What Do Suppliers Do That Set Them Apart?

Are you looking for a list of gimmicks? Something clever that suppliers do that will completely WOW the planner? I thought, in taking on this assignment, that I would be giving you just that. I was wrong! After getting past the “deal” portion… basic rates, dates and space, what is it that will cause a planner to follow a supplier around the globe? It’s TRUST! It’s that gut feeling that you know this supplier is going to be your partner, an extension of your own staff and will deliver the extraordinary experience that he or she has promised.

THE SUPPLIER THAT WOWS:

IS RESPONSIVE, replying to RFP’s in a timely fashion. If unable to accommodate the planner’s needs, a trusted supplier will still say “thank you!” and, if possible, take the next partnering step by recommending someone who may be able to assist them.

LISTENS, truly understanding the planners’ total needs and desires then offering solutions at the client’s level. Suppliers have been trained to upsell and that’s important, however, a supplier who wins the trust of the planner will offer solutions that fit within their needs and an alternative upsell so the client can make the choice. Some organizations have experienced budget reductions and a planner is challenged to give a champagne experience on a beer budget. The supplier who “gets it” wants to help the planner look great, for example, by providing something simple upon check-in or perhaps a one-hour wine and cheese reception to welcome the group. The cost is low compared to the value of the conference; however, it is priceless in developing that trusted planner/supplier relationship.

IS HONEST! When the supplier gives word that the job will get done, he/she delivers! In lieu of window dressing, the supplier shows what the attendees will receive, not that “1” renovated view room when the rest is something less. When a supplier says it will happen and makes it happen, the relationship happens!

IS A TEAM PLAYER AND PARTNER all the way. The supplier is respected by management and staff so that the after sale turnover is seamless. It is important that the supplier remains visible onsite to ensure excellent customer service. Beyond the meeting, the supplier keeps the client top of mind through thoughtful gestures such as sending baby gifts, sharing resources that would be helpful to the organization and within organizations like PCMA/ASAE/CalSAE, and getting involved by volunteering whenever there is a need.

Beyond that… the supplier that WOWS has no gimmicks. The supplier instead makes it fun, comfortable and genuinely cares.

by Marilyn Atchue-Zuill  
Global Account Director, HPN Global
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If you have any comments, suggestions or would like to write an article for The Chatter, email: PCMAChatter@gmail.com.

Message from the Board

Andy Falter, Director

As a supplier in our industry, we all know that our goal is to book business. That’s one of our top priorities. This can be done in many ways but when one has a great relationship with a client, this certainly helps with the process. One of the best ways to build relationships is to become involved with the Capital Chapter. When I’m speaking with a potential new member who wants to join the Capital Chapter, I always encourage them to join a committee and get involved. Becoming a member is great and you will meet many people at our events, but by joining a committee and getting involved, you will build incredibly strong relationships. For example a few years ago, because of my involvement, one of my clients (who I met because I volunteered for a committee) recently gave me a RFP and said if you can meet our parameters, I’ll give you the business. We booked the business and this is because of the relationship we built through the Capital Chapter.

Relationships are the foundation for our success. People do business with who they like and once a “friend” relationship is established, it benefits both sides not only in the professional setting but also on the personal side. Many people in our industry have had the good fortune of building relationships and strong bonds with others that they can call friends for life. While booking business is important to our professional success, making friends for life is something that you can hold on to forever!

Our most recent issue talked about the supplier side of our business and we hope you enjoy the articles contributed by members and guest authors that touch on subjects such as: supplier secrets, transitioning from being a supplier to a planner and candid roundtable discussions between planners, CVBs, hotels and more. Happy Reading! •

Connect with the Capital Chapter!

Connecting with the Capital Chapter is not just about tracking what we are up to. We want to see what you are up to as well, and now you have a new tool to show us your cutting edge exhibit sets and fabulous destinations.

PCMA Capital Chapter has become the first PCMA chapter to have an Instagram account because we believe in being creative and having fun with our communication. However, it is only as good as our members make it, so start shooting and posting today!

Follow us at PCMACAPITALCHAPTER and remember to tag us in your spring meeting photos as well by adding us into the comments or tag section. •
10 Things a Supplier Will Never Tell You

Spring is finally in the air, so our “man on the street” recently spent the lunch hour outdoors and ran into several prominent hospitality industry suppliers in the Mid Atlantic Region. When posed with the question, “What do you know to be true, but would never tell a planner?” the responses were candid.

