



Linda Stott
President, CHMSE

president's message

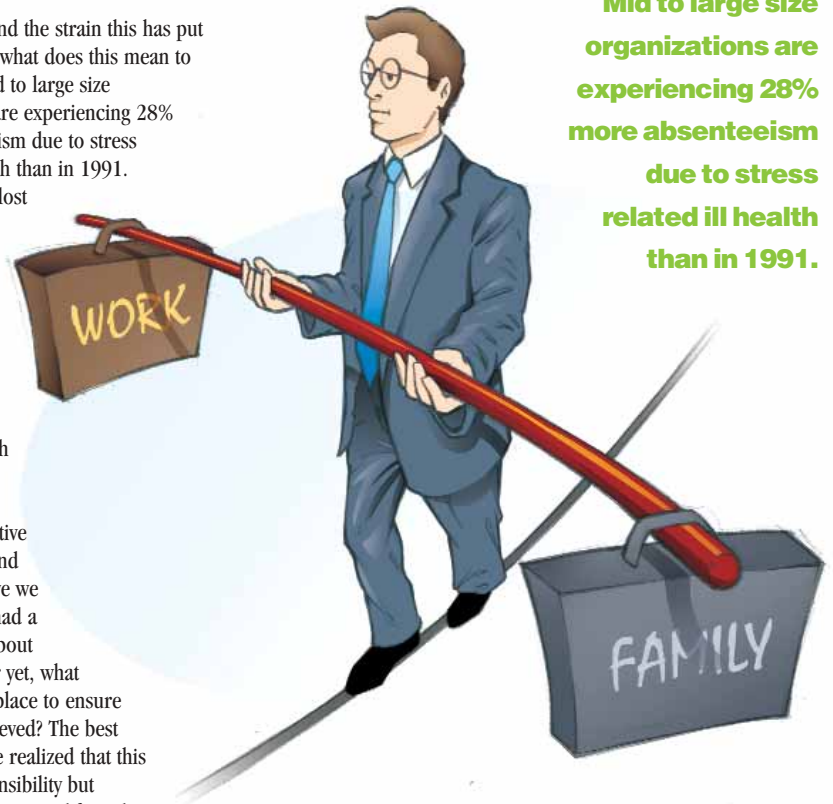
the tight rope walker

It's not an unusual refrain to hear about the struggle of work/family balance. After all, we spend the better part of the waking day with our careers and squeeze in personal time in a few evening hours. Is this truly a challenge of our modern times or have we grown used to having it all and are intolerable when it doesn't work out that way?

In October 2003 the Public Health Agency of Canada published their report: "Work-Life Conflict in Canada in the New Millennium" comparing results of a 2001 survey to the same one taken 10 years earlier. The demographic profile of respondents reflects many of our own situations; we are employees working for midsize to large organizations with mostly a post secondary education in dual income families. To summarize the results in a sentence: we are now working longer hours and are more stressed than we were 10 years ago. This may be due to what the report calls "work to family interference", i.e., how overflow from work eats up our personal time. The reverse would then be family to work interference, when family responsibilities interfere with our work performance. It reports that "three times as many Canadians give priority to work at the expense of their family as the reverse". This may be because one in four respondents in 2001 reported work to family interference as a real problem and 40% responded that it's a moderate problem versus only 10% in 1991. Downsizing has become a four-letter word and employers are now expecting the same amount of output from less employees. As well, our information age has created a workforce that can't leave work at work. With the new information and communication technology at our disposal, for example, the internet, e-mail, cell phones and P.D.A. devices, the lines are blurring between when we're "on" and when we're supposedly "off". Ten years ago no one would know how to answer, "do you have a crackberry?".

Never mind the strain this has put on employees, what does this mean to employers? Mid to large size organizations are experiencing 28% more absenteeism due to stress related ill health than in 1991. This results in lost productivity, which is an oxymoron since those who are ill mostly became ill trying to produce more.

Since high work to family interference is counterproductive to employers and employees, have we sat down and had a conversation about balance? Better yet, what actions are in place to ensure balance is achieved? The best employers have realized that this is a dual responsibility but remember this is your life and you must take control.



Mid to large size organizations are experiencing 28% more absenteeism due to stress related ill health than in 1991.

*See Kelley Robertson's article on page 5,
Balancing the Scales*

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how can **CHMSE** fast track your career?

