

# Dow Jones-Irwin

## Sales Meetings That Work: Planning and Managing Meetings to Achieve Your Goals

by Richard Cavalier

Sales meetings are crucial communication tools in any sales operation. *Sales Meetings That Work* sets down a step-by-step blueprint of how to organize, run and evaluate a successful sales meeting. It shows how to select the best media and methods to carry out objectives, making sure that the meeting's message is not lost in the media itself. It provides detailed charts, graphs and tips to ensure that every step that has been planned is taken—and taken correctly! A Location Comparison Guide helps to calculate relative costs for either central/multiple meetings or video-conferencing. The book also covers a PERT diagram, and contains a cost/benefit analysis guide, and twenty practical analysis guides. A special feature of the book is the first comprehensive diagram showing each planning and execution function of a sales meeting, and how each relates to the total picture.

Chapters: 1) Building Your Foundations; 2) Validity of Construct; 3) Fantasy, Reality, and Ethics; 4) Separating Medium from Message; 5) Looking at Industrial A/V; 6) Ear, Eye, and A/V Learning; 7) Art vs. Science in Human Relations; 8) Motivation and the Incentive Business; 9) Perspective on Self and Company; 10) Relating Message and Meanings; 11) Money Matters; 12) Building Agendas and Control; 13) Structuring Training and Workshops; 14) Shaping the Program; 15) Coordinating on Paper for Control; 16) Coordinating Committees for Control; 17) Bringing the Pieces Together; 18) Handling Hotels; 19) Meetings Abroad; 20) The Producer as Business Assistant; 21) Show-Biz for Entertainment; 22) Running the Meeting; 1<sup>st</sup> Ed

Richard Cavalier is a consultant in group communications.

250 pages



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Please send me \_\_\_\_\_ copy(ies) of *Sales Meetings that Work* at \$21.95 each. I understand that if I am not satisfied I may return the book(s) within 15 days of receipt for full credit or refund. \$1.95 will be added to charge orders to cover shipping and handling. (Illinois residents please include 6% sales tax.)

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# Professional groups geared to the USER'S viewpoint (YOURS!) gave immediate acceptance to this authoritative how-to text:

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"Recommended reading"

**mpi**

meeting planners international

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## **Achieving Objectives In Meetings—Theory and Practice for Solving Business Meetings Problems/337**

*Richard Cavalier, Corporate Movement, Inc.* Because it is a collage of columns, articles and freshly written prose, this work is less than even. But the author manages to get his ideas on corporate meetings off his chest. His main ideas are exactly contrary to McLuhan's; namely Cavalier believes that the content far overshadows the form. Beyond that, he believes meetings should not be an end in themselves—that form and content should combine to achieve some rational goal for the company. Cavalier lances some of the boils that afflict the meetings game—the hypes, ripoffs, hucksterism, and free-booting. Sometimes the training theory is a little weak, but there is a lot of useful stuff here. \$14.95.

Training in Business & Industry, Oct.'73

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## **ACHIEVING OBJECTIVES IN MEETINGS**

by Richard Cavalier

Corporate Movement, Inc., 219-page hardback

\$14.95

Business meetings and conventions have been complex. Discussion of ideal formulas, the standard "how to" format, is no longer a valid approach to the real problems in structuring and producing a meaningful meeting or convention.

This book is an innovation in "how-to" texts in several ways. It doesn't pretend to be all things to all meeting managers, and so it bypasses the beginner's primer on ashtrays, ice cubes, and seating diagrams. It presents a rationale for every element of the planning, coordination and execution of the meeting. Its information units are self-contained and cross-referenced so you can find needed material quickly. The author recognizes that textbook problems are not the only ones. He builds an understanding of the fundamental stresses and weaknesses of programs both inside and outside the direct control of the meeting manager. As a result, you are better prepared to make the right decisions, even under pressure.

