

F201: Developing a Global Meetings Management Strategy

Presenters:

Cécile Drévillon, Director, Meetings & Events EMEA,
Carlson Wagonlit Travel

Tracey Wilt, Manager, Global Travel & Meetings
Management, Xerox Corporation

General overview and agency point of view

Cécile Drévillon
Director, Meetings & Events EMEA
Carlson Wagonlit Travel

M&E represents a significant and underestimated spend, with great savings potential

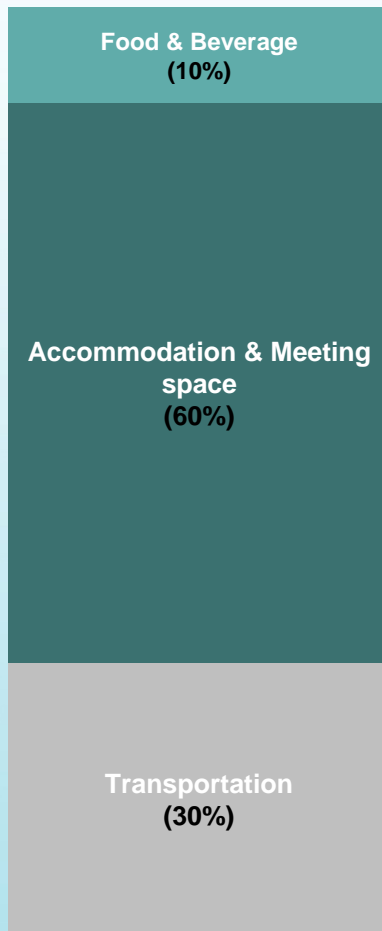
- Over 70% of companies do not know how much they spend on M&E
- M&E spend is usually equal to approximately 3% of total company revenue
- M&E typically represents 25-40% of total travel and entertainment budget, this varies by industry
- An increasing number of companies are outsourcing M&E functions to maximize value
- Increasing pressure from Top Management/ Shareholders to improve this area: reduction in spend, process standardization
- Current status (source: Aberdeen study)
 - About 50% of companies have implemented a formal program
 - And an additional 20% is planning to implement one in the next 12 months



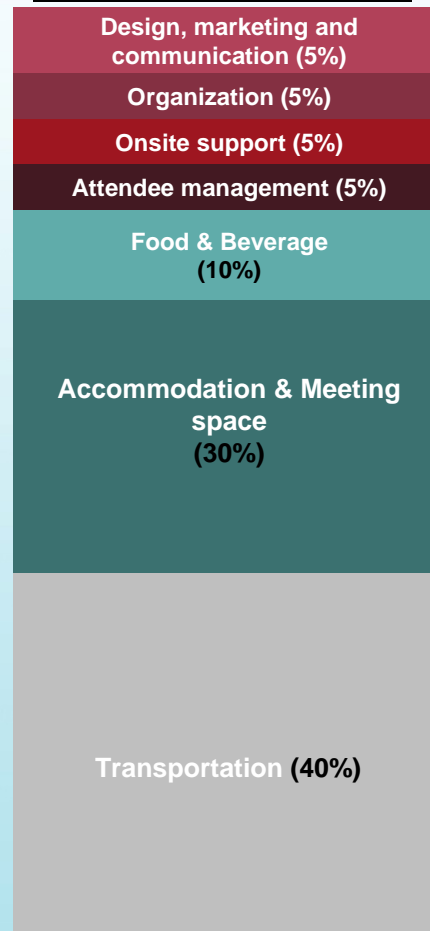
There is a huge opportunity to control unmanaged M&E spend

