

# meeting leader's guide

**NOTE:** Eden Ryl's motivational film *You Pack Your Own Chute* became the motivational film industry's all-time, best-selling film.

"Chute" deals with personal responsibility, not "rah-rah team"

As a consequence, the meetings industry is forgetting it. Criticism: clothes and hair styles are old.

Is "responsibility" old? Charlie Chaplin's clothes are old, too; but we gladly watch! Caveat emptor.

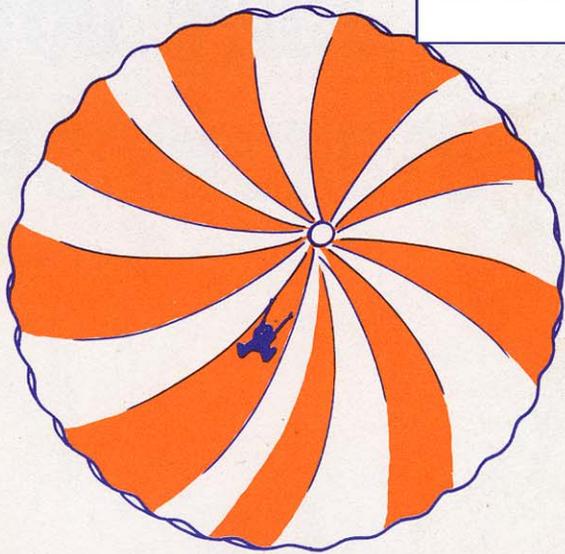
*Cavalier wrote this  
trainer's guide*

for Eden Ryl's  
great new  
motivational film

## YOU PACK YOUR OWN CHUTE

Detailed outlines and suggestions to insure stimulating  
productive meetings based on this unusual film

**RAMIC PRODUCTIONS**, 60 W. 57th St., New York, N.Y. 10019 212-586-7730



## meeting leader's guide

for

# "YOU PACK YOUR OWN CHUTE"

Thanks for  
your help, Dick  
Eden

**Ramic Productions**

60 W. 57th St., New York, N.Y.

CERTIFIED INSTRUCTOR

# **RICHARD CAVALIER**

FOR SUCCESSFUL COMPLETION OF

THE INSTRUCTORS' PROGRAM

"SELLING IN DEPTH"

FROM THE

CONTINUING TRAINING & DEVELOPMENT SERIES

FEBRUARY 1, 1968



MOTOROLA COMMUNICATIONS & ELECTRONICS, INC.

CONCORD HOTEL, KIAMESHA LAKE, N. Y.  
 V ENGLAND, PHILADELPHIA, ALBANY  
 NEW YORK CITY/SEPTEMBER 28, 29, 30



FRENCH-LICK SHERATON,  
 FRENCH-LICK, INDIANA  
 DETROIT, CHICAGO/OCTOBER 5, 6, 7

CONVENTION  
 HEADQUARTERS  
 150 East 42nd Street  
 New York 17, N. Y.

June 10, 1964

Mr. Richard Cavalier  
 United Attractions, Inc.  
 22 East Huron Street  
 Chicago 11, Illinois

Dear Dick:

I am most anxious to receive your detailed recommendations regarding the social activities at our two Conventions. After I have had an opportunity to digest your suggestions, I would like to go out to the French Lick Hotel to discuss such details as the Luau, the Fashion Show, which the hotel says they can put on, and special wives activities for which you are not responsible.

Would you be interested in meeting me out there some time during the week of June 22 or early in the week of June 29?

We would like to publish details of entertainment at both Conventions in the August issue of our Dealer News, and consequently, many decisions need to be made.

As far as the Fashion Show at the Concord is concerned, I have not had much luck in persuading a New York department store to send a Fashion Show 100 miles from New York. However, before we go back to the same group which we have used for three straight years, I propose to make a final try. I will send letters today to Lord & Taylor, Bergdorf Goodman, and Bloomingdale's, hoping that they might find it possible to participate. Our requirement is much simpler this year, having one Convention and one big Wives Luncheon.

I am looking forward to receiving the final details on our various events.