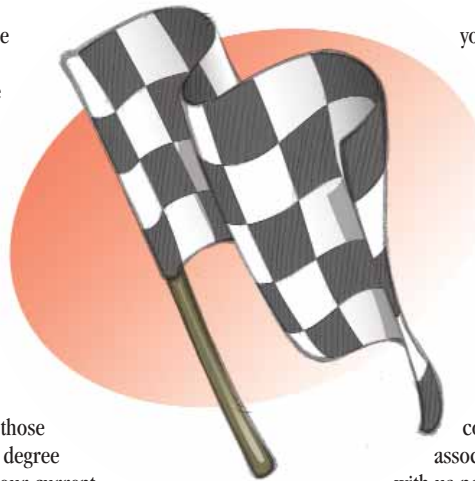
The answer is simple. Become a Canadian Hotel Marketing and Sales Executive director and gain priceless experience that will get you far! Since I joined the board 3 years ago, I have been able to develop skills different from those I usually practice as a sales manager.

I started enhancing my career by becoming a Director of Programs with CHMSE. Why did I choose this role? As a sales manager, I really wanted to know and understand how my clients feel when facing the trials and tribulations of organizing conferences and meetings. Becoming the Director of Programs allowed me to truly understand the other side of our business and experience these things first hand. It also brought me much closer to understanding the crucial role of the Events and Banquet Team for events at hotels and other venues.

Have you ever thought of becoming an Event Planner for a big company? Well CHMSE has given me a

chance to truly experience the role of an Event Planner. The experience and insight I have gained in the span of two years has been amazing. The job has allowed me to let my creative juices flow and develop my networking skills above and beyond my expectations. I have met many great people and contacts while being a member.

I send this letter out to those of you who possess the same degree of passion and dedication of our current membership. If this sounds like you, I urge you to speak to me to see if the CHMSE board is a good fit for



you. I was deeply moved when the board appointed me to President-Elect. I am very proud to represent all of my colleagues who volunteer their time to make the hospitality industry better. I'd like to personally speak with anyone who is interested in joining and answer any specific questions you may have. I look forward to the continued positive growth of our association and to seeing new faces with us next year.

Come aboard and enjoy the best ride of your life!

The Amazing CHMSE Race

Tuesday, June 20, 2006

After 24 years of having an Annual Golf Tournament the CHMSE Board has decided, through feedback from the members, to bring you something new, exciting and above all educational!

The Event in June will be held on Tuesday, June 20, 2006, starting at 3:00 p.m. sharp!

Keep an eye on the CHMSE website. Full details will be listed as they become available. This is one event that you and your colleagues are not going to want to miss!

Want your company to be showcased? Do you have new product to show off? All member affiliates and associates are encouraged to contact Katrina Woodhouse to discuss.

Phone 416-874-2135 or email to kwoodhouse@deltahotels.com

do you want to take your career skills to the next level?

Want more experience planning events, marketing, strategizing, advertising, or fund raising?

Looking for experience serving on a Board?

You can get these and more by joining the

CHMSE Board for the 2006-2007 season!

If you are interested in more information please contact

Susan Aguilo, Chair of the Nominations Committee at

416-860-5149 or susan.aguilo@accor.com or

Monika Nowak, President-Elect at 416-934-5588 or

mnowak@courtyardtoronto.com

CHMSE's **be a** **star** night

An event presented by
CHMSE's Affiliate
Members



Jeff Drover
Director, Affiliates



On Thursday, February 23rd, 2006, the industries "Stars" came out in full force to support the first CHMSE "Discovery Night" in two years and show off their personalities' true colours! Participating members had to complete a pre-function personality survey prior to arriving and weren't quite sure what to expect until they got there.

The Rogers Centre "Hard Rock Café" hosted the event filled evening, which included Moe Poirier of L(earn)² setting the stage by sharing his thoughtful insights about people's natural orientations and the wisdom of practical sales experiences.

In a fast-paced, interactive and entertaining session the key messages included:

- 1** Understand People – Every person is a unique combination of Gold Miner, Blue Ocean, Orange Sky and Green Planet (personality styles and preferences).
- 2** Maximize Strengths – Individual and Team natural orientation strengths have a direct impact on the success of your communication (use your natural ability).
- 3** Take It Up A Notch – Add natural orientation insights about your clients to the strength of your professional sales and marketing skills (know your audience).
- 4** Put It To Work – Practice tailoring your communication to match the natural orientations of the people you know. When you have 3 people notice and give you feedback, tell them about how natural orientations and how you are applying it (learn from experience).

