

RFP Smackdown

Your Hosts:

Laurie Sharp, CMP Brocade

Joel Costa, CMP JW Marriott San Francisco

RFP – What to include?

- General Information / Objectives
 - Contact information
 - Communication preferences
 - Meeting or Event - Who, What, Why
- Specifications
 - History (3 years is best)
 - Details, Details, Details / Flexibility
 - Agenda / Requirements
 - Concessions / Contract “must haves”
- Evaluation Criteria / Decision Date
 - How evaluated
 - Who decides
 - Timeline for decision

RFP – Distribution channels

- NSO's
- Hotel Referral Firms (i.e. Preferred Hotels & Resorts, Leading Hotels, etc.)
- Direct to hotel
- On-line – StarCite, CVB, travel sites, etc.

RFP – Challenges for Hotels

- Volume of RFP's
- Tracking
- Incomplete information
- Prioritizing
- Turn around time
- Market changes

RFP – Challenges for Planners

- Acknowledgement by recipient
- Turn around time
- Competition / market conditions
- Priority
- Market changes

RFP – Scenarios

- RFP example
- Hotel perspective
- Planner perspective

RFP Smackdown

- Sample RFP's
 - <http://conventionindustry.org/apex/panels/RFPs.htm>
- RFP Checklist
- Other resources:
 - www.cvbhotrates.com
 - www.cvbreps.com
 - www.madsearch.com

RFP Smackdown



Thank you!

Revenue Management Demystified

Panelists:

Heather Carpio

Revenue Manager, Hyatt Regency San Francisco

Robert Scypinski

*Regional Vice President, Sales and Marketing - West
Hilton Hotels Corporation*

Linda Palermo

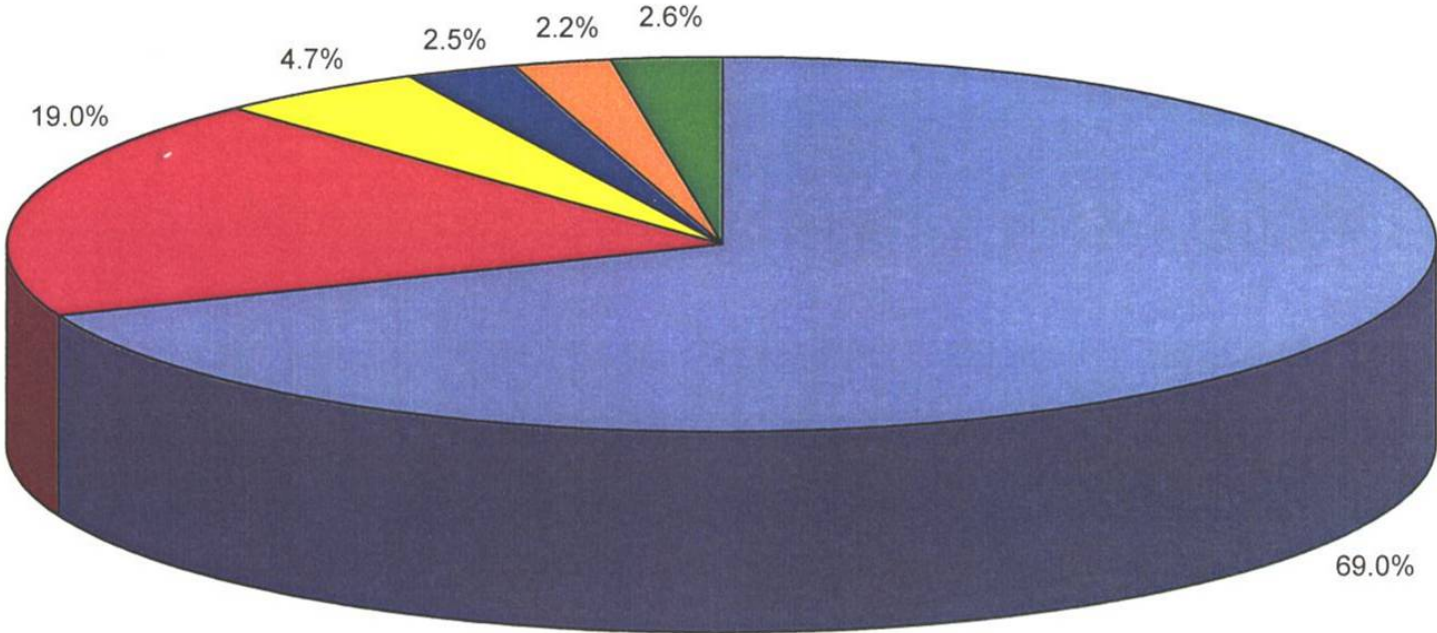
Chief Revenue Officer, Joie De Vivre Hotels

