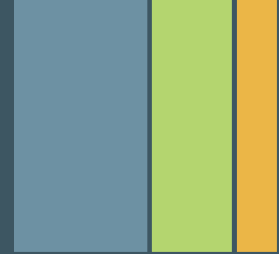


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EMI STRATEGIC INSIGHTS REPORT: Measuring Events in the Marketing Mix



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How Lead
Management Can
Better Focus Your
Follow-up Efforts
and Provide Higher
Returns
(First in a Series)



EMI STRATEGIC INSIGHTS REPORT

Measuring Events in the Marketing Mix

How Lead Management Can Better Focus Your Follow-up Efforts and Provide Higher Returns

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Executive Summary

Today's global economic crisis may have lingering ramifications for years to come. With layoffs and other belt-tightening measures aplenty, companies are increasingly pressing their marketing managers to show definitive evidence that specific marketing campaigns have spurred sales opportunities and growth. A vital element to producing the sought-after revenue stimulus is marketing analytics and in particular the capture and management of leads and prospects.

The ability to identify and implement strategic metrics across all of your marketing platforms is critical to determining the true effectiveness of your campaigns. More importantly, it can pinpoint how those marketing programs impact the company's bottom line.

Event marketing has the inherent ability to bridge advertising messages with your marketing goals. Moreover, since events don't happen in a vacuum, it is rare that they can solely be credited with producing a sale—disregarding other advertising, sales and marketing efforts, such as Web marketing, radio, print and television ads, public relations and sales meetings. And the inverse is true: Other marketing efforts can't take full credit for a sale without acknowledging the impact of in-person events.

Therefore, creating a comprehensive measurement strategy that takes into account not only your event marketing campaigns, but also other elements within your marketing mix, is a fundamental necessity in order to derive an honest and useful event assessment. The assessment of your marketing mix based on an established set of metrics that you create will serve as the foundation to determine the return on investment (ROI) of your event.

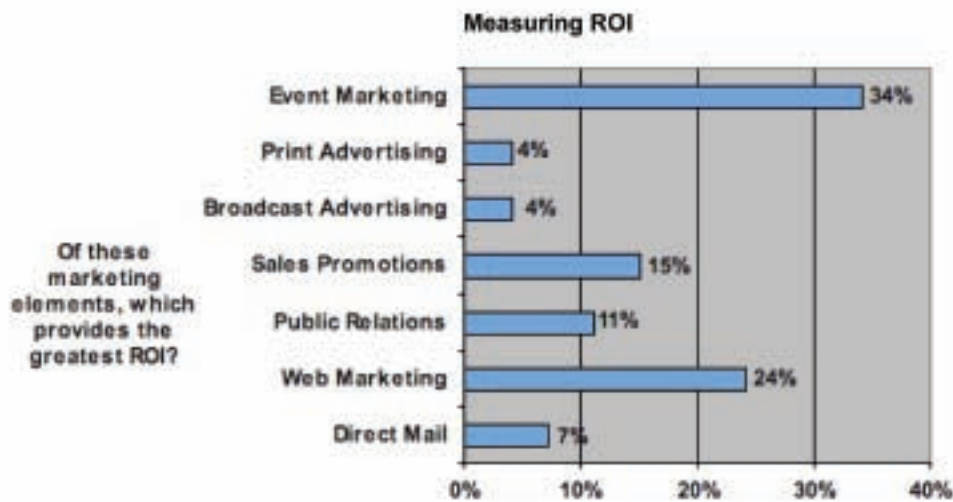
The Real Question of Measurement

That being said, the issue of ROI has been debated for many years and more recently some have raised the argument supporting a new construct called return on objectives (ROO), saying the latter is a more appropriate framework for measurement. However, the ongoing debate is really one of semantics. Regardless of the label you attach to it, the end goal is essentially the same: establishing a yardstick by which to determine the performance of your event and the tools to drive decision and action based on that data. It all comes down to three big questions:

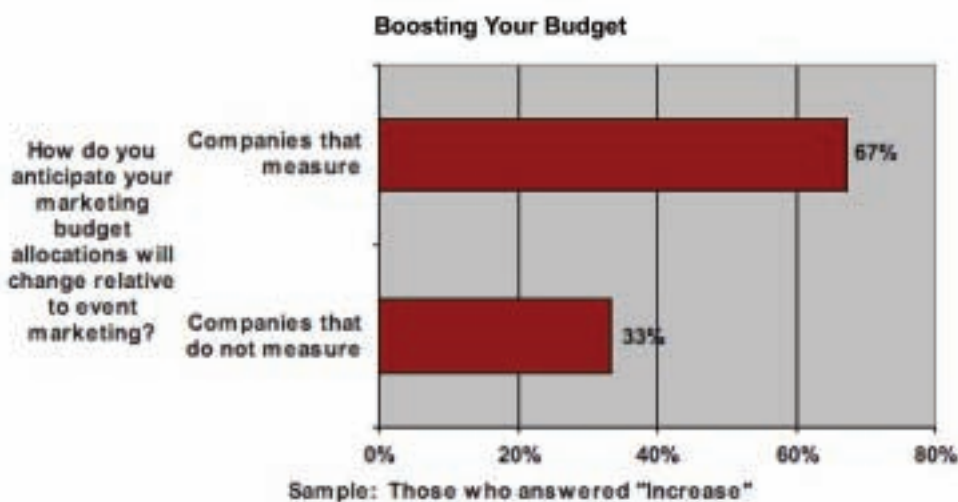
- Did you achieve what you set out to do?
- What hard data do you have to prove it?
- What will you do with that data to improve your performance?

While some may continue to bicker over the lingo, the importance of sales and marketing communication measurement is no longer up for debate. The Event Marketing Institute has chosen to use the term ROI because we are advocating a more inclusive approach to measurement across the marketing mix, as opposed to measuring each sales or marketing element as a stand-alone activity. Further, it is our belief that we, as marketers, are better served by broadening the definition of 'Return' beyond the strict limits of financial outcomes to include both sales and communication-related returns. By including both qualitative and quantitative returns, marketers can more easily compare and contrast the outcomes of various parts of the marketing mix against a wide range of metrics, such as increases in qualified leads; sales opportunities; 'Net Promoter Scores'; and brand equity improvements; as well as softer metrics such as increased knowledge and preference, deepening relationships and accelerated sales conversion cycles.

In a recent EMI study of senior marketing and sales executives, we find that event marketing has proven itself an invaluable component of an organization's overall marketing strategy. In fact, when asked which marketing element provides the greatest ROI, event marketing topped all other forms of marketing, including Web marketing, print and TV ads.



The report also uncovered a high correlation between those marketing executives who measured and those who anticipated increased corporate funding (see chart, above). The study found that those event marketers who measured were twice as likely to also expect a budget increase than those who did not measure.



This data underscores the fact that companies are willing to reward those who can plainly show how their marketing efforts have positively impacted the corporate bottom line. According to our study findings, event marketers who say they measure earmark an average of 8 percent of their budgets for measurement activities.

But it's important to note that in order for marketing efforts to be successful, such an undertaking requires a consistent application of Process and Tools.

