

Through the Keyhole

CHMSE affiliate director **Aaron Clarfield** leaves PSAV to establish his own hospitality event production/site selection company called Clarence Consulting Inc... **Adam Roston** leaves the Hilton Toronto to join the Sheraton Centre Toronto as director of sales and marketing... **Eric Chou** moves from the Metro Toronto Convention Centre to join MCI Canada... **Yola Marshall** leaves InterContinental Toronto Centre to become regional director of sales and marketing, Canada Midwest Atlantic for InterContinental Hotels Group (IHG)... **Pam Cornelio** departs the Hilton Garden Inn to join the Doubletree by Hilton (formerly Metropolitan Hotel Toronto) as sales manager... **Vanessa Servin**, formerly

with the Toronto Airport Marriott has been named regional sales manager, entertainment accounts for Metropolitan Hotels... **Bonnie Strome** replaces the retiring **Paul Verciglio** as general manager at the Park Hyatt Toronto... formerly with Sandman Signature Hotel Toronto Airport, **Lori Hughes** joins the Crowne Plaza Toronto Airport as director of sales and marketing... **Gopal Rao**, regional VP of sales and marketing Canada for IHG is joining the company's Asia, Middle East and Africa region in Delhi, India as the new regional general manager for Southwest Asia... formerly general manager of the Hilton Toronto, **Edwin Frizzell** is the new general manager at The Westin Harbour Castle... at Skyline Hotels & Resorts **Katherine Ross** is regional sales manager, corporate and entertainment and **Nicole Desjardins** is regional sales manager, association and government... **Jane Eastmure** joins The Westin Harbour Castle as director of sales... **Kevin Schmidt** is the new director of sales and marketing at the Delta Meadowvale Hotel and Conference Centre... **Christopher Black** joins JPD L Toronto & Niagara as sales manager... **Shannon Hill** leaves the Four Points by Sheraton Mississauga Meadowvale to join the Novotel Toronto Mississauga Centre as sales manager.

Welcome New Members

- Lindsay Anderson**, JPD L Toronto and Niagara
- Jeremy Bell**, Four Points by Sheraton Toronto Airport
- Shaun Browne**, Stagevision Inc.
- Brendan Cullin**, The Strathcona Hotel
- Dina Dickson**, Fairfield Inn & Suites by Marriott
- Shiela Dinglasan**, The Old Mill Toronto
- Gaurav Dutta**, Metropolitan Hotel Toronto
- Brian Eastcott**, Meetings and Incentive Travel
- Mark Kelly**, CN Tower
- Gary Krantz**, PSAV Presentation Services
- Kathrina Mallari**, The King Edward Hotel
- Rachel Mangal**, aNd Logistix
- Aurelie Senizergues**, Canadian Sales Office for Marriott Hotels & Resorts
- Lory Vincenzi**, Residence Inn & Courtyard by Marriott Toronto Airport

News

- MCI** announced its acquisition of **Congress Canada** in December, 2012.
- Delta Hotels** and resorts is relinquishing management of the **Delta Chelsea Hotel** on June 1, 2013. The hotel will be renamed the **Chelsea Toronto** and will be the first Canadian hotel to be managed by the **Langham Hospitality Group**.
- Kelso & Company**, owner of **PSAV Presentation Services** has acquired **SWANK Audio Visuals**.
- The **Metropolitan Hotel Toronto** has been sold and will be rebranded **Doubletree** by Hilton.
- A new 26-storey hotel will be built by Henry Kallan's NY-based **Library Hotel Collection** on a site at the CNE grounds.

Congratulations

- To **Jessica Kim** of the Novotel Toronto Centre on her marriage to In-Sung Hwang on December 22, 2012.
- To **Joseph Ebner**, regional VP and managing director of the Delta Chelsea Hotel for receiving the Lifetime Achievement award from the Tourism Industry Association of Ontario.
- To **Langdon Hall Country House Hotel & Spa** for being rated the number one hotel in Canada by Condé Nast Traveler magazine in its annual Readers' Choice Awards survey.



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Letter from the Editor

Greg Webb - Director, Marketing & Communication

Happy Spring! Welcome to our Spring edition of Key Access.

We are very proud of this edition as it holds wonderful articles from exceptional speakers and facilitators. It also holds our centrefold that features our General Managers Night held in February.

