



# The Business Value of Meetings

New Research Shows Lack of Consistence in Event Measurement

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In 2009, the meeting industry met the perfect storm of intense scrutiny, shrinking budgets and reduced travel spend.

## And that wasn't all.

Businesses found new opportunities (and some cost savings) through virtual meetings and events.

Some companies questioned the need for in-person meetings at all.

Until Oxford Economics proved that meetings mean business.

Its research shows that businesses make \$12.50 for every \$1 of travel.

Companies would lose 28% of their business and 17% of their profits if they eliminated business travel.

## The challenge.

What is a meeting worth to the business bottom line?

## The research.

Association Insights interviewed 259 decision makers at 215 different companies.

The interviews lasted 15 to 45 minutes each. They were transcribed and independently analyzed.

## The people.

215 companies worldwide






- 55% U.S.
- 32% European
- 7% Canadian
- 5% Asian
- 9% small, local
- 62% regional, international
- 29% global, multi-national

# The ROI dilemma.

## EVALUATION LEVELS

<i>Level</i>	<i>Measurement Focus</i>
1. Reaction & Planned Actions	Measures participant satisfaction with the meeting and captures planned actions
2. Learning	Measures changes in knowledge, skills and attitudes
3. Application and Implementation	Measures changes in on-the-job behavior and progress with implementation
4. Business Impact	Measures changes in business impact variables
5. Return on Investment	Compares monetary benefits to the cost of the meeting

## THE CHAIN OF IMPACT IS CRITICAL

-  1. Participants react favorably to the meeting
-  2. Participants learn new skills or enhance knowledge as they explore their role in the meeting
-  3. Participants apply new skills and implement the programme/issues discussed in the meeting
-  4. The consequences of implementation are captured as business impact measures, linked to the meeting
-  5. A return on investment is generated

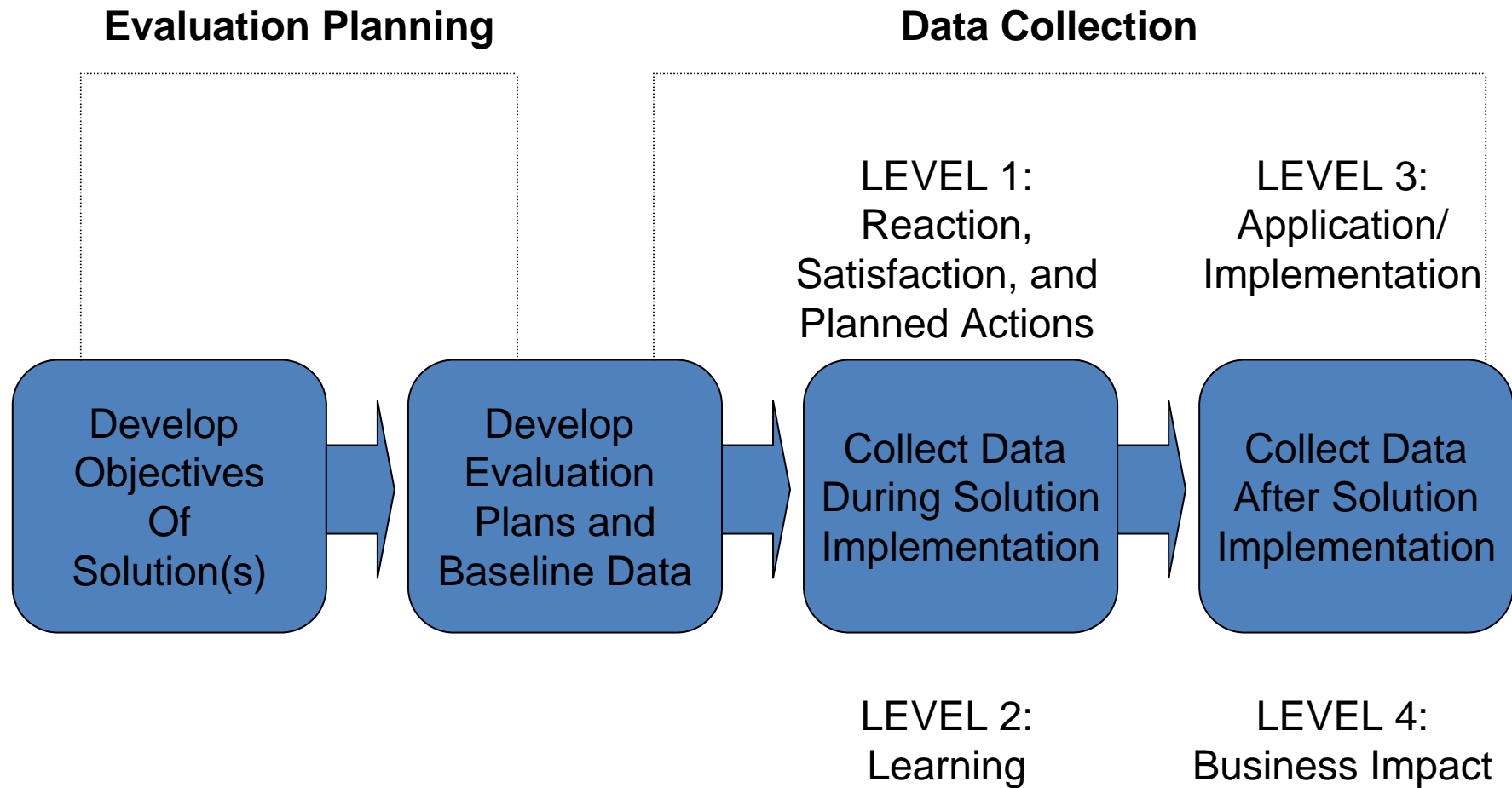
# Corporate BVOM measures.

