

Through the Keyhole

Melanie Fong, formerly of The Sutton Place Hotel joins The Renaissance Toronto Hotel Downtown as sales manager, association and government... **Laura Pallotta**, in addition to her role as director of sales and marketing at the Delta Meadowvale becomes regional director of sales and marketing for three Delta Hotels... **David Stempowski** leaves the Marriott Bloor Yorkville to replace **Lori Banks**, who has moved on to the InterContinental Yorkville... **Owais Rafique** also joins the Delta Chelsea from his previous position with the Crowne Plaza Toronto Airport... **Cathi Krewicki** leaves the Novotel Mississauga to join Ruths Chris Steakhouse... **Nancy Munzar Kelly** is named to chief operating officer of Metropolitan Hotels... **Carrie Severn** returns to Metropolitan Hotels as regional sales manager... **Ron Pellerine** is the new general manager of the Metropolitan Hotel Toronto... Ron replaces **Colleen Ross** who becomes general manager of the soon-to-reopen Holiday Inn on Carlton Street... **Caroline Neish** leaves the Westin Prince to become the new director of food and beverage for Metropolitan Hotels overseeing Senses and the Metropolitan Toronto restaurants... **Danielle Richardson Boyle** leaves Phoenix to become director of sales and marketing at the Chateau Lake Louise... **Winnie Schroeder** returns from the Westin Calgary to her former position as director of sales and marketing at the King Edward Hotel... **Adam Rostin** is the new director of sales and marketing at

the Hilton Toronto... **Karina Acton** departs the Westin Harbour Castle to return home and join The Westin Bayshore as senior sales manager... also leaving the Westin Harbour Castle is **Erin Wade**, who joins W Hotel in New York City... **Felicia Cornacchia** has become corporate sales manager at The Delta Chelsea, replacing **Lori Banks**... **Stephanie Saagi**, also of the Delta Chelsea, is promoted to sales manager... **Lynette Holloway** leaves the Sheraton Centre Toronto to sell the Convention Collection of Hotels for Starwood.



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*Linda Stott
of the Sheraton Parkway Hotel
and husband Kevin welcomed
son Adler, born on
April 20, 2010.
A little brother for Desmond.*

What's New

Metropolitan Hotels has opened the Grande Rockies Resort, a new 150-room resort in Canmore.

The **Four Points by Sheraton Niagara Falls Fallsview**, 262 rooms, opened in April.

The **Four Points by Sheraton Calgary Airport**, 150 rooms, opens in May.

The **Inn at Manitou** on Manitowabing Lake in Muskoka has closed its doors.

The **Thompson Hotel** will open in June 2010 with 102 guestrooms. The hotel will be attached to a 336 unit condo project.

The **Ritz Carlton Toronto Hotel** including 267 rooms and 159 condominium residences will be opening in summer 2010

The **Holiday Inn Toronto Downtown Centre** will be opening in September 2010 with 514 guestrooms including 25 suites.



Spring 2010 Issue

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We reserve the right to edit for space.



A Message from the President

By Colleen Curran-Fotopoulos, CHSP
President of CHMSE, Radisson Suite Hotel Toronto Airport



Winter is OVER!!!

I cannot get over how mild the winter was. After a harsh winter in '09 followed by a miserable summer; this past winter was just so well deserved. We earned this mild winter and early spring!

And so it is with the hotel business...the weather has really matched the market and as we are on the cusp of the G20 Summit, all I have to say is that we deserve this ray of sunshine after a long hard year.

Nevertheless, I feel that the challenges faced over the last year have made me and those in our industry better sales people than ever before. We have had to be creative like never before, strategize like never before and work smarter than never before. Personally, having lived through the market downturn after 9/11 my attitude was more pragmatic and less panicked. It's really how you handle

the downturns that shows your true value as a salesperson, not how you handle the good times.

So, kudos to you: The soldiers in the trenches that are working everyday to fill those bedrooms, service those events and make your respective budgets.

Due to an extremely busy June, the board has agreed to postpone Executive Development Day to the fall.

Look for upcoming information on the fall programs and enjoy the beautiful weather!

May the rest of this early summer be spectacular!