1. Sometimes I randomly think of you in the shower…. Don’t freak out. It’s not what you think!
2. Your name has shown up on my expense report and you’ve never taken my call.
3. I want you to use our CVB for any size group. It helps justify their existence and allows them to give you free stuff and invite you to special events.
4. At my hotel, we have a daily business review meeting and yes, my boss does ask every single day about the status of your meeting. When I say I’ve gotten no response, it is not the answer he wants to hear.
5. Our front desk manager has been trained to credit the movies “you didn’t watch” and mini bar items “you didn’t eat or drink”.
6. One of your attendees got very drunk and went for a swim in our front drive fountain. You weren’t told about this and our staff still talks about it.
7. I don’t mind holding your space for over a year, but my boss and colleagues get a little testy.
8. Please let me pop in on you when we are on a blitz! We will have free stuff for you and your team!
9. You are in a favorite reoccurring dream I have. It’s the one where you ask me for a contract!
10. You have no idea how much begging, wheeling, threatening and praying I’ve done on your behalf!

All suppliers begged to remain anonymous.

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We’re All In This Together: Leveraging your NSO/DMO Partnership

As Destination Marketing Organization professionals, we are in a neutral position between our meeting planner clients, our hotel partners in the city we represent and our industry peers, including our valued national sales offices for the various hotel brands. We recently worked together (DMO and NSO reps) to make the best of what was veering towards a sales “opportunity” (aka: uncomfortable challenge that could have gone awry quickly).

A well-known sporting event was threatening the dates of a confirmed group in our destination. The group had an executed letter of intent and headquarter hotel contract signed, however the center was not able to execute a license agreement until the sporting event dates were selected. What made it more challenging was that we were within 2 years of the event and meeting happening.

After it became apparent that a potential date shift would impact the group’s dates in our center, we connected with the client to discuss options and provide the latest information we could make available. Moving the confirmed group one week later was not ideal and the client could not secure the same contract terms with the headquarter hotel to shift dates. A timeline was established that we all agreed on before we went to the extreme of searching for an alternate location for that particular year’s program. We had candid and difficult conversations to ensure everyone had the latest information available, followed up with documentation of the calls and action items to be shared with our own internal teams. Fortunately, the earlier sporting event dates were confirmed and did not conflict with the group’s conference dates.

The transparent and open communication between the DMO and the national sales office is crucial. We all rely upon each other for the end result – a happy client. The relationship between DMO’s and NSO’s, especially here in the Greater Washington, DC area is imperative; this synergy is apparent to our clients and our respective hotels. We are fortunate that we see each other on a regular basis, whether it be industry association events, DMO missions or company specific client events. We all have the same message and a similar mission and that results in a concerted partnership with our clients and our stakeholders.

Mary Gallagher, CMP
Director, Citywide Accounts
San Francisco Travel Association

The Meetings Mean Business App is Ready for Download!

The Meetings Mean Business Coalition (MMBC) recently launched the MMB smartphone application. The “Meetings Mean Business” application is available in the Apple’s iTunes Store and the Android Google Play Store. The app will serve as the on-the-go resource for industry leaders along with quick access to collateral materials, data points, editorial content, the latest industry news and other important information for meetings and travel professionals. It will also be an additional entry point and engagement tool for industry professionals looking to get involved in Meetings Mean Business and their advocacy efforts.

“This is a great way to stay up-to-date on the coalition’s efforts” shared David Peckinpaugh, Chairman of the Meetings Mean Business Coalition and President of Maritz Travel. “And, the best part, we can update and push content quickly and easily to all that have downloaded the App.”

The MMB App was announced at USTA’s IPW event in Chicago earlier in April and will be further promoted mid-June at AIBTM in Orlando. For more information on the rollout plan go to the MMB website at www.meetingsmeanbusiness.com.

As you all may know, the Meetings Mean Business Coalition, created in 2009 by USTA, has been reinvigorated since Convening Leaders in Boston. The MMB campaign was established to showcase the incredible value that business meetings, travel and events bring to the U.S. economy.