Cordially

ENG:mi  
 cc: Rich Pugh

E. N. Gravlin  
 Merchandising Department

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THE JOHN J. KIELTY COMPANY, CHICAGO, ILLINOIS

HAS COMPLETED THE KAISER ALUMINUM TRAINING COURSE  
IN BASIC ALUMINUM PRODUCT KNOWLEDGE.

1966

DATE

7-22-66

BY

*JR Heeman*

REGIONAL DISTRIBUTOR MANAGER  
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**KAISER**  
**ALUMINUM**

KAISER ALUMINUM & CHEMICAL SALES, INC.

July 1, 1966

Mr. Richard Cavalier  
The John J. Kielty Company  
36 South Wabash Avenue  
Chicago, Illinois 60603

Dear Dick:

Thanks for your letter of June 14. I have been getting nothing but rave notices from all of the Distributors, and it now appears that the program is far more successful than we had hoped it would be. You have certainly done a great job for us and we appreciate it.

Best regards.



J. P. Dunston  
Manager, Distributor Sales

JPD/A

cc: P. L. Small, Oakland.

Varian / 611 Hansen Way / P.O. Box 10800 / Palo Alto / California 94303 / U.S.A.  
Tel. (415) 493-4000  
Telex 348476



May 7, 1985

To Whom It May Concern:

RE: Human Resources Consultants Association

R. Cavalier has completed several highly successful consulting projects in training for various divisions of this corporation. I believe the repeat assignments to be the best possible commentary on the quality of his work.

A handwritten signature in cursive script, appearing to read 'adw', is written in black ink.

A.D. Wilunowski  
Assistant Group President

ADW:dmf

# Norwegian America Line

(Den norske Amerikalinje a/s)

CRUISE DIVISION

July 20, 1977

Mr. Richard Cavalier  
216 Broadway  
Wilmette, Illinois 60091

Dear Richard:

Many thanks for your letter dated July 16, 1977. Your letter was very detailed and although it makes a lot of sense, I can only say that as far as NAL is concerned I would rather see us crawl first before we walk.

Just to make sure that we understand each other, I would like to outline the problems which we currently have with regard to the meetings and conventions market:

1. Our cruise schedule has been established until April of 1979 and the type of program that we currently have will not make it possible for us to tap the meeting and convention market in the fashion that you have suggested. Currently the only program which can be sold to incentive groups and meeting and convention groups is the Barbados Connection program offering us a total capacity of less than 3,000 passengers from November 1977 through May 1978.
2. In order for us to properly service this market segment, we will have to make substantial alterations to our current on board activities and entertainment and I am afraid this will be an evolutionary process which may take between a year to a year and a half. You have to remember that first I have to sell Oslo on the value of this market to us. In that respect, you have to remember that again the question here is: are there any other sources of business which can help us achieve a 100% load factor on our present cruises, which can bear a high per diem rate and that is cheaper to tap than the meeting and convention market? These are all questions which I will have to discuss with Oslo.

I do not mean to sound too negative, however, I think that we need to be very realistic if we want to develop some sort of long lasting relationship. With regards to the August 2 ship evaluation, the maximum fee I would be able to pay you from existing budgets would be \$500. I do not think it would require more than one day to look over the ship and one day to write the report, making it a total of two days.

Once we have completed this and we start showing some results as far as the incentive travel market is concerned, then I think that Oslo will be much more willing to listen to anything I have to say about the meetings and convention market.

Please call me or Barbara Morgan to let us know if you will be on board the ship August 2 for the evaluation.

With kind regards,



Alain de la Motte  
Director of Sales and Marketing  
North America



# AMERICAN MEAT INSTITUTE

59 EAST VAN BUREN STREET • CHICAGO 5, ILLINOIS • WAbash 2-4686

September 27, 1961

Mr. Phil Consolo  
United Attractions, Inc.  
22 East Huron Street  
Chicago, Illinois

Dear Mr. Consolo:

Before closing the books on the 1961 Annual Meeting of the American Meat Institute, I must let you know of our satisfaction with the services you performed to help make the convention a success.

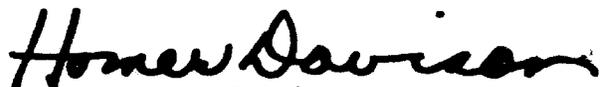
The help your company gave in staging the science session on September 15, the panel program and the show you provided on September 18, were of high caliber. I heard many compliments for the staging of both these sessions.

