

MEETING PROFESSIONALS INTERNATIONAL



THE OFFICIAL NEWSLETTER OF MEETING PROFESSIONALS INTERNATIONAL OHIO CHAPTER

OCT — **DEC** 2015



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The Official Newsletter of **MPI Ohio Chapter**

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MPIOH Mission Statement:

To enhance the overall quality and awareness of the meetings industry by ensuring the professional development and growth of its membership through targeted educational programs and networking opportunities.

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President's Column

Jason Linscott Regional Vice President, HPN Global



"The Only Thing That Is Constant Is Change" — Heraclitus

I've been thinking a lot this week about the constant changes we go through in life. Life throws change at us each and every day. The people around us are constantly changing. We lose friends for various reasons, we never forget those people, but somehow we find new friends. We keep getting older, our kids grow up, we change jobs, we change neighborhoods. Technology is changing our daily lives at home and at the office. Our workplace is constantly changing and we all need to keep changing to keep up. That cheese is moving whether we like it or not.

How do you keep up with this constant change? You certainly are not sitting in the corner letting life pass you by or you would not be reading this. I'm not talking about "going back to school" or "finally getting that degree". I'm asking what daily, weekly, monthly processes do you go through to keep up? Personally, I make it a point to read and learn more each day of my life than I did when I was a 20-year-old kid going to classes on High Street (almost) every day.

You're thinking that is why we have the Internet, right? Books, newspapers, magazines, blogs, gossip rags, etc. If you don't know something now we can just Google it. I'm a Wikipedia junkie. In the last 24-hours what have I learned from the web are things I'm not entirely sure I would have been able to figure out 20 years ago. Who was the original drummer for Pearl Jam? How many square feet do I need for 2000 people with stage? What is the temperature going to be in Barcelona next month? You get it.

However, the Internet cannot always "move" or "energize" us the way human interaction does. Most of us still thrive on human interaction. There are many resources out there but this is an MPI newsletter so let's think of how we all can use MPI as one of those resources.

After my search engine, I consider MPI as one of my main channels for making new friends and expanding my knowledge. How and when does MPI provide this? Monthly meetings, Reach meetings, WEC and the soon to be brand new MPIOH.org are the obvious avenues. Most of these involve education and my favorite event, networking. Set a goal to meet 2-3 new people at each event. Then don't just stack the cards on your desk. Follow up with them for coffee, lunch, etc. If you are a Supplier, it may be another Supplier and the same thing goes for Planners. We learn from our peers!

How about certification? Please don't do it just so you can get new business cards. Do it so you can learn and grow as a person. Yes I'm talking personally and professionally. I know a lot of CMP's and I know just as many reasons for being a CMP as I do CMP's. Ask them and you get just as many reasons for taking on the challenge. The quest for knowledge, industry credibility, because my boss made me, it just feels good. Quick Commercial Interruption: If you are going to do this you MUST sign up for our CMP Boot Camp, Amanda and Shane are the absolute best.

Thanks for listening and I hope to see you all out there somewhere. Remember, change is inevitable, its how we cope with those changes that define us and our lives.

Kindest Regards,



jlinscott@HPNGlobal.com 740-881-4204

Event Planning - A Totally Risky Business!

Event Planners are masters of organization - they have to be because Event planning is a complicated business. Every Planner we interviewed said they use Check-lists to help organize, we learned about check-lists for:

- Site Planning
- Publicity & Marketing

 Avdio/visual
- Audio/visual
 wi-fi & event apps
- Food & BeverageSpeakers & Dignitaries
- Recreation
 É Entertainment
- ∂ Budgeting & Expenses
 ∂ Risk Management
 ∂ Contracts & Legal



✓ Check-lists – it's so complicated you just might need a check-list of all your checklists!

The Titanic had a check list, I'm confident somewhere it said to avoid ice bergs – proving that check-lists are very useful in planning, but even the best planned events can go wrong ©

Event risks can be vast, but they're manageable, you can view Event Risk Management Checklist resources here http://www.eventeducation. com/risk-management-events.php & here http://www.safetyrisk.net/risk-assessment-checklist/ - The most serious risks are usually transferable via insurance.

Liability for injury or property damage is something we quickly associate as a serious potential risk, but it's one that's difficult to quantify or redress without an Event Liability policy – then, each vendor participating in an event should be carrying their own Liability insurances to indemnify the event should they be the cause of a loss.