The Meetings Mean Business app is ready for Download!

by Terence Donnelly, CMP,
Vice President, Experient

by Jayne Carmona,
Global Account Executive, Marriott Global Sales

Mary Gallagher, CMP
Director, Citywide Accounts
San Francisco Travel Association

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The Art of Ping Pong: Understanding the Supplier/Planner Relationship

One of my favorite games I played while growing up was ping pong. It's an incredibly fast-paced yet tricky game. Players go back and forth continuously until one player wins the point (either by someone committing an error or by smashing a shot clean off your opponent's side of the table that cannot be returned.)

After 8 years on the supplier side at Visit Indy, I've recently found myself in the “meetings/hospitality game of ping pong” in my new position at ConferenceDirect.

As a supplier, you are taught to cater to your client's every need. After all, they are responsible for bringing future business to your company. On the planning side, you are working to build relationships with suppliers who you can trust. Eventually, planners will find themselves with immediate concerns and require all the help they can get from their supplier partners to keep things running smoothly. So the question is, how does one handle being both supplier to your client and a planner to most suppliers?

The answer is simply to “ping pong” from your planner brain over to your supplier brain to cater to each situation. For example, my clients who use ConferenceDirect are my primary focus. It is my job at ConferenceDirect to ensure their needs are met on a daily basis by saving them time and money, thus acting as a supplier to them. This requires my supplier skills to show my customer the value I bring to the table. For those suppliers who are interested in ConferenceDirect accounts, I must act as a liaison in order to educate them on the value of the customer and find various ways for us to do business together. After all, I cannot make my client happy without the help of supplier partners.

I find myself within this ping pong effect daily. It's important to not only remember where you came from, but to continue to learn the value of both planners and suppliers, since we ultimately achieve success together.

•

Did the Great and Powerful Oz Come Up With This Rate? Well, the Answer Is “Sort Of.”

Coming up with a guest room rate for your group is a complicated procedure for your sales manager and never taken lightly. Several things are taken into consideration when rate quoting:

• What rate is needed to hit the financial projections to ownership? Hotels are no different than your organization and the financial projections need to be achieved.
• Is the guest room block a good ratio with the space needed? That's right, hotel's budget food, beverage, audio visual, and room rental revenue (just to name a few). If your group isn't hitting all the buckets, there needs to be enough space left for another group that will exceed the expectations to make up for another group's shortfall.
• If the rate needs to be dropped, how many more rooms, and at what rate, will be needed to hit the financial obligations? If a hotel “comes down”, they will have to produce the revenue from another source.
• Is there an existing relationship/brand loyalty? Relationships matter. A sales manager will “go to bat” for clients in which they’ve built a rapport or that has a strong relationship with their brand.

Many other factors go into a rate decision including food, beverage, A/V and other ancillary spend. Keep in mind, that if food and beverage operations, restaurants, spa, parking or other “amenities” are outsourced, less emphasis is placed on this spend.

To get the best rate possible, ask these questions:

• Is this a high demand transient time period? If so, rate may be higher but on the positive side, more meeting space is available for space intensive programs.
• What unique space options are available? Events that go off property are lost revenue. If you have a hotel with a creative sales and conference services team, you can keep that event on site and you’ll save.
• How flexible are the program dates? The more flexible, the better the rate. If a hotel has had a cancellation or need date to fill, you’ll benefit if you’re the program that goes into those dates.

•

by Ryan Barth, CMP
Global Account Executive, ConferenceDirect

by Jen Howie
National Accounts Director,
Universal Orlando Resort – Mid Atlantic Sales Office
Loews Portofino Bay Hotel,
Loews Royal Pacific Resort & Hard Rock Hotel
Steps Students and Emerging Professionals Can Take to become a Supplier

I knew from my early days in high school that I loved traveling and wanted to explore the world. I thought I could do this by being in “Travel & Tourism”. I was fortunate to have a guidance counselor that helped set me on that very path. While in school, I held multiple part-time jobs in the Hospitality industry gaining experience to put on my resume. It was while working in a hotel restaurant that I realized I wanted to be that Hotel Executive who came into the restaurant I worked in to have breakfast, lunch and dinner almost daily! I wanted to wear a beautifully tailored suit and shiny heals and I wanted that NOW!