It was a pleasure for our staff to work with yours, and I hope there will be other occasions in the future when we will be able to cooperate to our mutual advantage.

Our best wishes for your continuing success.

Sincerely yours,

AMERICAN MEAT INSTITUTE



Homer R. Davison  
President

HRD:las



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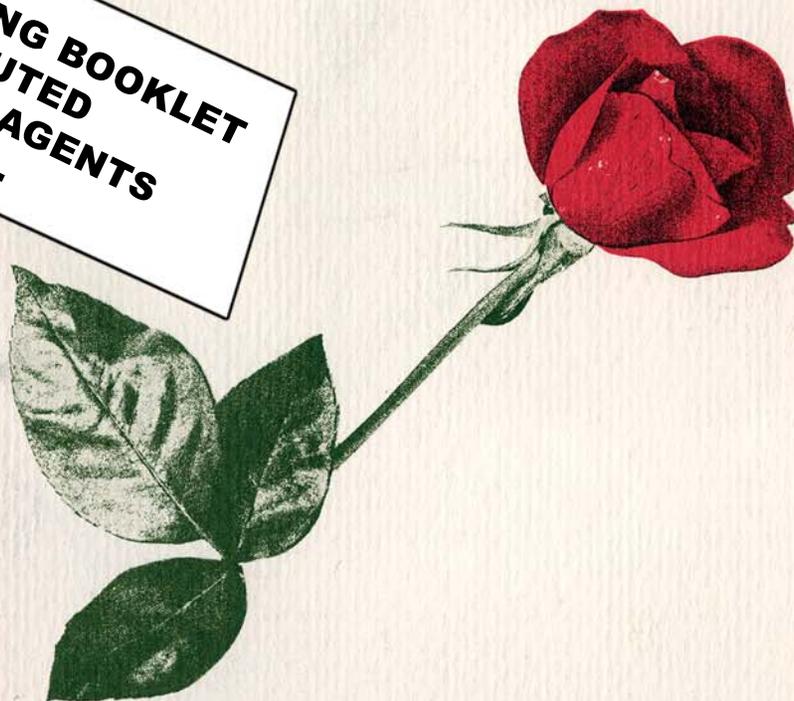
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"To Iberia!" is an expression of our interest in every aspect of your trip abroad. . . more of the famed IBERIA attention. . . assuring you a realization of everything hoped for in your travels. . . every event of the way!

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Welcome aboard our Douglas DC-8 Super Fan Jet to the land of flamenco and fado. . . castles and castenets.

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## Reminiscences of Iberia. . .

Why Iberia? Because the stone-spined and sunsational peninsula preserves everything admirable from yesterday. . . tosses that with the newest plans for tomorrow. . . and lives the incongruous combination with zest today!

Portugal and Spain are cousins who have agreed to be different from each other and different together from everyone else.

That's the fascination of Iberia. More varied than any other geographic entity in Europe, the peninsula is a capsule world: mountains, deserts, foggy coasts, wind-raked plateaus, green plains and orchards, sea and sun-spangled beaches.

Iberia blends majesty with humor, pageantry with honor, spectacle with abandon, extravagance with dignity, and hospitality with heart. Life is lived here. Iberia touches any traveler and heightens his awareness of the richness and whimsicality of the human experience.

For one who is just beginning to see the world, Iberia is a preamble: landmark to the Phoenicians, corridor to Hannibal, handmaiden to the Caesars, mistress to the Moors, home port to Christopher Columbus and the first round-the-world voyagers, caretaker of a fabled age for a new world traveler.

For one who has seen the monuments of Thebes, the Acropolis of Athens, the marbles of Rome, the Renaissance trappings of Florence, and the exquisite natural setting of the Orient, Iberia is a summary statement: antiquities and art, incredible landscapes, haunting music, and vital people.

This is the Iberia I found. Share a quick look at just a handful of the great cities, the talked-about resorts, and the idyllic townlets. And then go and find an Iberia of your own. Be jealous of your view. . . It'll be like no other. . . spirited and gently stirring for all your days. Just a flight away.

Here's "To Iberia!". . . with warmth and admiration.