Included in the Process are the following:

- Coordinating with sales to define the process and criteria (or you will fail, as they will not accept responsibility);
- Identifying key management benchmarks (that is, measuring what matters);

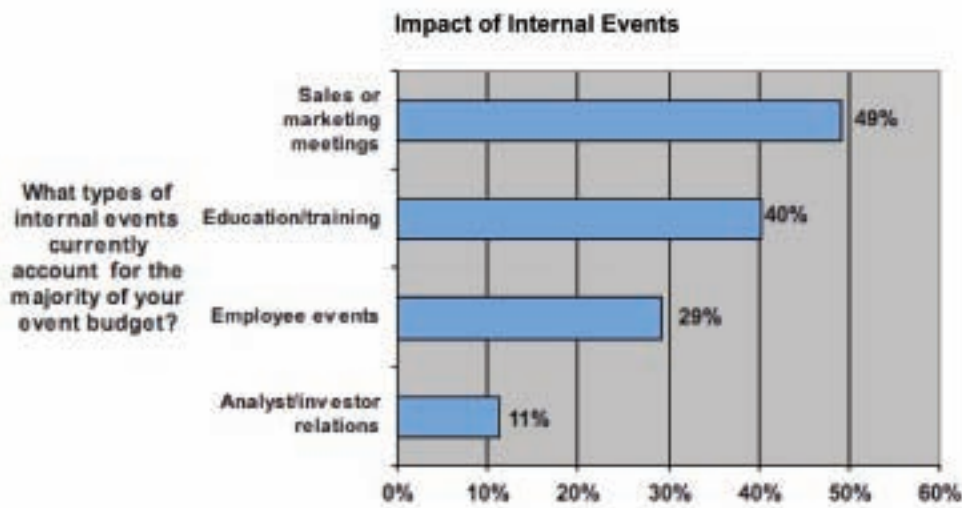
- Simplifying metrics so they can be tracked across media (e.g., don't try to measure everything);
- Planning your measurement across media (see attached measurement planning approach);
- Applying process consistently and reviewing it frequently (and then reporting what management wants to review).

Tools should be used judiciously to:

- Develop easy-to-use data capture methods that are "BANT"-driven (Budget, Authority, Need and Timeframe);
- Document the incremental revenue opportunity and likelihood to purchase;
- Utilize technology to engage and capture (via photos, videos, scanners or other technology);
- Link to CRM systems to ensure leads make it into the system;
- Ensure surveys and other capture methods are easy and engaging.

A closer examination of shows reveals that external events are used most often within event marketing and, subsequently, command the lion's share of event budgets. When it comes to external events, respondents to the EMI survey said trade shows and conferences/seminars account for the majority of their event budgets and provide the highest ROI.

For internal events, event marketers allocated most of their event budgets for sales or marketing meetings, followed by education/training (see chart, below). However, respondents were pretty closely matched on their opinions that these two types provided the most ROI over all other internal event types.



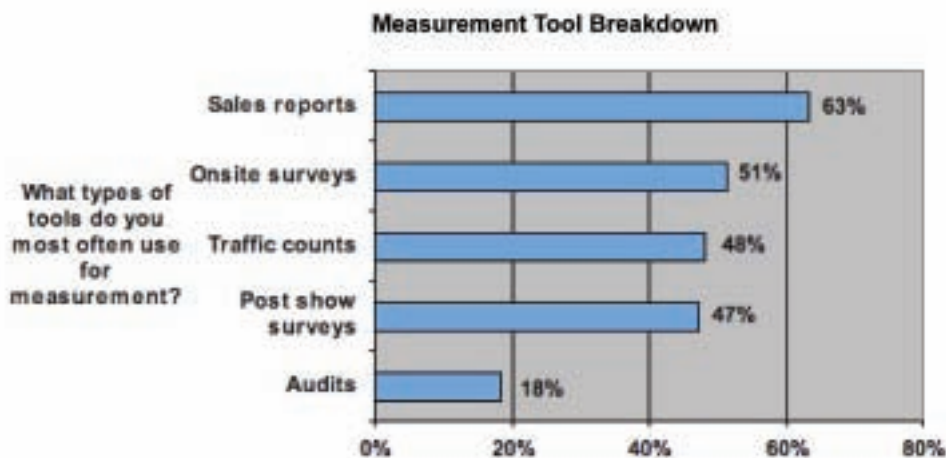
Clearly, event marketers understand the value of measuring their events to determine ROI. Perhaps this is why nearly three-quarters of event marketers surveyed (72%) said they currently engage in some form of event measurement. For the small percentage that does not measure, 52 percent said they simply didn't know what to measure.

Of those who do measure, 70 percent measure traffic at an event (see chart, p. 7). Nearly as many, 67 percent, measure the number of qualified leads, followed by sales increases (59%).



As part of the broader discussion of measurement across the spectrum of sales/marketing/advertising programs, Measuring Events in the Marketing Mix will provide an in-depth look at lead-generation measurement. As the aforementioned data shows, when it comes to event marketing, lead generation is a critical method of calculating ROI. The reason is simple: Out of all the metrics, leads are among the most readily traceable to a closed sale.

When EMI asked senior level marketers what tools they use to measure, 63 percent said they use sales reports (see chart, below). Others cited onsite surveys (51%), traffic counts (48%), and post-show surveys (47%). This data again illustrates our previous point that lead-generation measurement is a vital component of any comprehensive ROI assessment plan.



Given the economic instability of the marketplace, companies are increasingly demanding greater accountability for not only how their marketing dollars are being spent, but also the end result of their investment. This report aims to clarify for marketing managers the intertwined issues of sales and marketing communication measurement, lead generation and word of mouth marketing (WOM). It will also offer solid, actionable best practices on instituting an effective ROI measurement program within your organization. But it should be noted here that there is no "one size fits all" ROI benchmark for specific events. Even as ROI—the profit from an investment as a percentage of that amount invested—can vary from event to event, so, too, can the measurement parameters used. Each measurement effort is as unique as the event itself.

Taking Responsibility: Follow the Bouncing Lead

Within the vast marketing arena, event marketers, in particular, are facing increased budget scrutiny as senior marketing managers seek proof of an event's success by measuring the quantity and value of the leads collected. However, implementing an effective lead-management system can be challenging—especially since event marketers often lose control of the process once the leads are handed off to sales.

With marketing investments under the microscope, it is critical for event marketers to establish a “chain of custody” for event leads. Doing so ensures event marketers that they receive credit for their role in driving sales when calculating event ROI. In addition, it ensures that all qualified leads are followed up on to maximize revenue potential.

Xerox, for example, has focused considerable energy on enhancing its lead-gen system to ensure every hand-raiser is tracked, followed up on, and accounted for. “Since implementing the new system, we’ve gathered more and better data,” says Xerox trade show manager Joshua Stevens.

So, it's clear that establishing a workable lead management system is an important element in maintaining corporate support of event-marketing programs. However, marketers face obstacles and challenges in creating and implementing lead-management programs.

These challenges include a lack of internal consensus on what information to collect and how to collect it, what to do with the data that is collected, who controls the data, what technology to use to warehouse the data, and how to coordinate action on the data internally.

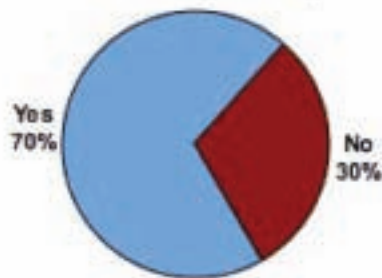
Effectiveness of Lead- Management Systems

The Event Marketing Institute undertook a survey in late 2007 to gauge the state of marketers' lead management practices. (For the sake of this report, “lead management” is defined as the business practice of using various methodologies and systems designed to cultivate new business and clients. Lead management facilitates the connection between marketing efforts and the response to those efforts.)

The purpose of the survey was to establish a benchmark for lead collection and management strategies and to better understand the challenges, frustrations, and successes that event marketers are seeing when it comes to lead management.

