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Leading Change

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A MESSAGE FROM YOUR NEW PRESIDENT

MPI British Columbia is delighted to welcome Amy Ballard as this chapter's new president! Here is her message to you...

Happy August! I love the energy this month generates in BC, when our industry is firing on all cylinders. We're turning the dial on a new year here at MPI British Columbia and with this comes a newly elected group of volunteer leaders for our chapter. A year ago, I reflected on the constant that has been with me throughout my career, across brands, across cities, from NYC to Texas, from LA to Vancouver. It was MPI. I realized that over the years, MPI has been a reliable and consistent friend, and I wanted to give back in a meaningful way.

I spent last year as President Elect in preparation to lead the chapter this year and I was absolutely amazed at the impact volunteering with MPI had on me, both personally and professionally. It turned out the greatest value of my MPI membership was realized at the point where my passion to make it better became action.

I saw meeting planners, hoteliers, and students working together like friends - united in the vision that we'd pull off an incredible education event, or give our chapter members meaningful content to celebrate Global Meetings Industry Day. It was in the interactions of volunteering together that the best, most meaningful connections were made and walls between supplier and planner were truly lowered. I saw chapter volunteers enter a networking event excited to see and celebrate success together. This year I am extending a warm welcome to you to engage with your chapter as a volunteer. We can use your passion and expertise in whatever amount of time you can commit.

Let's own it together - and I promise you the connections and meaning you have wished for with MPI will materialize. This year, our volunteer board is comprised of senior meeting planners, senior hoteliers and convention centre leaders, photography, technology and AV leaders. We are a diverse group and we're bursting at the seams to deliver a year you'll love. Thank you for your membership and commitment to MPI British Columbia. Have an amazing Summer and we'll see you at the September Schmooze!

Amy Ballard



MARKETABLE SKILLS FOR THE FUTURE

Lori Jazvac
Career Professionals of Canada

This article brings together provincial, national, and international recommendations with tangible steps for career professionals and their clients.

According to the Ontario Ministry of Training, Colleges, and Universities, data and analysis of trends in the labour market can provide valuable insights. By forecasting future labour market trends, people can detect certain patterns. Knowing these patterns enables them to make better choices about the direction, growth, and development of their careers.

Staying up to date on market trends helps individuals determine how to position themselves a valuable resource for years to come. By identifying relevant and changing trends, professionals can pinpoint locally, nationally and globally relevant data that aligns with their interests and abilities, the type of education and training required, and the steps needed to maintain a competitive edge.

Understanding marketable skills is important because in today's fast-moving world, the demand for various skills rapidly shifts over time. New occupations often appear while older occupations disappear. Understanding these patterns promotes more educated and informed career choices.

How does this really impact someone?

The labour market offers a wide variety of career choices spanning full-time or part-time employment or self-employment. By analyzing the labour market, those looking for opportunities can make better career development decisions. For example, Ontario's unemployment rate hovers at approximately 7.0%. Almost 7 million Ontarians work in different occupations – as health care professionals, web designers, engineers, financial analysts, technicians, plumbers, machinists or chefs, just to name a few. By understanding where the jobs are, a person is more likely to find the right opportunity.



The number and types of jobs available to workers can change due to economic growth, technology changes, demographics, and consumer behaviour:

- An aging baby boomer population has increased the need for health care workers in the nursing and medical field.
- ‘Ecotourism’ is a relatively recent development due to growth in tourist attractions which has produced many jobs such as hotel clerks, managers, tour guides, and recreation consultants.
- The real estate market is also significantly developing throughout Canada. Therefore, professionals in real estate, debt management, investment, finance, and property management are more in demand than ever.

Knowing trends can help determine skills requirements. For example, according to The Financial Post’s article from Randstad Canada, technical fields will be in high demand. In the future, “Blue collar” jobs of the past will be gone and new “white collar” jobs will emerge. Employers’ expectations will change. At the same time, Generation Z is arriving into the workforce. This will require employers to shift their thinking to accommodate younger workers. All this information implies that young graduates may need to evaluate their skills gap and adopt more in-demand skills that may be outside of their comfort zone. Older workers may need to become more comfortable working in environments that require new soft skills and hard competencies.

