



Monika Nowak
Sales Manager,
Courtyard by Marriott
– Downtown Toronto
President, CHMSE

president's message

Every hospitality
sales & marketing
professional
should join **CHMSE**. Here's why:

- 1.** *To ensure ongoing professional growth.*
- 2.** *To network with top hospitality, sales and marketing professionals.*
- 3.** *To contribute to the growth of a meaningful and fulfilling profession.*

**If we all join together,
we can create more satisfied
customers, greater sales
and profits and a brighter future
for everyone.**

CHMSE is proud to ensure professional growth through offering information and intelligence. By becoming a member or staying a member, you will gain access to our website that will link you with industry leaders and experts. Sometimes you need to reach out to fellow salespeople for advice or industry-specific issues, and other times, you need someone to talk with that really understands what you're up against. All CHMSE members receive access to the member-only directory on our website, so you can find people within your industry, in your local area, or even at a potential partner company. Knowing you need to reach out for someone, and having the ability to do so, are two different challenges. With CHMSE, we facilitate access to the areas most important to you. In addition to our website and member directory, your membership includes a free subscription publication Key Access which is circulated three times per year. Members tell us they read the newsletter cover-to-cover for its timely, industry-specific content and advertisements, featuring new products from key suppliers. Back issues of this informative newsletter are also available. Last but not least, CHMSE helps you grow by offering monthly training sessions and special events. We partner with only the best industry speakers

and professionals to bring you tools and practices that will take you over the top. The benefits of attending one of our training sessions or special events include the opportunity to share in the learning experience with participants from other companies. In addition, many potential customers attend our events. Our training sessions are generally smaller in size providing a first-class educational experience.

Networking is a big part of becoming successful.

When was the last time you had the opportunity to tap into the networks and experience of other hospitality sales & marketing professionals in a supportive, career-enhancing environment? With CHMSE, you'll be welcomed and encouraged by others who share the desire to upgrade the sales & marketing profession, help you exceed your goals, and help keep you motivated and focused on what matters most in your career. Whether you're just getting started, a seasoned veteran, or somewhere in between, I am confident you will benefit from membership with CHMSE.

Become a true leader through volunteering.

When people give their time, energy, and heart, it is much more than just volunteering. It is an inspiration to others, and it makes an impact on any Profession. We are looking for help, leadership and talent from every profession in hospitality sales & marketing. When people give with pure intentions and an open heart, they truly share a part of themselves. This gift becomes much more than an instrument for the profession, it becomes an inspiration. CHMSE provides opportunities for volunteers to give freely, their time and talents in order to become true sales & marketing leaders. When all of these things are put together, it cultivates a spirit of camaraderie and giving rarely seen in the profession and long overdue. Get in touch and explore various options suitable for you!

I look forward to the continued positive growth of our association, and to seeing new faces with us this year. If you are interested in becoming a member or volunteering on the Board of Directors, please visit our website at www.chmse.com or email us at info@chmse.com.

mark your calendars:

General Managers Night – January 18th, 2007 • Executive Development Day – March 29th, 2007

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CHMSE 2006 TRAINING PROGRAM HIGHLIGHT



Hospitality 2010 Forecast

Brand: The way forward

Research shows that brand innovation is a key CEO priority into the future. As most gateway cities reach product saturation, brand, long held as the most important value driver in consumer business, is receiving the industry's full attention. Changes in guest lifestyle demanding experiential stay will mean that brand choice, as opposed to location choice, will lead the way in the future.

Customer loyalty will depend on the hotelier's ability to deliver the brand promise consistently at every touch point, from reservation to post-stay. Getting it right will deliver sustained returns and a brand premium. Action is needed to operationalise the brand response to the customer at every touch point, including a virtual, as well as physical CRM strategy, and further investment in loyalty programs that recognize guest needs.

The chart below illustrates the drivers of brand value and its increasing sophistication into 2010.

Emerging Markets: The next big thing

The emerging markets of China, India and the Gulf States are on the radar, offering major growth opportunities for industry development. Entry and growth strategies should be developed that reflect the unique business, real estate and tax environments of each market. Given that China and India present huge potential markets for domestic tourism, investment in product innovation and adaptation to local preferences will be necessary.

Canada hosted 117,500 Chinese tourists in 2005, a 15% increase over previous years. If Canada is granted Approved Destination Status, a tenfold increase of Chinese tourists is expected. Hotels will need to ensure their F&B and entertainment offerings cater to these new travelers. Are your hotels ready to receive an influx of Chinese visitors?

Human Assets: The generation game

Baby boomers (aged 42-60) are living longer and enjoying a more active and younger outlook. These consumers are brand wise, travel more and desire new experiences in cultural and event based tourism. By 2050 the world's population will grow to around 9 billion, with less than 6% of that growth coming from developed countries. The percentage of the population aged 65 and over in Europe will increase from 15% in

2000 to nearly 25% by 2015 and increased travel by the Boomer segment will keep Europe as the number one tourism exporting region, delivering some 730 million travelers by 2020.