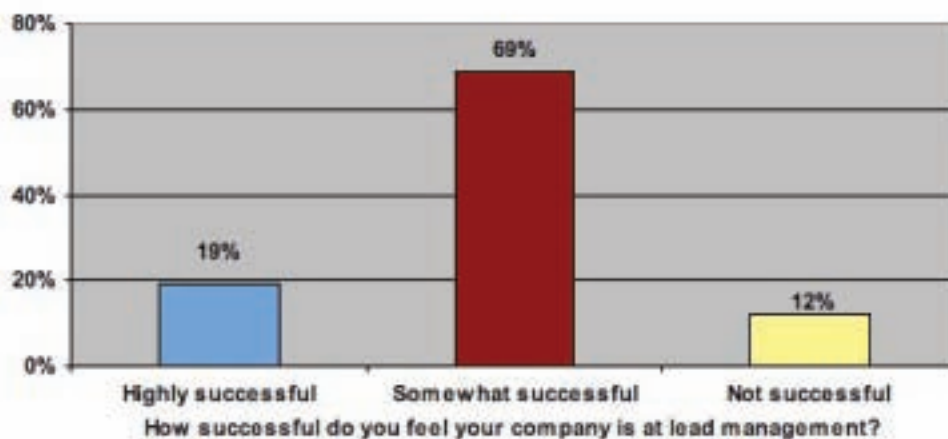
The EMI survey found that most companies (70%) have some form of lead-management process in place (see chart, p. 9). Of those companies that do not have a system, 41 percent said they don't have one because leads are not the primary goal of their events. Another 30 percent cited lack of management support for establishing such a system, followed closely by lack of budget (29%).

Do You Have a Lead-Management System in Place?



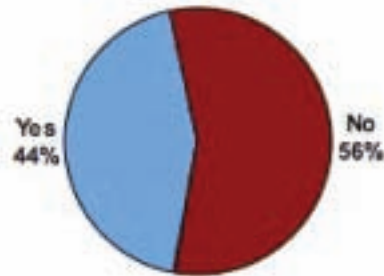
Interestingly, while the majority of companies report having a lead-management system in place, only a fraction (19%) feel their companies are “highly successful” at lead management. Most respondents rated themselves as only “somewhat successful” (69%) at lead management, while 12 percent conceded their programs were unsuccessful (see chart, below). The relatively small number of companies who rate their lead management system as “highly effective” suggests that most companies have more work to do in perfecting their current systems.

Are You Successful?



One reason for the low marks that respondents give their lead-management system is likely due to inconsistent data collection criteria and data management responsibility. More than half of respondents (56%) reported that their companies have no written objectives relating to lead collection (see chart, p. 10). In addition, only 53 percent have an established procedure in place at every step of the lead-management continuum—from collection to closure. So it’s important to note that not only do clients need to establish clear-cut guidelines for collecting such data, but they also need to ensure that “pre-qualifying” parameters are in place before the start of the event, in order to ensure that the most-qualified leads get to the sales staff first.

Do You Have Written Lead-Collection Objectives?



Lead Collection and Valuation

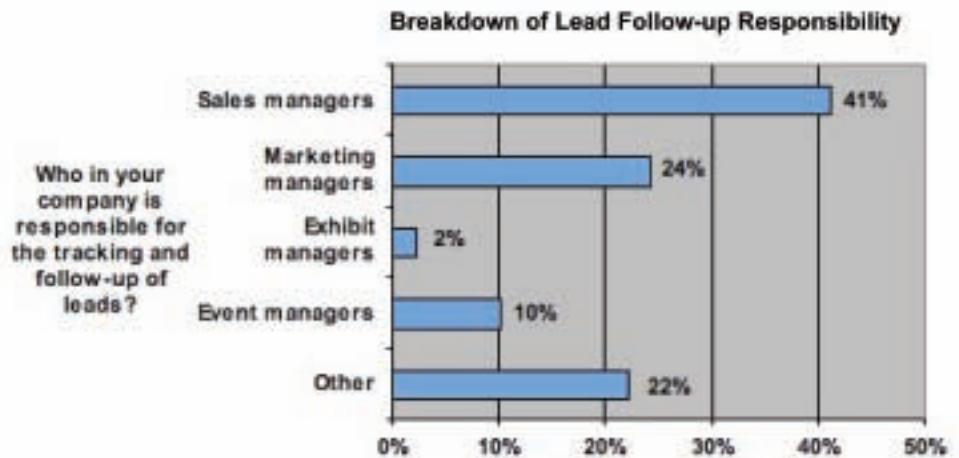
When asked what data they collect from their leads, most companies said they collect names (29%), contact information (29%), and e-mail addresses (25%), with slightly fewer asking product/buying questions (20%) (see chart, below). Only a few companies (3%) ask non-product lifestyle questions.

Most marketers with lead-management programs act on their leads quickly, the study found. The largest pool of respondents (33%) analyzes and distributes leads within a week of the event, while a quarter distribute them within 3 days. Fourteen percent take action within 24 hours of collection.

What Information Do You Collect?

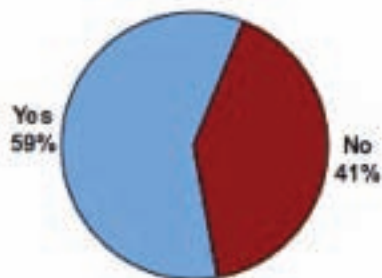


At most companies surveyed, the sales department is responsible for following up on event leads (41%), followed by marketing managers (24%), event managers (10%) and exhibit managers (2%) (see chart, p. 11). Leads are qualified based on attendees' responses to pre-selected questions posed either during the registration process or at event sign-in. The sales and marketing team must coordinate the questions to produce the best possible picture of the sales prospect.



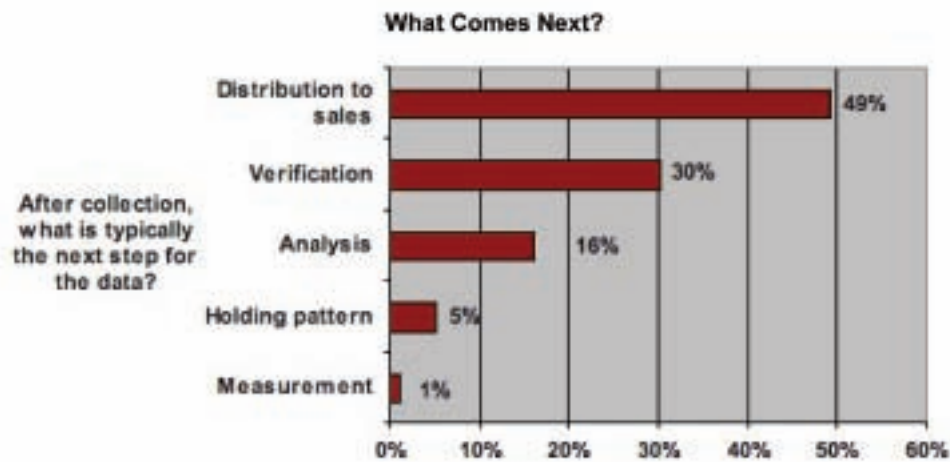
Most companies report measuring the quality of leads (59%) as opposed to the quantity of leads (41%). But interestingly, when asked to rank which lead analysis criteria they use most to evaluate the performance of an event, “total leads collected” and “total qualified leads collected” were virtually tied for number one, at 36 percent and 37 percent, respectively.

Do You Measure Quality Over Quantity?