How would I possibly get that job? I put on the only suit I had and set out to find a position in a hotel office anywhere I could! I was fortunate enough to use all the experience I had gained throughout my school years to find myself a job on the front desk of a major Convention Hotel in the 4th largest city in North America! I knew this was the hub of the hotel and it kick started my hotel career. From the front desk to the sales office as the receptionist, I knew every position I held would teach me what I needed for the next step. While living in Toronto 19 years ago, I set a goal for myself that one day I would represent this amazing city! Nine positions later...here I am! I attribute my career path to always having a mentor, never stop networking and never feeling like the job I held was less important than anyone else’s. We all play a significant role in the big picture no matter what we do in this industry – you just have to set your goals and work every day to achieve them! I am happy to say – I have lots of tailored suits and way too many shiny shoes...but I am living my dream of proudly representing the city I call my home – Toronto!

Our PCMA Chapter has selected the Bark Ball as one of its 2014 projects. The Bark Ball is in its 27th year and is scheduled for June 14 at the Washington Hilton. A black-tie gala and auction with nearly 800 human attendees and 400 dogs in pearls and bow-ties is on target to raise $500,000! Since 1987, the Bark Ball has established itself in the nation’s capital as the black-tie event for Washington, DC’s movers and shakers to attend with their canine companions.

Our PCMA members will be working with the WHS staff and other volunteers to do what we do best, produce events. We will work pre-event setting up the silent auction, registration area, placing signs and setting up the doggie bar. Others will sign up to work at the event and organize registration, keep the dog water bowls filled, be runners for the auction, and more. We will also have an opportunity to play with a shelter dogs, greet a guest’s dog, and be witness to the unconditional gratitude of our four legged friends. Bow wow!

Community Service Goes to the Dogs

Our call to service comes in many forms such as, feeding the needy, teaching the youth, and donating monies to help communities rebuild. Service is something we as planners and suppliers are all too familiar with; it’s part of our everyday job.

When our Chapter’s Community Service Committee asked for recommendations for this year’s programs, I recommended the Washington Humane Society. I started my work at the Washington, DC Humane Society about two years ago. Beginning with adoption events, then using my skills to help at their four large fundraisers, and finally working with the shelter dogs. This experience taught me not only about animals, but about unconditional gratitude.

WHS raises funds through individual donations, corporate donations, and from their four major fundraisers: Champagne and Sugar, Fashion for Paws, Pet-a-Palooza and the Bark Ball. Monies raised help support the care of 43,000+ animals each year through a broad range of programs and services. WHS has an overall goal of building a new campus that will combine the two shelters, spay and neuter clinic and management offices.

People volunteer for different reasons. It might be because it makes them feel good or because it’s nice to give back. But members of the PCMA Capital Chapter Community Services Committee volunteer because it makes a difference.

N Street Village is a community of empowerment and recovery for homeless and low-income women in Washington, D.C. and the Chapter’s charity of the year. It has been a part of the Chapter’s community service for several years and for those of you not familiar with the work they do, I implore you to visit http://www.nstreetvillage.org/about/.

Each year, N Street holds a gala fundraiser where we assist with onsite registration, directing guests to their tables and even helping to build their centerpieces. This year was no different. Recently, at the Ritz Carlton, approximately 15 members welcomed 600 guests and raised more than $740,000 for homeless and low-income women. In a thank you note from N Street, they wrote “Because of you, the nearly 1,400 women who came through our doors will continue to have a safe and welcoming community to assist them in their time of need.”

We really do make a difference and you can too. Contact Regina Rink, rrink@visitphoenix.com and find out how you can join us. •

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by Lina Farrell, Account Director Washington DC & Southeastern US, Tourism Toronto

by Mariana Gallo Vice President, Client Development, IMN Solutions
Whats in Your Toolbox?
Communication is one of the most important tools we have in our industry toolkit. If used improperly, it can also be the least effective (and most frustrating).

Methods of communicating are constantly evolving – Morse code, letter, phone, telex, fax, e-mail, text, social networks, Skype, FaceTime, Viber, etc.

The meetings industry has become a worldwide business, and we are faced with some unique communication challenges as well as opportunities: multiple generations, different cultures, varying attitudes, many languages, ever-changing technology, etc. Add that most of us are constantly in a rush, and we have a formula for potential disaster.