Moderator:

Dana Marshall, CMP, CMM

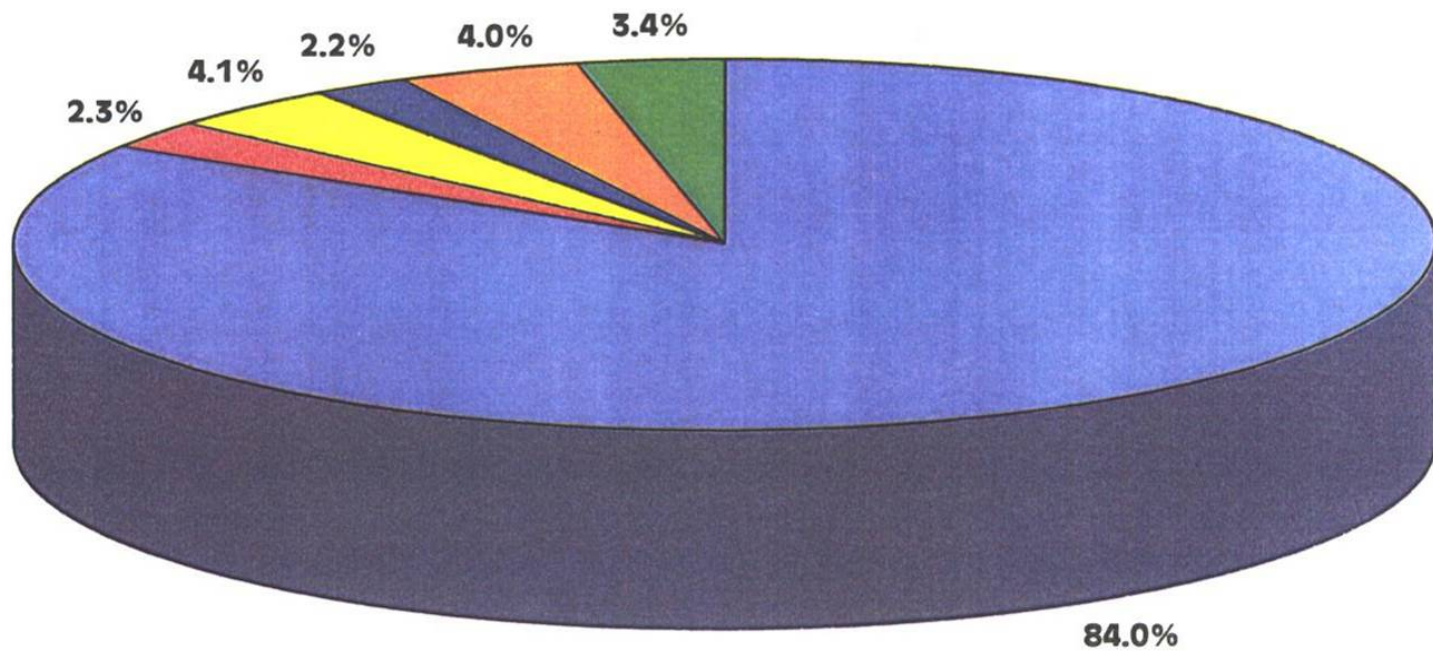
Director of Sales and Marketing, Sharp Events

Revenue



Departmental Profit*

*(Before Fixed, General Administrative, Marketing, Capital, and Property Operations Expenses)



What factors does a hotel consider when qualifying business?

