Measure. Defend. Justify. Improve.

Maximizing Personal ROI at Trade Shows and Conventions

Seven Steps to Improving the Experience and Value

Learn how to develop a strategic plan, tie activity to business goals, address typical barriers and enablers to success, and calculate credible personal ROI for attendance. Includes research from the 2009 Motivation Show Measurement Study.

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incentives | meetings | events | training | rewards | recognition | loyalty

About This Paper

This paper reveals how participants of trade shows and conventions can use seven simple steps to gain approval for attendance, maximize business success and measure personal ROI. You will learn how to develop a business plan, establish objectives, determine metrics, tie activity to business goals, address typical barriers and enablers to success, and calculate credible personal ROI for attendance.

The inspiration for this resource came from results measurement conducted on the 2009 Motivation Show. The insight gained from this study was used to initiate many improvements in the show and provided the basis for the recommendations in this paper. It is our hope that you will be better able to measure, defend, justify and improve your investment in this and other trade shows and conventions.

About the Sponsor

The Motivation Show is the must attend annual event for all segments of the incentive, recognition, loyalty and motivational meetings industry. This is the place where corporate America comes to learn how to motivate salespeople to sell, encourage customers to remain loyal, and reward employees for improved performance.

Each year, The Motivation Show offers:

- A diverse exhibit hall of the most popular products, services, and destinations
- A comprehensive program of attendee-focused professional education
- A compelling schedule of keynote presentations and industry networking events

The Motivation Show is where business-critical connections are made, and existing relationships are nurtured between suppliers, resellers, and end-buyer customers. Whether you are new to the incentive and recognition marketplace or an experienced veteran, The Motivation Show is the best opportunity of the year to learn, exchange information, and network with industry colleagues.

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Introduction

In the deep current recession, would-be conference goers are more likely to see their requests closely scrutinized by decision makers. This year, the Center for Exhibition Industry Research (CEIR) announced that in 2009, their index, measuring the health of the exhibitions and events industry, declined by 12.5 percent, four times greater than any prior year. And the weak recovery so far has not brought with it a return to free spending.

Management and other corporate decision makers are thinking twice these days about sending employees to conferences and trade shows. Will the ROI be worth it? Will attendance at the event positively impact the company's bottom line? What are the tangibles and intangibles associated with attending the event? In these challenging economic times, all these factors must be considered.

The purpose of this paper is to help conference goers and finance managers predict which events are likely to generate a positive return on investment (ROI) and to measure actual ROI after the event. Conference organizers will also benefit by learning to design programs and create agendas that offer the greatest potential ROI to attendees.

This methodology is derived from the Philips ROI Institute Methodology, a time-tested and rigorous process deployed globally in virtually every industry.

Building the Business Case for Attendance

1 STEP ONE: *Why do you want to attend the conference?*

First, ask yourself why you want to attend an event. Document the top three to five reasons why the conference is important. These could range from personal development and customer networking to generating new ideas and assessing the competition.

Next, determine if you are the right person to attend the event. Are you energized by conferences or do you find them exhausting? Do you like meeting new people or find it a chore? Consider your main conference objectives and assess whether you are well suited to achieving them. If it is primarily a learning and development objective, send someone who stands to learn the most. If the purpose is to gather technical information, send someone who has the knowledge to ask the right questions and who knows enough people to schedule key meetings. If the purpose is to buy or sell, send someone prepared and empowered to close deals at the event.

2 STEP TWO: *Document a simple business plan*

You might be surprised at the "all in" costs of attending a typical conference. More importantly, consider that the potential ROI in maximizing your time at the right two or three day event is significant. A simple business plan will do more than secure the budget to attend, it will arm you with a game plan to get the most out of the event.

[1] See: 2010 CEIR Index Report: An Analysis of the 2009 Exhibition Industry and Future Outlook (The CEIR Index is based on four key metrics to determine overall performance: Net Square Feet, Attendees, Exhibitors, and Revenue).

First, dissect the agenda. Which sessions are the most valuable? Which are most likely to deliver on the reasons you listed in step one? Which might expose you to the best ideas, information or people that could make a difference for your organization? Then determine which sessions you will attend and what you expect to learn.

Next, peruse the conference's list of speakers and presenters, as well as attendees, if possible. Include in your plan the key people you want to meet, and introduce yourself in person at the event. Know the key players in your industry, and be sure to make effective contact. After all, if an influential person is intrigued by your innovative product or service, they might mention it in their next book, article or presentation – this alone could justify your attendance at the event.