For more information, please feel free to contact me directly at

whg4107DOS@whg.com or
416-242-7400 Ext. 341

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Mark Your Calendars!

Training Program and Annual General Meeting

Guest Speaker Leslie Anne Palamar
of BTE Marketing and Sales Solutions

Thursday, September 16, 2010
Delta Chelsea Hotel
5:30 – 8:00 pm



By Leslie Anne (LA) Palamar, bte tourism training and consulting,
palamar@BuildingTourismExcellence.com

PROSPECTING

– Filling Your Funnel using Web 2.0

– Part I: Axe Sharpening

“Just get on the phone and start calling!”

How many times have we heard that inspiring statement?! From the beginning of time, smiling and dialing has been the modus operandi when prospecting in our industry. Well, no more, I say! Whether you are a sales person responsible for filling your own funnel, a sales coordinator who produces quality leads for others on your team or in a sales force management function responsible for directing the efforts of your team....Sales 2.0 has forever changed the playing field in the world of prospecting.

Abe Lincoln said: “Give me six hours to chop down a tree and I will spend the first four sharpening the axe.” Wise man, that Abe Lincoln! The problem with smiling and dialing is that without any advance preparation in place, the bulk of a sales person’s valuable time is spent on weeding out all those poor prospects. This makes the sales cycle very long and cumbersome indeed. How can this be changed?

Well, in a perfect world we’d get the prospects to call us! How fabulous would that be?? Failing that, we aim to call on the right company (has potential to do business with us), reaching the right person (decision maker) with the right message (gets the prospect’s attention). Let the axe sharpening begin!

Start by taking a look at your online presence. If you were attending a high-profile business function, say a cocktail party that was full of

decision-makers, you’d make sure that you projected the image of a professional sales person; the kind of person that people want to do business with. Same goes for the online world. In the real world our first impressions are based on people’s appearance and social skills....same goes for the online world. If I Google you or better yet, take a look at your LinkedIn profile, what do I find? What groups do you belong to? What expertise do you contribute to the online conversation? Are you the sort of person I want to business with? If a Buyer is doing online research, is your presence such that the Buyer would call you?

Calling prospects involves a script of sorts. Our value proposition is imbedded in this script and is often very “marketing-y”. We still need a value proposition, but from a sales perspective we need to make sure it’s less about our company and more about our prospect. This value proposition should be imbedded in your online presence. If I read about you do I know what you and your company can do for me?

And now a word of warning to those Directors of Sales who are responsible for the productivity of others: RELAX! Just a bit. I know you’re under pressure to produce results. But axe sharpening takes time. If you reward and recognize smiling and dialing, then that’s what your team will do. If you reward and recognize insightful preparation, that maximizes efficient use of the sales manager’s time, then that’s what you’ll get.

But, hey, the sales managers don’t get off scott-free either. Doing research during prime selling hours is not cool. Determine what parts of your day are dedicated to active selling and do not waiver.

So, where do you find your prospects? The problem with static lists is that they’re outdated the moment they’re printed or posted online. Also, with limited budgets, many hotels cannot invest in purchased lists. The lists that are now available online are dynamic, constantly updated and always accessible. There are also many that are affordable or even free.

I’m going to list some of the online business information systems that can help you with your prospecting. You can take a look at them on your own, and in the next edition of Key Access I’ll provide you with further information to help you decide what would work best for your sales operation. Check out Hoovers, SalesWorks, JigSaw, LinkedIn.

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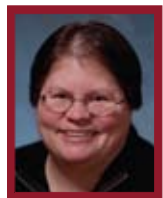
Nominations for the 2010/2011 Board are being taken now! Be a part of this vibrant group with your industry peers!

Contact Colleen Curran-Fotopoulos at

colleen.curranfotopoulos@radisson.com for more information on available chairs.

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By Tracy Baim, Publisher, Windy City Times newspaper

REACHING FURTHER in the gay market —finding the lesbians

Attempts by mainstream tourism destinations to reach the gay and lesbian traveler have gone from almost zero two decades ago to a booming business in 2010. Tourism companies now know how strong and viable the gay and lesbian market has become.