M&E market main categories of spend

Meetings (~<10K€) 20-30% of spend



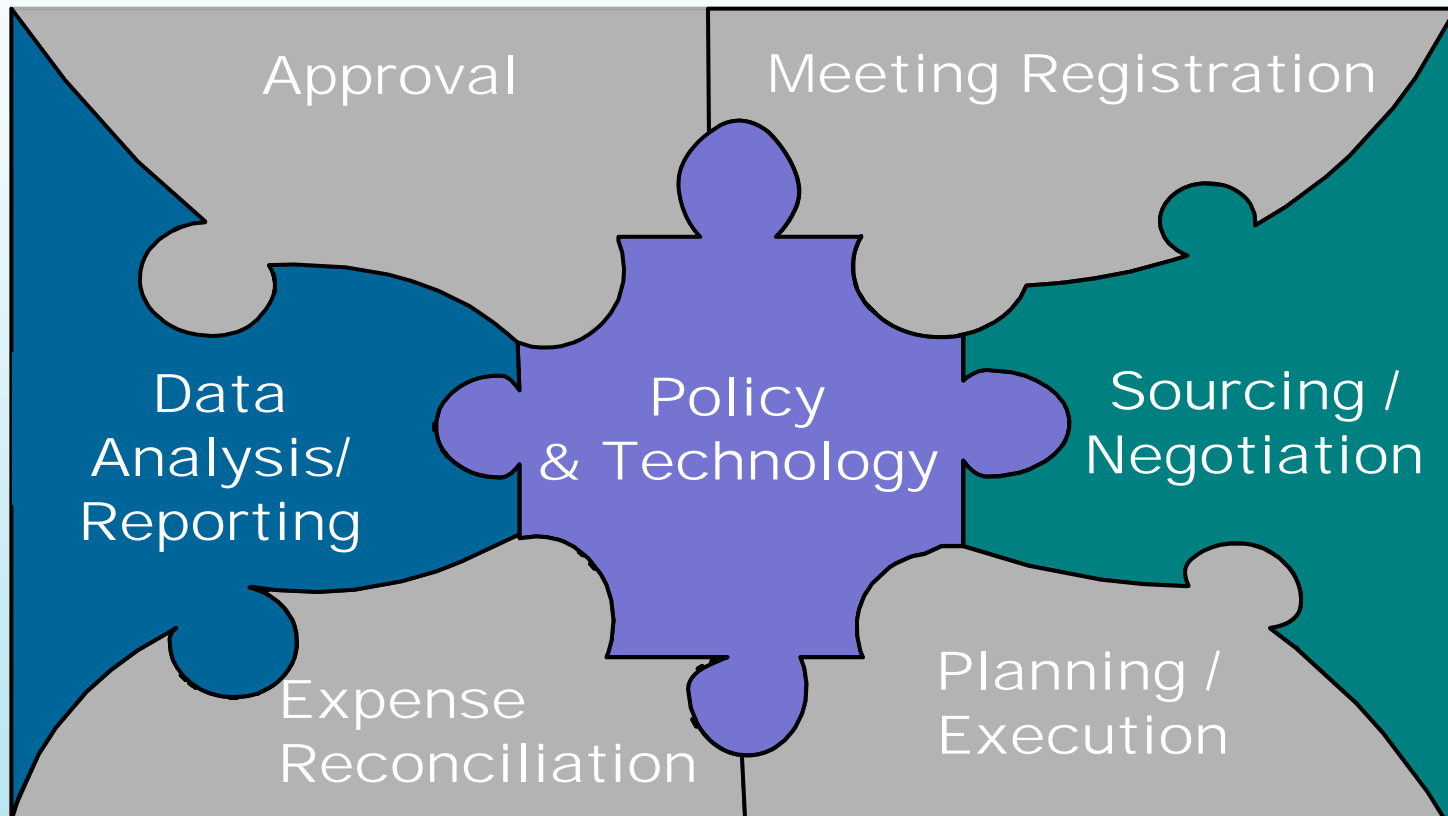
Simple Events (~10K€ < 200K€) 50-60% of spend



Creative Events (~>100K€) 20-30% of spend



Building Blocks of SMMP



- CWT M&E methodology groups grey pieces under lever name « **Process** » (and includes Technology)

Why focus on your meetings and events program?



