

Building a Strategic Meetings Management Program

Monday, July 28

9:45am – 11:00am

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Strategic Meetings Management

Building a Strategic Meetings Management Program (SMMP)

Presented by:

NBTA Groups and Meetings Committee



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Strategic Meetings Management

Lee Ann Adams Mikeman, Assistant Vice President,
Conference Planning & Special Events, SAIC
NBTA Groups & Meetings Committee Co-Chair

Debi Scholar, Meeting & Event Services Director,
PricewaterhouseCoopers
NBTA Groups & Meetings Committee Co-Chair



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Session Objectives

- Define a Strategic Meetings Management Program (SMMP)
- Learn why an SMMP is important
- How to build a SMMP business case
- Build the SMMP business case
- Identify opportunities and risks
- Create a Cost/Benefit analysis



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SMMP Defined

Strategic Meetings Management Programs:

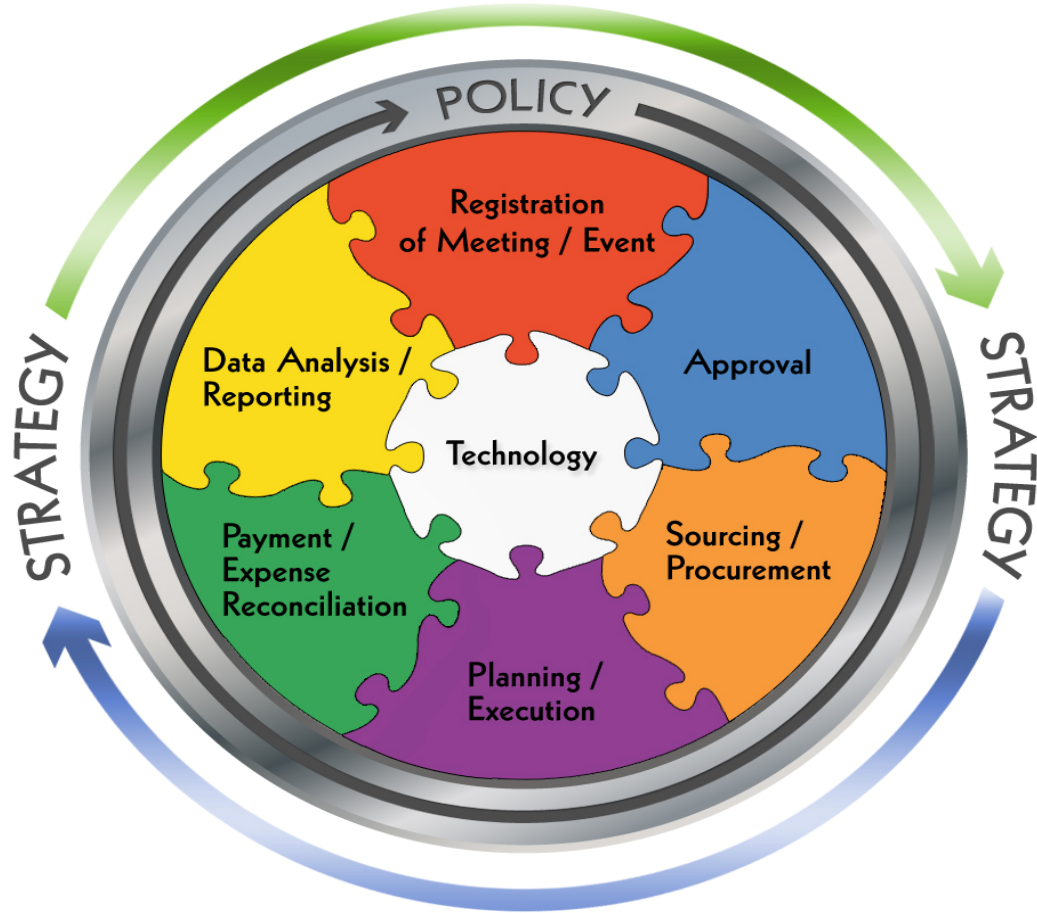
The strategic management of enterprise-wide meeting-related processes, spend, volume, standards and suppliers to achieve quantitative cost-savings, risk mitigation and superior service.

It includes matching department goals to corporate values/objectives while using data consolidation and reports to enhance the strategic nature of meetings.