What skills are marketable?

“Marketable skills” are abilities that are in demand in the job market; they are useful for tasks that are valuable to employers. As labour market trends constantly evolve, marketable skills also change and evolve. However, marketable skills are always changing in conjunction with the changes in demand in the job market. Determining marketable skills is an important first step in the job search cycle.

In order to manage a career long term and leverage a competitive edge in the workplace, developing and maintaining a set of marketable skills is essential for success. Here are ten marketable skills that are deemed important in the workplace today.

Click [HERE](#) to continue reading 10 marketable skills!



UPCOMING EVENTS

September Schmooze!

*Refresh! Re-Ignite!
Rejuvenate!*

The Sutton Place Hotel
845 Burrard St, Vancouver, BC V6Z 2K6
5PM-8PM

MPI BC Chapter is back in session and it is time to **Refresh** your Ideas, **Re-Ignite** your Membership and **Rejuvenate** your Network!

Attend our Annual MPI BC Chapter Schmooze and Showcase and kick your **MPI-Mojo** into overdrive! From energising meditation to networking tips from top industry expert, to a cocktail reception and showcase, this will be an event that you won't want to miss!

Attention all Planners!

The Sutton Place Hotel is generously sponsoring the attendance of all Planners that register for this event. This is a fantastic opportunity for planner members to attend an event, expand their network, and perhaps bring a colleague that would like to experience MPI and learn more about membership.

Attention all Suppliers!

This is the event of the season to leverage your MPI Membership and make some valuable connections! Book an exhibit space or tabletop for our showcase to get your product or service in front of our Chapter's planner members and grow your supplier network too!

Registration Fees

Supplier Member Rate: \$40
Supplier Non-member Rate: \$60
Students Members: \$30
Planners: \$0 (planners attend complimentary, space is limited and registration is required)

Member Showcase

6' table: \$200
8' table: \$250
10 x 10 space: \$700

*Stay tuned for
Registration Details!*



CHANGING COMPANY CULTURE

Bryan Walker & Sarah A. Soule
Harvard Business Review

Changing company culture requires a movement, not a mandate

Culture is like the wind. It is invisible, yet its effect can be seen and felt. When it is blowing in your direction, it makes for smooth sailing. When it is blowing against you, everything is more difficult.

For organizations seeking to become more adaptive and innovative, culture change is often the most challenging part of the transformation. Innovation demands new behaviors from leaders and employees that are often antithetical to corporate cultures, which are historically focused on operational excellence and efficiency.

But culture change can't be achieved through top-down mandate. It lives in the collective hearts and habits of people and their shared perception of "how things are done around here." Someone with authority can demand compliance, but they can't dictate optimism, trust, conviction, or creativity.

At IDEO, we believe that the most significant change often comes through social movements, and that despite the differences between private enterprises and society, leaders can learn from how these initiators engage and mobilize the masses to institutionalize new societal norms.

Dr. Reddy's: A Movement-Minded Case Study

One leader who understands this well is G.V. Prasad, CEO of Dr. Reddy's, a 33-year-old global pharmaceutical company headquartered in India that produces affordable generic medication. With the company's more than seven distinct business units operating in 27 countries and more than 20,000 employees, decision making had grown more convoluted and branches of the organization had become misaligned. Over the years, Dr. Reddy's had built in lots of procedures, and for many good reasons. But those procedures had also slowed the company down.



Prasad sought to evolve Dr. Reddy's culture to be nimble, innovative, and patient-centered. He knew it required a journey to align and galvanize all employees. His leadership team began with a search for purpose. Over the course of several months, the Dr. Reddy's team worked with IDEO to learn about the needs of everyone, from shop floor workers to scientists, external partners, and investors. Together they defined and distilled the purpose of the company, paring it down to four simple words that center on the patient: "Good health can't wait."