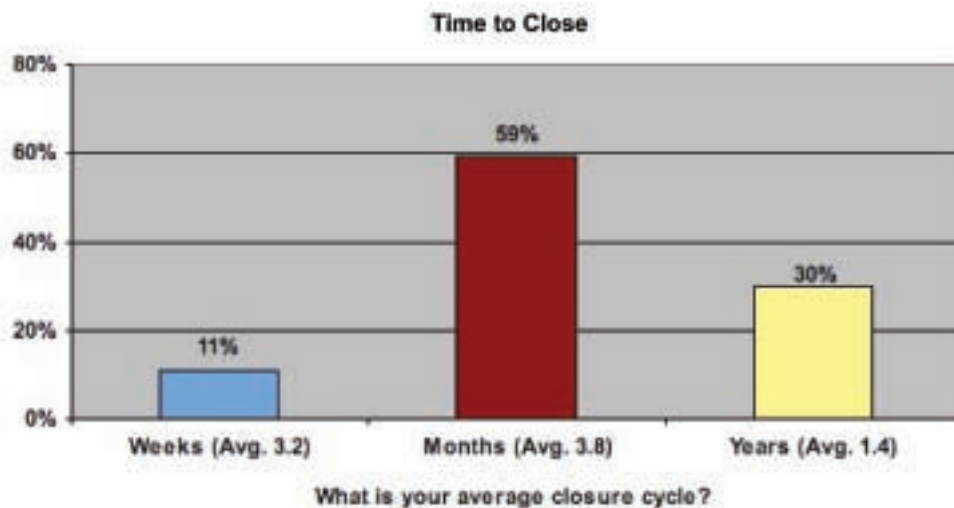


Lead Engagement and Closure

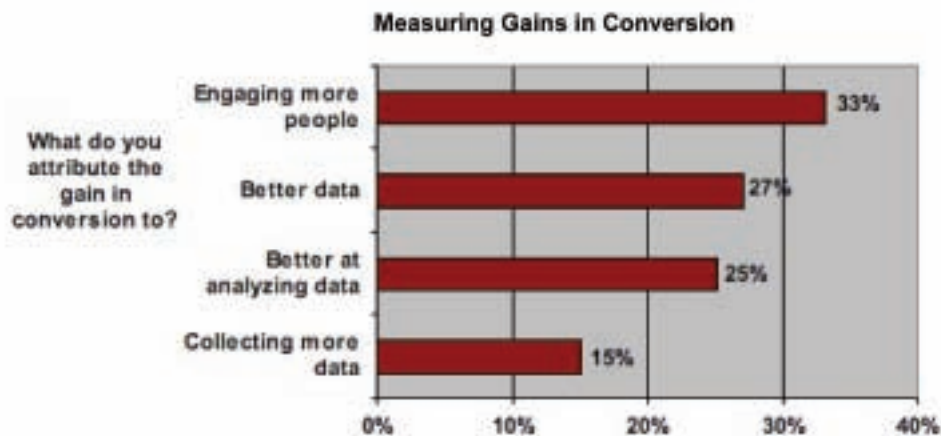
In terms of process, most companies with lead management programs first pass leads to the sales department (49%), while 30 percent verify the leads before taking further action (see chart, p. 12). Further, 16 percent analyze the leads first, followed by 5 percent who place them in “a holding pattern” pending further action.



Most companies manage leads to closure within months of the event (59%), with an average window of 3.8 months from collection to closure (see chart, below). Nearly a third of companies (30%) have a longer closure horizon, managing leads to closure over a year, with an average closure window of 1.4 years. About one in ten marketers (11%) manage leads to closure within weeks of collection, with an average closure window of 3.2 weeks. Interestingly, nearly half of respondents (45%) say the closure window average is “getting better,” while 55 percent say it is not improving.



When asked to attribute gains in conversion, most respondents cited “engaging more people” at events (33%), followed by “gathering better data” (27%), “better data analysis” (25%), and then “gathering more data” (15%).



Benchmarking Best Practices in Lead Management

EMI interviewed executives at a variety of corporations and supplier organizations to identify best practices in successful event lead management. From the responses and feedback gathered, EMI identified seven corporations representing a variety of industries whose lead management practices have been deemed highly satisfactory both to the event team and to their senior management. Their lead management programs are featured as case studies at the end of this report.

Summary of Findings

Analysis of the various aspects of these seven successful lead-management programs reveals that although each company has created its own customized methodology, there are several common attributes that these successful programs share. These attributes, compiled below, represent best practices that can be employed by other corporations to improve the efficiency of their own lead-management programs.

12 Steps to a Successful Lead-Management Program

1. Define Key Performance Metric(s)

At the core of each of these successful programs is determining the yardstick that provides a meaningful way to gauge the performance of the event program. Performance metrics can include closed sales, appointments set, or the number of qualified leads, among others.

Different companies choose to measure event performance and lead productivity based on their product, market segment and internal processes. Many of the companies surveyed, including Gateway, track their leads to closed sales. Others, including Cardinal Health, measure effectiveness in terms of qualified leads generated. (Cardinal Health adopted this methodology because closing a sale on its large-scale capital equipment requires multiple touches—leading to the determination that a closed sale cannot fairly be attributed to an event).

So, regardless of the metric adopted, it is imperative that all stakeholders within a company agree that the chosen measurement methodology is valid, meaningful and relevant.

2. Establish Set Method of Lead Capture and Distribution

All of the corporations examined for this report have a system in place that facilitates immediate input, rating and distribution of leads collected at events. The same system is used consistently at all events. The outcome is that leads are keyed in, reviewed and pushed on to the next step within three to five days of the close of the event.

BASF, for instance, qualifies its visitors before scanning the data into the system. “We collect qualified leads, not contacts,” says Janet Johnson, the company’s sales and trade promotions manager. There’s a difference.

Many of the companies interviewed rely on an outside lead-retrieval supplier to process the data and create event-specific reports. EMI also found that it is less important whether leads are collected by hand, electronically or through a combination of the two, than it is that the leads are handled immediately.

Once again, this is an aspect of the event-marketing program that must be decided case-by-case based on the specific product, audience and organization culture. In many cases, electronic lead capture is preferable because it expedites the process by eliminating the need to key-in data later. On the other hand, several of the marketers interviewed felt that having a conversation around a terminal or hand-held device can be awkward and less conducive to relationship building.

Each of the interviewed companies also has an established format for lead distribution. Typically, distribution is handled by uploading the leads to the company’s CRM system, which automatically pushes the leads to the appropriate sales manager or sales rep. Other companies use alternative methods of delivery, such as e-mail. The mode of delivery is always based on the preference of the sales team.

At FedEx, for example, leads are forwarded from trade shows to inside sales reps for re-qualification. From there, they are entered into the corporate lead-tracking database and assigned to specific operating companies and reps. “Everyone knows what the next step is throughout the process,” says Camille Ellison, FedEx’s marketing program manager.

3. Ask Targeted Questions

When mining for prospective leads, ask a range of key questions, including demographics, product interest, buying timeframe, and anything else that helps facilitate the sales process. “We ask questions that help us assign each lead to the right department for follow-up,” says the senior director of corporate events at Symbol Technologies. Based on the answers to these questions, Symbol marks the lead for further contact or assigns it to inside sales, outside sales or a channel partner. (Channel partner assignments are made based on a match with the partner’s skill set or geographic location.)

4. Keep Data Consistent

The marketers interviewed reported that contact and survey data collected at events is most actionable by the sales force when it is consistent in content and format with the data that sales receives from other lead sources such as online and telemarketing.

The companies highlighted in this report have taken many different routes to meet this objective. The U.S. Postal Service set up its lead management system to mirror the data and format of its proprietary CRM system. Websense took the opposite route: the questionnaire developed as its trade show lead form was adopted companywide as the standard lead qualification form. Therefore, what is important is that sales and event marketing staff use a consistent data set and format, not which department created the form.

5. Pass “A” Leads Directly to Sales

All of the companies interviewed have a qualification system that enables them to accurately rate leads (i.e. hot, warm, cold or A, B, C). The most qualified leads are given to sales, while the second-tier leads are put into a marketing channel or given to telemarketing for further development. These standards are not “industry standards” but instead are determined by each company based on their internal systems.