But the problem for most mainstream companies and tourism groups is that the “gay and lesbian community” is actually not easy to reach, and it is certainly not monolithic. In fact, the market is as diverse as the general society, with men, women, transgender, and people of all races and classes, religions, ages, family structures, and more.

It pays to discover more about this market so that advertising and public relations campaigns can be more targeted and effective.

As the Philadelphia tourism people can tell you, the return on your gay investment can be very large. But because the market is now more crowded, it is no longer enough to slap a photo of hot young male torso on an ad and expect the gays to book a room.

Community Marketing, Inc., a researcher on the lesbian, gay, bisexual and transgendered (LGBT) communities, stresses this theme. “The LGBT communities represent a broad and dynamic variety of interests, sensitivities, preferences and priorities. Those, plus variations in geographical location, age, income, relationship status, gender, sexual identity and more, make it even more important to discover which opportunities within LGBT will help you achieve your goals. Fine-tuning your approaches based on highly refined and well-targeted matches within LGBT will make your outreach initiatives more efficient and cost-effective, and will significantly improve your marketing ROI.”

This includes the lesbian market, which itself offers a wide range of opportunities to target women interested in travel. There are top travel companies that have reached out to lesbians for many years (Olivia Cruises) and newer ones making a strong presence (Sweet Travel).

There are a multiple of publications targeting lesbians in different countries and cities, including Lesbian Connection, Curve, GO!, plus regional LGBT media that have lesbian readers. It’s very important to investigate a publication’s own demographics to make sure when they say “gay and lesbian” or “LGBT” they actually do have significant numbers of lesbian readers. It’s common for some gay media to actually have 80-90% male readers.

On the Web side, there are likely thousands of blogs, Web sites, and even iPhone app ways to reach lesbians. And that’s the problem. It is difficult to “drill down” and get legitimate volume when dealing with smaller sites. Gay Ad Network is among companies that aggregate gay and lesbian Web sites to make it easier to purchase ads online.

For individual hotel properties, it would be difficult to target the lesbian market without having perhaps a broader alliance of properties, tourism groups, or at least events of interest. A single property that is not part of a chain would find it difficult to get traction without spending a large amount of money. One possible low-cost way to start your outreach is to do events targeting people in your own region, including for non-profits, so the word gets out locally first about your welcoming policy to lesbians. When those lesbians have friends in town, they then have a property to use – and if you are connected

to a chain, lesbians will feel more comfortable booking in your other properties when they travel.

By working with tourism boards and alliances, money can be pooled to attract people first to the destination, then to individual properties. For example, promoting a specific Pride event, lesbian weekend, or family package may get lesbians to your area. If they are traveling with their children, general tourist outreach could suffice. In many ways, lesbians as a market more resemble women in general than gay men, but there is certainly a sub-segment that is all about the fun and parties. You have decide which parts of the lesbian community you want to reach, and then focus on media and web channels that most target that group.

Finally, make sure your images in your ads, and your text, is “lesbian sensitive.” Make sure you have some community members in a focus group to review materials for content and diversity, so you don’t take a giant step backward by putting out an offending campaign.



By Ted Davis, VP of Sales & Marketing for Benchmark Hospitality International

Top meeting trends for 2010

Trend #1

Cautiously Optimistic for 2010, with strong pacing for 2011

Demand for corporate meetings is up in 2010 over last year’s results and is steadily increasing. Although early, meeting providers are cautiously optimistic for the year and are experiencing a booking pace that is ahead of 2009. Those that came into the year with solid planner-provider relationships in place are realizing once again their importance. A highly positive signal is that the overall pace is up significantly for advance bookings in 2011.

Trend #2

Booking in the Month, for the Month in 2010 ... but at least meetings aren’t cancelling

The booking window for corporate meetings remains very short term – from 30 – 45 days and is basically in the month for the month. Planners are unwilling to commit too far out and risk cancellation and other penalties, given the economic times. Fortunately, it seems the cancellation of meetings, experienced by so many providers throughout 2009, is a thing of the past!

Trend #3

Extreme Price Sensitivity, with Hotels once again competing for Meetings Business with Aggressive Package Pricing.