The book is a problem-solving kit for nonpersonal and interpersonal communications, including corporate sales promotion and training; advertising and public relations; employee publications; and syllabus development (with and without lectern scripts) for identifying and correcting people-problems.

The author is also knowledgeable about stage craft and visual media. As a co-originator of convention coordination as a consulting function, he has implemented his methods in the meetings and conventions of many blue chip corporations and major national associations.

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*Training and Development Journal, January 1974*

## ***Books***

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¶ Richard Cavalier's *Achieving Objectives in Meetings* (Corporate Movement, New York City, 219 pp., \$14.95), subtitled *Theory and Practice for Solving Business Meeting Problems*, is as thorough a manual as a meetings manager would ever want to have. Cavalier, a contributing editor to SM and an established authority in the field, gives a comprehensive explanation of the theory behind meetings, and their successful production, in the first 20 pages of the book. The balance, containing reprints of his published articles, covers the practice of meetings. Topics include the message, the agenda, coordination, handling hotels and suppliers, and meetings held abroad. "Analysis forms"—checklists and evaluation sheets whose attention to detail borders on the obsessive—are included in each chapter. Logically presented, useful information, but not meant for beginners. ■

—ANDREW KAPOCIUNAS

SALES MANAGEMENT FOR MAY 13, 1974

## EVENT PLANNING GUIDE

# Teleconferencing slowly taking hold

By Diane Freeman  
Business Report Correspondent

In the post-9/11 world when fewer business people are traveling, more videoconferencing centers are opening up in Northern Colorado to accommodate business users and the general public.

But some have been at it for a while. Kurt Woolner, store manager at the Kinko's shop at 226 E. Harmony in Fort Collins, said the location has offered videoconferencing for about five years.

"It's in one room with multi-point hookups, seven points across the country," he said.

The videoconferencing center costs about \$150 per hour, Woolner said.

"It's primarily businesses that use it as an alternative to business travel," he said.

Overall, usage of the service has increased about 25 to 30 percent since it became available, he said. There also was a sharp spike in the increase shortly after the terrorist attacks on Sept. 11, 2001, but that has slipped some since then, he said.

"It's just an extra service that we offer. It's not our core business by any stretch," Woolner said.



STEVE PORTER • THE BUSINESS REPORT

**VIDEOCONFERENCING EQUIPPED** — Kinko's shift supervisor Chris Campbell demonstrates how the videoconferencing equipment works in the copy company's 226 E. Harmony Road location in south Fort Collins. Videoconferencing has become more popular in the wake of the Sept. 1, 2001, terrorist attacks.

### 2 to 3 conferences a week

Generally, the store accommodates two to three videoconferences a week, or about 10 to 12 hours of videoconferencing a week, he said.

"Often, it's the same people who are using it again and again," Woolner said.

Frequently, business travelers to Fort Collins will use it to connect with people in their headquarters offices, he said. Usually, a single individual will use it rather than a group of people.

"We do occasionally see people using

it for personal use. There have been occasions where people have used it for birthdays," he said.

For example, someone who can't travel to a relative's or friend's birthday party or reunion might want to participate in the party through videoconferencing, he said.

The room holds one video camera and there are hookups for users' computers. It also has two large screens for multi-point conferencing.

"There are ways to do presentations on the screen," he said.

The Fort Collins Marriott Hotel recently renovated its meeting space area and now offers videoconferencing to guests and groups meeting there, said Sarah Harding, event manager.

"We have the capabilities to do videoconferencing or Web conferencing," she said.

### Web conferencing similar

Web conferencing is similar to videoconferencing, but instead of transmitting to another location it is transmitted over the Web. It can even be stored and broadcast later, she said.

Harding said groups began asking for the videoconferencing services about a year ago.

"It hasn't become a real popular

See TELECON, 33

## TELECON, from 16

thing yet, but it's an emerging trend. We recently renovated all our meeting space for about \$100,000, including new sound and video equipment," she said.