- RAC

## Costa del Sol

If the rain in Spain falls mainly on the plain, it's no wonder the magnificent Costa del Sol—the Sun Coast—is the fairest lady among seaside playgrounds.

In the days when "Mediterranean" still meant "middle of the earth," the Phoenicians and Greeks and Romans used to camp out at a sunspot called Malaga. And the town still gets more than its share of sophisticates who arrive by boat and plane to absorb the mystique of the ages along with the sun in all the townlets nearby.

As the belle of the Costa del Sol, Malaga swings along with just about everyone who takes time to tell her how great she looks.

And she does. From the yacht harbor and the flower-strewn park to the castle on the cliff, everything fits like the latest of fashions. Villas, clubs, horse-drawn carriages to examine the tree-lined byways. Orange groves on a hill. A gloriously ornamented cathedral. And grand hotels left from an age which worshipped leisure. Good food, fishing, bullfights. And sun.

But Malaga isn't the whole show. All the way from Almeria to the straits of Gibraltar are the sunniest, showiest, laziest, livingest towns and resorts on the whole European shore.

Sure you've heard of Algeciras, Marbella, and Torremolinos. But you probably haven't heard of a score of other settlements along the sun-soaked coast—and you can take a hotel or villa or pension anywhere you please and still be in the thick of things.

Mobility is the watch-word of the sun-lotion set. And wherever the action goes, they go after it. Some by private car and some by shuttle train and some by public bus, which will take you as far as you care to ride in one day for less than one dollar.

Costa del Sol:



Marbella? Why not? This fishing village which went worldly is the Costa del Sol's big rage. Society and nobility and just ordinary money mix it up or separately but always with the same spirit of don't-put-pl... tomorrow which haunts the puritan. But somehow the... There's razzle and dazzle and not very much... which is started takes off. After all, wh... money?

## Costa del Sol, Sun Coast of Spain

58 Saturday, February 14, 1970 The Ottawa Journal

If the rain in Spain falls mainly on the plain, it's no wonder on the magnificent Costa del Sol — the Sun Coast — the fairest lady among seaside playgrounds. In the days when "Mediterranean" still meant "middle of the earth," the Phoenicians and Greeks and Romans used to camp out at a sunspot called Malaga. And the town still gets more than its share of sophisticates who arrive by boat and plane to absorb the mystique of the ages along with the sun in all the townlets nearby. As the belle of the Costa del Sol, Malaga swings along with just about everyone who takes time to tell her how great she looks. And she does. From the yacht harbor and the flower-strewn park to the castle on the cliff, everything fits like the latest of fashions. Villas, clubs, horse-drawn carriages to examine the tree-lined byways. Orange groves on a hill. A gloriously ornamented cathedral. And grand hotels left from an age which worshipped leisure. Good food, fishing, bullfights. And sun. But Malaga isn't the whole show. All the way from Almeria to the straits of Gibraltar are the sunniest, showiest, laziest, livingest towns and resorts on the whole European shore. Sure you've heard of Algeciras, Marbella, and Torremolinos. But you probably haven't heard of a score of other settlements along the sun-soaked coast — and you can take a hotel or villa or pension anywhere you please and still be in the thick of things. Mobility is the watch-word of the sun-lotion set. And wherever the action goes, they go after it. Some by private car and some by shuttle train and some by public bus, which will take you as far as you care to ride in one day for less than one dollar.



LINEN SUPPLY ASSOCIATION OF AMERICA  
22 WEST MONROE STREET • CHICAGO 3, ILLINOIS

COPY FOR Dick Cavalier

January 11, 1961

Mr. Robert Letwin, Editor  
Sales Meetings  
1212 Chestnut Street  
Philadelphia 7, Pennsylvania

Dear Bob:

Enclosed is a copy of the article I promised you since October. I hope this is the type of thing you are looking for.

If you plan to use it, please let me know in what issue it will appear.

My photograph and biographical material is available if needed. Also, I have some photographs of the dramatic sketches presented at our Convention, if you want them.

Sincerely yours,

Joseph L. Koach  
Administrative Assistant

JHK/Nellie Prentiss

Kicker: Creating pre-Meeting (Convention) interest:

Head: **THE SECOND TIME: AROUND OR AGROUND?**

By Joseph L. Koach, Administrative Assistant  
Linen Supply Association of America

"I've seen everything twice," your member says.