- **Optimize savings**
 - 10-30% savings on total M&E spend



- **Enhance services and process control**
 - Enhance processes control
 - Optimized meeting planning process
 - Consistent look and feel

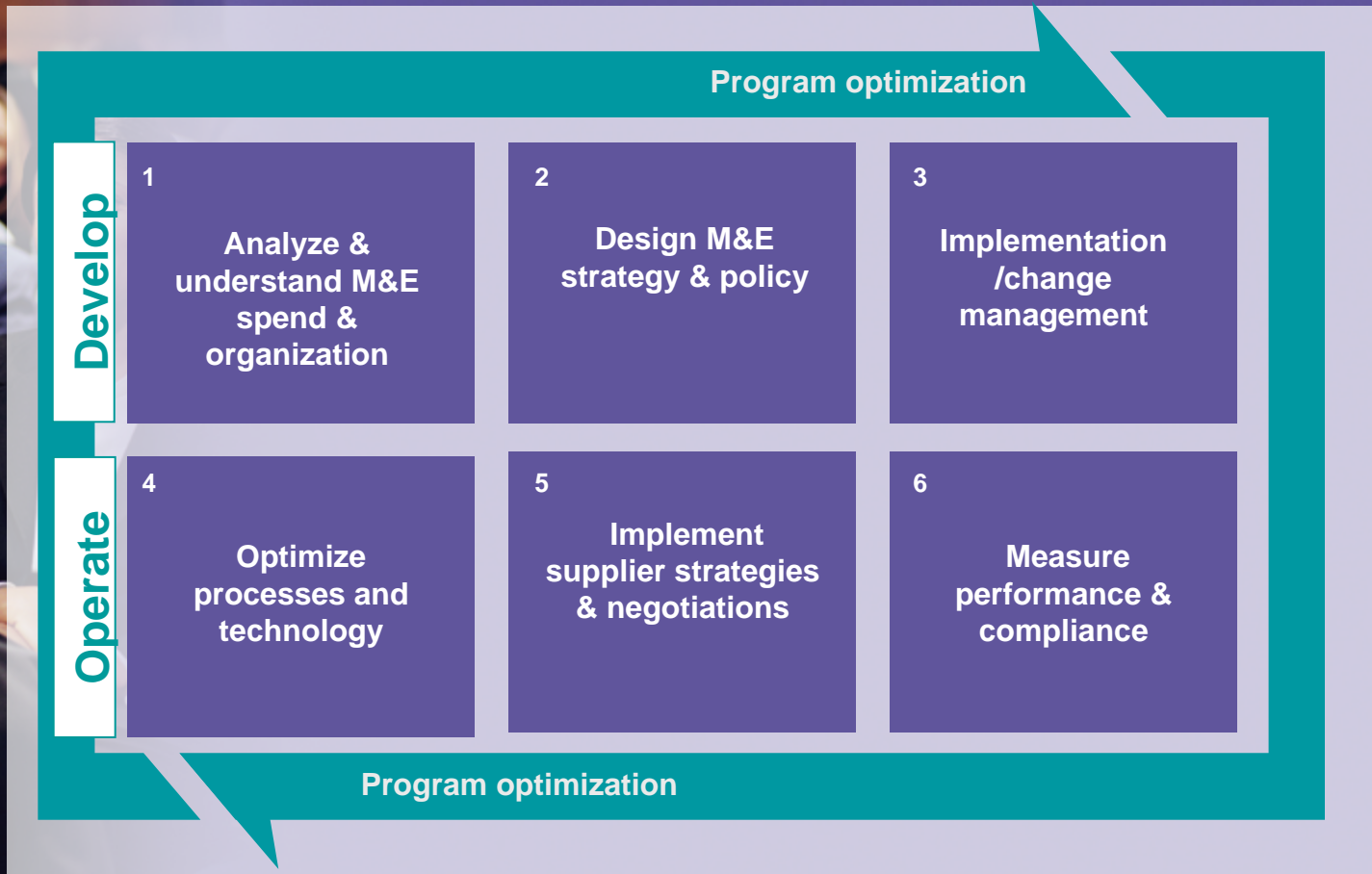


- **Improve risk management**
 - Improved traveler tracking
 - Reduced risk of negative company image
 - Reduced financial & legal risks



- **Enrich attendee experience**
 - Focus on objectives
 - Increase attendee satisfaction

How can you develop an optimized meetings and events program?