Don't forget about important suppliers and customers. Based on time constraints, determine who are the highest priority to speak with and why? Also ask colleagues and managers in your organization if they'd like you to speak to anyone on their behalf, either to further a sales process or gather information about suppliers or competitors.

There are many potential business reasons for attending an industry conference. Here are some key examples (you may wish to tailor them to your individual business):

a. Increase sales: Gain new prospects and contacts, foster client relationships to retain clients and gain insights into competition.

b. To increase profits: Meet potential suppliers, gather pricing information, investigate ways to reduce costs, expenses, etc.

c. To save time: Meet with multiple suppliers and clients, hold several meetings at one venue.

d. To improve productivity: Discover innovative ideas, develop new knowledge, learn best practices.

e. To improve quality: Discover new customer service strategies, new products or services.

f. To solve problems: Identify potential solutions to problems by asking questions of experts and other practitioners.

g. To promote your organization: Talk up your business/organization to influential people and potential customers, attend roundtables and join in group discussions.

h. To recruit: Promote and brand your business/organization as an employer of choice; meet with top talent in other firms.

3 STEP THREE: *Forecast ROI*

Now, armed with some of the ideas laid out above, hopefully you have created a business plan and schedule designed to make the conference a success—both for you and your organization. But making your case is only step one; you still have to justify and defend it to management, both to get the budget for the conference and also to measure success and to understand whether future attendance is justified. ROI should be forecasted before the event and determined after.

Let's use The Motivation Show in Chicago as our example. We'll assume you are traveling from either the East or West Coast and plan to be there for the main three days. To forecast ROI, estimate the costs of attendance:

1. Attendee fee(s): $295

2. Travel (air, car, taxi): $600

3. Accommodations: $510

4. Meals/Entertainment: $220

5. Incidentals: $25

6. Your time: (Calculate by dividing your total compensation – pay and benefits – by the number of work days in the year. Then multiply by the number of full and partial days associated with the conference. Be sure to include travel time as well as time involved in preparing this business plan: $2,450

7. Other: Any time or fees associated with the conference spent by or on others. For example, if an administrative assistant booked flights, hotels, car rental, etc., or if aspects were outsourced, or if you had to ship materials: $70

8. Opportunity costs: The easiest way to calculate this is to find out what your financial contribution to the organization is above and beyond your total compensation. In some firms (i.e. professional services) this may be easy to obtain; in others, it will be more difficult or impossible. If you cannot obtain this information, speak to your direct superior to estimate a daily amount. Add that amount to your costs: $4,200

Total Anticipated Costs: $8,370

Next, refer to your business plan and schedule in order to estimate the benefits of attendance. To accomplish this, you'll need to determine three to five measurable metrics. Some should be capable of conversion to hard dollars, and obviously, they should align closely with the your key reasons for attending. Your metrics may also include some that can be determined immediately following the event and some that might take months or even up to a year to materialize. If you attended the same show last year or in recent years, do a basic ROI estimate of the previous year's event, assessing the benefits of this year's attendance and using it as baseline data for improvement. Your metrics might include:

- Number of meetings with current clients
- Number of meetings with prospects
- Number of meetings with suppliers and prospective suppliers
- Number of discussions with key presenters, industry analysts, other influencers
- Information gathered (collaterals, papers, best practice, notes, slides, etc.)
- New products and/or services located
- Potential recruits met at the conference
- New contacts made
- Session(s) attended
- Roundtables/formal discussion groups attended

For each metric, define your measurements and try to balance those that can be measured shortly after the event with those that will take some time. For example:

- Number of meetings with current clients: quality (seniority) and duration, outcomes (retention, increased sales, customer satisfaction ratings)
- Number of meetings with prospects: quality and duration, outcomes (follow-ups, new accounts, value of new accounts)
- Number of meetings with suppliers: quality (importance), quality of information gathered, outcomes (better deals made, value of better deals made)
- Number of meetings with prospective suppliers: quality (importance), quality of information gathered, outcomes (new deals made, value of new deals made)
- Number of discussions with key presenters, industry analysts, other influencers: quality (importance), quality of information gathered, outcomes (mentions in books, articles, presentations, quality/importance of longer term relationship if any)
- Information gathered: Quality, usefulness, importance
- New products and/or services located: Quantity, quality/importance and value
- Number of purchases
- Potential recruits met at the conference (particularly respected top performers from key competitors): Number and quality met, info passed on, interviews, hires
- New contacts made: Number of business cards exchanged, quality/seniority
- Roundtables/formal discussion groups attended: Number, quality/importance, enquiries, leads, deals

"For each metric, define your measurements and try to balance those that can be measured shortly after the event with those that will take some time."