Sometimes organizations meeting at the hotel will bring some of their own videoconferencing equipment and also use some of the hotel's equipment.

The charge for entirely using the hotel's equipment and its high-speed Internet access is about \$2,000, she said. "That's top of the line."

Sometimes the group may want to video just the speaker and other times it may want to video a larger group of people, she said.

The Marriott, built in 1985, has 230 guest rooms and 15,000 square feet of meeting space.

It also offers high-speed Internet access in guest rooms and recently went wireless with those capacities so

there are locations throughout the hotel where guests can use wireless to access the Internet, she said.

### Site meeting opposition

Richard Cavalier, a Los Angeles-based author and expert in the meetings business who consults for various corporations, said videoconferencing has not spread quickly because site meetings are still heavily promoted by hotels and other travel-related businesses.

"The (meetings) industry has been dominated by suppliers," he said. "Videoconferencing is catching on very slowly," he said.

Many groups do not need to travel to hold sales meetings or even training meetings when they could reduce costs by using videoconferencing, he said.

Cavalier noted that there are various types of equipment for videoconferencing that can connect up to six offices. "They can tie all their regions together and everyone can see and hear everything and discuss it," he said.



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## THE NORTHERN COLORADO BUSINESS REPORT

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# Meetings & Workshops

**ACHIEVING OBJECTIVES IN MEETINGS.** By Richard Cavalier. 218 pages. Corporate Movement, Inc., New York. \$15.49.

**ALL TOO OFTEN**, meeting organizers spend most of their time on meeting mechanics—counting bodies present, the hotel decor, the food service. They ignore the actual purpose—communicating a message, says author Richard Cavalier.

His new book—*Achieving Objectives in Meetings*—focuses on planning, coordinating and executing meetings with the message in mind.

Cavalier looks at two broad areas:

- *The meeting message & meaning.* He shows how to determine a meeting's purpose and measure its success.
- *The speaker as authority.* He shows how meeting leaders must pace their program according to their working agenda.

**THE PHAETON RIDE.** By Forrest McDonald. 248 pages. Doubleday. \$7.95.

**MARKETERS**—perplexed by increasing shortages of products and raw materials—might as well get used to the problem, thinks historian Forrest McDonald.

In his new book—*The Phaeton Ride*—McDonald suggests it's all the result of American history and traditions. Our society has become conditioned to the pursuit of wealth.

Unfortunately, there's only so much real wealth to go around. The law of diminishing returns is setting in. Ergo: the product shortages.

McDonald shows how seemingly unrelated—even antagonistic forces—have promoted the American tradition responsible for the current economic situation:

- Jefferson's agrarian creed encouraged Americans to develop the country's land for economic gain

Within these contexts, the book offers practical advice on how to understand and control the entire content of a meeting.

In workbook-type format, the author includes self-help forms which can be used in organizing a meeting.

Forms provide aid on:

- Audience profiles
- Banquet show bid comparisons
- Committee guides and reports
- Meeting justification guides
- Message profiles

Whether you're planning one meeting or many, *Achieving Objectives in Meetings* will prove helpful and insure that your meeting accomplishes its purpose. □

Hamilton sought to impose northern commercial rules on the whole nation

- The Civil War and the emergence of railroads stimulated an increase in production and an improvement in the material quality of American life

- Roosevelt's New Deal—with its public works programs—made failure in the country almost impossible

Today, organized labor, the federal welfare and tax systems, massive bureaucracies, and the great corporations have become interlocked. Together they work toward building elusive wealth, the author maintains.

In his historical, fascinating, and most of all, disturbing argument, McDonald says there isn't any way out.

In the meantime, America—accustomed to its abundance and unwilling to give it up—will become what McDonald calls "a self-devouring society" as it tries to obtain the unobtainable. □





# The New Math on Meetings

*The conference and events industry is back and means business*

By Rob Lovitt

If you listen carefully, you can almost hear it. It's the sound of meetings being planned and contracts getting signed. After two years of negative publicity and declining bookings, the meetings and events industry is finally rebounding. Now, though, the tone is productive business, not expensive boondoggles.