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Components of a Best in Class Strategic Meetings Management Program (SMMP)



Intellectual Property of NBTA Groups & Meetings Committee



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Top 10 Reasons to Build SMMP

- 1. Increase visibility into meeting and event volume, spend, types and venues**
- 2. Reduce legal/regulatory, financial, operational and intangible risks by creating policy or guidelines and compliance tracking**
- 3. Reduce costs with suppliers by formal negotiations, using standard contracts, and using cancellation/attrition penalties**



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Top 10 Reasons to Build SMMP

4. Reduce number of suppliers and create preferred supplier programs for increased savings

5. Reduce duplication of effort by aligning all meeting business into professional planning teams or formalizing outsourced relationships

6. Leverage spend with suppliers for business travel (transient) and groups, meetings and event spend



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Top 10 Reasons to Build SMMP

7. Prepare for crisis management situations by knowing where all meetings/events are occurring and monitoring participant well-being
8. Capitalize on professional planning skill sets to ensure consistency and quality across all meetings/events
9. Analyze and report ROI in addition to other metrics while gaining an average of 20% savings
10. Automate processes to improve staff efficiency and maximize productivity



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Building a SMMP

Build a SMMP

1. **DEFINE** - Develop the problem/opportunity statement including the breadth or scope of your initiative. Develop a stakeholder list and find an executive sponsor. Consider this YOUR “BUSINESS.”
2. **MEASURE** - Begin speaking to stakeholders to determine the current state such as spend, processes, policies and staff involved in planning meetings and events. Ask business leaders and meeting sponsors, conduct surveys, search through finance, T&E and credit card data and ask your suppliers/hoteliars for their records. Also note, it is common for meeting spend to be approximately 30-35% of your total T&E spend.



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Building a SMMP

Build a SMMP

- 3. ANALYZE** - Identify the opportunity by seeking cost savings/avoidance, process efficiencies and risk mitigation actions. Determine the cost of implementing the SMMP against the benefits.
- 4. BUILD** - Engage stakeholders to exchange knowledge and ideas. Emulate the successes of others in the industry. Develop a process map and supporting documentation. Prepare a business case including current state, potential future state, gap analysis, and cost/benefit analysis. Determine priorities as to how and where to begin.



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Building a SMMP

Build a SMMP

5. IMPLEMENT – Communicate, educate, motivate, market, maintain and improve the new environment. It is ever-evolving.

NOTE: Most practitioners break down the tasks into manageable action items. In large organizations, it is common for 100% adoption to take 3-5 years.



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Business Plan Preparation

- **Executive Summary**
- **Current Situation**
- **External Environment**
- **Opportunity**
- **Strategy and Recommendations**
- **Financial Strategy and Support Requirements**
- **Marketing and Implementation**
- **Conclusion**
- **Appendix**



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Problem/Solution

2003 - PROBLEM

Yah Yah Enterprises spends ~\$75M+ on meetings, conferences, training sessions, and special events at offsite locations annually. This figure is based on 25% of Yah Yah Enterprises's T&E budget (\$300M), a benchmark typically used in the meeting industry for companies who require meetings/conferences be planned by a central group or department.

Of the \$75M in Meeting Spend, ~25% (\$18.75M) can be attributed to indirect meetings/events; the remaining Meeting Spend is for direct-charge activities.

Yah Yah Enterprises's Meeting Spend is not tracked in a central system in the company and is spread across multiple GLA's and payment methods (Expense Reports, Direct Bills, P-Cards, Yah Yah Enterprises Corporate Charge Cards, etc.). This does not allow for efficient management, leveraged procurements, reduced contractual risk/liability, or cost savings.

A revised Conference Policy (SC 12, #7) was implemented in August 2003 mandating all Yah Yah Enterprises meetings, conferences, offsites, and special events (both indirect and direct) be logged into a central web-based system. Certain guidelines were also outlined in this policy to protect the company from lawsuits, streamline the planning process, and save the company money. To date, only \$12.5M (~15%) of Yah Yah Enterprises's Total Meeting Spend has actually been logged into the system, and non-conforming employees continue signing their own contracts and planning meetings/events outside policy guidelines. Novice Yah Yah Enterprises Meeting Planners and some Administrative Assistants lack the discipline required to adhere to this policy, which incorporates safe guards and cost-savings measures such as: 1) conducting competitive procurements for meeting site selection; 2) including an approved Yah Yah Enterprises addendum with every meeting/hotel/event contract; 3) using cancelled hotel space vs. contracting for new space; 4) maximizing use of Yah Yah Enterprises Conference Facilities before contracting with outside venues; 5) using video/web-ex meetings vs. face-to-face gatherings whenever possible, etc.