Overall, the session was a great example of a typical experience: a fully staged environment to support a powerful combination of learning and application. The setup for the event was an "Interactive Key-Note" style version of a ½ day or full day program

that emphasizes personality preferences, customer relationships and increasing sales performances.

Expectations were definitely met and the evening was a huge success. Feedback was very positive with a number of members already looking forward to what "Discovery Night" 2007 holds in store for them. By the way, plans for "Discovery Night" 2007 are already underway and we can't wait to announce them!

Kudos to our generous sponsors for the evening:
Leslie Bennett and Moe Poirier from L(earn)² for sponsoring and providing the evening's educational component.
A-V Canada for sponsoring and providing the A/V component.



A number of affiliate members were gracious in donating amazing prizes for this event and thanks go out to them as well:

Freeman
Frischkorn Audio Visual Rentals
The Stronco Group of Companies
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Wotif.com

Western Hemisphere Travel Initiative

(WHTI) Fact Sheet

Background

- The United States Intelligence Reform and Terrorism Prevention Act of 2004 (IRTPA) legislated the Secretaries of Homeland Security and State to implement a plan, not later than January 1, 2008, to require U.S. citizens and all previously exempt foreign nationals to have "a passport or other document, or combination of documents, deemed by the Secretary of Homeland Security to be sufficient to denote identity and citizenship" when entering the U.S.
- Currently, U.S. citizens, Canadians and some citizens of other countries in the Western Hemisphere are not required to have a passport to enter or re-enter the U.S. when travelling from within the Western Hemisphere.
- The Western Hemisphere Travel Initiative (WHTI), announced April 5, 2005, proposed specific ways to implement the legislative requirement.
- According to the Advance Notice of Proposed Rulemaking published in the U.S. Federal Register on September 1, 2005, WHTI will be applied in two phases:
 - December 31, 2006 – Air and sea travel entering or re-entering the U.S.
 - December 31, 2007 – Extension to include all land border crossings.
- For land borders, existing documents being considered for acceptance under WHTI include NEXUS (a frequent cross-border traveller program), FAST (Free and Secure Trade documents for commercial carriers), and SENTRI (a border crossing card employed at the U.S.-Mexico border).
- Following an open 60-day public consultation period, the Government of Canada submitted an Official Comment to the U.S. Federal Register on October 31, 2005
- In that comment Canada proposed to partner together with the United States to, among other things, strengthen the foundations for establishing identity and citizenship in our respective passport-issuance processes, and the security of the documents used for this purpose, with the increased engagement of states and provinces in identity authentication; and to work jointly to identify and assess the best options for alternative documents to be required in the land border context, taking into account the need to ensure that the appropriate resources and infrastructure are available to guarantee the smooth functioning of border crossings and to ensure that required documents are affordable and accessible.

Recent and Upcoming Developments

- On January 17, 2006, the United States Secretaries of State and Homeland Security publicly announced plans for a "new, inexpensive, secure travel card for land border crossings" that will meet the documentation requirements of WHTI. The PASS (the acronym for People, Access, Security, and Service) card would serve as the main alternative to the passport for land borders only.
- The proposed PASS card for Americans cannot be evaluated simply on the basis of what was announced. Its success or failure will hinge on how it is implemented. For example, we still do not know how border authorities will process the card and whether the right technology will be in place on time.
- The Department of Homeland Security and Department of State are expected to issue a Final Rule on the air and sea borders in Spring 2006 and the Final Rule on the land border spring 2007. Further public consultation periods will follow.
- At the meeting of North American Leaders in Cancún, Mexico, Prime Minister Harper and President Bush tasked their respective cabinet leads, Public Safety Minister Day and U.S. Secretary of Homeland Security Chertoff, to make this issue their top priority.

