If you’ve been receiving Destination Success for a while, you will notice that there is a new face next to this article. If we have not yet met, I am Mark Sergot, ALHI’s new Chief Sales Officer. I joined ALHI in March and am responsible for leading the ALHI Global Sales team as well as the structure, standards and strategy for the organization. I am proud to be part of such an outstanding organization as ALHI, and excited about working with our exceptional Members and our valued clients that we are privileged to serve.

At our recent ALHI Industry Advisory Council conference, held at the beautiful La Cantera Resort & Spa in San Antonio, Texas, we had the opportunity to facilitate a “Let’s Get Real” conversation with many of our key customers and Member hotels and resorts. Our aim was to get beneath the surface and talk about the issues that frustrate or challenge both sides during the sales process. Not surprisingly, it was an enthusiastic conversation with a desire on both sides to fine-tune the process. What an informative session!

Here are some of the key takeaways from the discussion:

- **Proposals** – Our panel of meeting professionals and audience participants expressed how very beneficial it is for hotels to provide a proposal that gets as close as possible to meeting the identified needs and addressing the key items outlined in the RFP. In other words, leave the fluff behind, and focus on the specifics of the program.

- **Phone Calls** – While customers often request “no phone calls,” hoteliers said that sometimes it is necessary to call in order to acquire the required information and to properly address the RFP. So, conveying key important factors in the RFP is vital in order for the hotel to address and align with and meet the customer’s needs. And planners should allow calls for clarification purposes, if needed.

- **Hotel General Managers** – The presence of the hotel’s GM during the site inspection and the program is a critical element for many customers, as it conveys the GM is personally committed to the success of the program. Planners should not be shy about requesting the presence of the GM and indicating if their involvement is important to the group.

- **Site Inspections** – Since every meeting and incentive program is unique, it is important that site inspections are specifically tailored for each group (i.e. no “cookie cutter” site inspections which focus on areas not needed by the group). The optimal site inspection will showcase how the hotel intends to bring the group’s specific needs to life. One customer suggested fellow planners provide the hotel with an outline of the site inspection to better guide the hotel. A good idea indeed.

- **Let’s Listen More, Talk Less** – Both planners and hoteliers agreed that we all need to do a lot more listening and a lot less talking in order to truly understand the needs of both parties. As they say, we can’t truly offer an appropriate solution if we haven’t listened.

Having real conversations can sometimes seem awkward. Let’s embrace awkward and work together to ensure success for both sides of the equation. In the meetings business, our job is to bring people together so they can advance their objectives by connecting, exchanging and listening. Let’s get real and set the example!
At our recent ALHI Industry Advisory Council conference we had a terrific General Session keynote speaker in David Nour, CEO of The Nour Group, Inc.

As you may know, Nour is a highly sought-after speaker, best-selling author and the thought leader on Relationship Economics®, the quantifiable value of business relationships.

The topic at our session?

“Welcome to The Co-Create Economy.”

And that refers to…?

According to Nour, “Co-creation means banding together with another organization or person to build something together that you could not have built alone.”

Or, as Nour succinctly put it, “You can’t create your future success, alone!”

So what is the Co-Create Economy?

“The concept of a customer (in a Co-Create Economy) includes everyone who experiences the value that your organization generates. That means employees, suppliers, investors and media contacts, in addition to traditional consumers,” said Nour.

In a nutshell, your customers are everybody, even those who push you and challenge you.

It certainly makes sense, but admittedly many of us do not always visualize our work universe in this manner.

So, who are the people in your “360-degree universe”? Taking a step back to identify your various “customers” can be the first step to determining those with whom you could potentially co-create (i.e. collaborate) for your mutual benefit.

To get started, Nour outlined three sets of individuals to identify:

- **“A” people** – Those who “get” you, know you well, and whom you do not need to impress.
- **“B” people** – The people who know you, but not as well, and with whom you have longevity.
- **“C” people** – Those who have potential, but still have to learn. They will either have to “move up or move out.”

Understandably, depending on your position and whether you are a supplier (such as a hotelier) or a meeting professional, your “universe” will vary.

For example:

- **“A” contacts** for a meeting professional could include your immediate team, the core team, core business unit members, Compliance and any other internal stakeholders.
- **“A” contacts** for hoteliers could consist of loyal repeat groups or guests, core team and senior leaders, peers and advocates in the community.
- **“B” contacts** for meeting planners could include suppliers, the production team and the legal team.
- **“B” contacts** for hoteliers may consist of CVBs, local charities, competing peers, industry associations and intermediaries.
- **“C” contacts** for planners could include internal customers, front line employees and first-time customers.
- **“C” contacts** for hoteliers may be the owners, first-time guests and customers or event managers.