- Day of week pattern
- Food and beverage expenditures/Group Room Contribution
- Ratio of guestrooms to meeting space
- Set up/tear down required
- Pre-booked position
- Citywide compression
- Unconstrained demand
- Account value
- Rate/concessions
- Amount of risk
- Decision timeframe/process
- Broadness of search
- Complexity of program
- Brand loyalty
- Seasonality
- Length of stay
- Lead time

Consider This Scenario:

The Hotel...

- 500 room, 4 star hotel/25,000 SQ FT of Function space.
- Maximum group commitment (group threshold) 300 rooms peak.
- Preferred pattern for arrival is Sun and Wed. Target is 2 groups per week.
- Large city center location
- Rate target: Sun arrival = \$200
Wed arrival = \$175
- Group room contribution target = \$75/room night
- Average booking window = 90-180 days.

Date Value to the hotel:

Sun-Wed =\$288,750

Wed-Sun =\$262,500

Value of the week =\$551,250

The Group...

- 200 rooms/3.5 nights=700 room nights
- Tues-Fri A/D pattern; first 2 weeks of October.
- GS=300pp S/R; 5 B/O 75pp ea S/R; 2 Lunches in a separate room for 300pp. Prefunction for Reg and 4 CBs. Total SqFt required= 16,500.
- Room rate budget \$165
- F & B = \$80/room night; \$56,000.
- Requires 10% allowable attrition.
- Lead time= 1 year.

Value of Group:

Tues-Fri pattern = \$171,500

+ Hotel carries all the risk.

A vast difference of \$379,750...

Can we close the \$379,750 gap without increasing the event budget?

Change pattern

- Move group to Wed arrival = \$288,750 (\$91,000)

Flexibility with room set-ups

- Reduce GS and B/O sets to theater not exceeding 300 seats, returning some break out space; use GS room for lunch. Allows hotel to book another 100 room group = \$75,000; 300 room nights X \$175 + GRC \$75/rm nt. (\$16,000)

Reduce risk/manage attrition

- Agree to GTD revenues; 10% slippage of block = \$17,100.

These Events Carry the Same Value...Right?

\$100,000 Rooms
\$100,000 F & B
\$200,000 Total

OR

\$ 75,000 Rooms
\$125,000 F & B
\$200,000 Total

Value of this scenario:

Rms @ 75% margin= \$75,000
F & B @ 35% margin = \$35,000
Total = \$110,000

Value of this scenario:

Rms @ 75% margin= \$56,250
F & B @ 35% margin = \$43,750
Total = \$100,000

Important Information to Include in Your RFP

- Date / pattern – flexibility or alternate dates
- Group history – location and pick-up
- Concessions needed
- Decision factors, decision maker and timeline
- Search criteria – narrow or broad search
- Rate threshold (per company policy or guideline)
- Volume of past business at hotel or chain
- Flexibility of meeting space (i.e. can use G/S for Lunch)

Request for Proposal

Program Name

Preferred Date: xx/xx/xxxx

Secondary Dates: xx/xx/xxxx

1. General Information About Company. – Company boilerplate.

a. Core Values – Complete as appropriate for company

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b. About the Hotel - We are looking for a business hotel that can provide comfortable sleeping rooms and meeting space for our program. The hotel must be able to provide F&B services as well as some audio-visual services & Wi-Fi. The preferred location is the Peninsula or Downtown San Francisco.

- How long has your hotel been in business?
- Who owns your hotel?
- How long has your hotel been managed by current management?
- How long is your management contract on the property? Provide contract start and end date.
- Are there any union contracts due for renewal between receipt of this RFP and February 2009? If yes, please specify the union and the contract expiration date.
- When were the last soft goods renovations completed?
- When were the last hard goods renovations completed?
- Are renovations planned between now and February 2009?
- Explain your Internet connections in public and private spaces.
- What service charge do you assess?
- What is the tax rate(s)?
- Are there fees associated with meeting space? If so, please explain.
- What is the F&B minimum?
- Do you allow outside vendors to perform work on your property? (example, audio-visual companies)
- What other fees are charged by the hotel?
- Please provide floor plans, a/v price lists, and catering menus.

c. Financial Arrangements – Payment Terms - What are your payments terms? Company's payment terms are Net 45 days. What are your deposit terms? Company's may ask you to adjust your deposit terms depending on the situation.