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Problem/Solution

SOLUTION

Mandate all indirect Yah Yah Enterprises meetings, offsites, and special events are coordinated through the central Conference Planning Services Department. These functions would be sourced, contracted, and managed using the central web-based Conference Planning System and policy guidelines outlined in SC 12, #7.

Existing head count in the Corporate Conference Planning Services Department could handle the workload, and charge #s would be requested to supplement labor costs (currently housed in the Corporate Facilities/Real Estate BU).

Mandating all indirect meetings/events are managed through the central Conference Planning Services Department would also provide an opportunity to save 10% (\$1.875M) on indirect meeting spend the first year, and additional savings in labor, reduced risk/hotel attrition, etc.

In addition, a Ghost Card Program should be instituted so all indirect Meeting Spend would be paid using a U S Bank Charge Card. This program would be modeled after the Yah Yah Enterprises Travel Program and could save the company an additional ~\$150k in rebates (Yah Yah Enterprises receives an .8% rebate on payment total) on indirect Meeting Spend alone the first year. Yah Yah Enterprises Conference Planning Services already has a Ghost Card in place and uses it to pay for large ticket items like the Yah Yah Enterprises East Coast Picnic which costs ~\$600k. The Ghost Card Program would also provide excellent tracking of vendor spend and improve our position for future leveraged procurements. This proposed plan has already been initially blessed by senior managers in Corporate AP, Procurement, Yah Yah Enterprises Travel, etc.

Direct charge Meeting Spend can still be managed outside the central Conference Planning Department, but must be logged into the central web-based Conference System. This will enable tracking of that volume (along with the indirect Meeting Spend) and improve our negotiating position with suppliers for standard contract terms/agreements.

Total Estimated Savings – First Year - \$2M+



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Executive Summary

- What business problem will this solve?
- Is this important or fit with our strategic initiatives and objectives?
- What are the important business objectives for our organization?
- What is the value this will bring?
- What is the cost/benefit?
- What are the risks associated with this solution?
- NOTE: The BEST Executive Summaries contain the whole case in miniature.

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Current Situation

- What is the current situation for these services, how is it managed today?
- What are issues in the current situation? Why can't it continue as is?
- What is the gap in the current environment? (risk, savings, service, consistency, process, etc).
- What do the business leaders think about the current situation?
- What do other stakeholders think about the current situation?
- What do the customers think about the current situation?
- What do the suppliers think about the current situation?
- What is the scope of your analysis and initiative? Is it global? U.S.? enterprise-wide? Other?
- Are meetings/events captured in a centralized system today?
- Are approvals in place to ensure that meetings/events meet strategic objectives and approved budgets?
- Is strategic sourcing and contract management considered?
- Are contracts signed by authorized signers and therefore, legitimate?
- Do the planners have the right skillset to ensure quality and consistency?
- Are we using multiple planning companies?
- Are payments made to suppliers using a centralized system in order to capture all meeting-related spend?
- Are all legal/regulatory risks mitigated?
- Do we have visibility into all meeting and event spend?
- How do we capture the data in the current environment?
- What organization structure is in place now? Does the current reporting structure make sense?
- Who were the stakeholders that were contacted? And contributed?
- What are the obstacles we face?

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External Environment

- How do our competitors manage this spend?
- What are the options for service? If our customers do not buy it from us, where do they buy it? (internal Executive Assistants? External meeting planning companies?)
- How are our competitors structured?
- Why do they buy it from our competitors?
- Where do our competitors excel?
- Where are our competitors weak?
- What are our competitor's pricing and discounting policies?
- What are the demographics of customers who will use this service?
- What environmental factors are affecting the organization for consideration?
- PEST Analysis:
 - Political/Legal – regulatory, taxation policies, foreign trade regulations, globalization, localization, employment laws
 - Economical – state of national economy, state of industry sector, business cycles, interest rates, inflation, unemployment, disposable income, cost reduction
 - Sociocultural – population demographics, income distribution, health, education, attitude, lifestyle choices
 - Technological – Emerging technologies, rates of obsolescence, government spend on research (Groopie, hotel group booking sites, etc.)

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Opportunity

- Do we have consensus throughout the enterprise to manage meeting spend?
- How much money can be saved?
- How much risk can be mitigated?
- How can resources be utilized to reduce duplication of effort, increase productivity?
- How can we improve quality and consistency?
- How can unnecessary meetings be eliminated?
- How can meetings be approved by leaders before being planned?
- How can we capture who is attending meetings for crisis management?
- How can we capture where meetings are being held for crisis management?
- How do we capitalize on penalties incurred?
- How do we leverage our transient and meeting spend throughout the enterprise?
- How do we ensure that documents are retained in the proper location for the correct length of time?
- How do we streamline our processes?
- How do we know if we have the right number of preferred suppliers?
- How do we direct our spend to those preferred suppliers?
- How will we overcome the obstacles that exist?