How to start?

- Define strategy objectives and scope
- Get management buy-in
- Define project plan (steps, timelines, resources)
 - Phased approach recommended (key countries, key region)
- Define communication plan
- Benchmark with industry & peers

Meetings & Events considerations

- **What are your primary goals and objectives relating to the management of your M&E program?**
- **Do you feel you have access to the M&E data and analysis you need today?**
- **Do you feel your current planners have the information and resources they need to effectively complete the tasks they are assigned?**
- **What do you consider the most important criteria to consider in building an M&E supplier strategy?**
- **If you were to benchmark your M&E program against a world class program, what are the areas in which you perform at or above the benchmark? Below?**
- **What goals do you set or would you set concerning both the planner and attendee experience?**
- **What challenges might you need to overcome to begin establishing a managed meetings program?**



Global SMMP

Tracey Wilt
Manager, Global Travel & Meetings
Management
Xerox Corporation

Why Strategic Meetings Management?

- Increased visibility into meeting and event volume, spend, types and locations
- Reduce costs with suppliers by formal negotiations, using standard contracts, and using cancellation/attrition penalties
- Leverage of meetings spend; opportunities with business travel
- Reduce legal/regulatory, financial, operational risks
- Crisis Management planning
- Compliance monitoring and escalation
- Metrics/key performance indicators and savings reporting
- Centralized technology to maximize productivity

Xerox Meeting Policy: Meetings/Events with 15 or more attendees of which 10 require air and/or hotel accommodations.

Define

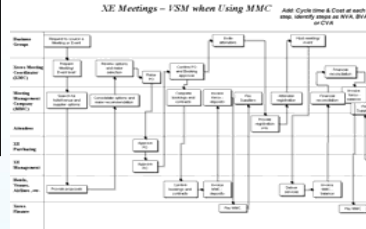
Project Charter

Problem statement:
"Europe does not offer a Strategic Meetings Management Program...."

Measure

Value Stream Map

XE Meetings - ISM when Using MMC



Analyze

Operational Definitions

Meeting Management Company (MMC) - An outside supplier who takes Xerox customer requirements to source/negotiate on behalf of Xerox best rates to support a meeting/event. This could include: aerial transportation, venue (hotel/venue), food and beverage, production costs, recognition preferred.

Xerox Meeting Coordinator (XMC) - Xerox meeting planner/COO requesting and organizing the meeting/event.

Meeting Management Planner (MMP) - Designated individual from Xerox management company supporting the XMC's requirements.

F&B - Food and Beverage required at meeting or event.

Attendee - Individual attending meeting or event.

Cost/Attendee - Total cost of meeting/event on a per attendee basis.

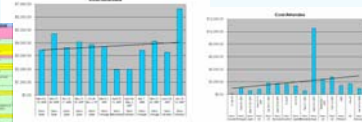
Venue - Location of meeting or event.

Brief - A summary document provided to MMC outlining XMC's requirements.

Data Collection Plan

Measure	Operational Definition	Unit/Target	Location/When/How to Collect	Sample Size	Who/When/How to Collect	How/When/Where to Collect	Analysis/Action
Cost per Attendee for XE Meetings	Total cost of meeting/event on a per attendee basis	€	MMCs	100	MMCs	August/September	Meeting Log/Attendee List
F&B	Food and Beverage required at meeting or event	€	MMCs	100	MMCs	August/September	Meeting Log/Attendee List
Venue	Location of meeting or event	€	MMCs	100	MMCs	August/September	Meeting Log/Attendee List
Brief	Summary document provided to MMC outlining XMC's requirements	Count	MMCs	100	MMCs	August/September	Meeting Log/Attendee List

