



# ROI of the Event Service Professional

## ESPA's Guide to Showcasing the Impact and Value of Event Services

After the sales team secures an event booking, the event team takes the lead to serve the clients over the long haul. Event service professionals work with the client to ensure an excellent experience, to showcase their destination or venue's brand in the most positive way, and ultimately rebook the business.

The goal of this guide is to help the Event Service Professional develop a quantitative way to measure, explain and showcase the value and breadth of the services they provide. It presents an array of ideas on data to curate and share with their management and stakeholders. It is a tool to help event service professionals measure their magic!

*The following measurements are the result of information reported by ESPA member CVB, Convention Center and Hotel Service departments. This is an extensive list of best practices for methods of measurement which may be used and adapted based upon your organization's structure and priorities. This is a living document and will evolve; it is not assumed to be all-inclusive. ESPA welcomes input and suggested additions. For questions or feedback, please contact ESPA Headquarters at 609-799-3712 or [info@espaonline.org](mailto:info@espaonline.org).*

# Convention & Visitors Bureau (CVB) Measurements

## Performance Measurements

*These represent number-based or quantifiable measurements of performance.*

### WIDELY-USED METHODS

#### Post-Event Survey

- Service level as scored by clients (e.g., Manager achieves 85% or higher)
  - Utilizing number scales; less qualitative questions/responses
- Tracking number of surveys completed
- Tracking growth in survey response rate

#### Quantifying

- Repeat bookings initiated through the Services team
- The number of groups serviced along with the services that were provided
- The number of bookings that come directly to Services, i.e., the number of “assists” or “external bookings” as well as the types of services provided
- The number of partners or businesses who receive referrals or leads from both new and repeat bookings

### ADDITIONAL METHODS

#### Tracking

- The number of service referrals that turn definite for members/partners
- Offsite activities and total expenditures at those activities (work with planners to assess impacts outside of the meeting venue and hotels)
- Collecting reports of rooms booked outside the contracted event block
- Number of convention alerts sent
- The percentage of times clients respond to initial services outreach (The value of doing this is that if a CVB offers valuable services, the client will be compelled to respond. If the services are not valuable, the client may not be compelled to respond.)
- Counting/measuring traffic to landing pages or microsites provided by services team (website traffic)

#### Housing Impacts

- Tracking the number of housing reservations
- Tracking call center metrics
- Tracking overflow rooms booked

# Convention & Visitors Bureau (CVB) Measurements

## Performance Measurements

*These represent number-based or quantifiable measurements of performance.*

### Attendance Tracking

- Quantifying and reporting event attendance to include attendees, exhibitors, sponsors, etc.
- Tracking average from previous years compared to current year (e.g., delegate attendance actualized)

### Economic Impact

- Measuring the economic impact of serviced events (based on estimated economic impact at the time of booking)
- Measuring the economic impact of serviced events post-event (based on pick up)

### Goals

- Meeting/achieving pre-established repeat room night goals
- Meeting annual goals (individual and departmental) that can then be rated to determine bonuses

### Misc.

- Staffing – tracking hours and types of staffing services provided, in addition to what the CSM already provides (e.g., registration assistance)

## Activity Measurements

*These represent number-based measurements of actions or activities performed to service clients.*

### WIDELY-USED METHODS

#### Quantifying

- Report the number of leads/service requests initiated to community/partners/members
- Report the number of community/partners/members referrals initiated to clients
- Report the number of events serviced by a manager(s)
- Track activities that add to client relationship building (e.g., the number of touches with the client/# of traces in the system)

### ADDITIONAL METHODS

#### Collateral/Giveaways

- Quantifying volume of Visitor Guides, collateral and other resources distributed
- Quantifying the monetary value of the resources provided (representing savings for planners)

# Convention & Visitors Bureau (CVB) Measurements

## Activity Measurements

*These represent number-based measurements of actions or activities performed to service clients.*

### Attendance-Building

- Quantifying the number of attendance-building campaigns conducted
- Quantifying the number of micro-sites created or the number of microsite views

### Site and Planning Visits/Pre-Cons

- Track the number of planning visits led by Services
- Track the number of people per group and hours spent on the planning visits
- Track the number of promotional trips or FAMs initiated and completed by Services
- Track the number of Sales site visits attended by Services (demonstrates engagement with Sales and Services' support of the sales process and success)
- Count number of pre-cons facilitated by Services

### Communication/CRM Activities/Tasks

- Quantify member/business partner impacts
  - Capture day-to-day interaction and communication with internal and external partners (quantifying through recording activity/trace notes in database)
- Track services' activities by quantifying CRM tasks and traces
- Track services communications with the client (email volume, notes from calls, traces)
  - Provides insight into the relationship the Services Manager has with clients

### Services Personnel Professionalism

- Participation and completion of pre-determined number of educational training sessions (either online or in person) produced by ESPA or other industry organizations, specific to our field of expertise
- Participation in industry committees to expand organizational presence, while also enhancing the individual's industry knowledge and influence

### Destination Programing

- Tracking the attendance and success of Services-led programs such as destination experience and destination training, CTA, etc., which impact hospitality and overall client satisfaction
- Measuring and reporting social media metrics (comparison pre- and post-event), which ultimately demonstrate the impact on attendees' awareness of the destination