Innovation in products and market segmentation must meet the diverse needs of the four generations. The 'one size fits all' approach will no longer work. The brand persona should be defined to reflect the expectations of the target generation, and will vary across different regions. Operations, sales and marketing, and service delivery must be adapted to the different needs of each generational segment.

With a turnover rate of 50%, the industry needs to do a better job in attracting and retaining employees. The ageing population in many of the developed economies means that, increasingly, human assets will be sourced from developing countries and the industry will need to adopt new standards in HR management. The hotel of the future will be a micro-cosmos of generational, religious, nationality and cultural integration.

Attracting and retaining employees will require a greater focus on generational values, while performance metrics will need to reflect the transition from asset manager to brand owner. HR will need to reflect 2010 values – including flexible working, on-site and work-from-home arrangements, and ethnic and religious integration.

Recruitment of trained talent is a challenge in the emerging markets of China, India and the Gulf States and action is required to develop local and international training to meet the demand. With the number of Chinese tourists rising rapidly, Mandarin language skills will be in strong demand worldwide.

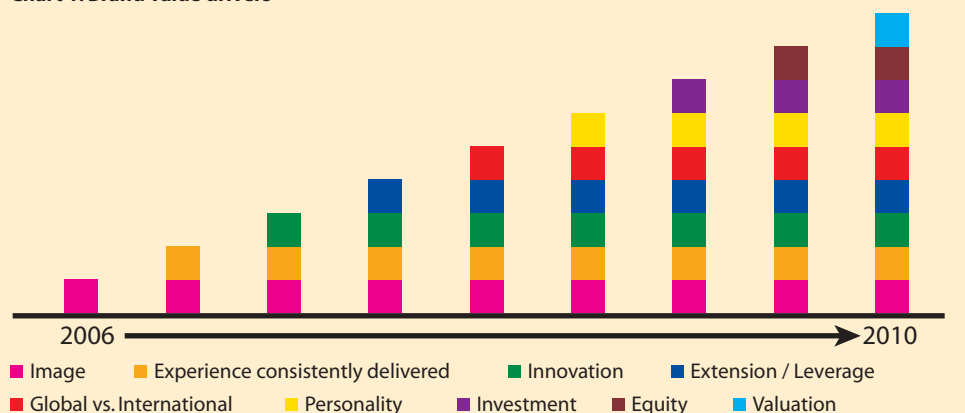
Technology: Playing catch-up

The industry recognizes the need for greater investment in technology, particularly in customer relationship management (CRM) systems, as a means of influencing customer behaviour. The airline industry leads the way, with travellers showing greater preference for airline miles than hotel points and making conscious decisions to fly with the same carrier despite inconvenient schedules. There is an opportunity to learn from other industries and also innovate by extending customer touch-points with the brand well beyond the physical stay.

Also key to the industry's success will be increased investment in distribution channels. Due to investment in online business to consumer systems, a more transparent pricing structure (with rate guarantees) and increased penetration of Internet usage is leading to the industry winning a greater share of the online market. With up to 23.1% of room revenue at stake in intermediary commissions, there is a lot to go for. IT investments must be rigorously evaluated to ensure spending is matched by greater efficiency and/or increased RevPAR.

Deloitte's global Tourism Hospitality & Leisure practice and New York University have developed a joint "Vision 2010" of the global hospitality industry. Supported by research including interviews and leading CEO's, this vision focuses on the strategic implications of several mega-trends that are shaping the future of the hotel industry, including: brand, emerging markets, human assets and technology. Ryan Brain was the presenter at CHMSE's November 16, 2006 training program.

Chart 1: Brand value drivers



Source: Deloitte & Touche LLP

No room for mediocrity

By Michael Abramson

Possibly the biggest problem in business today is that too many organizations have copied too many other organization's best practices. That – in my never-too-humble opinion – is a direct, non-stop, one-way route to mediocrity.

Put on your consumer hat for a second. How do you feel when you're on the receiving end of mediocrity? Would you be rushing back for more? Would you refer it to your colleagues, your friends or your family?

There's an argument that says that mediocre products and services are better than poor ones – but that doesn't sound like an overly convincing case when it comes to the consumer in me. Mediocrity is simply mediocre! It's absolutely forgettable. It's remarkably unremarkable!

Now...take a look at your property. Take a look at your department. Take a look at your sales and marketing. Take a look at yourself. Is mediocrity what's on the menu at your hotel?

Want to know the future of hotels? I believe it's a very big, very bright, very bold sign that reads "there's no room for mediocrity around here".

Wait...what's that I hear? "Delivering the remarkable costs a lot of money!"

"Poppycock" I say!

Listen – you're going to buy pages of advertising in '07 – aren't you? It's not going to cost a cent more for your media space if you run a remarkable ad...right?!