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Financial Analysis and Support Requirements

- How much will this cost? (insourced staff, outsourcing meeting management company fees, technology, operating costs, change management and training, etc.)
- What methods will be used to obtain the data?
- Will the returns justify the investment?
- How will the return be calculated?
- Are the costs resource-based or activity-based?
- What will this do for our business performance?
- What can we do to maximize the results?
- Which financial criteria are important to decision makers?
- Who assumes the costs?
- What receives the benefits?
- How much will we save? (hard dollars, soft dollars, productivity)
- What risk will be mitigated that could be translated into savings?
- What resources are required?
- What technology is required?
- How will it be used and integrated?
- What other value does it bring?
- What metrics are leader's seeking? How often?

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Marketing and Implementation

- How do we know the business wants us to deliver these services?
- What is the market potential for these services? Is there unmanaged spend today? How much?
- What is our service and industry?
- How do we differ from our competitors? What is our unique selling proposition?
- What are the strengths and weaknesses?
- How do our business competitors manage these services?
- How do we sell this service? And, for how much?
- Is it insourced, outsourced or both? Why?
- What is going on in the environment that could affect our plan and our success potential?
- How do we educate and motivate customers and potential customers?
- How will our customers evaluate the value or importance of our service?
- How do our customers make their buying decisions?
- Do our customers have purchasing policies to follow? (RFPs, etc?)
- Who makes the decisions?
- Who influences the decision making?
- Who approves the spending? What are their spending limits?
- How will we distribute our message? To what audiences? By what mediums?
How will the solution be implemented?
- Who owns the project plan?
- What are the priorities?
- Who is responsible and how will we manage the changes to the environment?
- What compliance and consequences will be in place?
- How will we know if we're successful?

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Business Plan Preparation

Strategy and Recommendation

- What are the objective(s)?
- What is the strategy?
- What do we recommend?
- What business problem will this solve?
- From the Financial Analysis, will this be profitable for us?
- What are the critical success factors?
- What are the services we're proposing with this business plan?
- Is this important and will the services fit within our strategic initiatives and objectives?
- What is the value this will bring to the business? What are the rewards?
- Why will customers buy it?
- How will they value our service?
- What will influence their decision making?
- SWOT - What are the strengths, weaknesses, opportunities and threats with this solution?
- What is the reporting structure and organization structure?
- Why is that structure the best? What are the alternatives?
- What are the priorities that must be implemented first? And last?

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Strategic Meetings Management Programs - Value Proposition

Issues

- Inability to capture meeting/event spend, volume, contracts, effectiveness or locations
- Lack of controls which may lead to negative Sarbanes-Oxley Audit Results
- Paying premium rates; failure to reduce excessive spend
- Meetings/events being held without leadership approval
- Unauthorized contract signers
- Excessive non-preferred suppliers
- Inability to find staff in crisis situations
- Lack of consistency, quality and branding of meetings/events
- Wrong roles/types of professionals spending time planning meetings
- Lack of metrics

RISKS

- Vulnerable to numerous legal/regulatory, financial, operational and intangible risks such as:
 - Contract management
 - Insurance
 - Document retention
 - Crisis Management
 - Conflicts of Interest
 - Branding continuity
 - Confidentiality

Opportunities

Strategically position the organization to proactively manage meeting and event volume, costs, risks, and effectiveness.

- Align meetings/events to business strategy; increase quality, consistency and continuity with branding requirements
- Build a proactive environment that integrates capture mechanisms and controls across the enterprise
- Reduce costs and risks associated with meetings and events
- Encourage alternative options such as virtual meetings to reduce costs, increase productivity and decrease carbon footprint
- Establish dashboard metrics to monitor and manage meetings and events.