The recession and the AIG effect caused many traditional hotels to turn to midsized corporate meetings to fill their rooms. Although not an uncommon strategy for hotels in a recession, the severe business climate of 2009 helped re-educate traditional hotels on the merits of aggressive meeting package pricing with its high perceived value. The lingering legacy of this is extreme price sensitivity in 2010. Those conference center providers that stayed steady, maintained service levels and nurtured strong customer relationships in spite of wrenching times are emerging stronger.

Trend #4

Meeting Groups are Smaller in 2010 and Carving a Day off their Stay.

Meeting groups are considerably smaller than previously, in some cases down by 50 percent. Meetings in 2010 tend to be regional vs. national, have become much more serious in their content - replacing social functions and special dinners with working sessions, and are trimmed by at least a day to reduce pressure on budgets.

Trend #5

Being Green is now generally assumed, but for certain segments, such as Federal & State Government and Education business, it’s a requirement.

For corporate groups, meeting providers are generally expected to have green programs in place, although this is not yet universally required by corporate America. For federal and state government business as well as the education segment, however, properties must meet basic green hospitality requirements to even be considered for a meeting or event this year.

Trend #6

No Frills Meetings are ROI driven and have pushed Teambuilding, the Spa and the Golf Course onto the back burner.

There is no room for bells and whistles in the 2010 meetings climate of tight and highly scrutinized budgets. Meeting spending is seriously conservative, highly image conscious, and focused on the basics with little attention paid to the spa or a round of golf. Teambuilding, if it occurs, is integrated into the body of a meeting as there is little time to set aside for an afternoon on the high and low ropes courses.

Trend #7

Maximum Internet Bandwidth is the expectation for Planners this year. All other technology demands are eclipsed by this.

In 2010, planners are not interested in the most advanced, cutting edge meeting technology available. Conversely, they’re coming to negotiations with the expectation that a hotel, resort or conference center will have current meeting technology installed. What they are demanding, however, is that providers be able to provide maximum connectivity to support online content and applications during the meeting. This is of critical importance universally.

Trend #8

Today’s planner is a fierce price negotiator, and feels empowered to expect concessions.

The aftermath of 2009 is that planners come to pricing discussions today armed with negotiation skills carefully honed over the last 12-18 months. Their expectation is for properties to extend significant concessions across the board to pump up value for the meetings budget. The silver lining to this is the renewed appreciation planners are expressing for the value and importance of

the complete meeting package, the traditional product of conference centers internationally.

Trend #9

Health-conscious Food & Beverage Options Scrutinized. Buffets for All

Part of maximizing a meetings budget is ensuring conferees remain strategically focused on the meeting content. A proper, healthy and protein-rich diet can significantly aid in keeping meeting participants attentive and their energy levels maximized. Consequently, planners are scrutinizing menus and buffets like never before. And for the first time, because of their high perceived value, healthy buffets are seen as perfectly acceptable for all executives – even those from Fortune 500 companies! Out of the dining room, conferees are hitting the fitness centers, walking trails and pools like never before. A healthy body is clearly perceived to be important for a sharp and productive mind.

Trend #10

Social Media and the Meetings Industry ... LinkedIn, Trip Advisor, and Facebook Friends.

Social media is all the rage in 2010, but not in the meetings business. Although properties are increasingly turning to Facebook and Twitter for their leisure and consumer business, the corporate meetings segment is still reliant on old-fashioned face-to-face contact. LinkedIn and Trip Advisor, however, are growing in importance to planners as they seek information and customer feedback on properties they are considering. Additionally, an increasing number of planners are using Facebook to “friend” sales executives from provider properties with whom they’ve developed a relationship, offering another channel of friendly and casual contact to solidify a business exchange. In 2010, relationships actively nurtured in old and new media are a reliable pillar of success!

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Do You Look Forward to Reading Your Reviews?

By Caroline Cooper, Zeal Coaching – www.zealcoaching.com

Do you look forward to reading your online reviews, or does the very idea that someone has felt compelled to post a review fill you with dread? Love them or hate them, online reviews do get read and will influence prospective customers. Sadly statistically people are more likely to be prompted to post a review if they've had a bad experience than when they've had a good one.