But instead of plastering this new slogan on motivational posters and repeating it in all-hands meetings, the leadership team began by quietly using it to start guiding their own decisions. The goal was to demonstrate this idea in action, not talk about it. Projects were selected across channels to highlight agility, innovation, and customer centricity. Product packaging was redesigned to be more user-friendly and increase adherence. The role of sales representatives in Russia was recast to act as knowledge hubs for physicians, since better physicians lead to healthier patients. A comprehensive internal data platform was developed to help Dr. Reddy's employees be proactive with their customer requests and solve any problems in an agile way.



At this point it was time to more broadly share the stated purpose – first internally with all employees, and then externally with the world. At the internal launch event, Dr. Reddy's employees learned about their purpose and were invited to be part of realizing it. Everyone was asked to make a personal promise about how they, in their current role, would contribute to "good health can't wait." The following day Dr. Reddy's unveiled a new brand identity and website that publicly stated its purpose. Soon after, the company established two new "innovation studios" in Hyderabad and Mumbai to offer additional structural support to creativity within the company.

Prasad saw a change in the company culture right away:

After we introduced the idea of "good health can't wait," one of the scientists told me he developed a product in 15 days and broke every rule there was in the company. He was proudly stating that! Normally, just getting the raw materials would take him months, not to mention the rest of the process for making the medication. But he was acting on that urgency. And now he's taking this lesson of being lean and applying it to all our procedures.

*Continue Reading
HERE!*

ADVERTISING & SPONSORSHIP

click here to learn more about becoming a sponsor!

The community of Meeting Professionals International (MPI) is the largest, most vibrant single audience of meeting and event professionals in the world. With 18,500 members across the globe, the MPI community offers a world of opportunity to make your brand voice heard.

The MPI BC Chapter community is 200+ member strong and comprised of powerful decision-makers in the meeting industry with buying power of \$133 million. We have the following advertising and sponsorship opportunities available. We invite you to take advantage of getting your brand connected to our vibrant community.

For more information on advertising and sponsorship opportunities, please contact Danny Lidder, VP of Advertising and Sponsorship at partnerships@mpibcchapter.com

CHECK OUT THE MOST RECENT INDUSTRY JOB POSTINGS

DISPLAY YOUR JOB POSTING ON THE MPI BC WEBSITE.
FREE FOR MEMBERS. \$75 FOR NON MEMBERS.

CONTACT: ADMIN@MPIBCCHAPTER.COM



TRANSFORMATIONAL LEADERS

Scott Anthony and
Evan I. Schwartz

What the Best Transformational Leaders Do Harvard Business Review

Companies that claim to be “transforming” seem to be everywhere. But when you look more deeply into whether those organizations are truly redefining what they are and what they do, stories of successful change efforts are exceptionally rare. In a study of S&P 500 and Global 500 firms, our team found that those leading the most successful transformations, creating new offerings and business models to push into new growth markets, share common characteristics and strategies. Before describing those, let’s look at how we identified the exceptional firms that rose to the top of our ranking, a group we call the Transformation 10.

Whereas most business lists analyze companies by traditional metrics such as revenue or by subjective assessments such as “innovativeness,” our ranking evaluates the ability of leaders to strategically reposition the firm. Some companies that made the list were obvious choices; for example, the biggest online retailer now gets most of its profit from cloud services (Amazon). But others were surprising, given their states before embarking on transformation. The list includes a health care company that was once near bankruptcy (DaVita), a software firm whose stock price stagnated for a decade (Microsoft), a travel website that faced overwhelming competition (Priceline), a food giant that seemed to lose its focus (Danone), and a steel company that faced new pressure from lower-cost rivals (ThyssenKrupp).