Actions

Streamline the sourcing and planning of meetings while adding necessary controls:

- **Policy and Compliance** – Develop an organizational policy and compliance mechanisms linked with travel, T&E and other stakeholders
- **Uncover and Control** - Systematically capture all meeting and events by using a web-based tool for self-service input. Follow with leadership approval to ensure fit with business strategy
- **Strategic Sourcing and Savings** - Incorporate strategic sourcing for meetings and events. Formalize contracts and concessions to leverage savings across the organization and with transient travel spend
- **Resources** - Develop a resource model for optimization; forecast meetings and events to ensure non-utilization of resources
- **Processes** - Process map and establish standard operating procedures to ensure consistency and reduction in duplication of effort
- **Payment and Reconciliation** – Determine the most cost-effective and time efficient payment and reconciliation system for meetings and events
- **Reporting** – Build management metrics and standard reports; create dashboard for business units
- **Change Management** – Manage the master project plan, educate and communicate the changes throughout the organization to ensure consistency across the service delivery team

Benefits

- Approved meetings/ events aligned with business strategy
- Lower costs, reduced risks
- Increased confidence in control effectiveness to meet Sarbanes-Oxley requirements
- Simplified and standardized meeting and event planning with centralized calendar
- Appropriate use of resources
- Viable virtual meeting strategy for alternative
- Improved crisis management procedures
- Transparency in volume, costs and effectiveness with ROI capabilities
- Increased teaming among travel, finance and other stakeholders

Strategic Meetings Management Programs

Value Proposition Opportunities

Strategic Sourcing and Planning Management

Use strategic sourcing to consolidate and select preferred suppliers
 Negotiate annual agreements with standard concessions
 Use skilled hospitality negotiators during sourcing and planning stages
 Increase visibility into historic negotiations by using automated sourcing tools
 Leverage meetings volume spend with transient travel
 Optimize meeting choices and reusability
 Divide meeting costs by type; benchmark against others for potential excessive spend in certain areas
 Use local talent, staffing, resources and suppliers
 Adjust minimums and guarantees
 Eliminate deposits
 Eliminate/reduce gifts and promos
 Monitor attendee registration to reduce attrition penalties
 Negotiate with Travel Management Company to leverage meeting management services capabilities (sourcing and planning)
 Buy vs. rent

8-20% savings opportunities

Demand or consumption management – reducing the quantity

- Move toward virtual meetings as an alternative.
- Eliminate unnecessary meetings; reduce frequency or length of meetings; identify carbon footprint of meeting
- Ensure meetings meet business objectives
- Consolidate multiple meetings into fewer locations
- Collaborate with business units, external partners to share meeting expenses, materials and resources
- Collaborate with external partners to share and use penalty credits
- Enforce no-show attendee penalty charges
- Close registration to avoid overflow situations
- Reduce meeting and resource requirements
- Use hot dates/distressed space first
- Provide approvers with all meeting and content costs
- Restrict approvals to leaders only
- Provide budget to actual spend reports to gain visibility into overruns

5-15% savings opportunities

Productivity, Process and Resource Management

- Create standard operating procedures for all processes
- Improve quality, turnaround time and consistency by using experienced planners
- Reduce manual tasks such as email attendee tracking
- Automate meeting registrations using self-serve forms and meeting sponsor input
- Use templates and automation for eRFPs, sourcing and attendee registration
- Automate and drive a rapid payment/reconciliation process to take advantage of discounts
- Automate group travel booking
- Automate attendee reimbursement process
- Allow for online networking of attendees to alleviate one-way communication for Q&A before meeting
- Use the right skill for the right job to reduce resource costs
- Forecast resources to reduce non-utilization of full time employees

2-10% savings opportunities

Policy, Compliance, Duty of Care Management

- Eliminate spend on point accruing cards
- Mandate advance scheduling of meetings/events
- Mandate advance travel bookings
- Eliminate unethical perks and gifts
- Mandate use of properties with penalty credits first
- Follow through on consequences for non-compliant behavior to policy
- Comply with Sarbanes-Oxley, Healthcare and Government regulations to reduce possibility of fines
- Ensure confidentiality, security and intellectual property
- Add insurance coverage for events or activities not typically covered
- Ensure branding corresponds to vision, mission and values
- Incorporate corporate social responsibility and green meeting efforts

2-8% savings opportunities

**Typical savings potential:
15-25%**

Strategic Meetings Management Programs

Risk Mitigation

Legal/Regulatory Risks

Sarbanes-Oxley Healthcare Compliance Government Regulations

If conference or meeting regulations are not followed, then organizations could be fined or appear corrupt.

Contract Management

If contract language does not protect the organization, then they could be charged or sued. If unauthorized employees sign meeting contracts, then contract may be voided or challenged in court.

Insurance

If the proper insurance is not garnered, then organizations could be sued or found liable.

Document Retention

If RFPs and contracts are not retained for the appropriate length of time, then auditors may deem the organization "unauditable."