Return on Investment (ROI)

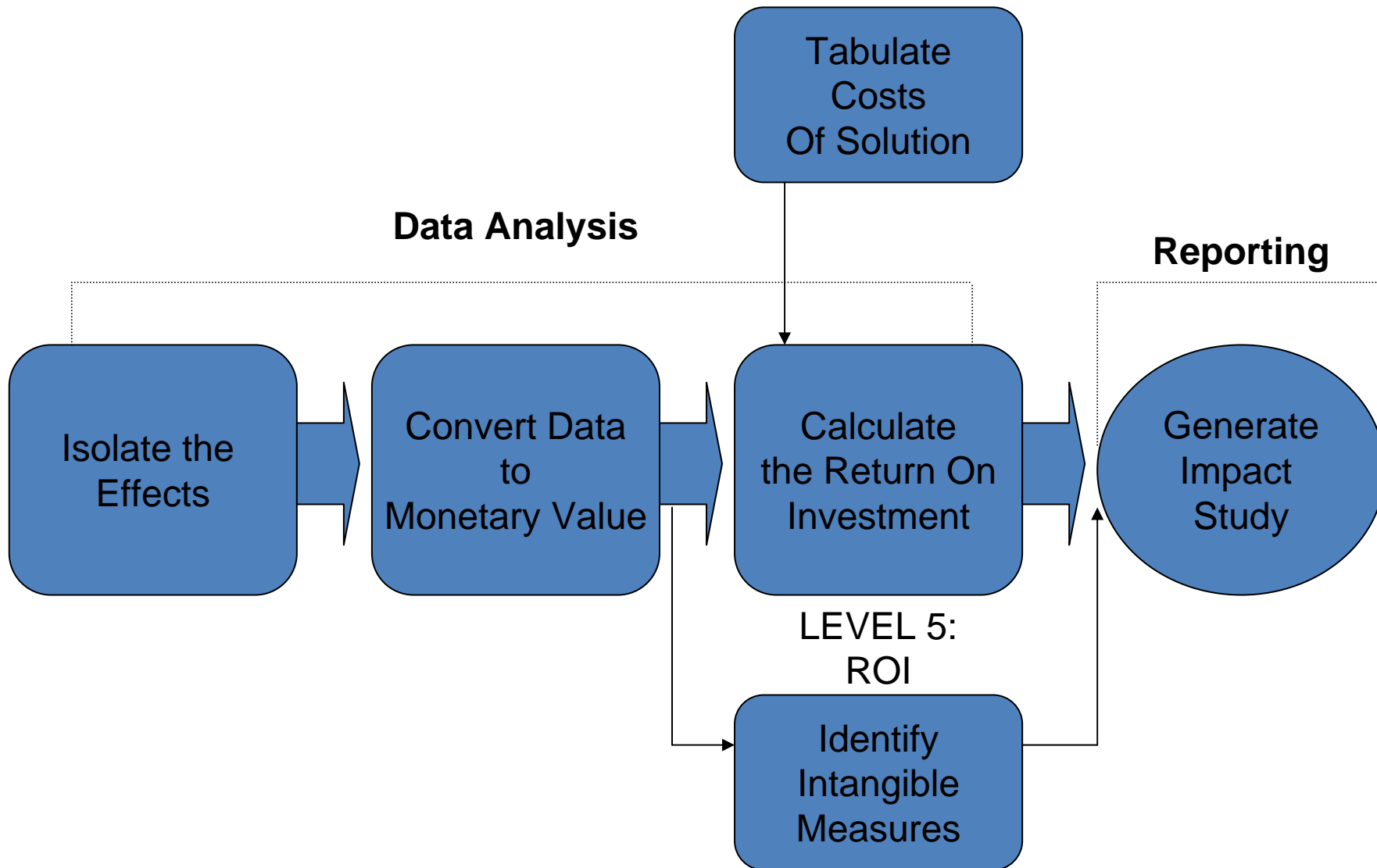
Return on Objective (ROO)