Choose the measures most directly related to your key objectives and develop reasonable targets for each. Then, using any benchmarks from attendance in a recent year, or thoughtful estimates, convert appropriate targets into hard dollars.

For example, if last year seven meetings with prospects resulted in one new client worth $50,000 (annualized) use $50,000 per seven meetings as your estimate. If you did not attend the same event last year, use data from similar events and meetings with prospects to arrive at reasonable forecasts. Next, using forecasts for the metrics you've chosen, calculate the total, undiscounted ROI forecasted. In this case, let's assume we are attending The Motivation Show primarily to retain existing clients, win new clients, gather critical information about a project the organization plans to implement and build awareness among key industry influencers. Accordingly, our key metrics are shown on Table One.

Table 1: Show Attendance – Forecasted Benefits

Metric	Measurement(s)	Forecast	Conversion	Forecast Benefit	Attribution Discount	Adjusted
Meetings with current clients	Quantity (number of meetings) and quality (seniority) and duration Outcomes (retention, increased sales, customer satisfaction ratings)	8 5 VP, 3 Directors Average 30 minutes 5% better retention among those met with 1 increased sale worth 5% of current account 2 percentage points better customer sat score	Nil $18,000 $15,000 Nil	$33,000	66%	$11,000
Meetings with prospects	Quantity, quality and duration Outcomes (follow-ups, new accounts, value of new accounts)	10 3 VP, 5 directors, 2 managers 3 follow ups, 1 new account	Nil Nil $50,000	$50,000	50%	$25,000
Meetings with suppliers	Quantity, quality (importance), quality of information gathered Outcomes (new deals made, importance of new deals made)	5 3 with vital parts of supply chain Pricing information Negotiate 1 better deal	Nil Nil $10,000	$10,000	80%	$2,000
Meetings with prospective suppliers	Quantity, quality (importance), quality of information gathered Outcomes (new deals made, importance of new deals made)	3 3 with potential suppliers of an important technology, 1 deal made Important information gathered on price and other differentiators	Nil Nil $2,000	$500	0%	$500
Discussions with key presenters, industry analysts, other influencers	Quantity, quality (importance), quality of information gathered Outcomes (mentions in books, articles, presentations, quality/importance of longer term relationship if any)	4 2 respected experts/authors 2 industry analysts Specific information on size of markets 2 neutral or positive mentions in industry publications 1 new, ongoing analyst relationship	Nil $2,500 $2,000 - $5,000 $5,000	$9,500- $12,500 Avg = $11,000	25%	$8,250
Information gathered: Learnings (collaterals, papers, etc.)	Quality, usefulness, importance	Equivalent to a one day workshop	$1,500	$1,500	0%	$1,500
TOTAL				$106,000		

The two extra columns at the far right in Table One account for external factors and causality. For example, you believe that retention among the customers you meet with will increase marginally and you expect that one of those customers will increase his account with the organization to 5 percent of its current value. The rather conservative forecasts are based on previous experience. They are also easy to track but will take up to a year to realize. In the course of a year, however, much can happen to determine whether the customers you spoke with choose to increase their account or to remain as customers of your organization longer.

Increased business, however, can be highly attributable to the event if it occurs immediately or soon after and if, in discussion with the client, they cite the discussion at the event as a key reason for expanding their account. Likewise, the discussion that led to greater retention will be more attributable to the event if it was with a customer assessed as having a high risk of imminent departure before the event but stayed after. Again, this will be more attributable to the event if they cite the discussion as a prime reason for staying.

Using information from previous events as a benchmark, and/or through discussions with your superior, discount your ROI forecasts to arrive at conservative ROI estimates. In our estimations above, discount rates correspond to the ability to attribute revenue directly to the event. In general, the more time passes, the lower the attribution and forecasted ROI. Remember that your numbers must be defensible and credible from the perspective of the finance department.

Finally, you're ready to calculate forecasted ROI. To do so, divide the forecasted net benefit ($48,200 minus event cost of $8,370) by the estimated total costs of $8,370 and multiply by 100.

$$\frac{\$48,200 - \$8,370}{\$8,370} \times 100 = 476\%$$

By any standard, 476 percent is an impressive ROI. Your business case for attending The Motivation Show is solid and your budget request is likely to be granted.

4 STEP FOUR: *Prepare*

"Understanding and documenting the reasons you want to attend coupled with your plan of action will prepare you to make the most of the event."

Understanding and documenting the reasons you want to attend coupled with your plan of action will prepare you to make the most of the event. If you know the sessions you plan to attend, you can better prepare for them. For example, reading a speakers bio is just the beginning; don't forget to read his latest articles related to the topic he is presenting. Read his book. Prepare questions likely to elicit information important for your organization as well as pique the presenter's interest if you plan to speak with him afterward.