How does a meeting manager interest that man in the next convention or business meeting?

We, at the Linen Supply Association of America, have discovered that we have no alternative but to give each member something he hasn't seen in the West End, the Follies Bergere, or the Uffizi Gallery: himself!

When a man is shown himself, he responds more genuinely to that presentation than to any other in the world.

That's why the programs of LSAA over the past several years have been deliberately slanted toward our industry and industry research—to give members an accurate appraisal of their industry's potential, of its probable direction, and of possible problems in the future. This information is available from no other source. What better function for an Association? What more meaningful "come-on" can it announce?

Correspondingly, we have used fewer of the "all-purpose" category of speaker—no bright-future-for-all charts and graphs. In our 1961 Convention everything is pitched directly to our members and to their specific problems. We'll be using only specialists in related fields and experienced linen suppliers.

Everyone won't agree with our choice, but we're dealing with successful business men—men who are aware—men who have access to general financial news through the Wall Street Journal, stock brokers, the Kiplinger Reports, Nation's Business, etc.

Knowing that we intend to put the Convention in their lap, members are exhibiting a heartening interest. Although it is no longer all-important to the success of our convention, we still send out promotional literature regarding the Convention.

Now that LSAA has discovered the one topic that interests every members, we're

Koach/ LSAA/ p2

concentrating on the elements indispensable to successful, productive meetings: time, technique, coordination.

Consider time. The demands on a business executive's time are phenomenal. His time is an investment. Communication—new ideas—must be brief, meaningful, forcefully presented. Another aspect: how can a man wholeheartedly support a convention or sales meeting if the meetings staff works so close to the deadline that members assume planning was hasty—so he stays away.

Then consider technique. Since the beginning of time, men have congregated for the express purpose of exchanging ideas. They talked. A while later, somebody invented the alphabet, and our predecessors in meeting management talked and recorded. After a few years, somebody else invented the opaque projector. Now our early

counterparts talked, visualized, and wrote about it. Modes of presentation were revolutionized by visual aids, and the job of attracting and maintaining attention grows more complex each year.

The Linen Supply Association of America departed radically from our early format (lectures, group discussions, etc.) when we decided to dramatize our business meetings—not just one segment of the total program (which method is not now)—but throughout the Convention, as an integral part of its structure.

With much effort we acquainted ourselves with various “entertainment consultants,” who operate primarily as talent booking agencies and some in-and-out with a show—probably creating additional problems in the process.

We also talked with several firms that write and produce I’ve programs. Most offer a basically identical service, which is acceptable for a one-time skit (even if repeated), but which is by no means a hype for the entire Convention.

A complete program service is what we decided we wanted. . . a counselor who could script and stage business meetings, of course, but additionally a counselor who had an organization that could enliven the whole Convention. He had to take an active part in making the thing go.

We found that counselor in the Chicago-based firm United Attractions. Working as a part of our staff—available from the first planning stages until hotel sign-out—United Attractions was there. They performed a complete program service.

Koach/LSAA/p3

Having selected our counselor, we went to work. After several intensive discussions about our organization’s background and purpose, we agreed upon a theme and manner of dramatizing the entire conclave.

During our first year with a fully-scripted Convention, we used a “staged” formal opening of the Convention; a 50-minute dramatization about public relations; banquet entertainment; and a totally new concept of brief, dramatized “re-caps” of the highlights of each day’s business. Members still recall many of the points made in this manner.

During our second year—to capitalize on the built-in enthusiasm—we did a partial repeat of the format. This time we dramatized our Research project; scheduled daily “re-caps”; member-participation banquet entertainment; and a formal opening for both the Convention and the Exhibits.

(Because we were meeting in Hollywood, we used several celebrities on various occasions to attract the members’ wives into the exhibit area. Where the women go, the men go along.)

This year—our third—we plan to change the program because even dramatics can become “routine.” Still using the services of United Attractions, we have scheduled a number of unusual services—almost gimmicks—to make the physical side of Conventions easier to endure.