- Financial
- Educational
- Satisfaction
- Logistical
- Cultural

# THE ROI METHODOLOGY



# THE ROI METHODOLOGY



## Implied BVOM.

We presume a meeting has business value, therefore, it's valuable, even if we don't measure it.

If a meeting is "known" to be valuable, why add measures, reporting and improvement strategies?

If a meeting is "known" to be valuable, lowering the cost of the meeting should make it more valuable.

## Who measures BVOM?

Only a small percentage of meetings are measured for their business value.

Large events intended to produce immediate or near-term sales are most often measured.

## Inferred ROI.

The most common approach to BVOM.

If a meeting or event is assumed to contribute to overall net profitability, then the successful conduct of the meeting or event, as measured by non-financial means, is sufficient to validate the meeting's contribution to net earnings.

If the logistics went well, the attendees were happy and non-financial objectives were met, the meeting was an ROI success.

## What to avoid.

An inference of ROI is not a measure of ROI. It is only a symbol that previously assumed ROI might exist

It is only a valid measure of meeting performance, not an indication of a meeting's contribution to corporate profitability.

## ROI immunity.

- Market Makers
- Required Events
- Preventive Measures

## The effective BVOM strategy.

- Clearly defined objectives and expectations.
- Appropriate measures for data collection.
- Information used to evaluate improvements.

## Effective BVOM: What to avoid.

- Objectives that cannot be practically measured
- Measures that don't apply to the objectives
- Unused data

## Recognizing BVOM opportunities.

- A meeting that is optional for your organization
- A meeting that is expensive (time, money or risk)
- A meeting that has a definable purpose

## Recognizing BVOM Opportunities.

- Monthly sales update meetings
- Customer tours
- Educational conferences
- Team building events
- Department meetings
- Strategy/brainstorming sessions

## The premise.

It is in a company's best interest to become dependent on practical BVOM measures and reporting.

## Why measure BVOM?

- Validation
- Waste reduction
- Outcome improvement
- Maintaining relevance

And it can be done...