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balancing the scales

By Kelley Robertson

If you're like most people you are probably working harder and longer than you used to. As a result, finding balance in today's fast-paced world is more difficult than ever before. Yet, a healthy balance has also never been more important. Here are a few strategies that can help:

- 1** First and foremost, you must love what you do. We spend over a third of our life at work – doesn't it make sense to enjoy it? I learned many years ago that the more you enjoy your job or work the more successful you will be. Even a high-pressure job is less stressful when you fully enjoy it. I know several people who have high-profile and high-pressure careers but they still maintain a sense of balance because they love their business. Enjoying your work gives you more satisfaction and personal fulfillment.
If you find yourself in a job that doesn't motivate or stimulate you, consider making a change. There are lots of great books on the market that can help you discover what type of work you are best suited for.
- 2** Make time for family and friends. Regardless how busy you are it is critical to spend time with people who are close to you. In the last several years my wife and I make sure to schedule a 'date night' once a week. This usually means having dinner at a local restaurant or going to a movie, show, or concert. Although we often talk about our business it gives us the opportunity to catch up and discuss things we don't always find time to talk about during the rest of the week. Spending time with friends is also a great way to recharge mentally particularly if your friends are not employed in the same industry.
- 3** Find a hobby. I think it is important to engage yourself in a pastime or hobby because they help you forget about work for a while. My two favourite pastimes are reading and running. In addition to releasing stress, this 'escape' helps recharge your batteries and maintain your objectivity. Plus, a clear energized mind is more creative and open to accepting new ideas.
- 4** Schedule "me" time. As selfish as it sounds we all need a few hours of personal time. I usually schedule this when my wife is out running errands. Most of the time I'll read, watch a movie, or sometimes take a nap. I don't feel guilty for taking this time to myself because it actually helps my marriage by allowing me to engage in something I fully enjoy without worrying about distractions from other people. One word of caution, "Me" time should not be scheduled at the sacrifice of others or occupy a large portion of your schedule. If you have been on a business trip for a week it's not fair to your family to schedule the entire weekend as "me" time.
- 5** Take vacations. Vacations are critical to your well-being. It is essential to take a break from the hectic and fast-paced business world. Too many people in business view their lack of vacation time as a badge of honour but I feel that a lack of a break from the business negatively affects your ability to perform at your maximum potential. When I started my business, I set a goal of taking a one-week break at least three times a year. I adhered to this goal in the first three years because I made sure to plan my breaks early in the year. Then in my fourth year I neglected to plan this time off. Before I knew it, October had



rolled around and I still hadn't taken any time off. By this time, I was feeling burned out, I experienced more stress, and I had less energy, drive and motivation.

- 6** Disconnect yourself. Today's technology has made it very difficult for us to completely disconnect from business. I find that I am drawn to email on the weekends and even on vacations. We don't want to miss anything and sometimes our boss even requires that we stay connected to the office on our time off. However, I strongly believe that disconnecting yourself completely from voice mail, email, your PDA and BlackBerry is essential to creating some semblance of balance in our lives. There is no question that you will have more work to catch up on when you return to work but this complete break helps your brain recharge.

I won't suggest that creating this balance is easy – it's not. However, with a bit of focus and attention you can start to balance the scales. It's worth the effort.

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Kelley Robertson, President of the Robertson Training Group, works with businesses to help them increase their sales and motivate their employees. Receive a FREE copy of "100 Ways to Increase Your Sales" by subscribing to his free newsletter available at www.RobertsonTrainingGroup.com. For information on his programs contact him at 905-633-7750 or Kelley@RobertsonTrainingGroup.com.

Executive Development Day 2006

we came
we learned
we played



Julia Newlands
Director, Students &
Executive
Development Day

Exceptional learning experts Eagle's Flight teamed up again with CHMSE and the Renaissance Toronto Hotel Downtown to present Executive Development Day on Thursday, March 30th, 2006.

The Excelleron™ program divided us into clans for the challenge. The clans competed, traded, negotiated, and worked as teams to get what they needed to qualify. The clans were out to achieve the following two objectives: to demonstrate their ability to

achieve the business results, and their ability to live with the clans organization's cultural values, called the Shumas.

The training experience and the ability of CHMSE attendees to participate alongside over 50 corporate guests made this day one of the most successful Executive Development Days we have hosted.

Special thanks to Tourism Toronto for their partnership and to Eagle's Flight, the Renaissance Toronto Hotel Downtown and AVW-TELAV Audio Visual Solutions.