Pareto Chart (Cost/Attendee)



XE Meeting Management Companies

Company	Country	Services
ABC	Germany	Travel, F&B, Venue
DEF	France	Travel, F&B, Venue
GHI	UK	Travel, F&B, Venue

Cause & Effect Diagram



SIPOC

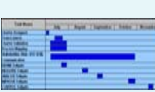


Process Map



Voice of Customer
Voice of Business

Project Timeline



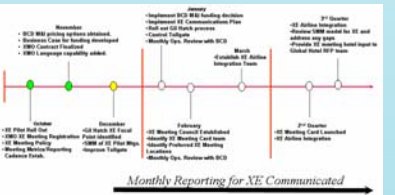
Control

Improve

Communications Plan

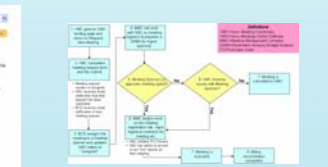
TYPE	AUDIENCE	KEY MESSAGES	TIMELINE
Email	XE Purchasing Managers (UK, Germany, France, Spain, Italy, Netherlands)	• Initial announcement of XE meeting policy	7 January
Event to XMCs	Xerox Meeting Management Coordinators	• Communication of XE meeting policy • Communication of high level process steps • Link to XE Meeting Online, GMA & Quick Reference Guide in English, German & Dutch	7 January
Xerox Webboard	XE Meeting Management Coordinators	• Link to XE Meeting Online, GMA & Quick Reference Guide in English, German & Dutch	7 January
Office Meetings Online Web Page	XE Meeting Management Coordinators	• Link to XE Meeting Online, GMA & Quick Reference Guide in English, German & Dutch	7 January
MMCs Newsletter & Travel Newsletter	XE Meeting Management Coordinators	• Link to XE Meeting Online, GMA & Quick Reference Guide in English, German & Dutch	March

Implementation Timeline



Proposed Technology (XMO)

Proposed Solution Process Flow



Control Plan

Process Characteristic	Measurement Source	Measurement (What?)	Checking Frequency (When?)	Contingency Plans & Actions
Meeting Management Solutions & XE & US CPS				
Number of Gil Hatch Customer Events	- Gil Hatch Schedule - Supplier	# of scheduled events compared to actual using BCD service	Quarterly	Work with XE Process owner to close gaps - Work with XE Process owner to close gaps
Number of Gil Hatch Customer Events using BCD for Air ticket fulfillment	- XMO - Supplier	# of airline tickets issued compared to number of attendees traveling	Per event	- Research air ticket fulfillment options with transit agency - Work with XE & US CPS and Operations focal point to close gaps - Elevate to Sponsors & Stakeholder as appropriate
Monthly Scorecard (Volumes, VSAT, Savings/Compliance)	See scorecard	See scorecard	Monthly	
Monthly Scorecard	See scorecard	See scorecard	Monthly	Set improvement targets after first report
Operations Reviews	- Xerox US & XE - Supplier	Contract & Scorecard	- Monthly - Quarterly	- Monthly for first 6 months - Quarterly
Business Reviews	- Xerox US & XE - Supplier	Contract & Scorecard	Annual	

Proposed Solution RACI

Task	Responsible	Accountable	Consulted	Informed
Define Project Charter	Project Manager	Project Manager	Stakeholders	Stakeholders
Measure Current State	Project Manager	Project Manager	Stakeholders	Stakeholders
Analyze Current State	Project Manager	Project Manager	Stakeholders	Stakeholders
Design Solution	Project Manager	Project Manager	Stakeholders	Stakeholders
Implement Solution	Project Manager	Project Manager	Stakeholders	Stakeholders
Control Solution	Project Manager	Project Manager	Stakeholders	Stakeholders

FMEA

Process Step	Failure Mode	Severity	Occurrence	Detection	RPN	Control Plan
Meeting Registration	Incorrect attendee list	High	Medium	Low	High	Review registration process
Meeting Venue	Incorrect venue location	High	Medium	Low	High	Verify venue details
Meeting F&B	Incorrect F&B order	High	Medium	Low	High	Review F&B requirements