Cardinal Health reports that since implementing this system, it has passed fewer total leads on to sales. What’s more, since all the event-marketing leads they now receive are highly qualified, sales follows up on them all—something they did not do before the rating system.

If your sales team can focus on and fully engage qualified leads, they have an improved ability to more accurately predict purchase intent.

6. Conduct Surveys, Audits

Conducting audits and on-site surveys of attendees, along with pre- and post-event surveys, can provide a font of quantitative and qualitative data on attendees, including: traffic count, interests, message retention, movement on the show floor and time spent at each location. This data will prove invaluable in formulating a genuine assessment of your event performance and its ROI.

In addition, another measurement tool is a competitive audit, which will enable you to discreetly study your competitors’ event performance against certain metrics to better calculate your own share of voice (SOV) in the marketplace

7. Install Tracking System

An effective measurement tool that many of the companies interviewed utilize is the insertion of a code into every lead data file. This code then enables staff to trace the lead back to the event from which it originated. This enables the event team to run reports that track the status of individual leads and run cumulative show, quarterly and annual reports.

8. Increase Sales Management Involvement

In the successful programs studied, event leads are merged into the standard sales process and the sales team is required to supply updated contact notes to sales management through the company's standard reporting process. Also, sales management is responsible for monitoring the progress on the leads and reassigns leads that are not being followed up on.

"Get out of your box and reach other parts of your organization," says Xerox's Stevens. At Xerox, event marketers work closely with the inside sales department to develop and refine the lead-management system on an ongoing basis. "It's been an evolution, and it's going to keep evolving," he adds.

This participation by sales management is crucial if your event team is expected to track its leads through to closed sales because without the support of sales management, the event team has no leverage to ensure that the leads it has generated are being acted on.

9. Accelerate Action on Leads

Keep prospects interested by striking while the iron is hot. In most cases, leads are distributed to sales within three to five days, with a follow-up touch from sales occurring within an additional three to five days. With competitors swarming around, often the sooner you make contact with leads, the better.

BASF expedites response by using its lead system to generate e-mails to prospects. Each message includes links to the specific information that the individual requested.

On the other hand, Xerox posts leads to a Web site and gives resellers a set period of time to respond. If they don't make progress within a certain time frame, the lead is given to someone else.

Symbol requires that channel partners receiving leads report back on a monthly and quarterly basis to monitor progress and the closure rate.

10. Standardize Ongoing Reporting

Overall, the marketers studied create regular reports to track the status of their leads and to calculate updated sales and ROI numbers. Marketers use these reports to justify the value of their programs and to evaluate which events should be dropped and which events the company should make a priority.

Typically, reports are created for both individual shows and for the overall program. Report intervals vary based on the needs of the company. Based on the company's typical sales cycle, a single event may be tracked for several years to calculate an accurate ROI.

You can also use your company database to identify new opportunities. "By consolidating our data we are able to dig deeper into the leads," says FedEx's Ellison. "We identify what additional services we can sell them and opportunities for other FedEx operating companies."

11. Media Influence

Events, by their very nature, often attract traditional media—including print, TV and radio journalists—as well as non-traditional reporters, such as bloggers and Web-based news/entertainment outlets. Since garnering positive press about your company, product or service is the goal, it makes good business sense to track your event media relations spending, particularly if "awareness", or lead acquisition, is the objective.

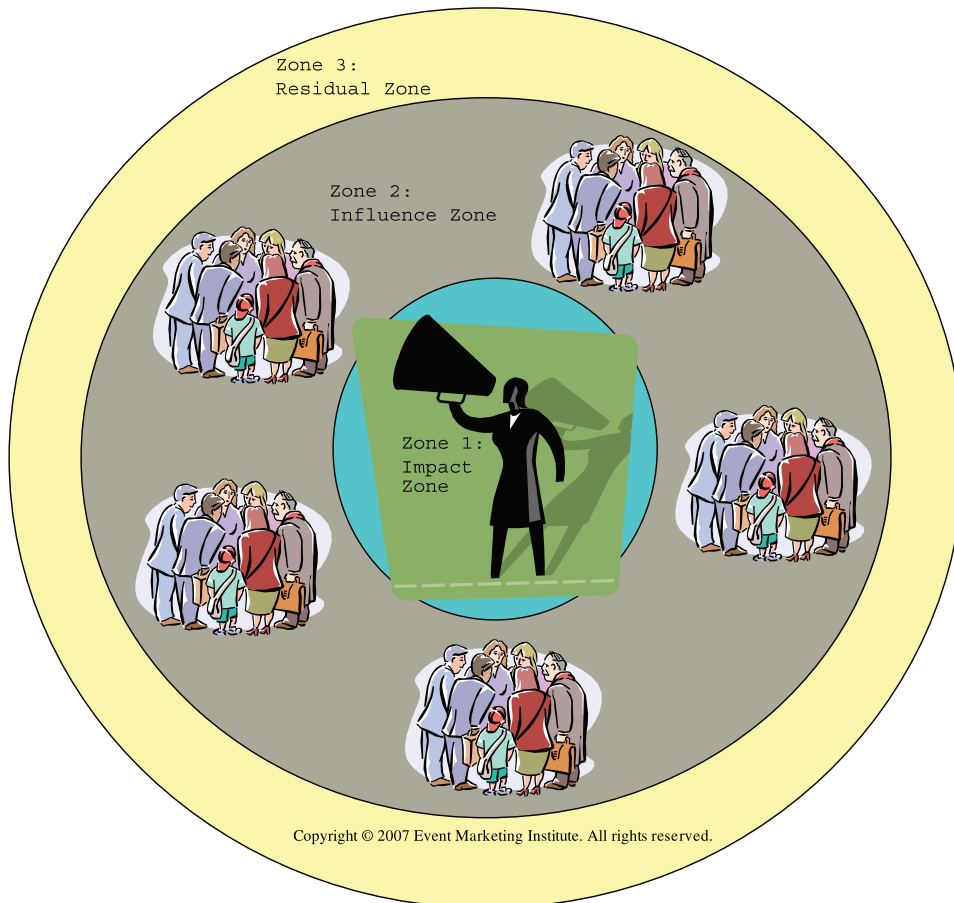
You can attach a value to your media outlay by evaluating its success against certain metrics, such as number of media impressions, outside requests for sales information, paid advertising equivalency, and actual sales.

12. Brand Loyalty and WOM

Using the audit and survey data you have accumulated, it is important to assess the psychological impact your event had on your visitors/attendees. The reason: such information can serve as a window into the minds of your attendees to gauge their interaction with your brand at the event and help predict their future brand awareness/loyalty.

In other words, knowing what your attendees thought of your event is a good indicator of what they will do with that information. An exclusive EMI study on word of mouth marketing, *The Viral Impact of Events*, found that 78 percent of attendees went on to tell friends and family about an event they had attended; 90 percent of them did so within two days of the event; and 69% mentioned the event sponsor. Moreover, the study found that people were often motivated to purchase a product or service after receiving a recommendation about it from a friend or family member.

This process is part of the three Zones of Influence: Impact Zone—initial contact with attendees at an event; Influence Zone—indirect contact with many other non-attendees via the power of WOM, which effectively widens your message reach while lowering your “cost-per-touch” (helping you better calculate ROI); and Residual Zone—where engagements with the first two zones are extended beyond the event. The latter step is a critical one in fostering an ongoing connection between brand and consumer—one that cannot be fulfilled without a feedback mechanism in place for attendees to continue communicating with the company and with each other.



