They differed in size, amenities offered, price per room, and region of state.

One hundred and twenty-four of the 174 surveys were returned, resulting in a 71.2 percent response rate. B&B's representing all regions of the state responded to the survey. The data were collected from November 1993 until January 1994.

BED AND BREAKFAST OPERATION INFORMATION

Over half of the respondents were located in cities with populations under 10,000. Most began operating after 1984 and 96 percent of the owners or managers began management of the bed and breakfast after 1982. A large percentage of the bed and breakfasts had between two and eight guest rooms and between one and eight private baths. The bed and breakfasts with shared baths generally had two shared bathrooms. Over half of the owners or managers were 50 years of age and older and were highly educated. Fifty-five percent of the businesses were managed by operators whose sole occupation was operating the bed and breakfast and the majority lived on the premises. Most operations had 24-hour staffing and a parlor or lobby area for guests. Few had a restaurant open to non-guests or offered catering, but approximately one-third served dinner to guests upon request. Over 41 percent had public meeting rooms for rent, and a majority had the capacity to hold between 15 and 50 people for meetings. Few bed and breakfast operations had gift shops, sold antiques, or other retail operations. Generally, they did not require reservations but recommended them.

RESULTS

This study attempted to identify behaviors, beliefs or personal characteristics which current B&B owners or operators felt were important for a successful business. The most significant included the following: 1) family support; 2) experience in the hotel and restaurant industry; 3) managerial experience in large businesses; 4) positive beliefs and attitudes about the industry; 5) personality of the owner-manager; 6) use of financial data; 7) the inn as the owner's sole means of support; 8) significant knowledge of the bed and breakfast industry; 9) past experience in the bed and breakfast industry; 10) considerable knowledge of cash flow and accounting principles; 11) good relationships with employees and guests and 12) good interpersonal skills.

SUMMARY

The bed and breakfast industry is growing rapidly and many B&B's have become destinations for travelers seeking the unique experience associated with this type of lodging. New businesses are being opened continuously by entrepreneurs who expect to capitalize on their current popularity. The purpose of this research was to identify attitudes, beliefs or characteristics of owners and operators which would assist in making the business a success. Clearly, the findings support the need for objective analysis of the potential owner's or operator's personal beliefs, attitudes and experiences. Successful operators need family support, knowledge of the bed and breakfast industry, some

experience in the B&B or hospitality industry, and a good education in general business practices. They should be aware of the competition and be active in the community. Prospective operators must fully understand the B&B industry; they should not perceive the operation of a bed and breakfast as a simple hobby, but as a lifestyle and business choice. The result of this understanding will be a rewarding and fulfilling business which meets its owner's or operator's personal and financial needs.

REFERENCES

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- Brown, N.E. (1990). *Nine-State Survey of Bed and Breakfast Establishments*. Ames, IA: Iowa State University, Department of Hotel, Restaurant and Institutional Management.
- Buchanan, R.D., & Espeseth, R.D. (1988). *Developing a Bed and Breakfast Business Plan*, [North Central Regional Extension Publication No. IL-IN-SG-88-2]. Urbana, IL: University of Illinois Agriculture Publication Office.
- Hardy, P. (1989). *A Review of Studies on Bed and Breakfast Homes and Inns*. Santa Barbara, CA: Professional Association of Innkeepers International.
- Walkup, C. (1991). B&B's Offer Small-Town Charm to Weary Travelers. *Nation's Restaurant News*, 25(45): 7 & 152.

A complete copy of the study with literature review, description of methodology, discussion of statistical relationships and references is available in the Virginia Tech Library. For information regarding ordering or reviewing, contact or visit the Reference desk of Newman Library (703-231-9232) and ask for information on the Master's thesis by Tammie J. Kaufman, submitted April 18, 1994.

Sample Reservation Forms

Telephone Reservation Request

Name: _____

Address: _____

City: _____

Phone: _____

Arrival Date: _____ Time: _____ Via: _____

Departure Date: _____ Time: _____ Via: _____

Type of Bedroom: _____ No. of Persons: _____

Rate Quoted: _____ Deposit Requested (Date): _____

Amount of Deposit: _____ Date Received: _____

Confirmation Mailed (Date): _____

Special Requirements & Arrangements: _____

Deposit Receipt & Reservation Confirmation

To: _____ Date: _____

We are pleased to confirm receipt of your deposit in the amount of \$ _____ to cover the following reservation:

Arrival Date: _____ Time: _____

Departure Date: _____ Time: _____

Type of Room: _____ # of Persons: _____

Daily Rate Including Breakfast: \$ _____

Total Cost of Accommodations: \$ _____ x _____ Days = \$ _____

Minus Deposit: \$ _____

Amount Due on Arrival: \$ _____

Other Arrangements and Requirements: _____

Deposit Refund Policy:

- Full refund up to 14 days before arrival date
- Full refund minus \$10.00 administration fee up to 7 days before arrival date
- No refund if cancelled less than 7 days before arrival date

_____, _____

Reservation Sheet

Month:

	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday

Notes

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