Process Changes

Old Process

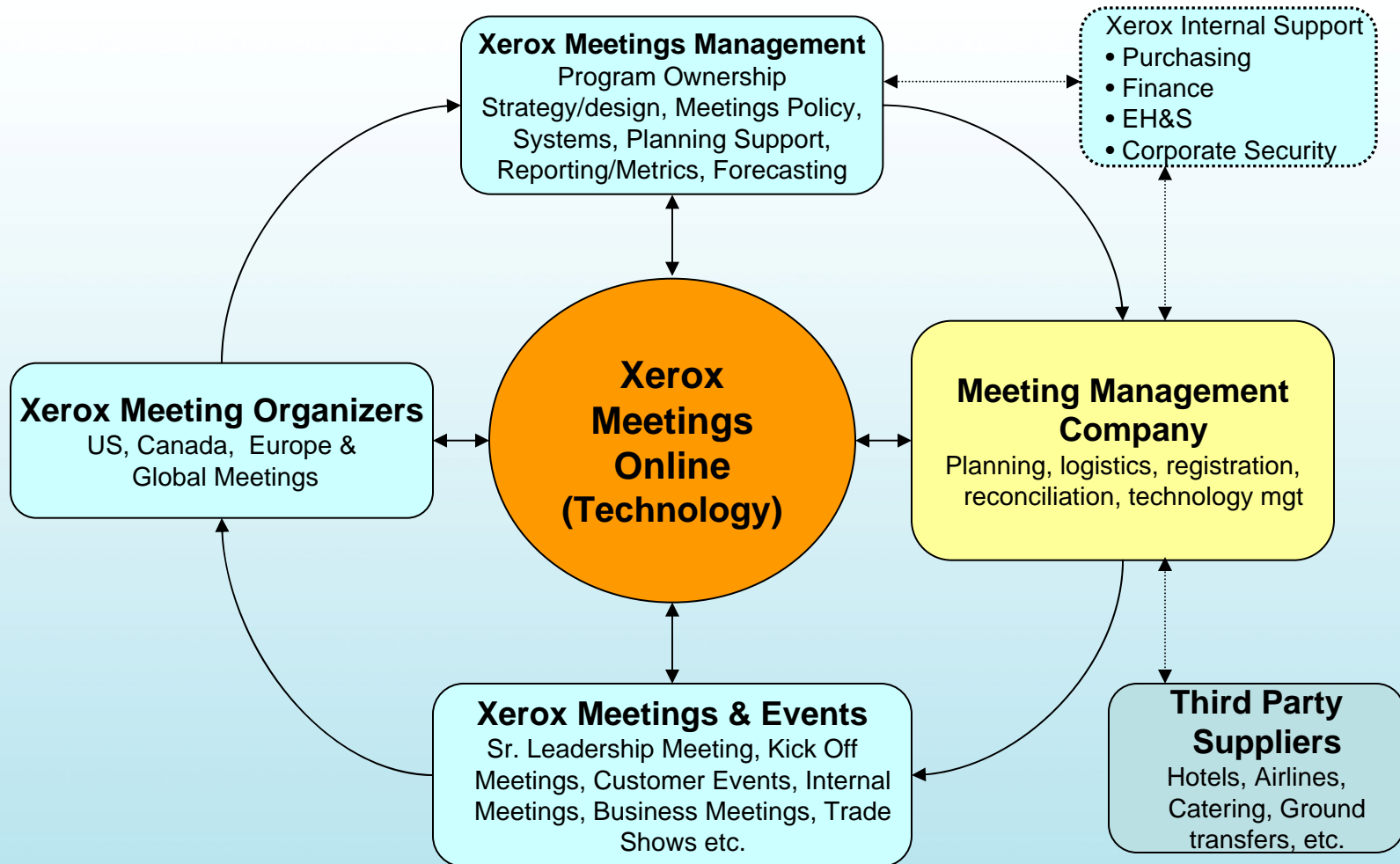
XE decides to host meeting/event – NO centralized process
XE starts planning process via: <ul style="list-style-type: none"> •Travel Agency •Meeting Management Company – multiple suppliers used •Self sourcing
Registrations sites if any are additional costs to program
Meeting management fees are charged to Xerox and commissions on hotels are captured and retained by agency. Payment is made via Amex card, Check requests, and/or PO directly to suppliers
Existing preferred Xerox rates and policy not always being utilized.