So what can we do to redress this balance? Online Reviews

Love them or hate them, online review does get read and will influence prospective customers. Sadly, statistically people are more likely to be prompted to post a review if they've had a bad experience than if they've had a good one. So aim to redress this balance, by encouraging as many of your customers as possible to post reviews, you get the good ones as well as (hopefully only occasional) bad ones.

Display your confidence by encouraging your guests and website visitors to link to Trip Advisor.

One of the easiest things you could do is to put a link from your website, and on follow up e-mails, and prompt people who have had a positive experience of doing business with you to post a review. Keep in mind - it's unethical to offer incentives such as discounts in exchange for positive reviews; but the least you can do is show people you appreciate the feedback (good or bad) by responding quickly to the feedback you receive. Register with Trip Advisor so you can monitor your reviews by receiving a notification.

A quick "thank you" in acknowledgement might be all you need for a positive review or feedback. Also, watch out for feedback through Facebook, Twitter and other social media sites so you can respond accordingly.

Dealing with negative feedback

It can be easy to get defensive when we receive feedback, particularly when we feel it is not justified or we completely disagree with it. The way in which you handle feedback reflects on your professionalism and reputation. What we need to ask is what led to this customer's perception. When negative feedback finds its way onto Trip Advisor (genuine or not) it's important to show that you have looked into the situation and taken things on board.

Aim to turn a negative into a positive, and in the same way you would deal with any complaints, listen to what your guest is saying and show some empathy with the customer's point of view. The least you can do is apologize (even if you are just apologizing for the way they feel) and demonstrate what changes you've made if appropriate. Asking reviewers to contact you provides an opportunity to get more detail and resolve the situation.

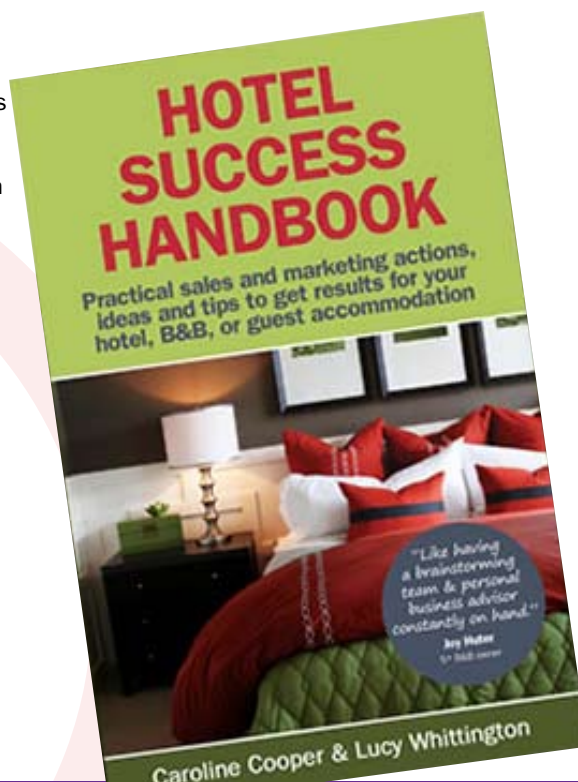
Don't be too concerned about the occasional negative comment. This demonstrates authenticity of the content and in some cases can actually help to highlight your target audience (e.g. comments that suggest that the hotel is too welcoming to children may be seen as a plus for business users or couples).

Whatever the feedback you receive, listen and learn from it. Even if you disagree, something must have triggered their perception. Maintain objectivity and don't take things personally. Use the feedback to identify your strengths, so you can capitalize on these. Make sure you share these with your team, then use the less positive feedback to identify root causes and what changes are needed, and remember to involve your team in the process. So next time someone wants to give feedback, look forward to it. It's the business that embraces feedback that will succeed.

Caroline Cooper is a business coach with over 25 years experience in business and leadership development, and founder of Zeal Coaching, specializing in working with hospitality businesses, and is author of the 'Hotel Success Handbook'

www.hotelsuccesshandbook.com

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85% of Hoteliers Just Don't 'Get It'

By Madigan Pratt, Managing Director, Madigan Pratt & Associates Inc., www.MadiganPratt.com

A Market Metrics Research study found that 90% of hotel managers believe online reviews are very important. Not a surprising figure. But what is surprising is the number of hotel managers that aren't doing anything about it.

