

A MEETING PLANNER'S GUIDE FOR TIPPING SERVICE PROVIDERS

A Meeting Planner's Guide for Tipping Service Providers is a compilation of information from personal experience, online resources, and industry colleagues. Tipping is NOT a science; there is no right answer. Even the question of whether to tip is not universally agreed upon. This is a guide, and each planner must apply the information to his/her meeting circumstances.

IMPORTANCE	POSITION	TIP RANGE
Very Important	General Manager	Letter naming outstanding employees and what they did to make your job and/or your meeting successful and/or special.
Very Important	Convention Services Manager	\$100 for a multiday meeting. Up to \$500.
Very Important	Banquet captain	\$10-\$20 per meal function.
Very Important	AV techs	\$20-\$40 per day on the job.
Very Important	General Manager	Letter naming outstanding employees and what they did to make your job and/or your meeting successful and/or special.
Important	Bellmen	\$1-\$2 per box, bag, or parcel transferred.
Important	Concierge	\$0 for basic information. \$3-\$10 per task that requires research or follow-up. \$10-\$20 per restaurant for coordinating a dine-around or other multispect event.
Important	A/V manager	\$40-\$60 per full day of AV use, depending on complexity of the job; late changes and whether the person is on-site.
Important	Department managers	\$40-\$60.
Important	Golf Pro	15-20% of greens fee
Important	Shipping and receiving staff/package handlers	\$2-\$3 per individual box delivered and \$5-\$10 per pallet delivered. Add a bonus for delivering a lot of boxes or hauling boxes to/from vehicles.
Important	Sales manager	Letter of thanks, mentioning how he/she made your job easier and/or the meeting more successful.
Important	Charter bus drivers	10-20% of total rental price.
Optional	Coat check	Your discretion, based on how the venue distributes the service charge and/or coat checker fees, and whether there is a tip jar.
Optional	Bartenders	Your discretion, based on how the venue distributes the f&b service charge and/or bartender fees, and whether there is a tip jar.
Optional	Front desk supervisor	Nothing.
Optional	Food and beverage director/manager	Your discretion, based on whether the director played a significant hands-on role in your meeting. \$75-\$100 for the entire meeting or a gift valued at less than \$100.
Optional	Reservations manager	If you or your group presented many challenges, consider \$50-\$100 per entire program.
Not	Banquet chefs	Your discretion
Not	Banquet servers	None
Not	Front desk staff	None
Not	Set-up crew/housemen	None
Not	Any service provider/vendors	You don't need to tip owners of businesses, such as florists.



VOICES

HOW TO PLANT THE SEED OF CHANGE

Learn what vegans can teach us about innovation.

BY TIMO KIURU

Many companies and organizations are buzzed about innovation and disruption, but only a few have taken the time to think about what these words actually mean. My definition of innovation consists of two parts. First, an innovation is a novelty product or service—something new, enhanced or improved. Secondly, an innovation provides value—it's something customers are willing to pay for. Disruption happens when someone changes the rules of the game.

All businesses should be obsessed with relentlessly creating something new and valuable for their customers, but most tend to take the easy route as long as possible. Building an innovative organizational culture is like cycling uphill—it's a lot of work and may require changing habits formed over decades or generations.

The starting point is very similar to veganism in our society today. Here's what vegans can teach us about innovation. Don't see the connection yet? Read on to see what I mean.

1. VISION DRIVES AN INNOVATIVE ORGANIZATIONAL CULTURE.

Vegans are driven by the vision of a sustainable world, where there is hope for a healthy planet in the future and where animals aren't treated with cruelty. My colleague Johan Belin, founder and creative director at Dinahmoe, claims that an organization's vision needs to be easy to understand, ignite action and inspire people.

A person's decision to become vegan comes about because they share the desire and vision of a better future world—a shared dream that inspires daily.

2. PRINCIPLES MATTER NOW MORE THAN EVER.

Too many corporations use values to show off or pretend. Values are not what companies say—values are what companies do.

A creative process should never start with a blank canvas. There should be defined criteria so a company can work toward a common goal and eventually select the best ideas.



Case in Points

When legendary industrial designer Dieter Rams was working at Braun, he listed the 10 principles of good design.

- 1 Good design is innovative.
- 2 Good design makes a product useful.
- 3 Good design is aesthetic.
- 4 Good design makes a product understandable.
- 5 Good design is unobtrusive.
- 6 Good design is honest.
- 7 Good design is long-lasting.
- 8 Good design is thorough down to the last detail.
- 9 Good design is environmentally friendly.
- 10 Good design is as little design as possible.

It's best to list your principles rather than your values because they are actionable merit.

For example, vegans follow the principles of healthy living and preserving the earth. Every company should have at least one principle that all the employees believe in and everyone is proud of.

3. INFRASTRUCTURE MATTERS.

Innovation is an internal, individual thing. Change only happens when an individual decides to do things differently and take responsibility. Corporate growth begins with individual growth. Only you can decide if you want to change, not your boss. However, a leader can shape the culture of innovation by being committed to the vision of the organization and creating infrastructure toward that vision.

Danish architect Bjarke Ingels has coined the term "hedonistic sustainability." We are more likely to make sustainable purchases when these products and services offer us solutions and pleasure. The rise in veganism can be traced to the same growth in options.

Starting a vegan diet is now easier than ever. There are more meat-substitute products, vegan burgers, vegan convenience food and vegan restaurants than ever before. There's a developing infrastructure for making vegan choices.

An innovative organizational culture has infrastructure: innovation processes, symbols, plans, projects and rewards that make it easier to take responsibility and make things measurably better.

Timo Kiuru is a global creative director and founder of a creative brand consultancy, The Unthinkable. He has written a free interactive book on experience marketing and travels the world speaking to professional audiences. Kiuru was a member of the Connect Corporate 40 Under 40 in 2016.