New Process

XE registers their meeting/event in XMO (technology)
BCD M&I will work with XE on meeting logistics & prepares a DABA for mgmt. approval.
BCD M&I (XE) will: <ul style="list-style-type: none"> • Book air, hotel, F&B, ground etc. • Develop attendee registration site
BCD centrally funded; net rates or commissions returned to Xerox
Payment is made via PO directly to BCD M&I.
Existing preferred Xerox rates and policy will be utilized.

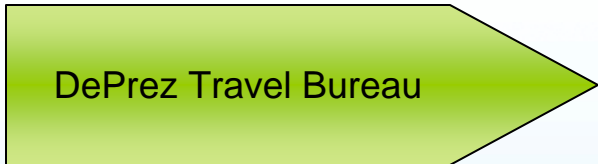
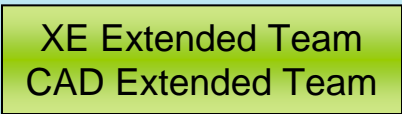
Key Messages:

- Technology enables centralized process; visibility to all meetings being planned
- Streamlined process with one Meeting Management company for process efficiency and cost savings
- Centralized process allows for supplier leveraging, policy control, risk management, and ease of traveler tracking





Meetings Team Configuration



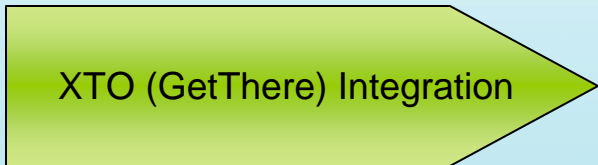
- US Meetings
- Gil Hatch Events
- Road shows



- US Meetings
- Senior Leadership Meeting
- Canadian Meetings
- European Meetings



- Global
- Meeting Registration
- Meeting Planning
- Attendee Registration
- Meeting Reporting/Program Reporting
- Data & Reporting



- US Only
- Integrated Air Booking process

Xerox Implementation Timeline:

- US Policy to centralize meeting registration, July 2000
- Outsourced US program with 2 Meeting Management Companies, Dec 2002
- Implemented Meeting technology to simplify process, Oct 2004
- Implemented Canada program and Meeting Card, by end 2007
- Implemented 4 Countries in Europe June 2008
 - UK, Germany, Netherlands, Switzerland
- Implemented XE Gil Hatch Customer Event process, end of 2008

XE Implementation Next Steps:

- Implement Wave 2 Countries with BCD, targeted for 2nd Half of 2009
 - Belgium, France, Ireland
- Balance of countries – timing TBD

Meetings Metrics

Business Metrics

- Meeting Spend
- Number of Meetings
- Number of Attendees
- Cost per Attendee
- Types of Meetings
- Organization Reporting
- Meeting Card Spend
- Compliance to process and policy
- Compliance to preferred suppliers

Estimated Savings: 15-20%

Supplier Performance Metrics

- Response Time to Xerox Coordinator
- Cost Analysis (DABA) Response time
- Customer Satisfaction w/ service
- Advance Registration
- Advance Ticketing
- Cost Avoidance
- Cost Savings
- “Green” Metrics

Estimated Savings: 10-15%

Next Steps

- Pro-active Virtual Meeting Solution Education of the Meeting Management Companies
- Xerox Europe Country Launch Expansion
- Meeting Card Expansion to Europe
- Analysis of Small Meetings Solution

Questions?

Thank You!