Special Event insurances can cover the event itself, and vendors participating in the event can purchase event liability too if they do not carry an Annual policy for the same liabilities. One tip is to make securing insurance part of the Vendor Registration process, this is easily done online these days. Special Event policies can insure against spectator or participant accidents and medical expenses, can provide host liquor, separate liguor liability, insure hired and non-owned vehicles involved with the event, and event equipment & props. Insurance Agents trained in event risk management will be familiar with the many forms of coverages available.

It's difficult to conceive an event without a series of potential liabilities or unexpected costs – aside from accidents or event actions that may create a liability, there's always the possibility an event has to be cancelled. Cancellation can be forced for any number of reasons, the obvious one is weather, but communicable disease, civil unrest, crime, terrorism, work stoppages, transportation restrictions, natural or manmade disasters – these and other risk costs can be transferred via Tradeshow/Convention Cancellation Insurance.

Weather is always a consideration regardless of when and where an event is planned, but weather cannot be guaranteed to co-operate – what's worse than a rainy wedding weekend? or the storm that cancels the annual golf event! - Weather insurance for outdoor events such as fairs, festivals, concerts, sporting events and weddings can be tailored specifically for the event, and will pay a lump sum reimbursement a bride & groom whose outdoor July wedding day is deluged will always have the memory, but they could have the cost of the wedding back too! (OK - the bride's father should!)

Another form of event insurance is Prize Indemnity. We're all familiar with sports related prizes such as golf hole-in-one or putting competitions, there's basketball half-court shots, or hockey slot shots, but virtually any risk of chance, it doesn't have to be weather or sports related, can be tailored into a Prize Indemnity – when your Event is offering an enticing, crowd-drawing \$BigDollar insured promotion to help deliver a message, reinforce a brand, or create excitement about event, it will attract more attendees – and someone could even WIN! – Imagine the publicity that would generate!

Here's a Challenge to You: Develop a Prize Indemnity idea! >> Suggest an event or game of chance you'd like to use to promote an organization or event – it has to be verifiable, it has to be legal, you should identify the dollar limit of the Prize you'd like to award (from \$5K -\$10M), beyond that, use your imagination — we'll quote the best ideas and publish them in a forthcoming Edition of MPI Ohio.

Meantime, for more information about transferring the risk of events, visit www.totalevent.com – or contact www.armofohio.com to locate professionals trained in event insurance.

Terry Quested — Executive Director - Associated Risk Managers - Ohio tquested@armofohio.com

Can You Spell "M-E-E-T-I-N-G P-L-A-N-N-E-R"

By Quinn McMurtry

If you are like most meeting planners, spelling is not a critical component of your job. However, when you are the professional event planner for the Scripps National Spelling Bee, you had better add spelling to your repertoire in addition to top notch organizational skills and industry acumen.

Define Magazine was curious to find out more about the nearly 100-year-old national spelling bee and its Program Manager of Events, Beth Hecquet, CMP, CMM who has also been a longtime MPI of Ohio member.

Interviewer: "How did you get started in the meeting and event industry?"

Beth Hecquet: "I wish someone had told me about the meetings and event industry when I was in elementary school as I was destined to make it my career. I was always organizing any activity my friends and I were doing as a group — sleepovers, outings to Kings Island, birthday parties, you name it. I was also a gymnast competing in meets all across the world until my early twenties. So, unbeknownst to me, I was already learning about the events industry and the firsthand experience I gained at a young age still benefits me today."

Soon after graduating from the University of Kentucky, Beth became part of the world of sporting events. Her career path quickly took her to sporting event hubs of Indianapolis and Orlando before she eventually returned to Cincinnati in 2002 and started working for the National Association of Sports Commissions. While at the NASC, Beth was in charge of planning meetings and conventions for sports events professionals until earlier this year when she landed her next big career opportunity with the Scripps National Spelling Bee.

Interviewer: "So now that you are at Scripps, tell us about your daily work life?"

Beth Hecquet: "No matter the event, meeting or function, the tasks to be completed are the same. Room blocks need to be developed, meeting space reserved, off-site functions researched and booked, vendor contracts signed and on and on. Being new with the Bee, I am also reviewing all contracts already in place to ensure they meet our current needs and protect the interests of The E.W. Scripps Company.