# SAPPHIRE NOW

The Story of an Amazing  
Hybrid Event

THE BUSINESS VALUE  
OF MEETINGS

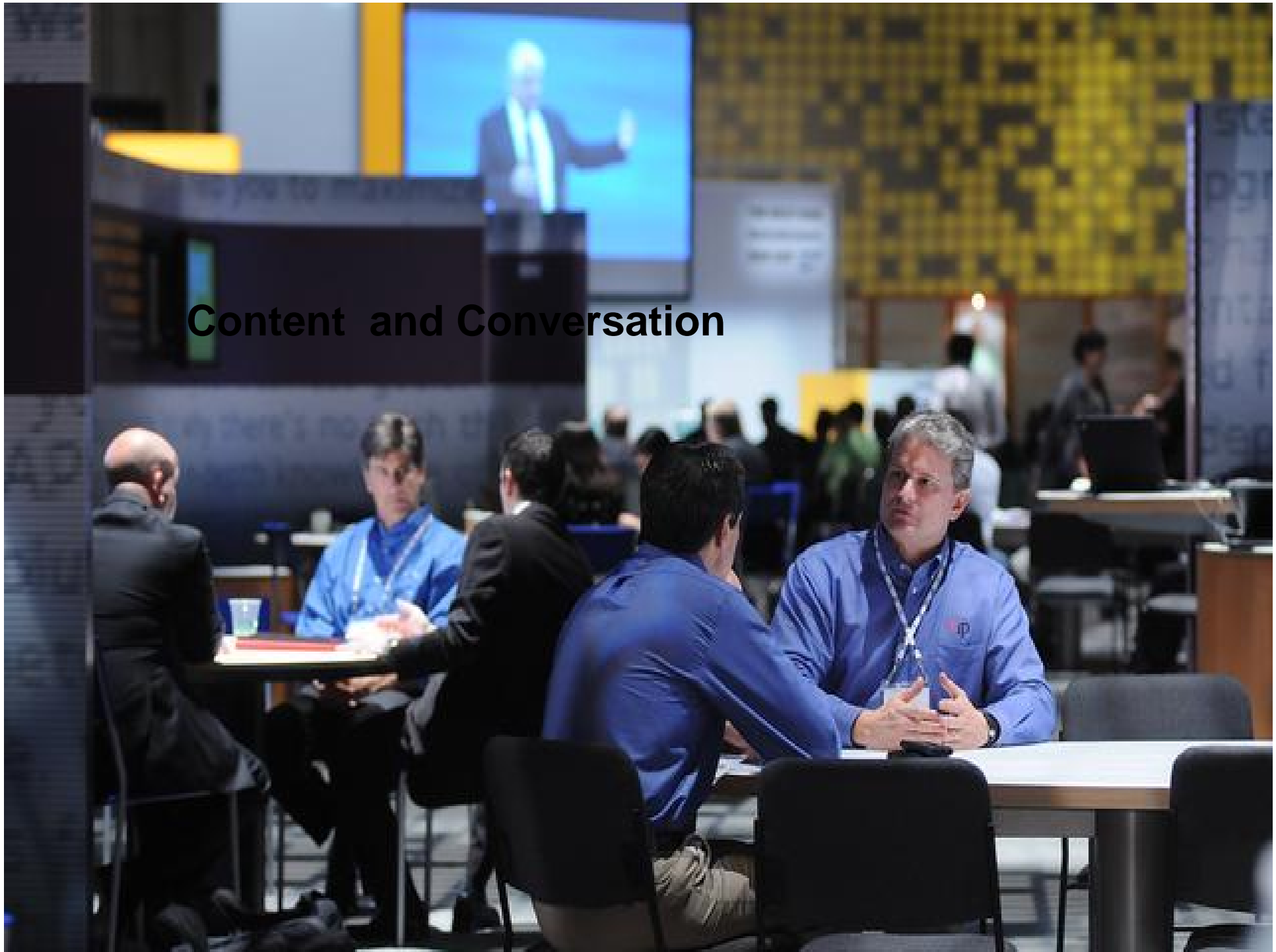


“SAP is an amazing company.”



Transform a Meeting.  
Transform a Brand.