The team began by identifying 57 companies that have made substantial progress toward transformation. We then narrowed the list to 18 finalists using three sets of metrics:

New Growth

How successful has the company been at creating new products, services, and business models? This was gauged by assessing the percent of revenue outside the core that can be attributed to new growth.

Core Repositioning

How effectively has the company adapted its legacy business to change and disruption, giving it new life?

Financial Performance

How have the firm's growth, profits, and stock performance compared to a relevant benchmark (NASDAQ for a tech company, for example, or DAX Index for a German firm) during the transformation period?

We recruited a panel of expert judges (see the list below), who evaluated the companies through the lens of their own expertise and gauged which transformations were most durable and had the highest impact in their industries. (For more on our methods, see the sidebars below.) With these criteria in mind, our final list is as follows:

The 2017 Transformation 10

These companies from the S&P and Fortune Global 500 ranked the highest in their new-growth transformation. Each Excelled in the development of new products, services, and business models; repositioning its core business; and financial performance.

RANK	COMPANY/CEO	NEW GROWTH AREA WITH NEW REVENUE AS A % OF TOTAL REVENUE	STOCK PRICE CAGR* VS. BENCHMARK CAGR SINCE START OF TRANSFORMATION
1	Amazon Jeff Bezos	Cloud services  10%	30% 5% S&P 500 since 2006
1 (tie)	Netflix Reed Hastings	Video streaming  80	45 10 NASDAQ-100 Tech since 2007
3	Priceline Jeff Boyd/Glenn Fogel	New business models  25	34 10 S&P 500 since 2010
4	Apple Steve Jobs/Tim Cook	iPhone & iPad ecosystem  80	29 5 S&P 500 since 2006
5	Aetna Mark Bertolini	Value-based health care  40	25 12 Nasdaq since 2010
6	Adobe Shantanu Narayen	Digital marketing  45	24 18 Nasdaq since 2009
7	DaVita Kent Thiry	Total patient care  30	10 10 S&P 500 since 2012
8	Microsoft Satya Nadella	Cloud services  32	12 10 S&P 500 since 2010
9	Danone Emmanuel Faber	Nutrition  29	3 -1 EURO STOXX 50 since 2007
10	ThyssenKrupp Heinrich Hiesinger	Industrial solutions  47	4 10 DAX Index since 2012



Our analysis revealed characteristics shared by the winning firm’s leaders as well as common strategies they employed.

Transformational CEOs Tend to be "Insider Outsiders"

The list is topped by companies headed by visionary founders with no prior experience in their industries; Jeff Bezos came from the world of finance, and Reed Hastings from software. As it turned out, having no predetermined way of doing things turned out to be an asset when it came to reinventing retailing and television, and these leaders kept that outsider’s perspective even through waves of growth.

We see an interesting pattern across the professionally managed companies, those whose CEOs were hired by the board. These CEOs are what we call “insider outsiders.” Make no mistake, they have substantial relevant experience. They had 14 years of tenure on average before getting the top job. That knowledge helped them understand how to make change happen inside an organization. Yet these executives also had an outsider role where they worked on an emerging growth business or consciously explored external opportunities, giving them critical distance from the core. After becoming CEO, that insider-outsider perspective helped them explore new paths to growth without being constrained by yesterday’s success formula.

Satya Nadella, for instance, joined Microsoft in 1992 and worked his way up to running its cloud computing effort, building that business unit into a viable new growth platform before becoming CEO, in 2014. He got the top job because of that, and then as CEO he accelerated cloud-business development to make it the company’s primary strategy.

The same was true of Adobe’s Shantanu Narayen. He joined the creativity applications vendor in 1997, and got the CEO job a decade later largely because he was able to articulate a vision for pursuing digital marketing services as the new growth path.



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MPI SCHOLARSHIPS AND GRANTS

It's the mission of the MPI Foundation to fund education and pan-industry research that drives the success of meeting professionals. This happens most directly through scholarships to MPI members.

Membership Scholarships

- Available for new MPI members.
- Covers the cost of a Preferred MPI membership for one year.