Summary

The old adage, “You can’t know where you’re going if you don’t know where you’ve been,” is certainly apropos when it comes to measurement of the marketing mix. Events are one element in a complex marketing campaign that can contain many marketing elements.

However, as this study has shown, events have earned their stripes as an effective, measurable way to achieve a variety of business objectives, including brand loyalty, increased market share, and sales growth. Of course, lead generation is a critical driver of that growth. And while lead management is one of the easiest objectives to measure, it is also one of the most important. But rather than simply focusing on the quantity of leads, marketers must have a system in place to segregate qualified leads from all the others, and be able to act on those key leads quickly.

Being able to implement the lead management and measurement best practices we have outlined in this report in partnership with your other marketing vehicles is essential to creating a comprehensive, holistic approach to measurement.

In this way, data is shared across departments to more effectively and efficiently determine whether the established benchmarks were met, and what, if any, changes should be made going forward to ensure a more successful event in the future. The end result is a better accounting of your actual event ROI and increased revenue—both of which will be viewed favorably by corporate management.

In our next installment, we will more closely examine the equally important measurement options of awareness, loyalty and relationship-building

CASE STUDIES

CASE STUDY I: PROFILE: CARDINAL HEALTH

JENNIFER SIPPLE, TRADE-SHOW MANAGER

Prior to implementing its current lead management strategy, Cardinal Health had provided its sales staff with many leads, but most were not properly qualified. It was very difficult to follow up on all the leads and many were not effective sales targets.

Since implementing a new lead collection strategy and methodology for the Clinical Technology and Service segment's 40 annual shows in 2006, the company has collected fewer total names, but every contact that gets passed on to sales is highly qualified.

"Sales previously viewed trade show leads as not the best use of their time. Now each sales person only gets two or three leads, which they know are good, so they follow up on all of them," says Jennifer Sipple, Manager, Trade Shows.

The program has been so successful for this segment that Cardinal Health is looking to roll it out to all trade shows in which the company participates.

Lead capture mechanism: Electronic via customized product from third party (Capture Technologies). Badges are scanned for demographic information. Qualifying information is collected via customized survey questions. Product information is tailored for each show.

Survey creation: Sales and marketing participated in the design of the survey to ensure that the information gathered would be the most pertinent for the salesperson following up.

Follow-up time frame: Within one week.

Post-show general outreach: Visitors receive an e-mail via an automated system connected to the lead-capture mechanism. The e-mails contain overview content and direct links to any product information requested.

"A" lead outreach: "A" leads are contacted by a member of the sales team within ten business days.

Lead qualification: Leads are sorted by level of interest, timeframe of purchase and interest in speaking to sales. Only "A" leads that request to be contacted by sales are forwarded to sales. Others are added to the marketing database.

Lead distribution: "A" leads requesting follow-up are distributed to sales based on territories. Leads are delivered to the sales force via e-mail, as the sales force finds this the easiest notification mechanism.

Reporting back: This division of Cardinal Health primarily sells capital equipment that requires long lead times and multiple touches to sell. It does not consider any sale to be wholly the result of a trade show lead, and has chosen not to measure sales in relation to its shows. It does not require sales to make reports on the status of the trade show leads.

Measurement:

- Cardinal Health sets its target number of high-quality leads for each show as a pre-determined percentage increase versus the number of leads collected at the same show the previous year.
- Cardinal Health looks at its trade shows as an impression-generating media rather than a sales-generating activity.
- Via in-exhibit surveys, Cardinal Health also measures the effectiveness of its theater presentations, the familiarity of the audience with Cardinal Health products prior to visiting the exhibit and number of new e-mail newsletter subscribers recruited.

CASE STUDY II: PROFILE: CHASE

LINDA SKELCY, VP, NATIONAL BUILDER MARKETING

Chase's approach to exhibiting at industry events for the national builder market is all about collecting quality information. "A lot of good information up front opens conversations. Sales doesn't have to explore a lot and the prospect really gets a personal touch from us," says Linda Skelcy, VP of national builder marketing.

Creating an environment conducive to this level of conversation meant eliminating games and gimmicks from the exhibit. But the payoff has been huge: a slight decrease in total visitors but an increase in the number of qualified prospects. "We're now able to focus our attention on our prospects," says Skelcy.

Lead capture mechanism: Custom electronic interface driven by software developed by Chase. The system captures the demographic information from attendee badges then uses a touchscreen to ask additional questions regarding both the visitor and the industry. Pertinent additional information is added by the booth staff.

Survey creation: Sales participated in the development of the survey to ensure that the data collected would give them the information necessary to immediately initiate a relevant dialog with the prospect.

Lead qualification: Only contacts that are qualified prospects (developers and builders) with current projects are considered leads.

Lead distribution: Leads are assigned to a divisional relationship manager. Based on the size and type of project, the divisional relationship manager matches each lead one-to-one with a sales professional who possesses the proper experience and knowledge for that client. Chase is currently running trials of two different systems for lead distribution: via an external vendor and via Chase's proprietary CRM system.

Follow-up time frame: The first touch occurs in two to five business days.

Post-show outreach: The first touch is a written thank you on letterhead signed by the relationship manager who will be following up. Second, third and fourth touches may be a combination of postcards, phone calls and campaign pieces—the goal being to schedule an appointment within 30 days.

Reporting back: Chase currently has no automated system in place for the sales people to report back on the status of the leads. Automated lead distribution coupled with a report-back system is part of the trial.

Measurement:

- Chase sets its goal for the number of leads targeted for collection at each show based on a certain percentage of all attendees. However, the focus is on collecting quality leads, not on the total number of contacts.
- Chase evaluates its success based on the number of "A" leads collected at each show.
- The Chase analytical team monitors the market where each show is held to see if there is an increase in business in that region 30, 60, and 90 days after the show.

Chase also puts a priority on creating brand awareness and demonstrating its support of the industry and host associations, as well as the NAHB (National Association of Home Builders)

CASE STUDY III: PROFILE: WEBSense

HEATHER CLINE, MANAGER, EVENTS

The development of the Websense lead questionnaire was a team effort. Event manager Heather Cline consulted the sales force, sales management, channel marketing and the senior VP of sales to ensure that the information collected would meet all constituents' needs. The resulting questionnaire was so effective that it has now been adopted companywide as the official lead qualification form—and is being used for online promotions, Webcasts and other marketing activities. Cline also creates a report of her results that

highlights show trends, which is presented to upper management. “Now they see the value of trade shows,” she says.

Lead capture mechanism: Electronic scan (typically via the show lead system) supplemented with handwritten notes. Additional questions are created based on the specific show and target audience. An outside vendor (ShowValue) processes the input to generate a data file and report.

Survey creation: Representatives from sales management, the sales force and channel participated in the development of the survey by sharing the specific information they preferred to receive. The survey was also reviewed by the senior VP of sales and other senior-level directors.

Follow-up time frame: Within one week.

Lead qualification: Websense sorts its leads into “buckets” based on qualification. Those classified as “marketing contact” are nurtured, “qualified leads” are forwarded to tele-marketing, and “hot leads” go directly to the sales force.

Lead distribution: Hot leads are uploaded into the CRM system (salesforce.com), which automatically tags them by region and pushes them out to the appropriate salesperson.

Post-show general outreach: Outreach is customized by “bucket.”

“A” lead outreach: Immediate contact by sales.

Reporting back: Each sales person has 48 hours to contact the lead. Once contact is made, the sales person e-mails notification back to their supervisor.

Measurement:

- Goals for the number of leads generated are set based on the number of attendees at each show—usually an increase of 15-20 percent versus the same show the previous year.
- Quantity of leads in each bucket, compared with numbers from the same show the previous year.
- Because sales require multiple touches, Websense tracks its closed business, but does not track sales against the specific events.
- Quarterly, annual and show-specific trends reports are prepared by an outside vendor (ShowValue).