We also are pleased to announce that we will, once again be hosting our MMPM (May Meeting Planner Matinee). This year it will be held on Wednesday, May 8th at One King West Hotel & Residence. Stay tuned for additional information and specs on the event.

Enjoy!

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General Managers Night Highlight



Please see a full recap and additional pictures on pages 4 & 5

Cold calling sucks ... now what can you do about it?



This 2-hour session provided our members with an overview of this critical element of a prospecting plan for those who are responsible for developing new business as well as those who manage the sales function.

The session was facilitated by former CHMSE president, *Leslie Anne (LA) Palamar, an associate with Sandler Training.*



How you'll know when Cold Calling isn't working...

Former CHMSE president, *Leslie Anne (LA) Palamar, an associate with Sandler Training.*

Wait! If you're one of those busy people who are strapped for time, have no idea how you're going to get everything on your "to do list" done and hate to waste a moment....maybe I can save you a few minutes right now.

- Did you set any appointments?
- Are you satisfied with the criteria you set for the list you're working from

There may be no need for you to read this short article. You should just move onto another one of the fabulous articles in Key Access if you can answer "yes" to any of the following questions:

- I am not under pressure to bring in new business.
- I have more than enough business in my pipeline to meet my quotas and/or objectives
- My Prospecting Plan (you have one, right?) has been effective at generating sufficient leads for me to meet budget

Hmmmm, you're still here. Well, maybe I can still save you from reading on. Skim the 3 headings below – if you agree with any of the statements below, then... sorry ... you really should continue reading.

Cold Calling doesn't work in my industry

You may well be right. Let's define Cold Calling as speaking with someone who does not know you, and asking if they'd like to have a conversation with you regarding your product/service. Make sure you can quantify the following:

- The number of calls you made
- What conversations took place
- How many disqualified prospects did you uncover? (yahoo – a "no" is just fine, thank you very much)

If you are using the above metrics and the numbers just don't add up, then move on. On the other hand, if you were expecting to make 5 calls and book an appointment right away, you will need to adjust your expectations.

I am too busy to do Cold Calls

Again, you're probably right. There is never enough time in a day to get everything done. Those who are committed to adding the Cold Call strategy to their Prospecting Plan treat it as they would treat an appointment with a client. They schedule the time on a regular basis (Could be daily? Could be weekly?) and they honour that commitment. If you're not prepared to do this, then Cold Calling will not happen and you will find that other things will occupy your time. You will definitely be busy.... doing....other stuff....

Cold Calling is an out-of-date approach

Trying to sell on a Cold Call is out dated. Actually, was it ever effective? I doubt it. But reaching out to speak with people, whether by phone or via walk in, to see if they are interested in having a conversation with you about your product or service, is never, ever out-of-date. Handled with professionalism, grace and from a position of equal business stature, you may find this strategy to be a critical part of an effective Prospecting Plan.

Okay, off you go. I know you're busy!



An interview with Warren Evans CSP HoF

Warren Evans delivered a great keynote presentation on trends at our GM's Dinner in February. We caught up with him to review some highlights.

KA: You created lots of buzz, including around some pointed specifics for hotels. Let's start with what you called the 'dead cat bounce' and D-SPOR Wars.

WE: Today, everybody's relieved: occupancy ADR, and RevPAR are all up. I think not only are we not out of the woods, we are seeing the start of a strategic shift in focus for how we run properties.

Old truth: sufficient occupancy and ADR generate healthy ROI.

New truth: ongoing pressure on rates, despite the recent uptick. Traditionally management focus and money were on sales: 'fill the building and everything will be fine'. The coming reality is that it's all about D-SPOR (discretionary spend per occupied room). Once the front line people at the Front Desk, and in F&B, the Spa, and the Golf Course start being seriously responsible for profitability, not just GSS, the game changes.

Properties that implement multi-faceted, integrated programs to make this happen will have a significant competitive advantage down the road. If I know my team can generate dozens of additional dollars in D-SPOR, I can be very competitive on rates for groups to will fill the house. This is a 3 year, but once in place it's a self-fueling spiral.

Meetings clients are going to start asking for their D-SPOR, and bringing it to the sales negotiating table. Get ready!

KA: Let's summarize your key trends and then we can get to RFP Spam and Sales tips. You described Personality Branding as what you're like to do business with, and a different definition of leadership.