We’ve planned a more effective reception, formal opening of Exhibits, message facilities, and faster registration. To perk up early morning meeting attendance and to enhance attendance at the Exhibits, we have added free continental breakfasts. Naturally, there will also be entertainment for the dinner sessions.

By this sharp change of program, we hope to get definite reactions and preferences from those members not

yet committed.

Briefly, we've considered time and technique in the Convention scheme; the last element we'll discuss here is coordination.

If coordination of the organization's activity is the hallmark of efficient business, coordination is also the basic ingredient of planning which will get your people to "buy" your meeting sight-unseen. Coordination gives the member confidence that his Convention or Sales Meeting week has been thoughtfully compounded, rather than frantically scrambled.

Coordination of countless details to the satisfaction of the meeting staff, the hotel, and  
Koach/LSAA/p4

members themselves is a thankless task.

In our first year with United Attractions, we watched details closely. They proved themselves. In our second year's planning, problems such as hotel facilities and p.a. systems, stage construction, and a tangle of union regulations governing music, labor, and lighting were left more in the counselor's hands, with close supervision, of course.

Because of our counselor, our staff inherited countless hours of time, which was devoted to items on the agenda that only an association staff member can handle.

Naturally, such a complex program takes some "getting used to."

Daily dramatizations and other meeting embellishments require rehearsal space—space which everyone else could use to advantage—and wants. It is written that "out of chaos was created the earth." Managers should not be surprised when their shows originate in a similar fashion. It's theatre.

The whole alliance must be one of education and experimentation for both the meeting manager and his counselor. But with each successive year, planning and presentation become easier and more effective.

Interest is up! Convention attendance is up! What meeting manager would ignore this really new "find" in programming?

So far, we've talked about the meaning of professional assistance to the members and the organization. There's a third party to a successful meeting—the hotel. We all know that the attitude of a hotel staff—reflected in its service and cooperation—will either kill a carefully planned agenda or put a good one far over the top.

What do hotels think of convention counselors? Here are excerpts from a letter written to me by Louis E. Rogers, Southeastern Sales Manager of the Hotel Fontainebleau, Miami Beach. It's the result of our first year's association with United Attractions when Mr. Rogers was the Convention Service Manager at the Americana Hotel in Miami Beach.

" . . . Delegate and guest reaction through the hotel was unanimously favorable, and it was interesting to observe the enthusiasm as it mounted. . . . This interest and excitement also manifested itself with the hotel employees. Such a feeling results in a better spirit of cooperation and 'togetherness' between LSAA and hotel staffs—often elusive qualities, but so necessary for a completely successful Convention."

Koach/LSAA/p5

Mr. Rogers also mentioned a number of “unusual problems” which must be considered in planning any large assembly. Among them are:

- 1) Accurate area scheduling: meeting rooms must be completely set—at least one-and-a-half or two hours prior to the scheduled starting time of the program in order to allow for rehearsal and last-minute changes which invariably occur. In many instances, these alterations occur in full view of the audience, and it is mandatory that each hotel houseman participating be previously instructed in his particular duties.
- 2) Pre-planning for labor: extraordinary precautions must be taken to determine that the hotel utilizes proper union personnel for various jobs performed. This necessitates pre-planning and instruction to laborers, program speakers, and the cast. Advance planning for succeeding segments will utilize many man-hours otherwise wasted and make a larger work force economical.
- 3) Safety factors: staging must be constructed largely and solidly enough to support anything from one or two persons to a full chorus, or live animals. Economy dictates that a massive stage not be assembled for minimum presentation. . .”custom” construction, which results from pre-planning.
- 4) Rehearsal facilities: ordinarily rehearsals can be held on the stage of the hotel club, when it is free. Knowing the producer’s rehearsal need in advance, the hotel will schedule rehearsal areas away from meeting areas, to quarantine normal rehearsal noises. Because space is valuable, the hotel will further use its major rooms in normal “off hours,” avoiding conflicts with possible catering opportunities or other saleable events from which revenue may be derived.

That’s the gist of Lou Rogers’ comments—obviously his observations will apply to any hotel in the country.

Does anyone else share our enthusiasm for unified Conventions and the counselors who make them possible? At least a dozen major Associations across the country have used this type of complete Convention program format and service. Others have used one or several aspects of this varied service and are saving”the full treatment” for their anniversaries and other special occasions.