And, predictably you're going to occupy a position in cyberspace; send out direct marketing campaigns; have meetings with your clients; host special events; and do trade shows in '07 too. For these efforts as well, it's not going to cost a cent more for you to create the space to be remarkable...right?!

At the Peninsula Beverly Hills Hotel there is no room for mediocrity. Sure, sure – you must be thinking – "with the Peninsula chain's resources – it must be easy to be innovative". Let me give you a quick example of how the hotel is creating rooms with remarkable service – built around unconventional ideas.

In 2002, Cornell University's renowned School of Hotel Administration dubbed the Peninsula Beverly Hills Hotel (PBH) the Overall Best Practice Champion for an innovation that they say didn't cost them a dime!

We've all suffered through the conventional approach to checking into a hotel after spending 10 or 12 or more hours on an overseas flight. You land in your destination at 8:00 am – desperate for a shower and some space to get horizontal.

Ooops...sorry...check in isn't until 1:00 pm. Not at the PBH. International travelers are given their room the moment they arrive – whatever time of day.

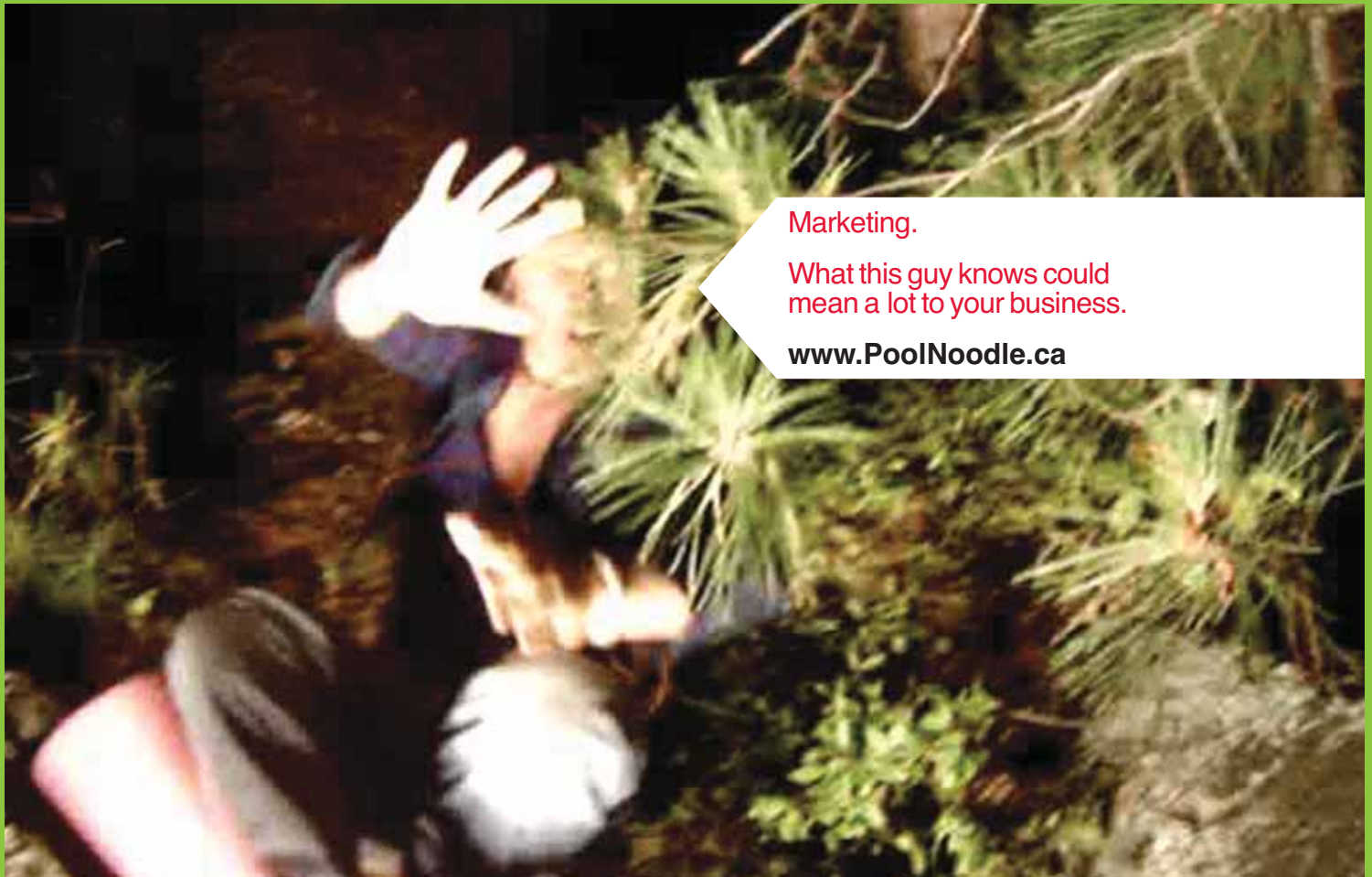
But – surely it must have been a nightmare to implement...