WE: I think leadership is becoming: "defining the personality you want, and then doing everything needed to get to get that well enough understood inside, that it is consistently visible outside."

KA: You also talked about Micro-marketing.

WE: Every marketplace has seen an explosion of options very tightly focused to specific needs. A typical grocery aisle has a size, flavor, or formulation exactly right for you. TUI in Europe has almost 300 differently branded vacations.

The key is knowing our market(s) in depth. "Yesterday we kept our

customers because they knew us. Tomorrow we'll keep them because we know them".

The next big niche is going to be grandparents traveling with kids. What can you do for them?

KA: Talk about Simplification.

WE: The challenge is making it all simple for guests. We've got to keep walking through the entire process in the guest's shoes. Your front line folks know where the confusion and the frustration are. Clean them up.

KA: You touched quickly on the workforce. What was the summary take-away?

WE: I think it's about the explosion in options and flexibility everywhere. For us it means pressure on attrition, and major struggles with room blocks. The independent segment is still growing: 53% of BT guests are unmanaged today. Tons of opportunity.

KA: Electronic RFPs are the bane of many sales teams.

WE: Spam RFPs have a terrible ROI. And the default responses all look the same. In a world of pick-up trucks, the objective is to be the sailboat. Be different. Always respond with a question first. Send only what is needed now, and use technology to stand out (eg: include a 15 second video greeting from your GM)

KA: Last question: we should probably know this, but what is the CSP and HoF behind your name?

WE: The first is Certified Speaking Professional, roughly akin to CAE, CMP etc. It's awarded by the Global Speakers Federation and indicates experience, happy clients, and commitment to a code of ethics. About 10% of the 5,000+ GSF members carry it. The second is Canadian Speaking Hall of Fame. There have been 25 inductees since 1997.

KA: Thanks for all of this; lots to chew on.

WE: My pleasure.



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- **Discouraged by the rejection of your current phone or walk-in approach**
- **Losing the head game falling into the avoidance trap**
- **Frustrated by sales producers saying they're too busy to prospect**

Join fellow Sales Managers and Sales Producers and discover the exclusive and proven Sandler "No Pressure Cold Call" system. This interactive, 2 part webinar series applies to producers who are responsible for developing new business, as well as managers who are accountable for maximizing team productivity.

*For details, Google, "Sandler Ottawa Cold Calling Sucks"
Contact LA Palamar 613-266-2831 – lapalamar@sandler.com*

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On February 19th CHMSE had the pleasure of hosting its annual General Managers Night at the Toronto Board of Trade in First Canadian Place.

Keynote speaker Warren Evans, a trends analyst and strategic planner with The Service Excellence Group kicked off the event with his presentation, "Of MICE and Trends". Warren's work focuses on what organizations are doing right now to recognize opportunities and create competitive advantages for themselves. His hospitality expertise is in generating incremental, high-margin revenue across all parts of the house.

Attendees commented on his fresh approach and entertaining and irreverent style.

Warren's presentation was followed by CHMSE's traditional silent auction, networking reception and a lavish meal catered by Oliver & Bonacini Events. bb Blanc greatly enhanced the mood in the ballroom with its live performers and atmosphere entertainment system. The evening featured an air of celebration as old friends connected, new contacts were made and guests enjoyed the camaraderie unique to the GTA's hospitality industry. The festivities continued with a special presentation to Shelley Macdonald, who celebrates her 20 years as executive director for CHMSE, from 1993-2013.



Congratulations are extended to Melanie Fong of the Delta Chelsea Hotel on winning the grand prize of two tickets anywhere Porter Airlines flies.

* Photo of Ballroom compliments of AVW-TELAV

3 Steps to Ensure Sales Success in 2013

Setting your sales goals shouldn't be a guessing game. You can't just throw a number at the wall and hope it sticks. Setting sales goals should be a strategic process, so you have a plan to achieve or even exceed them!

Don't wait for your boss to give you a new sales goal - now is the ideal time to get engaged and set your own achievable goals for 2013.

Here are my top 3 must-do's to help you strategically determine your sales goals, so you can be celebrating on December 31, 2013!