EAGLE'S FLIGHT™

general m

January 19, 2006 The Fair



event sponsorship opportunities

Are you a CHMSE member who wants a special promotional opportunity at one of CHMSE's monthly training programs? Consider CHMSE's new event sponsorship opportunity where you:

- Have exclusive opportunity to provide individual give-away/promotional items to attendees of that event.
- May provide a raffle prize and draw for the winner of your prize.
- Display signage (supplied by you) at the registration desk.
- Have your company logo featured on the event invitation flyer.
- Have the exclusive opportunity to introduce yourself to the group.

This package of benefits is available at a cost of \$250.00 plus GST per event. All events may be sponsored with the exception of General Managers Night, the affiliate-organized Discovery Night and Executive Development Day. This opportunity is available to members only.

Contact (416) 252-9800
or info@cbmse.com for more information.

Managers' night

Fairmont Royal York

By Katrina Woodhouse, Director, Fund Raising



The keynote was presented before dinner – a popular change to our usual schedule.



Keynote speaker Brent Fimmamore engages the audience

It was an event not to be missed. Guests enjoyed the reception, silent auction and dinner in The Ballroom of the gorgeous Fairmont Royal York.



The annual General Managers' Night would not have been possible without the generosity of our many sponsors whose support ensures year over year the success of the event. We are proud to recognize all of those sponsors:



- Clayton Music Services
- Décor Experts Expo
- Graphic Print
- Paris Flowers
- PKF Consulting

Don't forget to come see us at IncentiveWorks on August 22 & 23rd, 2006 at the Metro Toronto Convention Centre. Volunteers welcome so if you are already attending the show or you want to attend the show contact Shelley Macdonald at info@chmse.com or 416-252-9800.



L.A. Palamar,
Principal of BTE
Marketing and Sales
Solutions and CHMSE
Past President

time well spent

reviews of books, CD's and DVD's that can **help make you**
a more **effective sales person**

Blink, The Power of Thinking Without Thinking Malcolm Gladwell (Little, Brown and Company: 254 pages)

Best selling author Malcolm Gladwell (*The Tipping Point*) takes the study of snap judgments to a whole new level in his most recent book, *Blink*. Gladwell conducts research in a wide selection of unrelated fields and proposes a theory on how we make decisions in an instant – in the blink of an eye – and just how reliable these decisions really are.