Financial Risks

• Savings/cost avoidance

• Penalties-Cancellation or Attrition

If negotiations are not pursued aggressively and penalties not reused, then organization could lose savings or cost avoidance of 10% - 20% or leave money on the negotiating table.

• Preferred suppliers

• Leverage meeting and business travel spend

If meeting and event volume is not leveraged, or not leveraged with all business travel transient spend with key suppliers by strategic sourcing, then organizations miss out on 15%-20% savings on supplier management.

• Payment and Expense Reconciliation

If non-standard or decentralized payment and expense reconciliation methods are used, then organizations

- Pay higher than average processing costs cutting checks manually,
- Finance point-accruing cards favored by employees and
- Miss valuable data that a single, consolidated process could deliver to best leverage volume for future negotiations.

• Meeting Approvals

If meetings and events planned and contracted are not visible to leaders on a master calendar or in a contract repository then organizations may be unable to postpone, cancel or adjust meetings to align with business objectives and thus, inadvertently hold more meetings, or spend more money. Issue also presents risks for SOX compliance in that management may not be in control of spending.

• ROI and Analysis reporting

If ROI and meeting metrics are not analyzed regularly or organizations are not tracking total meeting spend, then they may spend money unnecessarily.

Operational Risks

• Crisis management preparedness

If meetings and events are not registered in a central technology system for tracking purposes, then organizations may be unable to track employees during crisis situations.

• Business Continuity and Consistency

If interruptions, disasters and weather are not considered, then organizations may be in a mayday situation with location, logistics, resources or other critical components.

• Automated processes and standard operating procedures

If processes and procedures are not standardized, then organizations may lose productivity and require more resources.

• Customer Service

If inexperienced planners are used, then organizations may experience a level of service inconsistent with business goals and/or brand standards.

• Resource Constraints

If resources are not forecasted, then organizations may encounter poor implementation, lack of people to follow through or excess capacity.

• Systems and Technology

If systems and technologies are not considered, then organizations may lose critical data, productivity and strong reporting capabilities.

Intangible Risks

• Conflicts of Interest

If inexperienced planners or others accept unethical gifts or unnecessary familiarization trips, then organizations could be perceived as lacking employee compliance to policies and allowing bribes.

• Confidentiality and Intellectual Property Protection

If controls and contract language are not in place, organizations face the possibility of breaches and competitors in same property at close proximity.

• Branding

If meetings and events are planned without considering the organization's branding standards, then they may experience damage to brand recognition and marketing.

• Corporate Social Responsibility

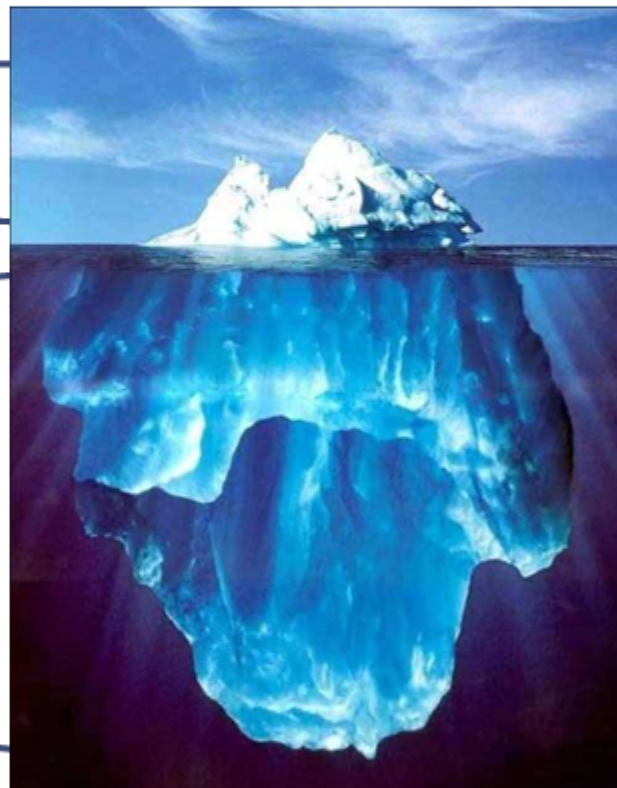
If meetings and events are planned without considering the organization's corporate social responsibilities, then they may be perceived as inconsiderate and may lose valuable clients.

Strategic Meetings Management Programs – the “unmanaged”

Unmanaged spend

Professionally managed meetings/events

Meetings planned by ad-hoc planners (e.g. administrative assistants, marketing or HR support staff, etc.)