But have no fear! The keys to communicating successfully are basic. Do your homework to gain an understanding of the other person's or company's background/mission. Use the correct terminology – same word, different meaning! Ask for a preferred method of communication. Confirm expectations of both parties. Provide detailed information…and ask for the same in return. Once received, read, don’t skim, those details. Be courteous – acknowledge receipt or ask about non-receipt. Engage your partner to ensure mutual success. Negotiate differences (you could benefit from personal experience – on either side). Don’t assume. Listen. Hear. Don’t allow a situation to “fester.” Address miscommunication/misinformation promptly. Be honest (sometimes things just don’t work).

The planners and suppliers I spoke with agree there isn’t a right or wrong way to communicate as long as you remember to apply the basics. Never underestimate the value of face-to-face meetings and one-on-one phone conversations. We communicate knowingly, and unknowingly, via body language and intonation. And the better you get to know someone and their needs, the easier it is to accomplish your mutual goals.

So, the next time you are entering into a supplier/planner relationship, remember the basics and communicate, communicate, communicate!

by Jacqueline K. Mongold, CMP
Assistant NRA Secretary
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Our People
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Tablets, Wi-Fi & Social Media…Oh My!

The National Press Club and San Francisco Travel hosted a planner-only workshop on April 22nd, which was led by technology guru Corbin Ball. Corbin identified three most vital technologies for events over the next five years: social media, Wi-Fi, and mobile technology.

1. Social Media is transforming how events are marketed, managed, and experienced.
   - Events and social media are one in the same. Events are social and that is how people gathered before the internet/social media.
   - 90% of online consumers trust recommendations from people they know and only 14% trust advertising.
   - Social media aggregators that may be used to manage your social media platforms are hootsuite.com, klout.com, trackur.com, and salesforce.com/radian6.

2. Wi-Fi and broadband are becoming the lifeblood of events communication.
   - Mobile data use doubled from 2012-2013 and will increase 13-fold for the next 4 years.
   - Tablets will continue to overtake PC sales for the foreseeable future. The average consumer has 3.6 devices.
   - Attendees want and expect basic free Wi-Fi coverage at events and venues. Free in-room internet access ranked as the most desired guest-room amenity.

3. Mobile technology is transforming events and society in general.
   - In 2014 there are more mobile devices than people. The average smart phone user checks their phone 150 times per day and spends 127 minutes per day using apps.
   - Geofencing – iBeacon is a virtual perimeter in a real-world geographic area. Low-power Bluetooth technology with 1-year battery life.
   - Paperless event binder options are cutepdf.com, dropbox.com, and paperportnotes.com.

Corbin provided timely and useful information during the workshop. Hunter Clemens, Vice President at Association Management Group said, “Corbin opened my eyes to the key role that technology will continue to play in our meetings and events!”

To assist you in staying abreast on the latest technology see these additional resources corbinball.com/bookmarks, corbinball.com/art, and corbinball.com/techtalk.

by Syreeta Jones, CMP, CGMP, Meetings Manager
American Institute of Biological Sciences
Building Business Relationships with Social Media

Business development is all about relationship building; the same principles of personal relationship social etiquette apply online as in person:

- Listen actively
- Contribute to discussions
- Engage others in conversation
- Invite people to meetings and events
- Give compliments
- Share stories, pictures and experiences

Online relationship building develops organically and requires subtlety, patience and creativity. Here are some tips for suppliers to leverage social media for building business relationships:

1. Surf the internet to learn the social media landscape before deciding on which tools are best suited for your business, and creating your online brand and strategy.

2. Listen before you leap into social media
   - Locate and join LinkedIn groups that are relevant to your business.
   - Identify key influencers (e.g., active LinkedIn discussants and Twitterers) to follow and build relationships.
   - Research Twitter to identify handles and hashtags. This enables suppliers to connect with users of similar interests.
   - Listen to discussions that are taking place in groups on LinkedIn and observe how the group users interact online.
   - Familiarize yourself with the culture of online communities (“netiquette”) and your competition before you jump into the conversation (or remain silent).