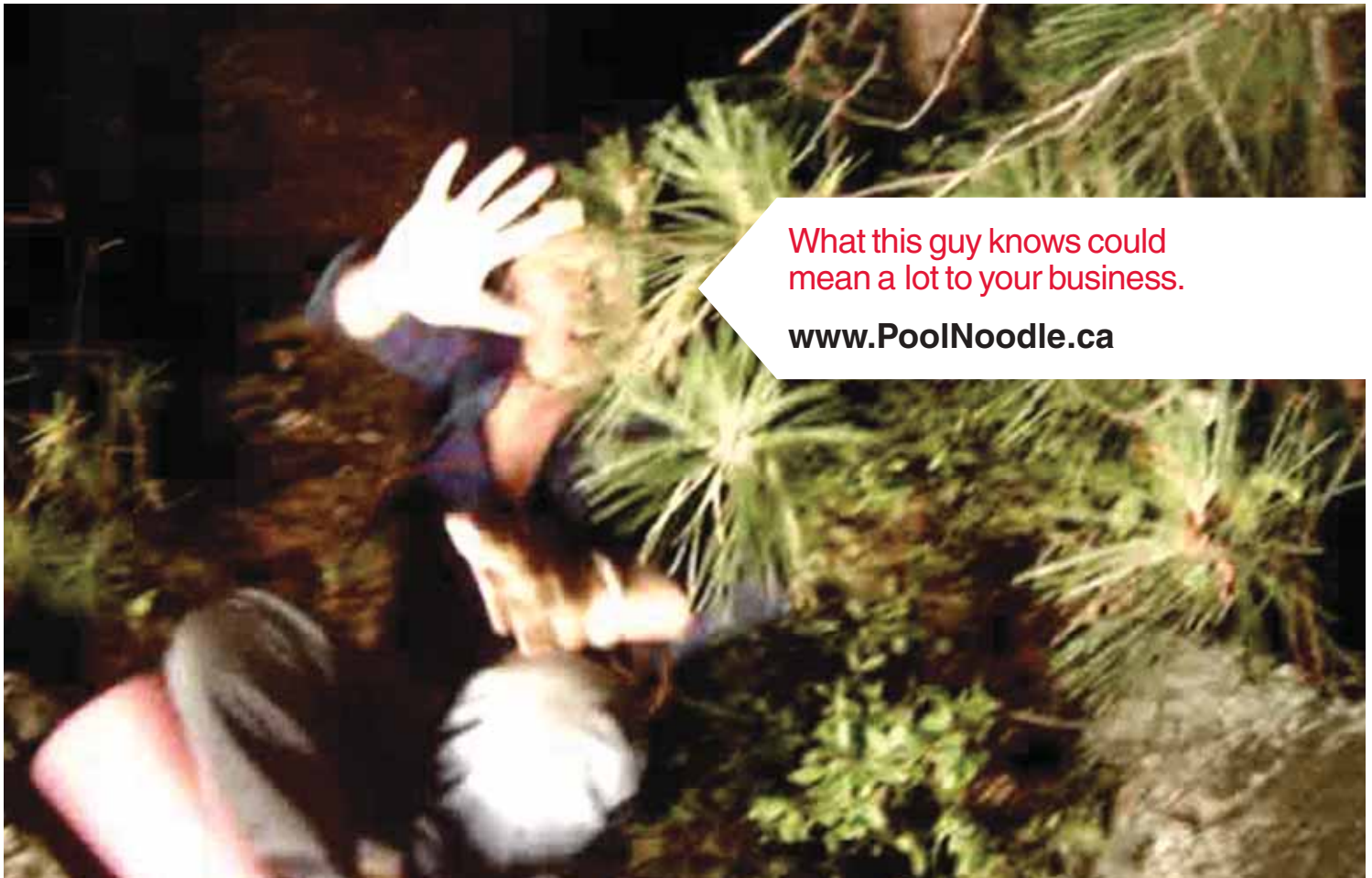
Sales professionals and their clients form first impressions instantaneously. Sellers make quick decisions during negotiations and develop a sixth sense of how to sell effectively. For these people, *Blink* may just be a revelation. It will take the elements of selling that you thought were intuitive, and “thin slice” them to explain just how you reached these conclusions. Could

your instincts be leading you astray? Are your conclusions to be trusted? Can you take those first few seconds of looking, and make them more effective?

Gladwell proposes that these quick decisions are powerful components of our thinking process. This belief is supported through entertaining yet methodically researched vignettes in the arenas of marriage, the stock market, military theory, speed dating and medicine, to name just a few. If professionals who deal in the realm of life-and-death decisions can rely on their own instincts and intuitions, surely those of us who deal in less risky professions should feel comforted by this concept. But don't relax just yet.

Our conclusions, based on the first few seconds of viewing a situation, can be deeply flawed by several factors. A classic example of this, dubbed by Gladwell as “the Warren Harding Effect” illustrates how we can be quite misled by appearances; a condition that led to the American voters putting a handsome but ineffective President into office. But assuming that one had been schooled since early years not to judge a book by its cover, this scenario is hardly new and only serves to remind of us of the dangers of basing our decisions on appearances. Perhaps more useful is research that

see Time Well Spent continued on page 10



What this guy knows could mean a lot to your business.

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you might be in the **hospitality** industry if...

You sat at the same desk for four years and worked for eight different Managers.
 'Going for cocktails and dinner' is NOT your idea of a nice evening.
 When someone asks you your exact job profile, you lie.
 You get really excited about a 2% pay increase.
 You sit in a cubicle smaller than your bedroom closet.
 It's dark on your drive to and from work.
 Communication is something your 'group' is having problems with.
 You see a good-looking person and you know it's a visitor/guest.
 Food left over from a banquet or meeting is your main staple diet.
 You forget what you look like in anything but a suit.
 All the work you were hired to do gets done before 9 and after 5.
 You're already late on an assignment you just received.
 Your boss's favourite lines are:

- When you get a minute....
- In your spare time...
- I have an opportunity for you...

50% of the people in your company don't know what you do.
 The other 50% of the people in your company don't care what you do.
 Vacation is something you roll over to next year, if you are allowed.
 Change is the norm.
 Nepotism is encouraged.
 Six months is considered to be substantial longevity.
 You dial '9' before the number no matter where you are calling from.