Company utilizes Purchase Orders. You will be asked to complete paperwork. Once that is received, a Purchase Order Number, which must be referenced on each invoice generated by the Hotel for this meeting.

- d. References - Provide references from three clients with similar meeting characteristics.

2. Program Name Profile

a. About the Program Name

- i. Introduction – Program Name is informational with a heavy focus on education and a slight focus on celebration. There are general sessions, education sessions, team meetings, and social events.

ii. History

- 2006 – Fairmont San Jose
- 2007 – Westin St. Francis
- 2008 – Fairmont San Jose
- (if room pickup history is available, include it in this section)

iii. Goals

- Inspire and enable the sales force to sell and lead with solutions and services
- Educate the sales force about company strategies
- Reinforce strategic planning and account planning process
- Highlight successes of customer wins. Share stories to educate and motivate all sales personnel.
- Demonstrate that not only to we have the right strategies, we have the right support and tools to enable the sales force to exceed their expectations.

b. Attendee Demographic

- Attendees are members of field sales, inside sales, consulting, sales operations, and sales finance teams.
- Corporate attendees include Finance, Human Resources, Marketing, and Legal team members.
- The average age of attendees is 35-40 with the male-to-female ratio of 8:2.

c. Key Contacts

- Key Stakeholder's Name manages the planning of the Program Name.
Key Stakeholder's email address and phone number
- RFP Manager's Name manages the RFP and contracting for the Program Name. All communications regarding this RFP should be sent to RFP Manager at email address and phone number

3. Meeting Specifications

a. Meeting Space - the following space is required:

- i. Ballroom with space for 400 classroom and full rear-screen production.
- ii. Ballroom will be turned for a gala with 500 rounds and full rear-screen production.
- iii. Trade Show – 9,000 square feet for tradeshow with reception. The Pavilion will include about 20 six-foot tabletop exhibits
- iv. F&B - room for 400 people to eat breakfast and lunch.
- v. Breaks – space for morning and afternoon beverage and snack breaks.
- vi. Training Rooms – Ten meeting rooms that will seat 40-75 classroom with basic a/v.
- vii. Office
- viii. Storage

b. Agenda

Sunday

8:00am – 24 hour hold	Load-in and Setup	General Session (GS)
8:00am – 24 hour hold	Load-in and Setup	Office
8:00am – 24 hour hold	Load-in	Storage

Monday

24 hour hold	Working	Office
24 hour hold	Working	Storage
12:00am – 11:59am	Setup	General Session
8:00am – 11:59am	Load-in and Setup	Training Rooms
8:00am – 24 hour hold	Load-in and Setup	Pavilion
12:00noon – 9:00pm	Rehearsals	General Session
12:00noon – 9:00pm	Rehearsals	Training Rooms
9:00pm – 24 hour hold	Setup	General Session
9:00pm – 24 hour hold	Setup	Training Rooms

Tuesday

24 hour hold		Office
24 hour hold		Storage
24 hour hold		General Session
24 hour hold		Training Rooms
8:00am – 5:00pm	Setup	Pavilion
8:00am – 12:00noon	General Session	General Session
1:00pm – 5:30pm	General Session	General Session
6:30pm -8:30pm	Tradeshow/Reception	Pavilion

Wednesday

24 hour hold	Working	Office
7:00am – 8:00am	Breakfast	F&B Room
10:00am – 10:30am	Break	F&B Room

12:00noon – 1:00pm	Lunch	F&B Room
2:30pm – 3:00pm	Break	F&B Room
8:00am – 5:30pm	Meetings	Meeting Rooms
8:00am – 1:00pm	Gala Setup	Gala (GS Room)
1:00pm – 5:00pm	Gala Rehearsals	Gala (GS Room)