My friends, there are hassles with everything. To me, the question is, "can you build systems and change ways to eliminate the hassles and delight your guests?" For the PBH some of the maids had to come in earlier in the morning...and leave earlier too. They also had to switch to handheld vacuums – and not bring out the 747 driven models until after 10:00 am. Other than that – PBH implemented the innovation and told the story in the same media space...in the same trade show space...in the same amount of cyberspace...

Work with your team – work with your agency – and deliver the remarkable. Remarkable is memorable. Remarkable is a sixth sense. You can't quite describe it...but you know it when you experience it. Remarkable is also a culture. You can't teach it. But – you can lead it by providing fertile ground so that remarkable can grow...for your guests, for your teams and for your industry.

Step out of doing the same old things, the same old ways. Step into the remarkable.

theadlibgroup has been developing results-oriented, award-winning marketing and communications since 1985. Michael Abramson is president of theadlibgroup. theadlibgroup@theadlibgroup.com Phone: 416-447-9686, Toll Free: 1-800-467-7531, Fax: 416-447-4034



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Jeff Mowatt,
International Speaker
and Customer Service
Strategist

Are you **too busy** to be **productive?**

Why customers shouldn't be your first priority

Influence with Ease Column by Jeff Mowatt

Let's be frank – if you work for a company, then your primary goal is to make money. Period. You may have secondary goals to serve the interests of your customers, employees, and be a good corporate citizen, but your number one priority is strictly return on investment. Profit.

When I speak at conventions and meetings on how to boost profits through customer retention, I often find that business owners and managers don't have their priorities straight. The result is they lose customer loyalty, face increasing operating costs, scramble to replace staff turnover, and struggle just to keep up to the competition. They may work hard and think positively, but their impact is marginal.

On the other hand, by simply realigning their priorities managers can lead their company or department in a way that builds customer and staff loyalty, reduces operating costs, makes more money, and serves as a model corporate citizen. You won't have to work any harder; just smarter. To find out how, answer the following questions according to your current practices. Then read the accompanying suggestion for the best way to optimize your time and effectiveness.

What is normally your first task of the day?

- a) returning phone calls
- b) administrative paperwork
- c) work on strategic projects
- d) dealing with customers
- e) responding to employee requests

Your first priority of the day should be c) working on strategic projects designed to prevent problems and increase profits. Typically however, managers put off strategic work to do other work that has a deadline. They confuse urgency with importance.

It's always easy to put off work that's strategic in nature because the deadline is usually non-existent or not urgent, and strategic work requires something many of us prefer to avoid – thinking. The problem is that if you continually put off projects designed to increase profits or reduce problems, then you end up having more crises to deal with. So you get caught in the vicious cycle of crisis management.

"A lot of managers and business-owners secretly love putting out fires because it makes them feel like heroes. In fact, they live in a fools paradise; treating symptoms every day rather than curing the disease."

Doing strategic project for the first 1 to 1.5 hours of your day puts you in proactive mindset. Even though crises may spring up during the day, at least you have the comfort of knowing you're doing something to prevent these problems from reoccurring. In other words, doing strategic project work gives you a sense control and a feeling that that there is a light at the end of the tunnel.

When I speak at seminars about the hour and a half of uninterrupted strategic project work, I often hear a chorus of protests from the audience. People talk about the emergencies that require their attention. The truth is, unless you work in emergency services, there is almost no problem or "crisis" or customer request that can't be handled by someone else in the organization, or wait a mere hour and a half for your personal attention. Realistically, you'll accomplish more in that hour and a half of strategic project work than the other 7 hours of crisis management combined.

Of your major project work, which do you typically work on first?

- a) the one with the most pressing deadline
- b) the one that's the easiest to do quickly
- c) the one that will generate the most profits over the long term

Obviously, you should work on c) the project that will generate the most profits over the long term. That's what you're in business for. Ironically, most managers don't do it. They react to deadlines – submitting to the tyranny of the urgent. It's fine to work on projects with urgent deadlines, but at least spend the first hour on the long term profit project, then work on the other projects with the urgent deadlines.

Administrative activities are some of the most important tasks as a manager.

- a) true
- b) false

Answer: b) false. Adminis-trivia is the day-to-day organizing of money (cash flow), manpower (scheduling) and machinery (inventory). It's the tedious, mindless reporting and paperwork that simply has to be done. And it's the lowest form of work for any manager. It should be automated, delegated or

Working Smarter



Working Harder



outsourced. If you are doing this work yourself, you are a clerk – not a leader.

The path of least resistance

The problem is that adminis-trivia is seductive because it's easy to do and it usually has a deadline. Ditto for dealing with customer requests that should be handled by your employees. They are paths of least resistance. Long term strategic project work, on the other hand, requires concentration, vision, and rarely has an immediate deadline. A classic example is developing an ongoing staff-training program. You can put it off indefinitely and still look busy doing paperwork. The consequences are that the rest of your day is spent in crises management because your front line staff isn't properly trained.