When you are walking in public, you have to fight the urge to pick up scraps of paper and rubbish on the floor.
 You smile and say 'good morning' to total strangers in the street.
 Your toilet paper at home is folded in a triangle on the first sheet.
 You answer the phone at home 'Hello this is... how may I help you?'
 You eat in hotel restaurants for fun.
 You inspect your hotel room when travelling.
 Most of all, you read this entire list and understand it...

Here are a few notable additions:

- you call your spouse or partner your "added value"
- you correct people when they use the word free, saying it's complimentary
- you get a strange twitch in your right eye when people say the word wedding
- when you get married, it will be in the wilderness where rounds mean shots fired with a gun
- when friends visit you at home, they wonder why you always take them on a "site-tour"
- you've been found rocking yourself in the employee bathroom during RFP season
- you point with two fingers
- the word customer does not exist in your vocabulary

Thanks to Jannett Ioannides for sharing!



NEW TRADE SHOW FORMAT

The ETS shows will now kick off with a one hour free planner education seminar at 9:00 am put on by



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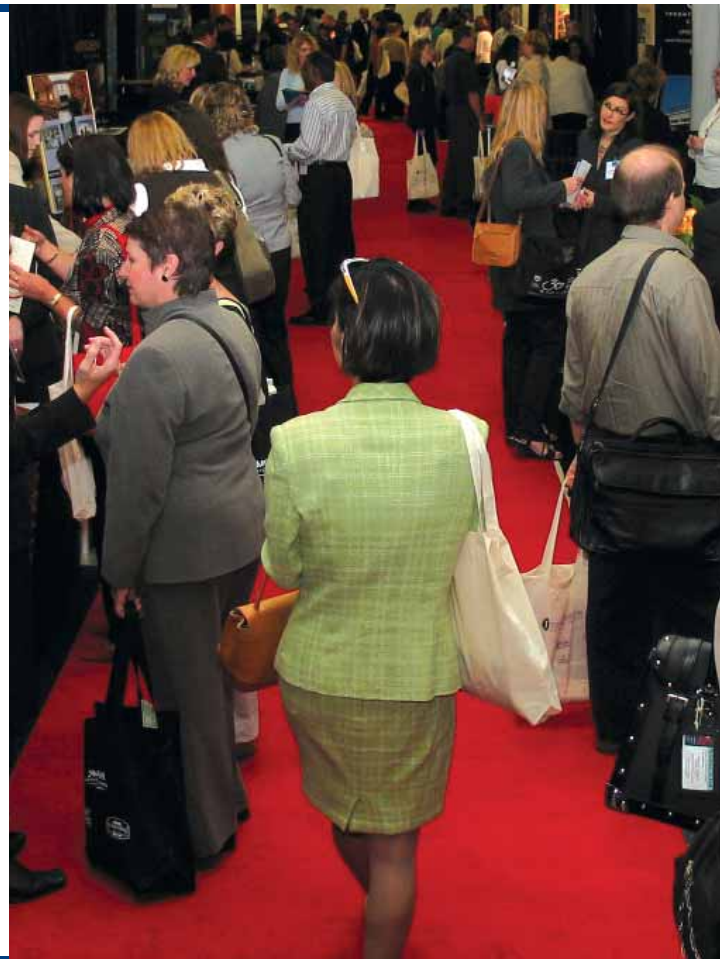
This will be followed by the trade show and a working lunch from 10:00 to 1:00.

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demonstrates how we can make better decisions and how we manipulate the decisions or conclusions of others.

A major stumbling block, especially in this day and age, is the proliferation of information that we feel obliged to filter through. A classic case of less-is-more, Gladwell encourages us to hone in on only the factors that matter, and he uses stunning examples in the field of medicine to illustrate this point. If we can incorporate simple protocols into our decision making process and focus on small “thin slices” of relevant information, we can free up our minds to work in other areas such as interpersonal skills and relationship building. He describes decision-making gone horribly awry in the confrontation with Amadou Diallo, an innocent New Yorker who found himself in the middle of a stakeout where he was misjudged and ultimately murdered by police officers who misread a series of simple and obvious cues. In situations of extreme danger or risk, we can become “mind blind”, causing our intuition to fail us. When we feel under extreme pressure during negotiations for major contracts, do we succumb to a form of this disability?