Thursday

24 hour hold	Working	Office
8:00am – 5:30pm	Meetings	Meeting Rooms
7:00am – 8:00am	Breakfast	F&B Room
10:00am – 10:30am	Break	F&B Room
12:00noon – 1:00pm	Lunch	F&B Room
2:30pm – 3:00pm	Break	F&B Room

Friday

8:00am – 11:59am	Teardown/Move-Out	All rooms
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c. Room Block

	Sat	Sun	Mon	Tue	Wed	Thu	Fri	Total
Rooms	10	40	200	400	400	400	10	1460

4. Guidelines for Response

a. Format – Bidders shall submit an RFP response as instructed below. Bids must be submitted via email to:

- **RFP Manager’s Name and Email address**

Please send pricing for all components of the program as well as space floor plans, spec sheets, a/v price lists, and catering menus.

b. Proposal Due Date – Proposals must be received by **November 12, 2007.**

c. Validity – All quotes shall be valid for three months from the proposal due date.

d. Qualifying Responses – Only suppliers completing and responding to this RFP as invited by VeriSign shall be considered for the formal RFP process.

e. Criteria for Award – VeriSign will evaluate bid responses, price, and other factors considered, and any award shall be made based solely on criteria established by VeriSign. VeriSign does not guarantee that any award shall be made. If selected, you will be required to fill out a Supplier Diversity Form provided by VeriSign.

f. Contract – VeriSign will create the contract using our own format.

Compliance Officers Meeting

January 29 - 31, 2008 (Tues - Thurs meeting) - OR:
February 4 - 6, or 5 - 7 (Mon - Weds or Tues - Thurs)

40 - 50 people

Meeting Space:

General Session and separate space for lunch needed all three days.

General Session room set: Crescent rounds,..

January 29: 10am - 5pm; light continental breakfast, lunch

January 30: 8am - 5pm; continental breakfast, lunch

January 31: 8am - 3pm; continental breakfast, lunch

Guest Rooms:

January 28: 5 rooms

January 29: 35 - 40 rooms

January 30: 35 - 40 rooms

January 31: 5 rooms

History:

Renaissance ClubSport Walnut Creek, Estancia La Jolla

**REQUEST FOR PROPOSAL
PHARMACEUTICAL COMPANY NAME
MEETING NAME**

Deadline for proposals: **FRIDAY, JANUARY 11, 2008 BY 5:00 PM (PST)**

Only **complete Response Forms & Proposals** (meeting room and other costs and concessions must be addressed in proposals, as well as Internet capabilities) will be considered for submission. Contract will be between venue and **COMPANY NAME**, and signed by **First Last of Office Location. THIRD PARTY NAME** (the meeting planning company) maintains all meeting management and will be contact between venue and **COMPANY**.

Dates Requested: March 4-7, 2008

Sleeping Room Pattern: Tuesday-Thursday

Decision Criteria: Caliber of Property (3 & 4 Star Only), Meeting Space (**All function space needs to be located within close proximity including office**) and Rate. Client cannot consider any hotel with Resort or Spa in the Name.

Competitive Sites: San Diego, Los Angeles, and Phoenix

Anticipated Attendance: **22 Attendees**

Room Block

Tuesday	Wednesday	Thursday	Friday
2	22	22	C/O

- **Rate – Need Flat Rate**
- Room Block held 2 weeks out. Room rate honored after block released.
- 20% cumulative attrition clause at 2 weeks out. No attrition on rooms-resold. Early arrivals and late departures counted towards block.
- Rooming list provided. Room, tax and gratuities only on master account.
- 1/40 comp room- cumulative. Amount deducted from master account at full room rate.
- 10% commission on sleeping rooms.
- **Hotels with T1 lines (or wireless) and easy Internet access will be considered first. Include costs for T1 and ISDN lines**
- Event signage permitted in public areas of hotel
- **Disclosure of other pharmaceutical groups in-house (we will need to know the company name, the drug involved, and the purpose of their meeting).**
- **No Construction or Renovation in Hotel over Meeting Dates.**
- **Minimized Noise and Disturbance Clause.**