CASE STUDY IV: PROFILE: GATEWAY

RICK JAEGER, SENIOR MARKETING MANAGER, BRAND EXPERIENCE

Gateway distributes and tracks its trade show-lead data through the company’s CRM system. The outcome is push-button reporting that Gateway uses to justify its participation, plan future activities and quantify ROI. However, even with an excellent system in place, there are still challenges. “I can’t say it was a great show until the leads are closed and I can’t control sales’ participation,” says Rick Jaeger, Senior Marketing Manager, Brand Experience.

Jaeger says he has overcome this by taking a vested interest—and participating actively in the process—once the leads go to the sales force. “If I don’t see movement I send a friendly reminder. After a couple of times, I notify the manager,” he says. The result is that very few leads are neglected and Jaeger is able to quantify the outcome of his efforts.

Lead capture mechanism: Leads are collected either manually, electronically or through a combination of the two. Whenever possible, leads are recorded on Gateway’s own tablet PCs. Leads are given a source code so they can be tracked back to the event. Gateway sometimes uses outsource booth ambassadors to do the initial qualification before passing the qualified leads on to the sales force.

Survey creation: Gateway collects the information required by the CRM system plus approximately eight qualifying questions, which are tailored to each event.

Follow-up time frame: Within one week.

Lead qualification: Leads are coded as hot, warm, cool, etc. They are followed up on by an outside team first before being handed over to the inside team.

Lead distribution: Hot leads are inputted into the CRM system (salesforce.com). In the

CRM system, they are sorted by market segment and territory with the event at which the lead was taken integrated into the record for tracking purposes. The CRM system automatically pushes the leads to the appropriate salesperson.

Post-show general outreach: Outreach is conducted via e-mail.

“A” lead outreach: A phone call from a member of the sales team.

Reporting back: Sales contact with prospects can be traced through the CRM system. If the senior marketing manager doesn’t see movement, he sends an e-mail reminder to the sales person. If there is still no response after two e-mails, the sales person’s manager is notified.

Measurement:

- Gateway sets goals for the number of leads it hopes to generate from each of its shows based on historical data.
- The senior marketing manager pulls weekly reports from the CRM system to monitor progress. The reports can be run for the overall program or by show, and follow each prospect from lead to contact to opportunity, to quote-out, to dollars closed.
- Gateway also calculates the percentage of revenue generated from trade show leads, the close ratio and the cost per lead.
- The information from the reports is also used to help create the plan for the following year in terms of which shows perform best, which shows are too expensive relative to the return, and which shows need greater investment (usually in staff) to pay off to their maximum potential.

CASE STUDY V: PROFILE: U.S. POSTAL SERVICE

JOSEPH PORPORINO, CUSTOMER AND INDUSTRY MARKETING

The U.S. Postal Service has the full cooperation of the sales force as it tracks the ROI from each show it attends. This was achieved by integrating trade show lead management and tracking with the Postal Services’ existing CRM system. “Because we use their (the sales organization’s) system, we have the regional sales managers’ support in making sure the leads get followed up on,” says Joseph Porporino, customer and industry marketing, USPS.

Lead capture mechanism: Leads are scanned via the show’s lead system. Reps speak with prospects, then record written notes. The data is accumulated in a file, reviewed, and then uploaded into the CRM system. Each lead is assigned a code that identifies the show and year at which it originated.

Survey creation: The survey information is in the identical format as the CRM system—ensuring that the leads are actionable by sales.

Lead qualification: Each lead is assessed as either “hot,” “warm,” or a marketing contact.

Lead distribution: The CRM system automatically pushes hot leads to the appropriate geographic territory and regional manager. Then the regional manager assigns the lead to a specific sales team member.

Follow-up timeframe: Leads complete travel from show floor to sales within 72 hours. Prospects are contacted by sales within one week.

Post-show general outreach: “Thank you for visiting” e-mail.

“A” lead outreach: Contact by sales.

Reporting back: The salesperson follows up on the lead, then records contact notes (calls, meetings and actions) and an estimate of potential annual revenue in the CRM system. The regional manager tracks the activity and makes sure all leads are being pursued. Trade show leads are given codes that identify which show and year they were generated to facilitate tracking.

Measurement:

- The assigned codes facilitate the generation of reports that track the status of leads from specific shows as well as of the entire program.
- When a lead closes the salesperson enters the dollar value of that sale into the system.
- Monthly reports are run to see what sales have closed—calculating both a total dollar value YTD for the entire program and totals for each individual show over the past two years.
- Results from previous years are used as benchmarks that the trade show team uses to improve upon by adjusting the other elements of its trade show marketing programs.

CASE STUDY VI: PROFILE: PROCORE TECHNOLOGIES
STEVE ZAHM, PRESIDENT

Procore Technologies' goal for its trade shows is to push prospects as far down the sales funnel as possible. "We want to leave the show with as many appointments for online demos as possible," says Steve Zahm, president of the online construction project management software company. To facilitate this, the company tries to set up meetings and trials right from the show floor—then uses its CRM system to do the follow-up and tracking.

Lead capture mechanism: Badges are swiped electronically and attached to a lead card with standard survey questions. Electronic and hand-written notes are combined in a database, and reviewed each night (supplier: ShowValue). Daily reports are generated and data is uploaded to the Procore CRM system (salesforce.com). The process was developed with the help of Articulate Creative which helps manage the Procore trade show marketing program.

Survey creation: The survey was created to mirror the data required in the CRM system.

Lead qualification: Contacts are rated as "Prospect," "Cultivate" or "Meeting Scheduled."

Lead distribution: The CRM system automatically distributes the leads based on territory.

Follow-up time frame: The sales force tries to reach each contact to schedule a meeting within three days.

Post-show general outreach/"A" lead outreach: All visitors receive a customized thank you e-mail informing them what the next step in the process will be.

Reporting back: Sales inputs its contact notes, updates and closed prospects into the CRM system, which facilitates the generation of overall and show-specific reports.

Measurement:

- Procore measures the numbers of meetings set from the show floor, the number of meetings set as the result of contact on the show floor, the number of meetings held, the number of 30-day product trials generated and the number of closed sales.
- The data is used to evaluate the quality of the audience at specific events and which events are worth returning to.

CASE STUDY VII: PROFILE: KONICA MINOLTA

Konica Minolta created its own proprietary system to track leads based on a challenge from senior management to begin determining ROI for its marketing spend or risk having funding pulled. The Web-based InCommand proprietary lead-management system (see accompanying InCommand process map) is now used as the centralized repository for all leads—not just at events, but also for direct mail, direct response, and other media—within the company's business technologies (office equipment) subsidiary. The tool can scrub and format leads, select the most appropriate salesperson to forward them to, and follow up on the follow-up. If a salesperson routinely ignores fresh leads after several reminders, the system simply adapts and forwards them to someone else.

Lead capture mechanism: InCommand is a centralized repository for customer contacts, a robust Web-based tool that's a feed point for pretty much everything the company does from a corporate marketing standpoint. Lead generation, appointment setting, trade shows, 1-800 numbers, direct mail campaigns, e-mail campaigns, jump sites, Web search engines—anywhere where the customer can get in touch with us feeds this tool. With this system, the customer no longer sits. After events, data zaps leads into the system, they're distributed, and within 24 hours of distributing them, the brand knows how many have been viewed and how many have not. There are embedded cookies in this technology whereby if the sales rep doesn't look at a lead, marketing is notified.

Survey creation: Consistent questions on the same forms across all inquiry channels. Reason: because when you begin to deviate, the value of that opportunity can lose its value in terms of delivering consistent data to salespeople. "We don't try to deliver too much, because when you deliver too much to a salesperson they tend to get lost."