The goal is to explore and exercise meaningful and impactful Strategic Relationships within your universe, so that you and your organization can profit from innovative and strategic collaboration using the power of valuable relationships. In doing so, you deliver value to your organization and your customers.

To help identify people with whom you may wish to co-create, Nour suggests looking at individuals with these characteristics:

- Those who look at the picture differently, bring a different perspective and/or are open-minded.
- “Creative Disruptors” who have the ability to change behaviors, put people in a different mindset and ask the right questions.
- Those with diverse experiences and/or who can recognize areas for improvement.
- Effective communicators, who can convey specifics (as opposed to only talking in generalities).
- Proactive, authentic and passionate people who strive for excellence.
- Connections outside of your industry to provide a fresh perspective and potentially new ideas.

In summary, identifying individuals from your various channels – as well as those not invested in you – with whom you can co-create, can be a great step toward building something dynamic together, for the benefit of both of your organizations.
THE BROADMOOR • SEA ISLAND COMPANY

Two exceptional resorts. Now one family.

Recipient of the Forbes Five-Star & AAA Five Diamond awards.

For 188 years, The Broadmoor and Sea Island have provided distinctive, magnificent settings and extraordinary experiences for groups ranging from intimate board meetings to trade shows. Each resort features world-class golf, dining, spa, and outdoor adventures to enhance your event. With both of these iconic properties now owned in a 100-year family trust, they guarantee that while the setting will vary, the consistent quality of meetings and meticulous attention to detail never will.

COLORADO SPRINGS, COLORADO

The Broadmoor

- Guest Rooms & Suite: 784
- Meeting Rooms: 60
- Largest Meeting Room: 60,000 sq. ft.
- Total Meeting Space: 185,000 sq. ft.

Fast Facts

<table>
<thead>
<tr>
<th>The Broadmoor</th>
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<tr>
<td>Guest Rooms &amp; Suite</td>
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<td>Meeting Rooms</td>
</tr>
<tr>
<td>Largest Meeting Room</td>
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<tr>
<td>Total Meeting Space</td>
</tr>
</tbody>
</table>

SEA ISLAND, GEORGIA

Sea Island Company

- Guest Rooms & Suite: 390
- Meeting Rooms: 23
- Largest Meeting Room: 7,855 sq. ft.
- Total Meeting Space: 87,000 sq. ft.

Fast Facts

<table>
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<tr>
<th>Sea Island Company</th>
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<tr>
<td>Guest Rooms &amp; Suite</td>
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<td>Meeting Rooms</td>
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<tr>
<td>Largest Meeting Room</td>
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<tr>
<td>Total Meeting Space</td>
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ALHI.com/TheBroadmoor

ALHI.com/SeaIslandCloister
With 70,000 sq. ft. of indoor/outdoor function space, including a 211-seat Screening Room and Executive Conference Center, Bacara sets the stage for extraordinary yet productive meetings on the beach. After a $20 million hotel and room renovation, this iconic property shines like never before. Additional resort features include a 42,000-sq.-ft. spa, Foley wine tasting room and adjacent Sandpiper Golf Club.

**Testimonials**

Thanks, again, for an amazing program; we are all incredibly happy with how it turned out. It was truly my best vision for this program, come to life.

— Annual Client Conference, Investment Firm

“Another incredible year at Bacara. I can’t thank you enough for all you did to make this event happen—both behind the scenes and on the front lines. Our attendees left happy and wanting to attend again next year—which is exactly what we were aiming for!”

— Commercial Real Estate Firm, Partner Meeting

**Fast Facts**

- 358 newly-renovated guest rooms and luxury suites with private patios or terraces
- 42,000-sq.-ft. spa and wellness center with 36 treatment rooms
- 3 zero-edge saline swimming pools, two with ocean views
- 73,000 sq. ft. of flexible indoor and outdoor function space
- 4 Har-Tru tennis courts
- Adjacent championship golf course, Sandpiper Golf Club
- Direct beach access and nature trails
- Foley Food + Wine Society Tasting Room
- Award-winning dining options, including a new signature oceanfront restaurant, Angel Oak

**ALHI Luxury on Sale™**

**Great Rates, Great Dates**

Host your next meeting in 2017 to enjoy our best rates yet.