Next, speak with colleagues and managers about the information you hope to collect on competitors, pricing, innovations, supplier offerings, and start thinking about the questions you'll ask.

Create your own schedule for the event, including sessions, networking events and roundtables as well as where you will be each day and evening. Don't forget to include time for returning emails and phone calls to both work and family. Many conferences offer social networking sites before the event to help you schedule meetings with key suppliers, potential suppliers, clients and prospects ahead of time. Finally, pay attention to your time which is your most valuable currency. Consider the following tips:

1. *Plan travel carefully; arrive and leave when you need to and not sooner or later.*
2. *Use the show floor map prepared in advance; mark booths and meeting room locations; consider a separate map for each day.*
3. *Accomplish high-priority objectives first; in your spare time roam the exhibit hall.*
4. *Learn techniques to keep conversations short.*

5 **STEP FIVE:** *At the conference*

Maximizing Your Experience

Your preparation and a detailed schedule should keep you on track; however, you can't plan everything. Unscheduled opportunities may arise and scheduled meetings may be cancelled. To maximize your experience, consider the following best practices:

Manage your unscheduled time

- Never eat alone; schedule meals with people you have targeted.
- Attend all luncheons and keynotes if they are relevant to business impact.
- Socialize with a purpose; use social time to build your network and to connect with people where there is mutual benefit and to learn more about upcoming sessions, speakers and discussions.
- Allow for downtime and sleep time; even the most extroverted people must recharge their batteries and have some private time. This will alleviate burnout and keep you sharp and well rested for important meetings and sessions.

Practice deliberate knowledge and information retention

- Record all details, notes and action required daily. Don't rely on memory.
- Use card scanning tools and technology, record meetings and parts of sessions on your Smart Phone or portable device if permitted.
- Take notes and clearly identify "action required" on business cards and brochures.
- Take and save notes from all education sessions.
- Improve retention for people you meet by always wearing your name badge, and sharing your business card and twitter handle. You won't have much time after the show, so schedule important follow ups at the event.

Record your Metric Data

- Each evening update your metrics in a spreadsheet, on a CRM or otherwise. Include the number of meetings held, including level and duration, and, a quick synopsis of the discussion and follow-up scheduled.

6 **STEP SIX:** *After the conference*

After the conference, the most important step is to follow up on your key meetings. For those already scheduled, send a friendly reminder to thank the other party for their time at the event and reconfirm the meeting. Remember, the most common cause for compromised results is not enough time. Allocate enough time after the conference to follow up.

Consider all of your meetings. Were you able to schedule follow ups with key people? If not, do this as soon as possible while the conversation and event are still fresh. After initial follow ups, stay in touch with key contacts made at the event. Relationships are absolutely critical to making event participation a success. Stay in touch via LinkedIn, Twitter, follow-up emails, handwritten thank you notes, by sending articles of interest, and “Like” on Facebook.

Finally, about four weeks after the event (to allow time for short-term results to materialize) begin your actual benefit calculations by reviewing your short-term metrics and by blocking time and scheduling dates to review longer-term measures. In the actual benefit calculation, refer back to forecasted and unadjusted benefit so that the more precise methods of calculating Contribution and Confidence Factors (see descriptions below) can be used to discount benefits now that some of the real data is available. The Contribution Factor represents the amount that attending this show contributed to the impact on the business. The Confidence Factor represents the percent of confidence in the monetary conversion based on the potential of additional impact factors at each of the independent business levels. It is also important to mention the intangible benefits of attendance (those benefits not converted to hard dollar values).

Using our example, actual benefits for our short-term measures might look like Table Two.

Isolating the Effects

Similar to the causality and discount forecast used in building the business case, actual monetized benefit should consider the causes of proper attribution of the gains. An often-overlooked issue in most evaluations is isolating the effects of the program. In this step, specific strategies determine the output performance directly related to show attendance. This step is essential because there are many factors that will influence performance data after events have been conducted. The specific methods pinpoint the amount of improvement directly related to the event. The result is increased accuracy and credibility of the ROI calculation. For measurement of personal ROI, a participant and stakeholder (i.e. those closely involved in post conference sales, customer retention, etc.) estimate is the method utilized.

The data acquired in the post show survey must include the participant’s and key stakeholder’s Contribution Factor and Confidence Factor. For example, you met with nine current clients at the show. One has already increased his business with your organization by 15 percent or $52,000. You know your discussion introduced him to information about a product he knew nothing about and the increased business is comprised entirely of orders of this new product. Moreover, you and their sales representative spoke to him after the show and he clearly attributed his actions to your meeting at the event.