Professional Development Scholarships

- Only available to current MPI members in good standing.
- Funding available towards all MPI Academy courses (including CMM, HMCC, Experiential Event Series, Meetings Essentials, Basics Boot Camp, and more!)

Conference Scholarships

- Only available to current MPI members in good standing.
- Conferences available for funding each year include: WEC, EMEC, IMEX America and IMEX Frankfurt.

Read more about these great opportunities [HERE!](#)



5 STEPS TO BECOMING EXTRAORDINARY

The Blog
Huffington Post

Career Inspiration From Elon Musk

Elon Musk is not your average human being. Zip2, PayPal, Tesla, SpaceX: just a few of the forward-thinking companies he's been behind. He taught himself how to code in three days; earned degrees in both physics and economics; borrowed books from friends and taught himself how to build rockets.

Apart from being a billionaire several times over, he's on the cusp of delivering the Tesla Model 3, an affordable electric car for the masses. He's also promised to send humans to Mars by 2021-2031. From anybody else this might seem a bit bombastic. But coming from Musk, it sounds like something that just might be possible.

So for all the entrepreneurs out there with a restless spirit – or for any troublemakers who simply want to challenge the status quo – here are some pieces of advice from Musk on how to be successful in a world that isn't changing fast enough for you.

Have a Compelling Goal

The goals that Musk has pursued have been those that have not only inspired himself, but also the team of people he's enlisted to work with him. These goals – whether interplanetary space flight or electric cars – are all focused on the future, and on significantly bettering current conditions. Here are some of Musk's thoughts:

- "You shouldn't do things just because they're different. They need to be better."
- "A company only exists if they do useful things for other people... A company must be doing something significant."
- "You want the future to be better than the past... Keep thinking about: are these efforts resulting in a better product or service – and if they're not, stop those efforts."

Don't be Delusional

Don't get infatuated with your brilliant mind. Take it for granted that you might be doing something wrong, and seek the counsel of trusted friends. Or, as Musk puts it:

- "Constantly seek criticism. A well thought out criticism of whatever you're doing is as valuable as gold."
- "Take as much feedback as you can from as many people as you can."
- "What's the difference between really believing in your ideals and sticking to them, versus pursuing some unrealistic dream that doesn't really have merit? You have to be very rigorous in your self-analysis."



Work way too hard

This is probably the piece of advice he gives most often – and for obvious reasons. And though he himself is running more than one company, his advice for budding entrepreneurs is to be only slightly less ambitious:

- "Just focus on one company – and throw as many hours at it as you possibly can. Work morning 'til night. Think about it in your sleep. Seven days a week. No breaks. Nothing. That's what you should do when you're starting a company."
- "No task is too menial ... That's the right attitude for the CEO of a startup."
- "If other people are putting in 40-hour work weeks and you're putting in 100-hour weeks, in one year you'll achieve in four months what it takes them a year to achieve."



Make Friends with Failure

Musk likes to cite a saying of a friend of his regarding trying to get a business up and running: "It's a bit like eating glass and staring into the abyss." He also tells people, "Have a high threshold for pain." Still, one needs to know that failure is not the enemy, but rather the price one might have to pay for being bold enough to try something new.

- "You need to be in an environment where it's okay to fail."
- "Failure is an option here. If things are not failing, you are not innovating enough."
- "If something's important enough, you should try even if the probable outcome is failure."

And, Finally, Know That "Free Will" is a Thing

Musk has a healthy skepticism for the status quo. Just because something's been done in a particular way for countless generations doesn't mean that it has to - or even should - stay that way. And just because you've lived your life in a particular way for seemingly countless years doesn't mean that you have to keep living it that way. You can change. And that's why Musk said:

"I think people can choose to be not ordinary. They can choose to not necessarily conform to the conventions that were taught to them by their parents. Yes, I think it's possible to choose to be extraordinary."



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Elon Musk