- August 13 to August 17
- November 26 to November 30
- December 3 to December 8
- December 10 to December 15
- December 18 to December 23


For more information on Bacara Resort & Spa visit ALHI.com/BacaraResortandSpa
GRAND FIESTA AMERICANA CORAL BEACH CANCÚN

Nestled on Cancún’s finest stretch of private beach, the resort offers the best of both worlds with award-winning luxury that transports the soul to pure relaxation, yet equally stimulates with its proximity to the area’s vibrant culture and entertainment. All 602 suites offer spacious comfort and feature breathtaking ocean views, bringing glimpses of sea and sand at every turn. The resort’s unique design allows for maximum privacy and offers a lavish 15,351-sq.-ft. Grand Coral Ballroom along with 21 breakout rooms.

Fast Facts

Conference Services
- Over 86,000 sq. ft. of indoor and outdoor meeting space
- Meeting accommodations for groups from 10 to 1,700

ALHI Luxury on Sale™

Experience the very best in authentic Mexican meetings and events; take advantage of exclusive benefits and add-ons as part of the We Are Mexico Promotion.

*2017 WE ARE MEXICO GROUP PROMOTION DETAILS

Tiered Master Account Rebate Offer:
- 10-200 total room nights: 2% GMM Rebate
- 201-500 total room nights: 3% GMM Rebate
- 501+ total room nights: 5% GMM Rebate

**Up to Two (2) Roundtrip Site Inspection Airline Ticket reimbursements to any single destination to close 2017 business!

- Beach set up surcharges waived for up to two (2) events.
- Plus Access to the Perfect Planner Program and eKash Program.

Reference Promo Code: WeAreMexico

For more information on Grand Fiesta Americana Coral Beach visit ALHI.com/GrandFiestaAmericanaCoralBeach

Testimonials

Please accept a very belated thank you for a wonderful PMA Sales Celebration at the Grand Fiesta Americana - Coral Beach. The trip was wonderful and we heard so many lovely things about the property from the attendees. I was equally impressed with the staff and truly enjoyed so many things about the event. I found everyone to be very accommodating and supportive of our group.

Thank you for your ongoing partnership and supporting CNO Financial Group. I look forward to returning to the property once again for the Bankers Life event. Please know that we greatly appreciate all you do to support us!

Best regards,
Angela Disser, Sr. Director, Marketing Services
CNO Financial Group

Reference Promo Code: WeAreMexico
Each of the Condado Vanderbilt Hotel’s room and suite accommodations has been inspired by the hotel’s captivating oceanfront setting. Every detail of their accommodations has been conceived to reflect the beauty and serenity of the Puerto Rico coast, from the richly appointed surroundings to the unsurpassed cuisine and highly personalized service. Now restored to its original 1919 grandeur, you can discover an architectural gem with a glistening past and a brilliant future.

Fast Facts

- 319 stunning rooms and 107 opulent suites, most with ocean views
- 25,000 square feet of flexible meeting space for up to 560 guests
- Elegant restaurants, luxurious bars and lounges, and casual outdoor venues
- Beach Club and four pools, including an infinity pool
- The Spa, featuring a luxurious Hammam experience, unprecedented in the Caribbean
- Just minutes from the airport, Old San Juan, luxury shopping and the business district

ALHI Luxury on Sale™

- Signature restaurants
- World-class spa, golf, fitness and recreational amenities
- Over 100,000 sq. ft. of elegantly designed meetings space
- Six ballrooms
- Five Executive Boardrooms
- Collection of unique outdoor venues
- Dedicated event concierge services
- In-house multi-media production capabilities
- FedEx Office Print & Ship Business Center

Select up to five free concessions! Book by August 31, 2017 for programs in 2017 or 2018.

- 5% Rooms rebate
- Resort fees waived
- One cocktail hour
- No attrition
- Free Wifi in meeting spaces
- One comp room per 35
- 25% off parking
- One activity per 100 rooms (choice of golf, spa or tennis)
- 20% off on golf and spa
- One cabana rental
- 20% off on audiovisual equipment
- 50% off on group moonlight golf

For more information on Condado Vanderbilt visit ALHI.com/CondadoVanderbilt

Trump National Doral®, Miami’s iconic meetings destination, has completed a $250 million resort-wide restoration to recapture its early grandeur. Every aspect of the 643 guest rooms, 800-acre property has been transformed in order to bring it to the highest level of luxury, infused with the distinguished Five-Star level of service that is synonymous with the Trump Hotels™ brand.