Lead qualification: A color-coding system depending on how a prospect answers certain questions—whether they're a decision-maker, if they have a budget, if they want to buy in less than 30 days—there are alphanumeric values assigned to the lead, which dictates a score. The score goes onto a grid, which allows the event group to append a sense of urgency behind certain types of leads and not so much urgency behind others.

Lead distribution: The CRM system automatically distributes the leads based on territory, by ZIP code.

Follow-up time frame: Within one week of delivery of lead to sales rep.

Reporting back: Within a week's time, the company knows the status of all appointments—and the status of 30-, 60-, and 90-day pipeline from an event.

Measurement:

- Konica Minolta measures closure rates by sales rep, and matches the opportunities to events and other inquiry sources (1-800 numbers, Web, etc.)
- The data is used to compare performance across all marketing channels and to make decisions about where to increase and reduce investment.

CASE STUDY VIII: PROFILE: HEWLETT-PACKARD

ROB ASTON, MANAGER, BRAND AND CORPORATE MARKETING: PERFORMANCE MEASUREMENT PROGRAM

For HP and other companies, the impetus to develop and implement a global performance measurement program was the need to justify the cost of your events. Companies designate, on average, 19 percent of their marketing budget on trade shows and executive events. Therefore, it is mission critical that the event-marketing manager be able to report a return on their company's investment.

There are three types of measurement outcomes: ROI (return on investment), ROO (return on objectives) and ROMI (return on marketing investments); all three are important. It is imperative that you are able to articulate your performance in business language to establish credibility and for management and stakeholders to understand and accept your results.

Success Test – Performance measurement questions to ask yourself before planning an event or trade show:

1. What are our event performance inhibitors and influencers?

ex: One of the biggest inhibitors is budget.

ex: The biggest influencers on performance is who shows up.

(Need to make sure we attract the "right" audience. This tells you that a lot of work on the target audience (who you invite) has to be done in the planning stages of the event).

- A.** Proprietary (or private) events: these are events managed by HP w/attendees invited by HP
- B.** Trade Shows and exhibitions: these are events managed by private companies or associations and are open to the general business public

- C. Events and trade shows come in two flavors: lead-generating and non-lead generating
- 2. **What outcomes can we control?**
- 3. **How can we better report the value of my events in business language (ROI, ROO, ROMI)**
- 4. **How can we get an increased return on HP's events?**
- 5. **How can we increase the number of qualified leads or how can we increase the number of qualified leads selected for the sales pipeline? (qualified leads point directly to sales revenue)**
- 6. **Should we hold this same event next year?**

HP's Global Performance Measurement Program – Six Metrics (performance objectives) We Measure Against:

- 1. **Inquiry/response and qualified leads (sale pipeline lead)... what product, solution or services is the visitor, prospect or customer interested in?**
- 2. **Did we accelerate the sales cycle?**
 - A. How did visitors learn of our presence at the show?
 - B. What did they learn? etc. – “The plan is to move visitors from awareness to interest.”
- 3. **Communicating Strategies: “We need to know if the messages we communicated were:”**
 - A. Received?
 - B. Understood?
 - C. Believed?
 - D. Relevant?
 - E. Valued?
 - F. Retained?
 - G. Acted upon?
- 4. **Improving brand awareness**
- 5. **Improving relationships with existing clients or fostering new relationships with prospects**
- 6. **Demonstrating the benefits of your product, solutions or services—we can do this using a 1-5 scale, for example (1 = low, 5 = high)**

Customer Experience Architecture:

All of the above-mentioned metrics relate to the customer experience, which can be active or passive participation from your visitors.

Active – off-floor activities, meetings etc.; education: new product demos, etc.

Passive – the environment, the venue, the site, aesthetics, signage, etc. Passive is related to attraction or audience acquisition i.e. pre-show marketing, giveaways, etc.

“All performance measurement is meant to measure how well you delivered the customer experience. At HP, global event-marketing managers—through training and experience—have become experts at data collection and application. It’s not enough to just collect the data, but it is more important how we apply it. How do we analyze and interpret the response data? It is imperative that we understand what all it all means relative to supporting performance-improvement efforts.

“We use this data for performance improvement...to make better, more accurate, data-based decisions.” (use the data to generate various performance results reports).

Key Points to Remember: The first step in creating an effective performance measurement program is to “agree on the metrics up-front (well defined outcome) with stakeholders.

HP has a database of more than 1,000 events and trade shows worldwide that it has measured since it instituted its Global Performance Measurement Program in 2003. “We can look at all the data globally and determine “the all-show or event-average results”—a type of benchmarking it uses to better understand event performance for each outcome.

Leads are categorized as A, B, C and D, with A leads being those prospects or customers looking to buy immediately, and D leads being those looking to buy more than a year out.

Align your “buying cycle” with your events. Note—calling it a buying cycle instead of a sales cycle makes it seem less presumptive to prospects. Aligning the buying cycle with the event is critical to take advantage of any opportunities that present themselves at the event.

ex: You might use road shows if your goal is to move prospects from interest to consideration.

ex: You might hold an executive summit if your goal is to move prospects from consideration to preference.

In the final analysis, all of the performance measurement is “reported as expense-to-revenue.” (Can’t use actual sales numbers, but you can use sales projection results). All events/trade shows should use “projected revenue”; in some cases, post-show sales opportunities could take up to three years to close.

HP usually measures 127 events and trade shows annually (although if you include individual road-show-city stops, the number would increase significantly). HP utilizes all types of technology including RFID tracking and videotaping, as well as pre-, on-site and post-event surveys to collect its events and trade show performance data.

In some reported cases, the industry average spent on performance measurement is about two percent of your event or trade show budget.

With rising fuel costs and current global economic conditions, HP anticipates the number of trade shows in the industry as a whole may decline in some cases. It also expects event budgets will also get reduced in light of these conditions. “That’s why it’s so important to measure your event performance to ensure that you are selecting the ‘right’ events and getting the best bang for your buck. According to a recent study, marketers who measure their events are more likely to receive a budget increase than those who do not measure,” HP’s Aston said.

CASE STUDY IX: PROFILE: Marketech

Marc L. Goldberg, CME, partner and founder

Our approach to measurement is as follows:

1. Measurement helps event marketers make better decisions by evaluating what worked and what didn't work
2. Measurement helps event marketers understand if the strategies they developed and the tactics they used to achieve those strategies indeed were effective
3. Measurement allows management to understand the value of event marketing
4. We look at measurement as a solution to answer the question, "what do you want or need to know" to determine if the event is an effective part of the marketing mix
5. There is no cookie-cutter solution. Each solution is a function of "what the client wants or needs to know." It might be a competitive audit, it might be affinity tracking (exit interviewing), it might be quantitative analysis (cost per visitor reached, audience interest, customer journey analysis) or even focus groups.

Our approach also entails a pre-event period of discovery to understand the entire event objectives, strategies and tactics so that after we conduct the measurement we can most effectively conduct a post event debrief with the client, so it is a three step approach – pre-event discovery or analysis, at-event measurement, post event report and debrief.

"When most metrics are reported, they are just numbers with charts and graphs. We provide an interpretation with observations and recommendations," says Goldberg. "We do not use much high-tech. At many events, they are using video and RFID, but we use the old-fashioned, but very reliable approaches to capture our observations and attendee responses."

We also provide more than numbers in our metrics. Because all of the principals in EA/Marketech have event-industry experience, we provide the result, but also deliver observations and recommendations to address any issues that the metrics highlight.

Measuring Events in the Marketing Mix

How Lead Management Can Better Focus Your Follow-up Efforts and Provide Higher Returns

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