3. Think of social media as market research that provides insights into:
   - Planner and consumer unmet needs
   - Group demographics
   - Topical news, information, research and trends
   - Product/service/venue reputation and misinformation
   - Competitive intelligence information
   - New marketing opportunities

4. Be authentic and collegial
   - Include your name and picture on your online profile to personalize your brand (not company name or logo).
   - Write a personal message when inviting people into your LinkedIn network.
   - Tap into existing online networks as a way to connect to your target market. Ask questions, post comments, and start discussions on LinkedIn groups.
   - Listen and ask what drives customers and find innovate ways to create customer experiences.
   - Share information (articles, references) as links on Twitter and LinkedIn rather than make promotional claims.
   - Use video and photo-sharing websites (e.g., Instagram, Pinterest) to share images of your products, foods/menus, venues and events.
   - Retweet, reply, re-pin, “like,” favor or comment on others’ posts.
   - Build your network by connecting, following and friending planners and suppliers – many of whom have the potential to be your clients or to connect you to prospective clients.
   - Engage with others on conference apps.

5. Manage and measure your social media outreach by using a social media dashboard such as Hootsuite to:
   - Manage multiple social networks
   - Schedule messages and tweets before, during and after events
   - Track conversations about your product/service
   - Analyze social media traffic

Like any business relationship, online relationships need to be nurtured. Mine the social media regularly so that you are “wired into” your consumer market. Maintaining an active online presence opens up a new network of contacts and offline results.

by Kim Bercovitz, Ph.D., President & Chief Exercise Officer, Exercise Bytes Inc.
Like many of us, Kristen fell into meeting planning. One of her first jobs was working with an association management company where her responsibilities were fifty percent membership and fifty percent meeting planning. It didn’t take long for her to decide that she much preferred the planning portion so she accepted a position with the Public Affairs Council and became their meetings department of one. Over the past 10 years, the department has grown and it now has a staff of three. Under Kristin's leadership, this amazing staff is responsible for 30-40 in person meetings and 40-50 webinars each year. It’s not surprising that in addition to her duties in the meetings department, Kristin is the chairman of the Public Affairs Council’s Fun Committee. The committee was set up to encourage social engagement outside of work for their employees and events include community service projects, chili cook-offs, happy hours and movies.

Kristin has been a PCMA member for three years and is a very active member of the Capital Chapter. She has been active with both the Communications Committee and Emerging Professionals Committee and is very happy to have been a mentor to Mindy Halpert who is now the Chairman of the EPC!

Married to her husband, Kipp, for almost nine years they have a five year old daughter, Lottie. This year the family is hoping they have more opportunities to take mini vacations as a family and explore what’s in and around the DC area. Knitting and reading are two of Kristin’s passions. She reads about 50 books a year and is a very accomplished knitter. Leave it to a busy person to figure out a way to do both at the same time… audio books!

Spotlight on a Planner
Kristin Hanley
Senior Manager Conference Logistics, Public Affairs Council

Spotlight on a Supplier
Christine Faiman, CMP, Global Account Executive, Marriott International

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by Kim Bercovitz, Ph.D., President & Chief Exercise Officer, Exercise Bytes Inc.
Congratulations to KATHRYN MORGAN, NOW NATIONAL SALES MANAGER FOR VISIT INDY.

Congratulations to ANNETTE SURIANI FOR STRIKING OUT ON HER OWN AS AMS MEETING SOLUTIONS

Congratulations to NATALIE FIELMAN, NOW SENIOR PROGRAM COORDINATOR, LEIDOS BIOMEDICAL RESEARCH, INC.

Mark Your Calendar

Please join us for these upcoming events. Visit our chapter website for details and to register:

www.pcma.org/connect-and-grow/chapters/capital

5/21 PCMA Capital Chapter Networking Reception
5:00 PM Registration
5:30 PM -7:30 PM Reception
Donovan House
1155 14th Street, NW
Washington, DC
Sold out

5/22 PCMA Capital Chapter Board Meeting
9:00 AM
DMIA
2025 M Street, NW, Suite 500
Washington, DC
All meetings begin with a 15 minute open forum, which members are invited to attend. All are welcome to stay for the remainder of the session, but must be quiet. Should the Board go into Executive Session, members will be asked to leave.

6/6 HUG DC (partnering with PMPI) for a day of volunteering
8:00 AM - 3:00 PM
Carnegie Library at Mt. Vernon Square
801 K Street, NW
Washington, DC 20001

6/14 Bark Ball
7:00 PM - 11:00 PM
Washington Hilton
1919 Connecticut Avenue, NW
Washington, DC
Contact Marianna Gallo at mgallo@imnsolutions.com for more information on volunteering.

6/22 PCMA Education Conference
6/25
Toronto, Canada
www.pcma.org for more details
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