Mr. Rogers of the Fontainebleau predicts that “Undoubtedly, this type of Convention Koach/LSAA/p6 presentation will grow in popularity in the near future. . .”

To sum it all up, we feel that when a good meeting counselor is retained, more productive *time*, advanced techniques, and professional *coordination* is purchased. Communication is quick, effective, painless.

Show Mr. Member himself—he’ll be back around for a second look!

#

**NOTE:**—The programs described above were conducted in the early 1960s, but the comments of both Messrs Koach and Rogers were considered *advanced* until well into the 1970s because the methods demand more thought than money. Money buys advertising and editorial attention. Consequently, most meeting planners of that era (and some, even today) think that problems can be eliminated by throwing money at the problems via pretty baubles.

But the magazine pushed Broadway in its headline. Scripting is not necessarily theatrical. Dramatization is not necessarily related to Broadway, but is always related to *emphasis*. But Broadway shows made suppliers happy for many years. . .while programs failed to educate.

Electronics *per se* are the big money-attractors today. And while they are wonderful in the presentation

perfections that they can help to create, nevertheless, the electronics equipment are not the main message of your program. They are only presentation techniques, related to the pencil-and-paper, blackboard, and slide projector in function—but just a tad slicker.

Pay special attention to the content of the numbered paragraphs above, because it's good advice that some hotel salesmen would rather that you don't know and ask for! Just sign for space and hope for the best! That's easy for them. . .but possibly disastrous for you. View it!

Anyone can invent nice comments and attribute them to someone else. So, to preclude any comments of that type, the original typescript of the pre-publication draft article is appended immediately below. With enough squinting, you can make out the text.

Sorry; the original typescript is as messy as the cover letter to the publisher, above. But both are carbon copies, from the days just after the dinosaurs. They're a chore to read, but if you're curious enough to do the work, you'll find the article word-for-word (although not page-for-page) in the seven pages that follow.

Then, knowing that such a sophisticated understanding of problems and solutions was available to users (association and company) more than four decades ago, ask your meetings/ conventions industry associations and publications editors why they've allowed the meetings industry to stray from *communications*.

If you get any answer at all, this program manager will be surprised. If an answer should be reasonable and meaningful, this program manager will be amazed!

Do you want to check for yourself? Read below:

#



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We also talked with several firms that write and produce live programs. Most offer a basically identical service, which is acceptable for a one-time skit (even if repeated), but which is by no means a hypo for the entire Convention.

A complete program service is what we decided we wanted ... a counselor who could script and stage business meetings, of course, but additionally a counselor who had an organization that could enliven the whole Convention. He had to take an active part in making the thing go.

We found that counselor in the Chicago-based firm United Attractions. Working as a part of our staff -- available from the first planning stages until hotel sign-out -- United Attractions was there. They performed a complete program service.

Having selected our counselor, we went to work. After several intensive discussions about our organization's background and purpose, we agreed upon a theme and a manner of dramatizing the entire conclave.

During our first year with a fully-scripted Convention, we used a "staged" formal opening of the Convention; a 50-minute dramatization about public relations; banquet entertainment; and a totally new concept of brief dramatized "re-caps" of the highlights of each day's business. Members still recall many of the points made in this manner.

During our second year -- to capitalize on the built-in enthusiasm -- we did a partial repeat of the format. This time we dramatized our Research project; scheduled daily "re-caps"; member-participation banquet entertainment; and a formal opening for both the Convention and the Exhibits.

(Because we were meeting in Hollywood, we used several celebrities on various occasions to attract the members' wives into the exhibit area.

Where the women go, the men go along.)

This year -- our third -- we plan to change the program because even dramatics can become "routine." Still using the services of United Attractions, we have scheduled a number of unusual services -- almost gimmicks -- to make the physical side of Conventions easier to endure.

We've planned a more effective reception, formal opening of Exhibits, message facilities, and faster registration. To perk up early morning meeting attendance and to enhance attendance at the Exhibits, we have added free continental breakfasts. Naturally, there will also be entertainment for the dinner sessions.

By this sharp change of program, we hope to get definite reactions and preferences from those members not yet committed.

Briefly, we've considered time and technique in the Convention scheme; the last element we'll discuss here is coordination.