Each case study is satisfying and interesting, moving us through a series of professions, industries, cultures and circumstances. Blink gives us a theory worth considering: if we take charge of the first 2 seconds in a given situation, there is hope that we can make more accurate, effective decisions in all areas of our lives.

Leslie Anne Palamar, Principal of BTE Marketing and Sales Solutions, provides customized sales training and marketing services for tourism organizations. Please visit www.btemarketing.com for further information. All materials reviewed are available through the CPSA bookstore.

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Offer valid until July 1, 2006. This offer is not retroactive & will not apply to new membership applications received on or before Thursday, February 23, 2006. Gift cards will be issued to members who refer only full paying new member applicants. This offer does not apply to current members, renewals nor to new student, long distance or honorary associate memberships. Referring members must notify the CHMSE office of their referral no later than July 1, 2006. Gift cards will be awarded when new member applicant is paid in full. There is no limit to the number of referrals!!!!

how to **lose** the sale... before you get it

By Brian Jeffrey, CSP

It's a shame but a lot of salespeople are losing sales before they even have a chance to get them. That's right, they're reaching into their holsters, pulling out their pistols and shooting themselves in the foot before they even have a chance to talk to the prospect.

Slow Off the Mark

How? By being slow off the mark and annoying the prospect early in the sale. Here are a couple of cases in point.

We want to get our web site revamped, give it a face-lift of sorts. I can't do it myself because I have the creativity of a pebble plus I don't speak or understand html, the language of the web.

So, armed with a couple of recommendations we waited for people who were eager to redesign our web site to call us. We waited and we waited. Obviously they don't need any more business as we're still waiting for some of them to call as I write this article.

What's now going through my mind is that if they take so long to make initial contact with me so that I can possibly give them some business, how long will I have to wait for them to actually do the job?

If it takes you too long to get back to the prospect after his initial inquiry, you're on your way to a bad sale.

The point is that if your response time to a prospect's initial request is too long, he might write you off before you even get a chance to make a sale. At best, you've got a longer, uphill climb to recapture the prospect's trust.

Let's face it, we've all been in a position of buying something where

the sale didn't go all that well only to find that things didn't get any better after they had your money.

From Bad to Worse

It's a safe bet that if the sale is going bad during the early stages that it isn't going to get much better and, chances are, it's likely to get a lot worse.

You've undoubtedly had similar situations as a salesperson. You've got the prospect from hell and the sale is a bigger challenge than it really should be. He doesn't return your calls, wants to dicker over every little detail and, in general, jerk you around. If you think it's going to be better after you've got his money, think again. It usually gets worse. Now the prospect from hell turns into the customer from hell.

You don't want a bad sale and your prospect doesn't want a bad buy. A bad buy is one that doesn't start off well and degenerates into an even worse situation. If your prospect even smells a hint of having problems at the early stages of the sale, he's going to be wary and start looking for alternate sources of whatever it is you're selling.

Sending the Wrong Message

So what makes a prospect wary? Lack of hustle for one. If it takes you too long to get back to the prospect after his initial inquiry, you're on your way to a bad sale.

You're sending the message that you don't care and if you don't care maybe the rest of the company doesn't care either.

Little things like getting back to someone can make a big difference. If you don't think that little things matter consider this. You're sitting in an airplane waiting for takeoff and your tray in front of you pops open. You notice that it's dirty and is warped. Wouldn't you then wonder about the engines? If they can't fix and clean something as simple as a tray, how well do they maintain the rest of the aircraft? See what I mean?

Another thing that makes prospects wary is failure to keep your promises. Now I know that when you told the prospect you'd call her back before the end of the day you didn't promise her, you were just telling her what you intended to do. I also know that you got legitimately busy and couldn't get the information you promised to the prospect. But remember, telling someone you'll call her back at or before a specific time becomes a perceived promise in the prospect's mind and the prospect doesn't differentiate between a perceived promise and a real one.

Keep Your Word

Your ability or inability to respond quickly to an inquiry or to get back to someone when you said you would is a measure of your reliability. People want to deal with and buy from reliable people.

Make sure you get every sales opportunity started off on the right foot by being timely and proving yourself to be reliable. Do this and you'll stand out by a country mile because your competition probably isn't doing it.

It's the tiniest of things that can make the biggest impact. Remember that the next time you see a dirty tray in the airplane.

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