"An invigorating new component to my daily work life is collaborating with my fellow "bee team" members on ways to enhance the event experience for those traveling to the national finals just outside Washington, D.C., each May. I didn't realize how much I missed working with youth competitions (what I had been doing in Indianapolis and Orlando prior to my time with the NASC) until I started working with the national bee."

Interviewer: "What do you find most enjoyable about working with the Scripps National Spelling Bee?"

Beth Hecquet: "The spellers are very polite and honored to be a part of what we call Bee Week, the weeklong collection of activities that culminates in the national finals shown on ESPN. Parents are continually thanking our staff members for making what, in most cases, is a once-in-a-lifetime experience memorable and inspiring for their children.

"Another great thing about the bee is the kids aren't competing against each other; they are competing against the dictionary. Because of this they cheer for and support their fellow spellers throughout the competition. The camaraderie is amazing, and they instantly bond with one another despite the fact that they come from different backgrounds, cultures, ethnicities and countries."

Beth is an avid learner and credits earning her CMP and CMM designations as key components to her success. The bee's executive director is familiar with the CMP and the CMM programs, and another member of the "bee team" is also a CMP. She continues to refer to the manuals from both programs and stays in regular communication with a handful of the people she met during the process of earning her certifications.



In addition, The E.W. Scripps Company values and recognizes the need for professional development and encourages all employees to stay involved and up-to-date in their areas of expertise and interest. Beth is a regular attendee of the MPI World Education Congress (WEC) and has volunteered with the MPI Ohio education committee and served a term as the V.P. of Communications. She notes that being a contributing member of a committee not only helps MPI but also creates an immediate network of resources among your peers.

Interviewer: "How do you see the future or trends regarding the meeting and event industry?"

Beth Hecquet: "I'm seeing an increase in the demand for personalization. Event participants no longer want a generic schedule with a map of the function space. They want a tailored schedule with their interests in mind and a map of only the meeting rooms they will be in. There are two issues that personalization can create. First, offering a personalized approach can be costly and time-consuming. Second, I believe if the conference organizer goes too far, the attendees do not hold themselves responsible for their own learning and event experience. They expect to be hand-fed but if you aren't doing it in the manner or to the degree they like, they are not happy. It'll be interesting to see what sort of balance can be established in trying to meet participants' needs while keeping them responsible for their own destiny."

If you are in downtown Cincinnati, Beth encourages her fellow MPI Ohio chapter members to reach out to her for coffee or lunch. She loves to connect with fellow planners and industry suppliers to keep up-to-date on what is happening, share stories and meet new people. She can be reached at Beth.Hecquet@ Scripps.com or 513-977-3890.

Interviewer: "One last question. In 1929, Virginia Hogan spelled the word "asceticism." Can you spell it?"

Beth Hecquet: "Heck no [laughs]. However, I can plan a great event for those that practice asceticism."









The Importance of a Content Plan

By Barb Burgie

Do you struggle with how to deliver creative content online or in print? Do you take the time to discover what is engaging to those following you? How do you create your content?

Recently I presented to the Ohio Society of Association Executives and I discussed the most important and powerful steps you can take to help increase engagement and produce creative content.

Be SMART

Start with SMART goals. Set a plan that is **S**pecific, **M**easureable, **A**ttainable, **R**elevant and **T**ime Based. Nothing is worse than doing a plan based on current trends and dreams. You want to set yourself up for success so stop worrying about what everyone else is doing and focus on what is attainable and reasonable for you and your organization.

Create a Plan

Create your editorial plan. This is tricky and takes some time BUT the benefits long out weigh the time it takes to plan.

First, take time to look at the dates, what is happening with your organization locally and nationally. What about other companies/groups? Are there historical dates that you need to be sure to note? Can you find birthdays, anniversaries and personal dates to connect team members to your content?

Second, take the time to learn about each of your audiences. What you send out via Facebook may be a different audience than who is visiting your website. You need to know who is doing what on each of the areas you are responsible for sending out content! Then you should customize what you are going to say for those specific audiences.

Set Goals

Set your goals to correspond with your plan. Where and how often do you want to post? What engagements have you set for each of your marketing efforts? Are you hoping to have a return on investment or are you hoping for a return on engagement? Defining these ahead of time helps ensure success!