If coordination of the organization's activity is the hallmark of efficient business, coordination is also the basic ingredient of planning which will get your people to "buy" your meeting sight-unseen. Coordination gives the member confidence that his Convention or Sales Meeting week has been thoughtfully compounded, rather than frantically scrambled.

Coordination of countless details to the satisfaction of the meeting staff, the hotel, and members themselves is a thankless task.

In our first year with United Attractions, we watched details closely. They proved themselves. In our second year's planning, problems such as hotel facilities and p. a. systems, stage construction, and a tangle of union regulations governing music, labor, and lighting were left more in the counselor's hands, with close supervision, of course.

Because of our counselor, our staff inherited countless hours of time, which was devoted to items on the agenda that only an association staff member can handle.

Naturally, such a complex program takes some "getting used to".

Daily dramatizations and other meeting embellishments require rehearsal space -- space which everyone else could use to advantage -- and wants. It is written that "out of chaos was created the earth." Managers should not be surprised when their shows originate in a similar fashion. It's theatre.

The whole alliance must be one of education and experimentation for both the meeting manager and his counselor. But with each successive year, planning and presentation become easier and more effective.

Interest is up! Convention attendance is up! What meeting manager would ignore this really new "find" in programming?

So far we've talked about the meaning of professional assistance to the members and the organization. There's a third party to a successful meeting -- the hotel. We all know that the attitude of a hotel staff -- reflected in its service and cooperation -- will either kill a carefully planned agenda or put a good one far over the top.

What do hotels think of convention counselors? Here are excerpts from a letter written to me by Louis E. Rogers, Southeastern Sales Manager of the Hotel Fontainebleau, Miami Beach. It's the result of our first year's association with United Attractions when Mr. Rogers was the Convention Service Manager at the Americana Hotel in Miami Beach.

". . . Delegate and guest reaction through the hotel was unanimously favorable, and it was interesting to observe the enthusiasm as it mounted... This interest and excitement also manifested itself with the hotel employees. Such a feeling results in a better spirit of cooperation and

'togetherness' between ISAA and hotel staffs -- often elusive qualities, but so necessary for a completely successful Convention."

Mr. Rogers also mentioned a number of "unusual problems" which must be considered in planning any large assembly. Among these are:

1) Accurate area scheduling: meeting rooms must be completely set -- at least one-and-a-half or two hours prior to the scheduled starting time of the program in order to allow for rehearsal and last-minute changes which invariably occur. In many instances, these alterations occur in full view of the audience, and it is mandatory that each hotel houseman participating be previously instructed in his particular duties.

2) Pre-planning for labor: extraordinary precautions must be taken to determine that the hotel utilizes proper union personnel for various jobs performed. This necessitates pre-planning and instruction to laborers, program speakers, and the cast. Advance planning for succeeding segments will utilize many man-hours otherwise wasted and make a larger work force economical.

3) Safety factors: staging must be constructed largely and solidly enough to support anything from one or two persons to a full chorus, or live animals. Economy dictates that a massive stage not be assembled for a minimum presentation ... "custom" construction, which results from pre-planning.

4) Rehearsal facilities: ordinarily rehearsals can be held on the stage of the hotel club, when it is free. Knowing the producer's rehearsal needs in advance, the hotel will schedule rehearsal areas away from meeting areas, to quarantine normal rehearsal noises. Because space is valuable, the hotel will further use its major rooms in normal "off hours", avoiding

conflicts with possible catering opportunities or other saleable events from which revenue may be derived.

That's the gist of Lou Rogers' comments -- obviously his observations will apply to any hotel in the country.

Does anyone else share our enthusiasm for unified Conventions and the counselors who make them possible? At least a dozen major Associations across the country have used this type of complete Convention program format and service. Others have used one or several aspects of this varied service and are saving "the full treatment" for their anniversaries and other special occasions.

Mr. Rogers of the Fontainebleau predicts that "Undoubtedly, this type of Convention presentation will grow in popularity in the near future ..."

To sum it all up, we feel that when a good meeting counselor is retained, more productive time, advanced techniques, and professional coordination is purchased. Communication is quick, effective, painless.

Show Mr. Member himself -- he'll be back around for a second look!