1. Complete a sales analysis - We all know securing sales is much easier to do with your current client base. Review your annual sales report and examine your ideal profitable customers. Make a list of those you can expect to do business with again, identify their characteristics, determine your average client size, and create a list of similar companies you want to target in 2013.

2. Map out your sales plan - List your current clients and prospects with your forecasted sales for the year. Identify ways you can help your target prospects solve their business issues. What worked in the past and where do you see opportunities to expand? Determine your closing ratio. Based on these numbers, how many new clients do you need to secure in 2013 to achieve your target?

3. Schedule year-end review meetings - Now is the ideal time to have a purposeful conversation with your current customers. Schedule Strategic Account Review meetings to review the successes of 2012 and present your plan for helping them achieve their business goals in 2013. Be bold - ask them to rate your services on a scale of 1 - 10. If you're not a 10, what will it take to get you there? Strategic Account Reviews are a great way to start the new year off with some good sales momentum - and fill up your pipeline!

Last year, we completed this process for our own company at our annual strategic planning session. During the last few weeks of the year we met with our targeted clients and secured 30% of our annual sales goal before January 1st, and achieved 40.9 % in Q1! We had strong momentum because we had established our goal and mapped out the plan. Most importantly, we gained confidence from our clients who already committed to us.

Following these steps prepared us to have our best year ever. We achieved our 2012 sales goal in September and spent Q4 focusing on reaching our stretch goal. (Which we did, by the way!)

What will you do to begin preparing for a successful 2013?

To your success,

Lisa Leitch
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Lisa Leitch Sales Strategist, Speaker, and Coach

Students Portfolio Update - Calling All Students

The ability to attract "the next generation" into any association or organization is the cornerstone for continued creativity and vibrancy. For CHMSE it is no different. In order to remain an energetic association we require the commitment and involvement of both those who are new to the industry and those that have made the hospitality industry their home.

Students today face many issues that those of us in the older generations have never had to face or even think about. In my opinion, one of the biggest challenges that students face is creating a place for themselves in society. It's not about just getting a job but creating a position that fits not only with who they are now but also how they see themselves in the future.



CHMSE has hosted yet another wonderful event at The Chefs' House, George Brown College.

Everyone enjoyed networking and getting caught up while we sampled the delicious menu from the Culinary Students of The Chefs' House.

We then enjoyed the extremely informative and up to date point of view on Social Media by Socially Active's Lead Trainer, Cher Jones. According to Cher, geek is chic! This self-proclaimed "cool geek" has the love of technology hard-wired into her personality. She spends way more time on the internet than she cares to admit, connecting on Twitter, Facebook and LinkedIn, testing new apps, or reading the latest technology websites and blogs. A special thanks to Cher for her time and for sharing her Social Media tips with us during our Lunch & Learn event.

Thanks also to the Culinary Students of George Brown for doing such a fantastic job with the food, service and for welcoming us into your venue. Great job to all involved!



Tiffany Gilmore
CHMSE - Director, Students
Group Sales Manager
Hilton Suites Toronto/Markham
Conference Centre & Spa



This is a great time to be a student. Society has never been more open to creative thinking. Technology is moving at lightning speed and change is truly constant in every industry and every position. Students that can embrace and capture this momentum have an opportunity to put their personal footprint on the universe.

CHMSE is also moving forward. We recently conducted interviews with several college and university personnel to try and encapsulate the needs of the students and how CHMSE can help fulfil those needs. We were overwhelmed with their feedback. We have created a work group to break the information down into short and long term goals as well as to outline implementation. We ask that you stay tuned for more information and look for opportunities to get involved and make your mark.

How about advertising in the Hard Copy editions of Key Access?

Editions Available: Fall 2013

If interested, please contact

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Marketing & Communications

416-465-5561 or
email: gregorywebbconsulting@gmail.com

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Note: To read the entire article; A Career Investment by Vito Curalli, please go to our website CHMSE.com

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- Associate (college/university) Annual Fee**
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For a limited time CHMSE is pleased to offer with any new paid membership, a choice of:

A \$25.00 gift card	OR	A free registration at a CHMSE training program** (a min. \$60.00 value)
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* The \$25.00 one-time application fee is also waived with this special.

The above offer does not apply to a new Long Distance Memberships and does not apply to existing members renewals. Free event registration not applicable at General Managers Night or the May Meeting Planner Matinee.

Offer expires April 30th, 2013

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