Evaluate

Evaluate and determine what what you are doing is necessary. Each person, company and delivery method is different. Some clients find that a daily post to LinkedIN decreases engagement but if they only post twice a week they see more information is being talked about by their followers. You have to find out the pace and rhythm that works for each of the methods you are using and for each of the audiences.

Be Willing to CHANGE

If something isn't working after "awhile" change it up. Be sure you are assessing and reviewing the statistics and seeing what folks talk about and mention. If you have produced an email newsletter and only 15% of the readers opened it, chances are it wasn't worth spending your time producing.

Also, keep an eye on what is trending. #TBT was very "in" but now different things are appearing. You don't want your pages to be too trendy, but you want to be sure that you are maximizing trends to spread the word about you and your company.



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3 Things that Drive Attendees Away From Your Conference

Is your conference shrinking or does it experience high turnover? If this is the case, chances are your attendees have not received the kind of treatment they should have; either when registering for the event or at the conference itself. They have the budget approved and they want to be there — but something went awry in the process.

Here are the top three things that drive customers always as identified by Bill Murphy, Jr., an author specializing in leadership and entrepreneurship. He recently shared his thoughts with Inc. Magazine. I have tailored his findings to the meetings industry.

Driver #1: Being secretive

In the meeting industry, there seems to be a progression to a conference that follows this order:

Sponsors, Exhibitors, Attendees, Speakers, Content

It is almost as if the event organizers are keeping the sponsors, exhibitors and attendees in suspense as to who the speakers will be and what content they will deliver. But the truth of the matter is, if you reversed the order to be...

Content, Speakers, Attendees, Exhibitors, Sponsors

...think how much easier your sell cycle will be! Content drives everything and if you start with that, you will be amazed how much more open you can be with everyone and how the rest of the revenue puzzle will easily come together.

Driver #2: Being hard to contact

When you and your staff don't return phone calls, emails or respond on social in a timely fashion, it sets up a barrier with meeting participants. What is timely? One study I recently read said 42% of Social Media users expect a response within an hour.

Here's what I know — when you ignore potential attendees you are sending a signal that your time is more valuable than theirs.

Make it very, very easy for attendees to connect with you at your conference. Set up an event hashtag and give attendees your cell number so they can connect with you about any questions, comments or concerns they might have.

Driver #3: Selling constantly

I love this quote by Mike Myatt, CEO of N2Growth:

"Clients are people; not fish. Don't "lure" or "hook" them — engage them, listen to them and serve them."

In fact, according to a Consumer Reports survey, 64% of people admitted to walking out of a store when someone is too pushy. Are you too pushy with your meeting and conference? Are all your social posts about registration and logistics? If so, you might want to try the 70/30 rule where 70% of your posts are about things relative to your meeting (such as the destination, venue, attractions and speakers) and 30% is about the conference itself.

I love this quote from Jay Baer, Author of Youtility:

"Making a difference and creating a customer for life, is all about HELPING. not SELLING."

About the Author

De-de Mulligan, CMM is a meeting professional and professional blogger who has been a regular contributor to DEFINE for several years. Please connect with her on LinkedIn and follow her on Twitter @DedeMulligan for her portfolio of blog posts about meeting and event trends and technology. Check out her website at www.mulliganmanagementgroup.com for more information.

Spruce Up Your Meetings with the Seasons

By Peter Honsberger

I don't have to tell you about Ohio's seasons and weather.

Between the inevitable cold, dark winters and the day-to-day unpredictability of temperature the rest of the year, we operate in a Russian Roulette climate. Regardless, as we speed headfirst toward the annual snow tunnel, we're treated along the way to changing leaves and holidays. And as someone who holds attendee engagement in the highest esteem, I'd like to present a few ideas for maximizing meeting effectiveness October thru December.

If the weather allows, you may still be able to get away with using outdoor pavilions, back patios of restaurants or even local parks for portions of your team meetings/outings (while reserving indoor rooms as backup, of course). If not, It's holiday season! Add a Halloween, Thanksgiving, Christmas, Hanukah, New Years, or other holiday theme to stoke the engagement fire. This can be an all-out commitment to the theme, down to the food and agenda activities, or as simple as subtle décor or a brief break in the action to tell favorite stories from that particular holiday.

Remember, utilizing a theme or integrating a few minutes of discussion related to a theme does not mean you cannot get work done! In fact, if you take a break every 40 minutes and come back with similar discussions, you may be shocked at the consistent energy level in the room. In our experience, energy usually equals ideas, productivity and meeting success.