### Partner/Member Engagement

- Demonstrating impact to business partners by tracking hits to their websites
- Quantifying the number of partner meet-and-greets (important as these help with service referrals and partner retention)

# Convention & Visitors Bureau (CVB) Measurements

## Non-Numerical Methods

### WIDELY-USED METHODS

#### Client Feedback

- Collecting and presenting client testimonials and thank you letters with key leaders and stakeholders
- Strategizing and implementing efforts to increase survey response rate

#### Strengthening Member/Partner Relationships

- Initiating and reporting on face-to-face meeting interactions with members/partners
- Conducting site visits of member/partner venues, restaurants, hotels etc. to build knowledge and enhance servicing

### ADDITIONAL METHODS

#### Budget Management

- Report on effective management of budget (related to Director's role)
- Reporting inventory accuracy to demonstrate effective use of bureau's resources
- Tracking the value of in-kind contributions to the services process to demonstrate partner/member buy-in and maximize expense budget

#### Processes & Organization

- Creating, identifying and showcasing Services processes that enhance client/attendee experience
- Showcasing quality of event documents/event resumes
- Showcasing local organizing committee activity

# Convention Center / Hotel Measurements

## Performance Measurements

*These represent number-based or quantifiable measurements of performance.*

### WIDELY-USED METHODS

#### Client Surveys

- Service level as scored by clients (e.g., Services achieves 85% or higher)
  - Overall Experience or Satisfaction question - This is because the Event Manager has ultimate responsibility for event success
  - Utilizing number scales; less qualitative questions/responses
- Tracking number of surveys completed
- Tracking growth in survey response rate

#### Quantifying

- Total room nights contracted/actualized (Hotels)
- F&B contracted/actualized
- New meetings/business referrals from existing/repeat groups
- Number of repeat clients/groups who request to work with the same services professional within the organization

#### Forecasting

- Room nights forecast accuracy cumulative and/or by group
- F&B forecast accuracy cumulative and/or by group

#### Performance

- Event Specification distribution timeliness for both BEOs and Group Resume

#### Revenue Growth

- Average check growth (upselling) measured against budget
- Ancillary revenue - AV, ICW's ("in conjunction with" revenue)
- Meeting space release from definite groups (space optimization)

#### Goals

- Annual budget/revenue achievement
- Effective management of expense budget
- Meeting individual or team goals

# Convention Center / Hotel Measurements

## Performance Measurements

*These represent number-based or quantifiable measurements of performance.*

### ADDITIONAL METHODS

#### Surveys

- On-site attendee surveys conducted by venue attendants during the event using direct response technology (daily results provided to planner/client)
- Performance evaluation by third party in-house partners (Centers)
- 360-degree peer-to-peer evaluation of operational department heads or of employees (Hotel)

#### Attendance Tracking

- Quantifying and reporting event attendance to include attendees, exhibitors, volunteers, sponsors, staff, etc.
- Tracking average from previous years compared to current year, e.g., delegate attendance actualized

#### Performance

- Safety/lost time accidents

## Activity Measurements

*These represent number-based measurements of actions or activities performed to service clients.*

### WIDELY-USED METHODS

#### Service Personnel Professionalism

- Professional Development - # of completions of company-assigned and other on-line or in-person training & education

### ADDITIONAL METHODS

#### Site and Planning Visits/Pre-Cons

- Track the number of planning visits led by Services
- Track number of people per group and hours spent on the planning visits
- Track the number of Sales site visits attended by Services (demonstrates engagement with sales and Services' support of the sales process and success)
- Count number of pre-cons facilitated by services

#### Communication/CRM Activities/Tasks

- Track Services' activities by quantifying CRM tasks and traces
- Track Services communications with the client (i.e., email volume, notes from calls, traces), which provides insight into the relationship the Services Manager has with clients

# Convention Center / Hotel Measurements

## Non-Numerical Methods

### WIDELY-USED METHODS

#### Client Feedback

- Collecting client testimonials and thank you letters and presenting to key leaders and stakeholders

#### Processes & Organization

- Creating, identifying and showcasing services processes that enhance client/attendee experience
- Showcasing quality of event documents, convention resumes and event diagrams

#### Reporting

- Develop a qualitative presentation demonstrating value to the organization to include collecting internal department data (e.g., days/hours worked, type of work, overtime, secondary EM coverage of events after-hours, etc.)
- Showcasing reports for event days to include move-in/move-out and event activity summarizing highlights, issues (and resolution) and opportunities; distribution of these reports internally to highlight the multiple facets of an ESM

### ADDITIONAL METHODS

#### Client Feedback

- Sharing Social Media - Feedback from client/attendees about experience during the event

#### Demonstrating Leadership

- Initiating Department recognitions or bell rings to celebrate the operational teams, positive surveys, etc. inviting GM, DOS, DOCS
- Participating in activities that strengthen relationships with third-party or other in-house partners
- Showcasing professional development such as through post-meeting recap of learnings after attending off-site trainings such as ESPA
- Demonstrating leadership at the venue by participating in activities such as leading department meetings