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For more information on Trump National Doral Miami visit ALHI.com/TrumpNational
ALHI LUXURY BRAND SEGMENTS

ALHI’S LEVEL 5 COLLECTION

Immerse your meeting in luxury by choosing one of these remarkable properties. Each has received the industry’s highest and most celebrated honors, including the AAA Five Diamond and Forbes Five-Star Awards. Any of these acclaimed hotels will deliver your attendees directly into the lap of luxury.

<table>
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<tr>
<th>Property</th>
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<th>Meeting Space (sq. ft.)</th>
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<td>Beijing, China</td>
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</tr>
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</table>
London, U.K. – San Carlo Cicchetti

By Peter Groom
Executive Director of Global Sales

As a resident of London for the past 12 years, I have many terrific restaurants in our extraordinary city to recommend. One of my favorites is San Carlo Cicchetti in the Covent Garden district. Serving delicious, high-quality, authentic Italian cuisine, it features chic décor and reasonable prices. As the restaurant serves tapas-style, it is a great choice for small groups, providing diners the opportunity to try many of the wonderful and beautifully presented dishes. The menu changes seasonally, but my favorites include the Lemon Sole Fillet, Polpette (Beef Meatballs with Tomato), Bruschetta, and Slow Roasted Pork Belly. Be sure to check it out when you are next in London, or please let me know if I can ever be of any assistance.

SanCarloCicchetti.co.uk/
+ 44 020-7240-6339

San Antonio, TX – Signature Restaurant

By Ashly Balding
Executive Vice President

During our recent Industry Advisory Council conference, several members of our ALHI team had the chance to dine at this very fine establishment. Located on the grounds of the beautiful La Cantera Resort & Spa in the scenic Texas Hill Country, Signature offers unique and very tasty twists on classic dishes, under the direction of acclaimed chef Andrew Weissman. Featuring rustic, yet elegant décor, it specializes in serving the freshest and finest seasonal ingredients. Entrée options can include the flavorful Tournedos of Beef Tenderloin (cooked in Scotch with onions), Pheasant, Hearth Roasted Monkfish, Bucatini, and Roasted Rack of Lamb. What a great experience. Note that reservations are highly recommended.

DestinationHotels.com/Signature-Restaurant
(210) 247-0176

Las Vegas – Morimoto Las Vegas

By Stacy Lucherini
Regional Vice President, Midwest

Looking for a fun restaurant in Las Vegas? Then you should definitely consider Morimoto, which opened in October at the outstanding MGM Grand. Under the guidance of famed “Iron Chef” Masaharu Morimoto, the contemporary restaurant features a sushi bar, main dining room, a teppan grill, and a cocktail lounge. Providing first-class service, a great ambiance, and exquisitely presented dishes, the restaurant serves such specialties as Braised Black Cod, Oyster Foie Gras, Duck Duck Goose (Duck Meatball Soup), Angry Chicken, and Beef Carpaccio. If you have room, be sure to try one of the delightful desserts, such as the Fiery Salty Caramel Chocolate Tarte, Coconut Mango, or the signature Doughnut. You will not be disappointed.

mgmgrand.com/en/restaurants/morimoto
(702) 891-3001

Q: Are there any new and interesting trends in Food & Beverage you can share?

A: According to Carlo De Leon, Director of Food and Beverage at La Cantera Resort & Spa, “developing interest in other cultures has brought dynamic Asian influences to the forefront of food and beverage from countries that have less exposure. Destinations like the Philippines, Thailand and Taiwan are showcasing flavors, beverages and service styles that are popping up in cities everywhere. ‘Kamayan’ dinners from the Philippines, where the entire meal is served on banana leaves on a communal table and eaten with your hands only, Thai ‘fried’ rolled ice cream, or Taiwanese shaved ice cream are all examples of how we are enjoying these influences, sometimes adding a modern touch, to keep our palates always interested.”

Q: What is new in the airline industry?

A: Delta Air Lines is launching the world’s first all-suite business class and Premium Select cabin later this year, and had industry-leading operational reliability in 2016 with 241 days of zero mainline cancellations, and the highest customer satisfaction of the network carriers. Delta, an Alliance member of ALHI, also was just honored with the Best Radio Frequency Identification Technology (RFID) Implementation award from the RFID Journal, in recognition of its RFID chips which are embedded in individual bag tags to gather information throughout the bag’s journey, giving customers more transparency and reducing the number of mishandled bags.

Thanks for asking!

Mark Sergot
Mark Sergot, Chief Sales Officer

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