For several years Market Metrics has been tracking the rising popularity of user generated reviews.

Here are a few of the key findings from their most recent study:

- 90% of hotel managers think online reviews are very important
- 81% visit review sites at least weekly (TripAdvisor, Expedia, Hotels.com, etc.) TripAdvisor is believed to have the biggest influence on guests

- 70% of hotel managers are familiar with TripAdvisor's Popularity Index that ranks hotels by city, and 90% of which believe the index is important and follow it regularly

Now here's the number that I find astonishing:

- Only 15% of hotels have policies or guidelines for how to manage user-generated reviews. In other words 85% just don't 'get it!'

How can this be? 90% of hoteliers think online reviews are important yet 85% are doing nothing about it?

Are they allowing their hospitality marketing professionals to spend money on advertising

and promotion while doing nothing about TripAdvisor? Think about this - Market Metrics' research indicates that all the money hotels spend on advertising and promotion is less effective than online reviews.

Need more? As far back as 2007 Nielsen Internet survey concluded, 'Despite the ever expanding array of advertising platforms and sources, consumers around the world place their highest levels of trust in other consumers.'

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Welcome New Members

Hotel

Mirza Ajanovic, The Sutton Place Hotel

Sheila Eros, Hilton Toronto

Elise Beauregard, Marriott Canadian Sales Office

Seema Charles, Hilton Garden Inn Toronto Oakville

Nikki Sayers, Tourism Toronto

Affiliate

Kathryn Sutton, Dancap Productions

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An Amazing Deal!

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ACT NOW! Register before June 30th, 2010 for this amazing deal!

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- your name & company link on CHMSE's website
- exclusive Membership Benefits

Membership in CHMSE is an investment in your employee's professional development resulting in more qualified and skilled staff at your company.

Here is what **David Ogilvie**, Regional Vice President of Starwood Canada AND a 28 year member of CHMSE has to say:

"Here are two reasons why I believe CHMSE is an important association for sales people. Networking with your peers in any industry is absolutely essential, not because 'trade secrets' are exchanged but because knowing your competition will go a long way to ensuring your success. In addition, CHMSE offers an excellent education program that is driven by the needs of its members."

To submit your registration to be a member of CHMSE:

- Register online through our website: www.CHMSE.com
 - Contact Jeniffer Bissett, Director of Hotel Memberships at jbissett@torcvb.com
- ** Memberships are transferable at no additional cost, this offer does not include current memberships up for renewal**



By Renée Cormier - <http://reneecormier.wordpress.com>

Try Asking Some Different Questions

Not getting the results you want? We all get stuck from time to time as we struggle to achieve our desired goals. This happens to all of us and there are many sources for this problem that need to be analyzed if we are going to come up with an effective solution. Sometimes we stagnate because we are more focused on the problem than the solution. Sometimes we are too close to the problem to really see the whole picture, and sometimes we are simply distracted by things that invade our mental space and occupy our time. I like to call those misaligned priorities because they seem to demand our attention but do not actually move us toward our goals.

Getting to where you want to be means remaining committed to your goals. I am a very goal driven person, and I get extremely frustrated when things don't happen for me. Sometimes my tenacity bugs people, because I am like a dog with a bone. I absolutely cannot let go. When the voices around me tell me to let the goal go, I will still push myself to get there. I remember reading in Napoleon Hill's Think and Grow Rich that one of the common traits of successful people is the willingness to do whatever it takes to achieve their goals. Whenever I think of that, I strengthen my resolve to keep going and try to find better ways to get there.

Doing whatever it takes means you need to ask yourself some different questions in order to find better solutions. One question I like to ask myself is, "What am I going to do today to bring me closer to my goal?" This question forces focused action, and since nothing happens without action, it must drive you closer to achieving your goal. After that question, you have to ask yourself what your intended outcome is and examine whether or not the action will indeed bring you closer to your goal.

Another question I like to ask is, "Who can help me?" No one can be successful alone.