Holiday stories, activities and nostalgia take us to fond memories that we as people love to share. And asking questions about our favorite holiday memory, funniest story, favorite holiday food, or biggest cooking disaster opens lines of communication wider than Grandma's oven and allow us to see different sides of each other.

If you'd prefer to forego a theme, consider adding a community service component to a meeting during this time. From a build-and-donate project to an adopt-a-family-for-Christmas to a winter clothes/canned food drive, this meeting element gives you an automatic leg-up from an engagement standpoint. You might even ask around to see which organizations your team members support and arrange to help those causes as a piece of the team experience. This could be ½ of your entire time together or five minutes as people walk in the door, but if your meeting supports a larger purpose, a spirit of positivity and good cheer will be present throughout.

My challenge is for you to try a theme, holiday component and/ or a community support project for a meeting during the final three months of 2015. None of these requires a massive budget or a complete agenda overhaul. If done well, however, you'll be the toast of your team.

Oh, and tell me about it. I want to brag on our social media about your awesome meetings!



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Where Would I Be Without MPI & My CMP?

By Gail McLaughlin



Who knew when I was hired as a secretary for the Director of Food & Beverage for the pre-opening of the New Orleans Hilton Riverfront in 1976 where I would end up 39 years later?! I was a secretary with no idea of what I was in for that launched my career in the Hospitality Industry. There were no "Hospitality Degrees," the only type of hospitality training was led by the Culinary Schools such as the Le Cordon Bleu.

In a nutshell, I fell into my Meeting Professional International membership 11 Years later after I had worked my way up through many positions and other hotels to "Sales Manager" for the Hilton in Orlando. That year was without a doubt my "AHA" moment. For the first time in my Hospitality Career I found an organization that "trained" its members on "Industry Standards and Best Practices!" I found that Chapter involvement was critical for making stronger relationships. I became Newsletter Editor, created a successful Job Bank for our members which was later picked-up by National. I advanced to Secretary to the Board. This was prior to paid staffing so the Florida Chapter's success (then only the Orlando Chapter was in existence) was on the shoulders of the Board.

Moving forward with my career, I was hired by the Adam's Mark Corporation to handle the Florida State Association Market. I worked with much larger groups that had extensive meeting and event needs. I found that many of the suggestions regarding room layouts and exhibits fell on deaf ears because they had "always done it this way." By the time the events rolled around, my banquet people were ready to ring my neck because they had set-up the event through the Catering Department via the signed off Banquet Event Order (BEO), BUT they wanted to change it! This scenario didn't just happen once, but time and time again. The problem I saw was that they didn't believe either I or the Catering Manager knew what we were doing. I decided after about the fifth time I was getting tired of being bawled out by the Banquet Department and I was going to become a CMP (Certified Meeting Professional) so planners would listen to what I was suggesting.

I signed up for the Orlando Chapter MPI Study Group. Back then it was a 3 month, weekly evening course held at the Orlando Convention Center. I took the course, exam and came out with my

designation CMP! And guess what? Planners took my advice and never questioned me again, and I never again fell on the wrong side of the Banquet Department!

I'm sure the reason the planners took my advice was because I felt more confident in my recommendations. If on the off-chance I did get questioned, I would just whip out my trusty CIC Manual and reinforce my recommendation. The course also gave me a great selling advantage over my competitors! By taking the Study Course I discovered exactly the key points planners wanted to know about my property and exactly how we could meet all of their requirements --making the sales process seamless!

After 9-11 My CMP Designation paid off again. I lost my position with the Adam's Mark Corporation and decided to sell my house. If it sold, my son Chase and I would move back to Ohio. If not, I'd figure out what was next. The writing was on the wall: I sold my house in three days, even before the sign went up! We moved back home to Ohio.

Immediately I found a job as a Catering Sales Manager at the Crown Plaza Quaker Square in Akron working the social market because of my CMP Designation. Two years later the Pro Football Hall of Fame Museum was looking for a Sales Manager for their meetings and event space; I was hired in March 2004. I reorganized the department to run like a hotel catering operation, but it needed more.

That's when MPI was offering the Certified Meeting Management Designation. I needed more help and after extensive research decided this was my next step. The course was a challenge, but I learned so much and transformed what I learned to assist my team to greater heights. As I write this, the Hospitality Team has produced over 630 meetings and events annually for the past several years. Only approximately 280 meetings of the 630 were paid events, however, we were still able to bring money to the bottom line.