Special Concessions Requested

- 1 staff rooms at ½ off room rate.
- 1 Complimentary Upgrade to VIP Suite.
- VIP amenities and turndown for up to 2.
- **No Meeting Room Rental**
- **Late Check-out on Thursday and Friday at 1:00pm for entire group.**
- Complimentary T1 Line at the Registration Desk with a splitter for 2-Laptop Computers.
- Complimentary House Phone at the Registration Desk with Local and 800 call capabilities at no charge.
- Ability to Utilize Outside Audio Visual Company
- Pens and candies in meeting room at N/C.
- N/C for easels, exhibit tables, power strips, or standard lectern/mic in meeting rooms.

Tentative Schedule of Events

NOTE: All Function Space needs to be located on the same floor and preferably next door to each other. The Reception/Dinner needs a more elegant venue (meeting room with windows or outdoor venue).

Wednesday

10:00am (24 Hours)	Office	Conference w/2-6' tables in rear of room	8ppl
10:00am (24 Hours)	Slide Review Room	Conference w/2-6' tables in rear of room	8ppl
5:00pm (24 Hours)	General Session Set-up	U-Shape (Min. of 1,200 sq. ft.)	20ppl
6:30pm – 9:00pm	Reception/Dinner (Private Room)	Rounds of 8 (Min. 1,200 sq. ft.)	20ppl

Thursday

24 Hours	Office	Conference w/2-6' tables in rear of room	8ppl
24 Hours- 12:00am	Slide Review Room	Conference w/2-6' tables in rear of room	8ppl
24 Hours	General Session	U-Shape (Min. of 1,200 sq. ft.)	20ppl
7:00am – 8:00am	Breakfast (Private Room)	Rounds of 8	20ppl
12:00pm – 1:00pm	Lunch (Private Room)	Rounds of 8	20ppl
6:30pm – 9:00pm	Reception/Dinner (Private Room)	Rounds of 8 (Min. 1,200 sq. ft.)	20ppl

Friday

24 Hours- 5:00pm	Office	Conference w/2-6' tables in rear of room	8ppl
24 Hours- 5:00pm	General Session	U-Shape (Min. of 1,200 sq. ft.)	20ppl
7:00am – 8:00am	Breakfast (Private Room)	Rounds of 8	20ppl
12:00pm – 1:00pm	Lunch (Private Room)	Rounds of 8	20ppl
6:30pm – 9:00pm	Reception/Dinner (Private Room)	Rounds of 8 (Min. 1,200 sq. ft.)	20ppl

Please e-mail proposals if possible. Sales kits only mailed if requested.

Please e-mail all requested information to:

CONTACT NAME, ADDRESS, PHONE, FAX, EMAIL

Green Meetings Program

Company Name, a leader in Corporate Social Responsibility, focuses on environmental commitments in all areas of the business. To support this initiative, the Meetings Solutions Department has developed a Green Meetings program.

Selecting Destinations

When choosing your meeting location, keep the following in mind:

- Select cities with good public transportation systems
- Select hotels near the airport, to minimize drive time / fuel consumption
- Lists of environmentally responsible hotels can be found at www.greenlodgingnews.com and www.environmentallyfriendlyhotels.com, www.greenhotels.com, www.usgbc.org

Hotels

Environmental criteria are included in our hotel site selection process. We request the following from our hotel partners:

Sleeping Rooms

- Hotel will provide recycling in all guestrooms
- Hotel has water conservation fixtures in hotel guest rooms
- Hotel has programmable thermostats with motion detectors used to control HVAC in guest rooms
- Hotel has a property-wide linen re-use program that is clearly communicated to staff and guests.

Food & Beverage

- Hotel will provide clearly marked recycling containers in meeting room areas
- Hotel will not use disposable service ware made out of styrofoam
- Hotel will use cloth napkins and silverware in lieu of paper and plastic when possible
- Hotel has a food donation program
- If the facility does NOT have a food donation program; Hotel will agree to work with the Group to provide food donations, at not cost to the Group
- Hotel will provide condiments in serving containers and not individual packets when possible

Misc:

- Hotel has energy efficient lighting throughout the property
- Hotel will provide a recycling program to include paper, plastic, glass, aluminum cans and cardboard at no cost to the Group
- Hotel will use cleaning products that do not introduce toxins into the water and air

These requests are part of Gap, Inc's Green Meetings initiative and our mutual responsibility to the environment. The Hotel responses are mandatory and we request that our hotel partners make all reasonable efforts to accommodate.