- Professionally managed meetings and events, which represent mostly large meetings, is usually reflected in centralized payment systems (e.g. meeting cards)
- On average, only 20% of meetings and events are professionally managed
- Savings opportunity for professionally managed meetings/events is 15-25%
- Most meeting/event expenses are hidden within non-travel related budgets (e.g., sales, marketing)
- Estimate total meeting spend by one of these methods:
 - 25-35% of total T&E spend
 - 60% of corporate air volume
 - ½ to 1% of annual gross sales
 - 2-3% of Revenue

Debi Scholar

SAMPLE ONLY

| Cash Flow for Business Plan | | Debi Scholar | | | | | |
|---|---------------|--|---|--|--------------------|--------------------|------------------|
| Use with the "Value Proposition Opportunities" document | | | | | | | |
| Proposed Scenario #1 | | | | | | | |
| Meeting Spend \$ | 10,000,000.00 | | | | | | |
| | | Intelligence and Development phase; Strategic Sourcing and Planning negotiations implemented for 25% | Strategic Sourcing 100% Implemented; Other SMMP value prop components 50% implemented | SMMP Value Prop components implemented 100%; Full production | Full SMMP in place | Full SMMP in place | |
| | | 2009 | 2010 | 2011 | 2012 | 2013 | Total |
| NUMBERS ARE EXAMPLES ONLY. Your supplier fees and your environment will be different. | | | | | | | |
| Cash Inflows / Benefits and Gains | | | | | | | |
| Strategic Sourcing (assume 13% savings; 10% first year) | | 250,000 | 1,300,000 | 1,300,000 | 1,300,000 | 1,300,000 | 5,450,000 |
| Demand Management (assume 6% savings) | | 0 | 300,000 | 600,000 | 600,000 | 600,000 | 2,100,000 |
| Productivity, Process and Resource Mgmt (assume 4% savings) | | 0 | 200,000 | 400,000 | 400,000 | 400,000 | 1,400,000 |
| Policy and Compliance Mgmt. (assume 2% savings) | | 0 | 100,000 | 200,000 | 200,000 | 200,000 | 700,000 |
| Total cash inflows | | 250,000 | 1,800,000 | 2,300,000 | 2,300,000 | 2,300,000 | 8,950,000 |
| Cash Outflows / Costs & Expenses | | | | | | | |
| Staff and Staff's Operating Expenses (add 3% per year) | | 200,000 | 281,000 | 289,430 | 298,113 | 307,056 | 1,375,599 |
| Meeting Technology | | 50,000 | 250,000 | 250,000 | 250,000 | 250,000 | 1,050,000 |
| Meeting Management Company or Outsourced Resources (assuming 10% of volume for fee, services) | | 250,000 | 1,000,000 | 1,000,000 | 1,000,000 | 1,000,000 | 4,250,000 |
| Change Management and Training | | 10,000 | 15,000 | 10,000 | 5,000 | 5,000 | 45,000 |
| Total cash outflows | | 510,000 | 1,546,000 | 1,549,430 | 1,553,113 | 1,562,056 | 6,720,599 |
| Cash Flow Summary | | | | | | | |
| Total inflows | | 250,000 | 1,800,000 | 2,300,000 | 2,300,000 | 2,300,000 | 8,950,000 |
| Total outflows | | 510,000 | 1,546,000 | 1,549,430 | 1,553,113 | 1,562,056 | 6,720,599 |
| Net cash flow | | (260,000) | 254,000 | 750,570 | 746,887 | 737,944 | 2,229,401 |
| ROI | | -51% | 16% | 48% | 48% | 47% | 33% |



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For more information...

Read the Executive Summary on the CD. If you have questions, please contact NBTA or Debi Scholar and Lee Ann Adams Mikeman.



The National Business Travel Association's Groups and Meetings Committee was created to offer strategic guidance on trends and technical considerations in the management of group travel, meetings and events. The group assesses and explores enterprise-wide strategic solutions for conference and meeting spend—from a CEO or CFO vantage point—to determine how that spend can be managed more effectively to impact a company's bottom line. This Executive Summary highlights key points from numerous whitepapers available at www.nbta.org.

SMMP Defined:

The strategic management of enterprise-wide meeting related processes, spend, volumes, standards and suppliers to achieve quantitative cost-savings, risk mitigation and superior service.