The bottom line is that to be an effective manager, you don't have to be the most intelligent, the most enthusiastic, or even the hardest worker. You simply need to learn how to organize your working day so that you're less busy and more productive.

*This article is based on the critically acclaimed book **Becoming a Service Icon in 90 Minutes a Month**, by international speaker and customer service strategist, Jeff Mowatt. To obtain your own copy of his book or to inquire about engaging Jeff for your team, visit www.jeffmowatt.com or call 1.800.JMowatt (566.9288).*

WHTI will **change** how we do **business!**

By the staff at The Canadian Tourism Commission



When the Western Hemisphere Travel Initiative (WHTI) is fully implemented by the Government of the United States, Americans returning home from any international destination including Canada will need to show a passport or a yet-to-be-fully-defined secure travel document. Studies show this legislation will have an impact on tourism from the US to Canada; a recent study by the Canadian Tourism Commission (CTC) shows that only 34% of the US population has a passport.

The impact on tourism could be severe, given that the US is our biggest international tourism market. A recently released Industry Canada study projects the WHTI could result in a loss of over 14 million inbound trips from the US and a loss of \$3.6 billion in tourism receipts between 2005 and 2010.

There are mitigating factors. Market research shows that many Americans see Canada as a dream destination. "Every year, more than 14 million Americans choose Canada as their preferred place for overnight travel," says CTC president and CEO Michele McKenzie. "Canada is a place where travellers can create extraordinary personal experiences, and getting a passport might well be understood by many visitors – particularly high-yield travellers from longer-haul US markets - as part of the excitement of coming here."

The Canadian Tourism Commission (CTC) has been actively preparing the US market for the WHTI, and was the first Canadian organization to commission a

study into its potential impacts. Like the one published recently by Industry Canada, it points to some heavy losses for Canadian tourism through and beyond the implementation stages of WHTI. To mitigate these impacts, the CTC is ramping up its strategy to attract high-yield travellers, targeting US consumers who will generate the greatest return on investment for Canada.

In addition, an informal partnership with the United States Postal Service (USPS) focuses on customer service to help Americans apply for a passport. The CTC works with USPS to provide US consumers attending travel shows with information about the passport application process and the opportunity to have their passport pictures taken.

"We are applying an integrated marketing strategy to target US consumers," says McKenzie, "The U.S. customer we focus on is more likely to carry a passport." The core of the current US campaign focuses primarily on high-yield markets like Boston, New York and Los Angeles, along with niche markets like ski and luxury lifestyle. "We are refining our US approach to maximize our reach with partners for 2007, based on our CTC and industry research intelligence."

About the author: TOURISM publications are a service provided by the Canadian Tourism Commission. To subscribe to TOURISM Daily News, access TOURISM Online, or to receive the print version of TOURISM magazine, contact tourism@ctc-cct.ca.

Some current border facts:

- Americans and permanent residents of the US do not currently require a passport or visa to enter Canada. All that is needed are travel documents proving identity, and proving US citizenship or permanent residency.
- After January 8, 2007, the US government will require all US citizens and permanent residents leaving the country or returning to the US by air to carry a valid US passport (or other secure travel document such as a NEXUS Air card when used at a NEXUS Air kiosk).
- It is anticipated that - as of January 1, 2008 - US citizens travelling between the US and Canada by land or sea (including ferries), may be required to present a valid US passport or other documents as determined by the Department of Homeland Security.
- When WHTI is fully implemented, Americans returning home from any international destination will need to show a passport or other secure travel document.



Michael Agema – Georgian College, Bryan Hunt – Georgian College and Helen Lightfoot – Courtyard by Marriott Downtown Toronto.



Thanks to the Meeting and Travel Group, CHMSE enjoyed the opportunity to have a booth at IncentiveWorks in August 2006. Immediate Past President Linda Stott is speaking about the benefits of having a CHMSE membership. CHMSE would also like to thank AV Canada and Freeman for display support.



Vinita Borrison
– CN Tower.

CHMSE ev



Wendy Chant – Renaissance Toronto Hotel Downtown and Paul Araujo – George Brown College.



Robert Babcock – AV-Canada and Adam Robinson – Robinson Sow Services.



Mila Campian and Robert Francis – Town Inn Suites.



Florence Liberski, Catering Sales Manager – Courtyard by Marriott Downtown Toronto and Speaker Beverly Beuermann-King.

vents 2006



Former CHMSE VP of Communications. Julie Wiggins meets Justin Trudeau at IncentiveWorks.



Andrea Wallace – Meeting & Incentive Travel Magazine and Mary Ann Gamboa – Radisson Admiral Hotel, Toronto Harbourfront.



Tanjia Neri, Sales manager – Marriott Canadian Sales Office and Neha Singh, Sales Manager – Marriott Canadian Sales Office.