While On-Site at a Hotel:

- Heating/Cooling – Ask hotel to keep meeting space temperatures comfortable but not too extreme with air conditioning and heating. Advise venues in advance so they can set thermostats appropriately.

Transportation

Our San Francisco preferred group transportation vendors and DMC partners have been asked to submit profiles of their environmental efforts. Specifically, each vendor was asked the following:

- Do you recycle oil, vehicle batteries, antifreeze and tires when they need to be replaced?
- Do you take actions to ensure vehicles are environmentally responsible – i.e. using refined oils, performing regular maintenance, using bio diesel fuels, and conducting emissions tests?
- Do you have any fuel-efficient/hybrid vehicles in your fleet?

Green Meetings Program

In Other Cities:

- Ask your transportation company if they have hybrid or other fuel-efficient vehicle options
- Use your arrival/departure manifest to group people as much as possible. Increasing maximum wait time by 10 minutes can significantly reduce the number of vehicles required.
- Encourage attendees arriving outside of scheduled shuttle hours to take hotel shuttle services instead of taxis

Collateral

Mailings:

- Consider sending travel confirmation packets electronically, instead of sending packets via store mail. This will save time (collation and transit time), create an electronic “paper trail,” and save trees. Hotel’s information can be accessed on their website, so sending hotel brochures is not necessary.
- At the least, if you consider a travel mailing to be critical (ex – luggage tags are being provided), use smaller envelopes, eliminate the hotel brochure, and post the hotel URL in the travel letter.

Handouts:

- When considering handouts, consider the **need**. Alternatives to printing handouts for each attendee:
 - Provide information (PPT slides, speaker notes, etc.) electronically after the event
 - Print one handout per table
 - Replace binders of materials with a flash drive containing all documents
- If handouts are necessary:
 - Print double-sided
 - Print multiple slides per page
 - Use recycled paper
 - Ask your printer if they can use soy or vegetable-based inks
 - Make sure your venue recycles any extra paper. If your venue doesn’t recycle, and you are trucking materials to/from your event, put them on the truck and recycle them back at the office
- Donate leftover collateral (signage, paper handouts, give-aways, etc.) – keep brand standards in mind when considering what materials can be donated
- Always do online surveys vs. handing out paper evaluation forms at the event

Namebadges/Lanyards:

- Collect lanyards at the end of your event and use them for your next event
- Corporate Events is researching recyclable namebadge inserts

Food & Beverage / Catering

- Don’t print hotel banquet menus!
 - It’s a lot of paper to have in your binder
 - It’s better to partner with the chef to select seasonal, local ingredients. Reduce “food miles” generated by transporting non-seasonal foods from their origin to your meeting
- Provide filtered water stations instead of bottled waters
 - If branding is the goal, give each attendee a branded water bottle that they can refill from water stations throughout the program
- Avoid individual packaging – serve snack items, condiments, cream/sugar, etc. in bulk. This will save you money and reduce waste from packaging
- Choose seafood from the “Best Choices” list on the Seafood Watch list - http://www.mbayaq.org/cr/SeafoodWatch/web/sfw_regional.aspx
- Tableware – Use china instead of paper products
- Box lunches – Most materials typically used to package box lunches end up in the trash. Some options:

Green Meetings Program

- Instead of create a grab & go lunch (pre-made sandwiches, etc.) that can be eaten on china at tables, but is quick and easy to put together. Provide bags at the buffet for those who need to depart quickly.
- If a box lunch is necessary, choose paper packaging that can be recycled. Make sure recycle bins are provided by the venue.
- Look at bio-plastics as options for plastic disposable-ware. The options are improving in this area. Some providers of bio-plastics are: NatureWorksllc.com, Ecoproducts.com, Worldcentric.org