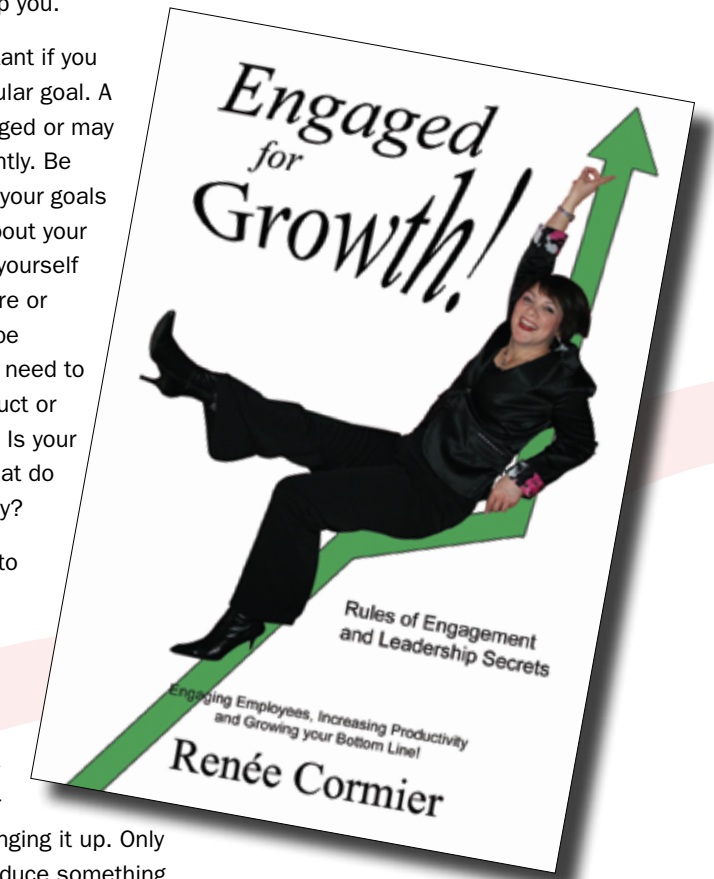
Everyone who has ever achieved anything worthwhile had someone in their corner. Figure out which relationships you can leverage to get the kind of assistance you need. Before you do this, though, take the time to think of as many things as possible that will help you. For example, you may think all you need is a good business referral, but there may be some other things that could be even more valuable to you. Take the time to reflect on what these could be, then go out and find someone to help you.

Flexibility is really important if you want to achieve a particular goal. A goal may remain unchanged or may need to be modified slightly. Be prepared to modify both your goals and the way you think about your business or career. Ask yourself if there is something more or different that you could be doing. Does your market need to change? Does your product or service need to change? Is your approach inefficient? What do you need to do differently?

In developing questions to ask yourself, put a little pressure on yourself to come up with different questions and solutions each time. By doing the same thing day after day you will not create better results, so insist on changing it up. Only perform actions that produce something. If you can't cultivate the results you want by repeatedly performing the same action, you must be prepared to do something else. For example, writing a blog requires you to perform the same action repeatedly and doesn't necessarily produce immediate business results. What it does do, is cultivate opportunities. If no one is reading it, however, it is a waste of time.

Are your wheels spinning or turning? Are you stuck in a rut or are you driving on the road ahead? Try asking some different questions and if you need help, find a friend, a mentor or a coach who can push you to ask the right questions and develop great solutions.

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By Diane McClelland, Market Manager The Wotif Group

Insight into Discovery Night at Cirillo's Culinary Academy, on March 25th, 2010



The annual Affiliates event held at Cirillo's Culinary Academy was a fun-filled, informative evening that provided Affiliate members an opportunity to educate other members on the products and services they offer. Through an entertaining and educational format at Toronto's newest & hottest culinary academy, our group created and tasted six mouth-watering food stations including beef stuffed mushroom caps, vegetarian paella and delicious warm chocolate cake. Meanwhile, interactive activities were integrated giving attendees a chance to learn and win fantastic prizes!

I would like to extend special thanks to the record number of affiliates that participated in Discovery Night this year and donated amazing prizes. "Thank you" as well to our non-affiliate members that came out to experience this fun and exciting networking event.

For those of you who had the opportunity to discover the Toronto's new culinary spot, I am sure you will not hesitate to refer this venue to your friends, colleagues and clients. And for those of you of could not attend, I highly recommend you to check it out!