With the busy

Christmas season

fast approaching

how can I **ensure** that

irate customers don't

rattle my staff

in a detrimental way?



Beverly
Beuermann-King

Negative attitudes and behaviors are usually expressed when our customers are stressed out or they just don't have the energy to use better communication skills, judgment and manners. Being stressed out is chronic in today's society, especially during the busy Christmas season. We often have too much to do, too many decisions to make and are usually running behind schedule.

8

The difficulty behind the negative attitudes and behaviors of our customers is that they are highly "toxic" to our staff. Dealing with these type of customers can make us feel grouchy, out-of-control and can rattle staff to the point where they may quit.

It takes a lot of energy to be positive, to keep things in perspective and to actively fend off this toxic effect. As a leader there are several steps that you can take to ensure that your staff can effectively handle the best and the worst of these customers.

Follow these tips to reduce the impact of negative attitudes and ensure a healthy, happy staff:

1. Discuss the types of customers that you may encounter ahead of time. What are some of the common complaints that your staff may face? Share past experiences and horror stories with each other and prepare answers/solutions ahead of time. Preparation allows your staff to feel more confident in dealing with these difficult customers so they do not absorb the negativity.
2. Teach your staff how to keep their composure, be assertive and know exactly what it is they want to communicate. Help them to get comfortable with those customers who need to vent and express themselves, without tolerating abuse.
3. Help your customer feel more in control. Start with your body language. Have you ever been in a hurry and talked without looking directly at the other person? What message does that convey? Talk to your staff about the importance of facing the person, making eye contact and being in the moment. Treat each person as if they are all that matters and help them problem solve their difficulties. Remind your staff that the disgruntled will find it hard to lash out at someone who makes them feel special.
4. Take a walk. What does the atmosphere convey? Is it comfortable, peaceful and engaging or chaotic, noisy and crowded? Though the "extras" may seem unnecessary in accomplishing the business of the day, to mitigate the incidence of difficult behaviors and negative attitudes, make your workplace a visual, auditory and aromatic haven in the customer's hectic day.
5. Dealing with difficult people requires extra energy and focus. It is essential that your staff take care of themselves. Ensure that they are taking frequent and adequate breaks. Encourage them to eat properly to control mood swings and to feel more energetic, as well as cut out caffeine, which heightens our responses and makes us more sensitive to those around us. Help them to lighten up and have fun. Create an environment that your staff wants to return to, not one that they are dreading or a place where they are just putting in time.

As a leader, you play a very important role in preventing customer negativity from rattling your staff. Empower your staff by helping them problem solve various scenarios, provide a calming and respectful environment for your customer and your staff, encourage healthy practices in the workplace and develop a sense of fun. By using these simple tips, you may be able to diminish the difficult behaviors presented by your customers and reduce the toxic impact on your staff.

*Stress and wellness specialist, Beverly Beuermann-King translates current research and best practices information into a realistic, accessible and practical approach through her dynamic stress and wellness workshops, on-line articles, e-newsletters and media interviews and most recently through a recently published collaboration called *Awakening The Workplace*. Visit www.WorkSmartLiveSmart.com for more on Beverly and her wellness work. Beverly Beuermann-King was a recent guest speaker at the CHMSE Toronto AGM. Her *Stress Busters* keynote was described as 'Awesome', 'A great reality check', and a 'Reminder of what is important in life'. Beverly offers all CHMSE members a free subscription to her e-newsletter on best practices in employee wellness and a free magazine called 'Speaking Of IMPACT' sponsored by the Canadian Association Of Professional Speakers. For more information on these, please email Beverly at info@WorkSmartLiveSmart.com.*



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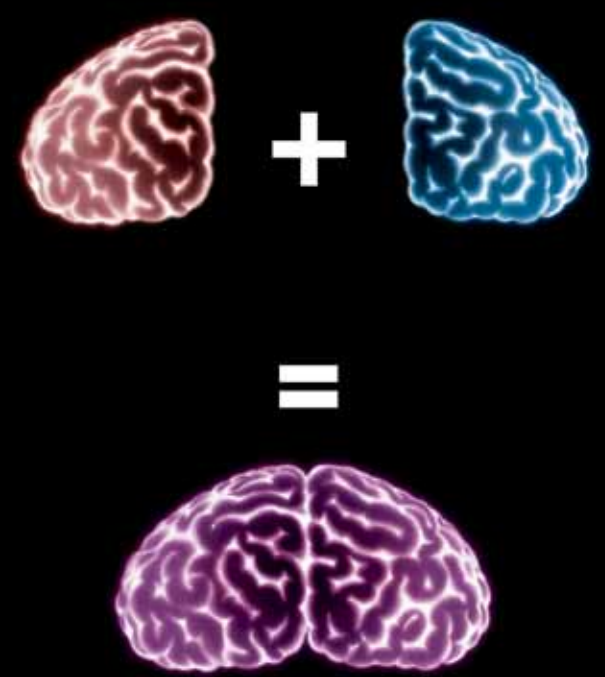
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CHMSE Student Membership for a year = \$50

Monthly CHMSE Training and Dinner Events = \$18



The Opportunities for students who join CHMSE = Priceless

Networking to most students is a foreign activity. Be it sheer nerves of having to shake hands with a GM or manager, logistics of getting to the meetings or being on a student budget, networking is not on the top of most Hospitality Students' lists these days.