## Content and Conversation





# SAPPHIRE NOW: PARTICIPATION

**50,000+ total viewers in real time or on demand**

16,000 physical attendees

10,500 total physical in Orlando

5,000 total physical in Frankfurt

500+ at the satellite event

35,000 online

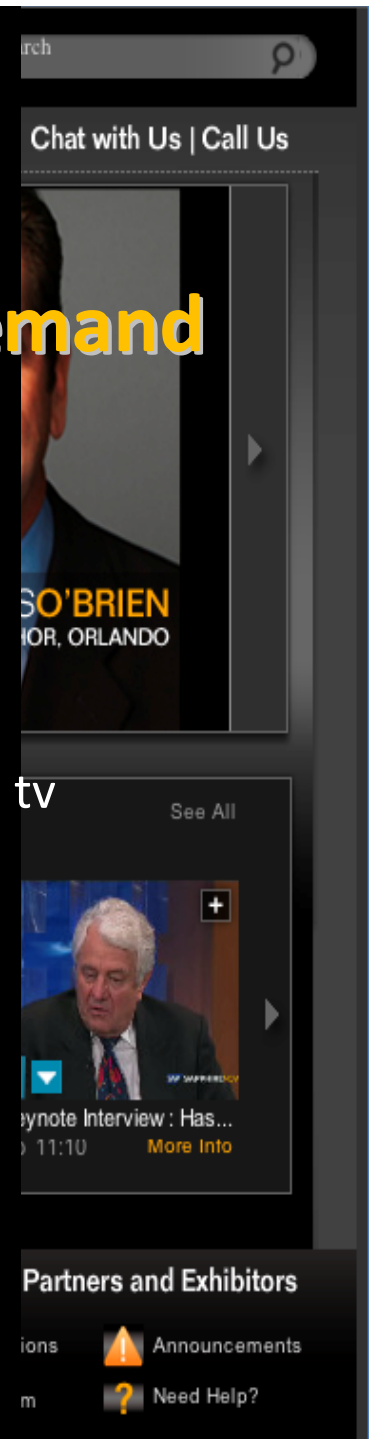
Via the broadcast center, [SAP.com](http://SAP.com), [SAPPHIRENOW.com](http://SAPPHIRENOW.com), sap tv

## **Audience Breakdown**

Physical Events-

Customers & Prospects represent 50%,

Partners 25%, Employees 25%



## By The Numbers

Attendance:	51,000+
Interactions: (demo leads, collateral requests, tele-interactions)	35,000+
Post-event requests for info:	1,604
Meetings with customers:	1,254
Exhibitors who will definitely come back:	75%
Brand impact: (increases in brand belief statements from pre- to post-event)	10% to 35%
Content: (all campuses achieve growth over prior years and 4.0 out of 5 or better on quality and relevance.)	
Reference:	
- Very/extremely likely to recommend SAP to friend or colleague	79%
- Increase pre- to post-event	12%
Leads: (achieved increase over 2009)	76%
Business impact: (positive pipeline movement exceeded 2009 results by)	40%

## The SAP Experience

### Guiding Principles

- Make it...
- Easy
  - Engaging
  - Personal
  - Authentic
  - Informative
  - Rewarding
  - Consistent



### Mary Boone

Mary Boone, president of Boone Associates, conducted the research for this case study. Boone's public speaking and consulting services focus on meeting and event strategy, high performance collaboration and leadership.

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### Jessie States

Jessie States, editor of the meeting industry for MPI, edits and writes white papers and case studies. She is also an award-winning writer for MPI magazine One+. [jstates@mpiweb.com](mailto:jstates@mpiweb.com)

[continue on...](#)

**"Transform the Brand"**



Just remember.

Calculating the business value of meetings is not an all-or-nothing proposition.

## Stakeholder Commitment.

- Improved relevance
- Better experience
- Lower costs
- Lower price
- Higher value
- Higher ROI
- Better story
- More accountability
- Better decisions

# Objectives and Expectations.

Every worthwhile meeting has an objective.

Consider your meeting design.

- Owner
- Attendees
- Sponsors/ exhibitors
- Planner
- Media/press
- Associated departments

## Meaningful and Practical Measures.

The more passive the better—to start.

- Sales reports
- Delivery reports
- Attendance reports
- Compliance reports
- Informal discussions
- Public postings
- Social media posts
- Surveys
- Professional interviews
- Focus groups
- Non-participant benchmarks

## Analysis and Reporting.

- Don't attempt to do the research on your own. Let an internal or external professional take the lead.
- Keep the reporting simple and clear, not subject to various interpretations.

## What to Avoid.

- An all-or-nothing approach
- Presuming that management isn't interested in improving, saving or remaining relevant
- Objectives that are unclear, un-measurable or unattainable
- Measures that are simply nice-to-know
- Reports that don't suggest action

## What to Do.

- Make small steps
- Be confident that BVOM research is in the best interest of your company
- Use meeting design to define your purpose
- Measure what you can see
- Create a call to action

## What Now.

MPI has started production on its BVOM toolkit.

Areas of support.

- The ROI of BVOM measurement
- Stakeholder commitment
- Defined objectives and realistic expectations
- Meaningful measures
- Analysis and reporting

Visit [www.mpiweb.org/BVOM](http://www.mpiweb.org/BVOM).



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