About Cirillo's Culinary Academy

This unique venue has hit Toronto by storm with a successful offerings such as corporate interactive cooking team building events, cooking demonstrations and classes, private dining events, and much more.

They've recently had a special feature in Bizbash: Cirillo's is currently filming 30 episodes with the Niagara Escarpment Biosphere, promoting local farmers, and, airing this summer! Chef John Cirillo can be found in a Food Network episode of 'Chef-Off', don't miss it...



The Fear Factor

By Kelley Robertson, President of the Robertson Training Group
www.RobertsonTrainingGroup.com

What are you afraid of?

Most of the people have some type of fear relating to the sales process. The fear of rejection is usually the top concern sales people express.

For me, it is cold calling. Prospecting via the telephone has never been a big part of my lead-generation process and it's not something I do with much consistency. As a result, I experience a fair bit of anxiety when I think about cold calling. In fact, on most days, I'd rather take a trip to the dentist than make these types of calls.

What I find intriguing is how debilitating this fear factor can be. Far too many people in sales don't reach their goals or quotas because they allow their personal hesitations to influence their behaviour even when they know it makes good business sense to ignore the fear and push forward. I know from experience that once I pick up the telephone and begin making my calls my anxiety

quickly dissipates. Yet, that initial fear and hesitation, often stalls my efforts.

The other interesting insight is that very few people have ever actually encountered a negative experience relating to their fear. For example, when I sell a hotel room to specialty corporates, many people don't suggest accessories or add on items because they are afraid they will lose the sale. Yet, it is extremely rare that someone in the group has actually lost a sale because they suggested an additional item to a customer. Another issue that pops up regularly is asking questions. Most people who sell a product or service know that effective question-asking will help them overcome objections and move the sales process forward. However, many people don't ask good questions because they feel that their prospect or customer will feel like they, the salesperson, is prying. So, what's the solution?

Unfortunately, there is no quick fix, easy answer to this issue. And that's because

everyone is unique and the underlying cause of the fear or hesitation is different with each person. However, here are few suggestions for you.

The most effective solution is push your fear or concern aside and simply do what you need to do. Although this is much easier said than done, it is important to recognize that engaging in the activity that causes you the most concern will help you develop your skill and improve your results. The key is to recognize that it will likely take several attempts before you begin to master your proficiency. However, if you discipline yourself to stay at it, your results will improve and your fear will gradually disappear. Enlist the support of a coworker or peer. I'm not suggesting that you get that person to do the task for you! However, by working with a partner, you can role play and practice the scenario that causes you the most grief.

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Top 7 Ways to Keep Your Team **Motivated**

By Kelley Robertson, President of the Robertson Training Group

1. Involve them.

Many employees want to be involved in the ongoing development and progress of their company. They often have insightful ideas that can make a significant difference in the company.

2. Communicate.

A frequent axiom in business is, "No news is good news." However, employees want regular updates on the progress of the business and their personal performance. Use memos, email, telephone, and one-on-one and group meetings to keep your team apprised of changes, updates, new products, etc.

3. Celebrate individual and team performance.

Catch people doing something right and focus on recognizing excellent performance. Provide positive reinforcement, issue awards, use a corporate newsletter to highlight specific achievements. Send thank-you cards and congratulatory notes, make phone calls, and send emails.

4. Set challenging goals.

My experience has taught me that people strive to achieve what is expected of them. If you set challenging goals your team will work hard to accomplish them, providing of course, they are realistically attainable.

5. Give them the tools to succeed.

No team will stay motivated if they do not have the necessary tools required to do their job. This includes; equipment, internal support, inventory, marketing materials, training, etc.

6. Manage poor performance.

Your team expects you to manage individuals who do not perform to standard. However, many managers ignore these situations because they are afraid to deal with them, hoping instead that the situation will resolve itself. It never does and this "blind" approach affects profitability, causes higher turnover, and generates low morale.

7. Believe in your people.

The majority of people want to do well – very few individuals approach a job with the intent of screwing up. Yet, many managers run their business thinking that employees must be treated with a "watchdog" mentality. They install hidden cameras, monitor email, and set up procedures that require employees to get multiple approval signatures for decisions.

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