A year ago this past October, my relationship with CHMSE began. When I look back at the path of getting there to where I am today, I can only shake my head in astonishment at how life takes you down so many different roads in such a short period of time.

I was in the shoes of most hospitality students before joining the association. In my third year of the Hospitality Degree at Niagara College, and still with no idea what path I wanted my career to go in, I had a chat with a former colleague that would take my personal and professional career on a road trip. This former colleague, a graduate of Ryerson's Tourism program, mentioned an association out of Toronto called CHMSE. With enough interest sparked from that conversation I decided to hop on the internet for a deeper investigation. With some interesting events planned, and a very reasonable price for students (\$50 for the year, and \$18 for each training/dinner event) I decided to take a shot and register myself with the association, with the thought in mind, that if nothing else I would walk away with a great meal once a month for only \$18! I was skeptical at first, be it nerves or the hour and a half drive I had to make from Niagara, but I quickly felt welcome by a great group of Hotel Sales and Marketing professionals from various hotels across the GTA. Admittedly intimidated, it did not take long for me to fit



into the group and from there on I would take a very proactive approach to my career, and involvement with the inner working of the association.

A short three months of being a member of CHMSE, my career would take an unexpected move for the better. A CHMSE presentation by Ryan Brain, Leader of Deloitte & Touche's Tourism Consulting Practice on the Tourism Trends impacting the Canadian industry left me wondering, how could I get into that business? Knowing I enjoyed consulting, I gave Ryan a call a few weeks after his presentation, and sure enough this past summer, I spent my co-op as an analyst under Ryan in Canada's biggest professional services firm. Already only a few months into my membership, not only have I met great people but I landed a great job by networking with this high level speaker. I surely thought it could not be any more rewarding than this...of course I was wrong. In January of 2006, I expressed interest in wanting to

help the association and board of directors with the operations of the association. As luck would have it, I ended up having this conversation with the now President and at the time president elect of CHMSE, at the "General Manager's Night". The opportunities literally seemed endless! As a result of that conversation, this past September I was nominated to the Board as Director of Students.

To any student wishing to pursue a career in the Tourism and Hospitality Industry, I strongly encourage you to consider affiliating yourself with an association such as CHMSE. It may seem intimidating, or you may think you cannot afford it, when the fact of the matter is... you can't afford not to! If you have any questions about student membership opportunities or would just like some advice on networking and the kinds of opportunities you have available, please do not hesitate to contact me at Andrew_miele@sympatico.ca.

time well spent



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

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

Sales Coaching Linda Richardson (McGraw-Hill: 125 pages)

"Sales Coaching" is a business text and reference tool that will provide managers with the detailed guidelines required for setting up a sales coaching program. Here is where you'll find sales-specific case studies, scripts and checklists.

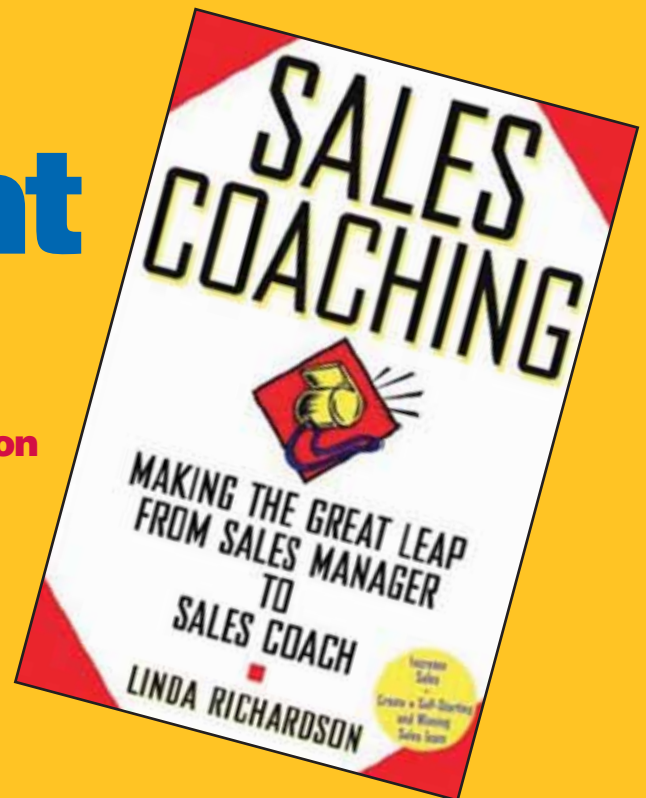
Linda Richardson teaches sales management at the prestigious Wharton Executive Development Centre at the University of Pennsylvania. She has authored a series of management texts including "Selling by Phone", "Stop Telling", "Start Selling and Winning Group Sales Presentations". While references to her personal business experiences in the book are limited to her tenure as a principal in the New York school system, this is misleading as her consulting and research background contribute to her status as an expert in the field of sales. She draws on this experience, providing case studies and examples that clearly illustrate each element she presents.