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- Common SMMP Metrics
- SMMP Benefits-Successful Risk Mitigation
- SMMP Stakeholder Involvement

"Getting out of the Meeting Planning Business and into the Business of Meeting Management"

EXECUTIVE SUMMARY
Strategic Meetings Management Programs

Top Ten Reasons to Implement a Strategic Meetings Management Program (SMMP)

1. Increase visibility into meeting and event volume, spend, types and venues
2. Reduce legal/regulatory, financial, operational and intangible risks by creating policy or guidelines and compliance tracking
3. Reduce costs with suppliers by formal negotiations, using standard contracts, and using cancellation/attrition penalties
4. Reduce number of suppliers and create preferred supplier programs for increased savings
5. Reduce duplication of effort by aligning all meeting business into professional planning teams or formalizing outsourced relationships
6. Leverage spend with suppliers for business travel (transient) and groups, meetings and event spend
7. Prepare for crisis management situations by knowing where all meetings/events are occurring and monitoring participant well-being
8. Capitalize on professional planning skill sets to ensure consistency and quality across all meetings/events.
9. Analyze and report ROI in addition to other metrics while gaining an average of 20% savings
10. Automate processes to improve staff efficiency and maximize productivity

The SMMP Components

Development of a SMMP means finding just the right mix of key components: an enterprise-wide strategy, policy, registration of meeting or event, approval, sourcing/procurement, planning/execution, payment/expense reconciliation and data analysis/reporting. The components form the SMMP sphere and can be manipulated as programs mature and become more sophisticated. In fact, a SMMP requires continuous evaluation and improvement. It's important to note that there is no "one size fits all" solution for every enterprise. For a complete description of each piece, please see the NBTA Position Paper entitled "Building A Strategic Meetings Management Program."

Components of a Best in Class Strategic Meetings Management Program (SMMP)



Intellectual property of NBTA Groups & Meetings Committee

How to Start a SMMP

1. DEFINE - Develop the problem/opportunity statement including the breadth or scope of your initiative. Develop a stakeholder list and find an executive sponsor.
2. MEASURE - Begin speaking to stakeholders to determine the current state such as spend, processes, policies and staff involved in planning meetings and events. Ask business leaders and meeting sponsors, conduct surveys, search through finance, T&E and credit card data and ask your suppliers/hoteliers for their records.

(continued on next page)



Questions and Answers



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Additional Resources

The Framework for Success is a series written by the NBTA Groups and Meetings Committee. Papers in the groundbreaking series include:

- Building a Strategic Meetings Management Program (SMMP) **NEW! and UPDATED for 2008!**
- Building a Meetings Policy in Support of your SMMP
- Mobilizing Internal Stakeholders in Support of your SMMP
- Choosing the Right Technology in Support of your SMMP
- Leveraging Group and Transient Spend with Hotel Suppliers
- Evaluating Strategic Meetings Management Programs
- Meeting Management Profiles -Models of Success

The entire series is available at www.nbta.org.



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For additional copies of the complimentary CD containing the NBTA Groups and Meetings Committee Publications, please stop by the American Express Exhibition Booth



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Thank you for your participation!

So that we may serve you better...
Please complete the session evaluation
on your way out.

We look forward to welcoming you back next year!

San Diego, CA * August 23-26, 2009



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Debi Scholar is the Co-Chair of the National Business Travel Association Groups & Meetings Committee and sits on the NBTA Foundation Board of Trustees. Debi has her Certificate in Meeting Management, is a Certified Meeting Professional, a Corporate Travel Expert and a Certified Technical Trainer. She spent the last 11 years at PricewaterhouseCoopers, six of those years focused on improving their Strategic Meetings Management Program. In FY08, PwC U.S. held over 1,900 meetings. She was selected as one of the 2007 Business Travel News Meeting Practitioners of the Year and named as one of the top 20 Change makers in the meetings industry by Corporate Meetings & Incentives.



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Lee Ann Adams Mikeman is the Assistant Vice President for Conference Planning & Special Events at Science Applications International Corporation (SAIC) and also serves as the Co-Chair for NBTA's Groups & Meetings (G&M) Committee. Lee Ann has been in the meetings industry for 24 years and is responsible for formulating, implementing, and overseeing SAIC's Strategic Meetings Management Program (SMMP). In 2008, Lee Ann was named as one of the "Top 20 Change makers in the Meetings Industry" by Corporate Meetings & Incentives Magazine and also authored/co-authored SMMP articles on behalf of the NBTA G&M Committee in publications including Procurement travel and the Institute for Supply Management Magazine. Lee Ann has a B.S. in Business & Industrial Communications from Missouri State University and lives in the Washington, D.C. suburbs with her husband Ken



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