"As a conference center, everything was packaged together," says Lafrentz. "I didn't have to pay for every Coke and every cup of coffee, which drives me nuts."

Sitting in her office at Globalpress Connection Inc., in San Jose, California, Irmgard Lafrentz has a great view of Silicon Valley and the current state of the meetings and events industry. It's a time of growth and butter. It's a time that has been honed at Globalpress Electronics Summit and other events. Lafrentz decided to host the 2010 summit at Chaminade Resort and Spa, a conference center in the hills above nearby Santa Cruz.

Sounds simple enough, but this move heralds the new world of meetings and events, where a rebound in the business has been matched by a newfound focus on cutting costs and maximizing a return on investment instead of an arms race to blow the budget on entertaining diversions.

*"Expensive boondoggles"? Acknowledged after only 3 or 4 decades? Shouldn't meetings always have been serving "productive business."?*

# VIDEOCONFERENCING'S CHANGING PICTURE



It's not just for business anymore. But until bandwidth problems are solved, it's not clear just who it is for. \*

BY MIKE MATTHEWS

A business trip to San Diego last June didn't keep John Gould, high school superintendent in Mars Hill, Pa., away from graduation. Gould delivered his remarks—on the impact technology will have on people's lives—to the school's 80 graduates via a videoconferencing link connected to a 36-inch

TV screen in the school's courtyard. A "teachable moment," he pronounced it. "Pretty cool," in the judgment of class senator Eric Chapman. "I don't see why he can't be here," grumbled Eric's mother, Doreen Chapman.

In South Dakota, Gov. Bill Janklow's avowed ambition is to use videoconferencing to level the educational playing field, putting rural school dis-

tricts on an even footing with their counterparts in the city. A planned Digital Dakota Network will ultimately connect school districts across the state and provide them with access to specialty classes and master-level teachers.

Videoconferencing, the tool that a few years ago was poised to transform business communications, is suddenly riding a popularity spurt in

\* The same publisher owned convention and sales magazines, too. Silence on VC merits!

MIKE MATTHEWS is a Minnesota-based business writer.



NOTE: Any 'problems' were solved long ago. But when is the last time that you saw the benefits of video conferencing extolled in a meetings-industry magazine? One old freebie meetings title has recently been purchased by a travel company. Does that tell you something?



Too good to believe? Here are excerpts from published reviews: "Undoubtedly one of the best"/MPI News Letter, 1973. . . "An excellent communicator who mixes wisdom and wit, he's an exceptional teacher who expresses ideas in measurable terms. He provides, in addition to impeccable logic, appropriate supportive materials which enable the manager to use this text as an extremely valuable problem-solving kit"/Penny Hiernu, RMAMPI-Meeting News mag. . . "A comprehensive volume with a great deal of common-sense guidance and information, some innovative suggestions, plus a good introduction to PERT-type planning"/London Convention Bureau. . . "You are better prepared to make the right decisions, even under pressure"/American Society of Training Directors, T&D Journal. . . "At the opposite end of the McLuhan pole. Exposes himself as a knowledgeable stagecraft and visual media coordinator"/McGraw-Hill, Keys to Industrial Marketing . . . "As thorough a manual as a meetings manager would ever want to have"/Sales & Marketing Management. . . "Whether you're planning one meeting or many, AOM will prove useful and insure that your meeting accomplishes its objectives"/SMEI Marketing Times . . . "Should be of interest to meeting and convention managers of all persuasions and degrees of expertise"/Insurance Magazine (full page review). . . "A lot of useful stuff here"/Training in Business & Industry. . . "Useful to anyone planning an extensive conference"/Christian Leadership Letter (World Vision Int'l). Also noted by Business Week; Journal of the American Society of Association Executives; A&SP; Public Relations Society of America, and Working Woman mag.