Richardson takes the role of the traditional boss/manager with a top down, manager-as-expert approach and contrasts it with the coaching approach used by successful leaders today. She identifies the primary objective of coaching as creating a work force that has the confidence, knowledge and skills necessary to identify problems and develop appropriate solutions without having to receive instructions from their manager. If old leadership focused on control, new leadership is directed towards empowering.

Despite the fact that "employee empowerment" is so overused that it has become white noise in the corporate environment, it can not be denied that companies with effective coaching programs have a significant advantage over their competitors. "Sales Coaching" will guide managers towards inspiring employees rather than instructing them. This book covers one-on-one coaching, coaching during meetings, self-coaching and team coaching. The case studies look at conversations that have been witnessed during team sales calls, and analyze the strengths and weaknesses of these calls. Suggested scripts are put forward that will help the reader identify key approaches that will enhance his or her own coaching program. Richardson deals head on with the issue of coaching in an environment where coaching is not formalized and is possibly not even recognized or encouraged; a situation all too familiar in corporate Canada. Her message is that anyone can be a coach and anyone can be coached. The defining factor that contributes to success is the attitude of those involved.

The coaching tools at the back of the book are an excellent resource. They include a Coach's Self-Critique, Consultative Coaching Model, Coaching Planner and Sales Critique Checklist, to name a few. This book is a thorough primer for anyone who wants to make the move from sales manager to sales coach.

Leslie Anne Palamar, Principal of BTE Marketing and Sales Solutions, provides customized sales training for tourism organizations. Please visit www.btemarketing.com for further information.



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We have had an
incredible start
 to our year of
**training
 programs!**



Leanne Nicholl
 Sales Manager,
 Radisson Admiral
 Hotel Director of
 Programs, CHMSE

As a new member of CHMSE, and the Director of Programs for 2006/2007, it has been a whirlwind of a ride. We have had terrific speakers, fantastic host locations and a lot of fun. As we start a new year, I will be busy finding new and exciting things to offer to you, our members for the 2007/2008 year.

Below you will find a recap of our training programs for September, October and November 2006. See you at our next event: General Managers Night at the Sheraton Centre Toronto!!

September 2006 – Four Points by Sheraton Toronto Airport

We started our year with our Annual General Meeting and learned how to keep a cool head in times of stress. Our members learned ways to relax and stretch our minds and bodies to deal with the stress that we are dealt with on a daily basis in our workplace.

October 2006 – Medieval Times

Next we focused on ways to keep our team morale high in times of trouble. Our members learned that positive actions reap positive results. Our guest speaker took us through ways to sell positively to gain positive results. We enjoyed a humorous and educational morale boost that will carry us through our lowest seasons.

November 2006 – Novotel Toronto Centre

Our last program of 2006 centered on the trends impacting the Tourism and Hospitality Industry. Our guest speaker showed us how our industry is changing in very dramatic ways and what it will look like in 2010. Our members learned about the changing demographics of travelers, the impact of brand imaging, as well as the up and coming competitive destinations.

welcome new members

hotel members

Mary Grace Franchino
 Delta Chelsea Hotel

Robert Francis
 Town Inn Suites

Stephanie Hofmann
 Atlific Hotels & Resorts

Sudheer Joshi
 Delta Toronto East

Allen Morgan
 Spencer Leadership Centre

Katherine Torres
 Delta Hotels

Susan Shackleton
 Days Hotel & Conference Centre
 Toronto Downtown

Caroline Tom
 Hilton Garden Inn Toronto/Mississauga

affiliate members

Heather Heagney
 Mariposa Cruises

CHMSE's General Managers Night 2007... Sponsorship Opportunity!

General Managers Night remains the best live opportunity to reach hotel decision-makers with a message, while also sending a message to the industry about your support of this professional association. The benefits of sponsorship are tangible and substantial. No other industry association can offer the profile that CHMSE can. Sponsors are exposed to over 500 hospitality industry professionals in key target markets, through promotional materials and advertising. The return on investment has never been better!

*The event will take place on Thursday, January 18, 2007
 at the renowned Sheraton Toronto Centre Hotel.*

For more information on the event or becoming a sponsor, please visit
www.chmse.com or contact us at info@chmse.com.



Winter 2006 Issue

Key Access is produced three times yearly
 by the Canadian Hotel Marketing
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Layout/Production: theadlibgroup
 We reserve the right to edit for space.