Donating Food

- Many venues are reluctant to donate food due to liability. There are “good samaritan” laws that protect donors in the United States and Canada, so always ask, particularly if the food items are packaged.
- If you do want to donate food, ask your venue before you arrive on-site.
- Corporate Events is researching a company that offers a nationwide food donation program. More details to come.
- Some food donation suggestions can be found at <http://www.pcma.org/source/community/network/usa/how/food.asp> or America’s Second Harvest – www.secondharvest.org

Decor

- Eco-flowers are increasing in popularity and availability. These control the growing conditions as well as labor practices for harvesting. Marriott recently forged a partnership with Organic Bouquet, so if your event is at a Marriott, ask them about this option.
- Donate flowers to elderly, sick and terminally ill people in the local area. www.flowerpowernyc.org collects flowers from events in NYC and LA

Documenting Our Success

- Keep notes of your “green” actions
- If you provide donations of give-aways or food to a charity, ask them to write a letter to Gap Inc., c/o you, so we can post them

Resources

Additional Green Meeting Guidelines:

www.epa.gov/oppt/greenmeetings/pubs/current_init.htm
www.bluegreenmeetings.com
www.ceres.org
www.conventionindustry.org/projects/green_meetings_report.pdf
www.greenatworkmag.com
www.greenseal.org
www.meetgreen.com

Using the RFP to Your Best Advantage

Many meeting planners have an unfortunate tendency to underutilize the RFP. This tendency is aggravated when a meeting planner uses the form RFP provided by the hotel, filling in the blanks that have been dictated by the hotel—and very little else.

The RFP marks the beginning of negotiations with a property—and that fact should be appreciated by every planner who wants to negotiate the best possible agreement.

Why is the RFP so important? The more information you have at the earliest possible time the better. Most planners will use the RFP to obtain core information regarding the general suitability of the property for the meeting or event. This information will include the facilities accommodations of sleeping rooms, food & beverage, function rooms, and available dates.

* * *

This article will go to another level and address the use of the RFP to reveal the facility's position regarding other issues, which can make or break your meeting.

1. *Specifics.* You know your group better than anyone and will want to add specific items to the RFP that fit your group and your meeting and event. The RFP is the best opportunity to state the specific needs of your group. The ideal would be to frame a RFP with such specifics that it can be later attached as an addendum to the ultimate contract with the property – and thus become part of that contract.

2. *Hotel's group meeting agreement.* The RFP should request a copy of the hotel's standard group sales agreement. This will give you a head's up as to what to expect on a variety of issues which may be crucial to the success of your meeting or event, such as attrition, force majeure, and major renovations.

3. *Security.* Request the hotel to explain in detail its security system. Request the hotel to state its availability to provide you a tour and explanation of the site's security system in conjunction with your site inspection.

4. *Site inspection.* Request the property to describe its schedule for a typical site inspection relative to a meeting or event comparable to yours.

5. *Anything else relevant to the success of the event.* Without overdoing, this is the planner's chance to expand.

* * *

The next, highly important, part of using the RFP to your best advantage is your review and response to the property's response to your RFP.

1. Careful review. The first aim of your review of the response to the RFP is to determine whether it is actually responsive to the RFP. In plain language, has the property been forthcoming and complete in its responses. If not, and if you still believe the property is a viable candidate for your business, then you should insist that the property provide an appropriate additional response. (This is a crucial step and should not be overlooked.)

2. Review and analysis. You will want to devote appropriate attention, not only to the core information, but also to the hotel's standard agreement regarding the other issues which can be crucial to the success of your event. Ideally, at this point, you should anticipate any major problems, such as an unworkable attrition provision. The planner should refer to legal counsel any provisions that the planner and the hotel cannot agree on with the hope that they can be addressed even prior to beginning the next stage of negotiations.

* * *

Analysis. When the planner pays appropriate time and attention to the RFP, she undoubtedly will improve her chances of negotiating a hotel contract more efficiently and effectively.

*Details: Jim Seely, Meetings Legal Services,
www.assnlegalservices.com, 415/989-1122*