So I guess my advice to anyone in this industry (whether they are a planner or in sales) is to get your CMP Designation! You will certainly not regret it; I certainly don't as I move into the next chapter of my life!

Gail Gregory McLaughlin, CMP, CMM Past Director of HOF Hospitality Past Ohio Chapter President (2008-2009) Cell (330) 265-8719

Future Meeting Planners Learn the Importance of Networking

By Greg Dickerson

A famous author, Maya Angelou stated, "I have learned that people will forget what you said, people will forget what you did but people will never forget how you made them feel."

The hospitality industry is fueled by this very notion--that providing impeccable service <u>can</u> and should leave clients with a memorable <u>experience</u>. For several Bowling Green State University (OH) students, their experience at a joint MPI chapter meeting in Columbus last month was undeniably special. According to Makayla Coats, BGSU sophomore, "it was a heart-warming feeling being surrounding by others who want you to excel. I was thankful for having that opportunity with my colleagues to attend the event!"

This was the second MPI chapter event in which BGSU students attended and networked with industry professionals. BGSU adjunct faculty and advisor for the Tourism Leisure and Event Planning (TLEP) program, Greg Dickerson, and the department encourage students to attend and join professional organizations such as MPI to increase their industry knowledge.

Since 2010, BGSU's TLEP enrollment increased following the decision to rename the program from Recreation, Tourism and Dance (RTD) to Tourism, Leisure and Event Planning. With rising popularity of wedding planning shows, students wanted an opportunity to study and learn more about the events industry. "However, upon entering our program, we inform students that there is much more to the hospitality business than planning weddings," states Dickerson.

In fact, nationwide, college student's interest in the hospitality profession may be attributed to the industry's overall growth rate. According to the United States Bureau of Labor Statistics, the meeting, incentive, convention and events (MICE) profession is projected to increase 33 percent from 2012 until 2022. This is an 11 percent increase among all occupations reported. Additionally, U.S News and World Report magazine published its "Best 100 jobs of 2015" ranking and the MICE profession is ranked #57 overall and #12 within the "Best Business Jobs" category.

BG's program seeks to connect the areas of tourism, hospitality, event management and recreation so that upon graduation, students are able to obtain jobs in different but related sectors. In helping to prepare students for career positions, BG's faculty are widely known for their extensive research in the areas of national park safety, agritourism, sustainable and cultural tourism, recreation among elderly, and hospitality management to name a few. Over the last several years the program has increased its attention to event planning in order to meet student demand. With an interdisciplinary curriculum, two mandatory work experiences and a 15-credit hour internship, the program ensures that students are receiving "hands on" experience in addition to an appreciation of theoretical concepts.

"Internships are leading to employment," says Dickerson. Several BG students have been able to intern and obtain employment at leading companies such as, Capitol Services Incorporated (CSI-DMC), a destination management company that has locations in Washington DC, Florida, and the Virgin Islands. Recently, CSI was voted one of the top 25 destination management companies by Special Events magazine.

While a quality curriculum and field experiences are necessary for employment, BG's program understands that networking with industry professionals is vital. "We inform students daily that networking is more than exchanging business cards, it also involves establishing genuine relationships that benefits both parties, akin to the mentor—mentee relationship" says Dickerson. Just a few days ago a former student emailed Dickerson and asked him to share his thoughts about networking. He stated:

"...students should ABSOLUTELY go to these networking events. I would not be where I am today if I never reached out to David Hainline at CSI and didn't have him as a mentor. It may be nerve racking to reach out to someone you don't know but from my experience these professionals in the industry are ALWAYS willing to help, give you contacts at other companies, advice on various career paths etc." Matt Iwaniuk, CSI employee.

The future for the hospitality industry is bright. Students will have numerous opportunities to obtain entry-level jobs and advance up the corporate ladder in the years to come. As educators, industry professionals and prospective employees, we should work together to ensure our industry provides exceptional service to our clients. After all, people never forget how you made them feel.

For more information about the program, please contact Dr. Lee by email at bdlee@bgsu.edu.







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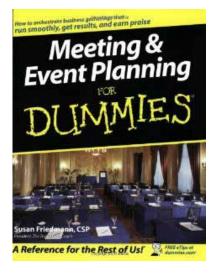


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