Nonetheless, their sales representative was scheduled to call the organization shortly after the event and would have described the new product. All things considered, your conversation very likely led to business that might have been won later; but possibly for a smaller amount. In discussions with the sales representative, you assign a Contribution Factor of 50 percent. Both you and the sales representative are

Table 2: Show Attendance – Actual Benefits

Metric	Measurement(s)	Forecast Measures	Conversion	Projected (unadjusted) Benefit	Actual Measures	Actual Benefit (short term)	Cont. Factor	Conf. Factor
Meetings with current clients	Quantity (number of meetings) and quality (seniority) and duration Outcomes (retention, increased sales, customer satisfaction ratings)	8 5 VP, 3 Directors Average 30 minutes 5% better retention among those met with 1 increased sale worth 5% of current account 2 percentage points better customer sat score	Nil $18,000 $15,000 Nil	$33,000	9 1 CFO, 5 VPs, 2 Directors 1 Manager 1 increased sale worth 15% of account	$52,000 Other expansions and better retention TBD	50% $26,000	80% $20,800
Meetings with prospects	Quantity, quality & duration outcomes (follow-ups, new accounts, value of new accounts)	10 3 VP, 5 directors, 2 mgrs. 3 follow ups 1 new account	Nil Nil $50,000	$50,000	5 2 VPs, 1 Director, 2 managers 2 with high interest	Discussions in progress TBD		
Meetings with suppliers	Quantity, quality (importance), quality of information gathered Outcomes (new deals made, importance)	5 3 with vital parts of supply chain Pricing information Negotiate 1 better deal	Nil Nil $10,000	$10,000	8 4 with vital parts of supply chain Pricing info. obtained Negotiated 2 better deals	$20,000	25% $5,000	90% $4,500
Meetings with prospective suppliers	Quantity, quality (importance), quality of information gathered Outcomes (new deals made, importance of new deals)	3 3 with potential suppliers of an important technology 1 deal made Important information gathered on price and other differentiators	Nil Nil $2,000	$500	4 with suppliers of an important technology	TBD: Deal pending		
Discussions with key presenters/industry analysts, other influencers	Quantity, quality (importance), quality of information gathered Outcomes (mentions in books, articles, presentations, quality/importance of longer term relationship if any)	4 2 respected gurus/authors 2 industry analysts Specific information on size of markets 2 neutral /positive mentions in industry publications 1 new, ongoing analyst relationship	Nil $2,500 $2,000 - $5,000 $5,000	$9,500-$12,500 Avg = $11,000	2, 1 analyst, 1 keynote presenter Positive, cards exchanged interest expressed	TBD		
Info. gathered Learnings (collaterals, papers, best practice, notes, slides, etc.)	Quality, usefulness, importance	Equivalent to a one day workshop	$1,500	$1,500	Excellent information gathered, detailed notes taken, evaluated learning: High	$1,500	100% $1,500	100% $1,500
TOTAL				$106,000		$73,500 in immediate, quantifiable ROI	$32,500	$26,800

Intangibles	• Several new ideas and industry innovations discovered that are worthy of discussion internally • Interesting meeting with a top engineer from a main competitor (seems interested in making a move) will pass on to appropriate hiring manager and recruiting dept • Venue top notch, potential site for company offsite or user conference • Generally, enthusiasm and engagement for the industry spiked and continues several weeks after. The event was important for personal engagement. It exhibited trust and confidence in me on the part of my superiors.

confident in your Contribution Factor but realize that there are many variables involved so you assign a Confidence Factor of 80 percent. After adjusting the financial benefit using Contribution Factors and Confidence Factors for each of the short term benefit measures, ROI can be calculated by dividing the total benefit of $26,800 less event costs by the full costs of the event, $8,370 and multiplying by 100. So far, the actual event ROI is 320 percent.

7 STEP SEVEN: *Calculate ROI, Evaluate Results and Improve Future Performance*

Most of the benefits attributable to the event are yet to be calculated. Discussions are underway with two solid prospects, one of which was completely unknown to the sales team prior to the conference. If these prospects are signed, new revenues could range between $120,000 and $250,000.

Discussions with nine existing clients at the event could contribute to increased business and longer customer retention. Also, a lengthy discussion with one of the keynotes about the organization's latest product seems likely to be mentioned in an upcoming article (the keynote has already followed up to schedule an interview with the VP overseeing the new product launch).

The final stage in the process is to monitor attributable new sales, account expansions, customer retention and media mentions and to use the calculations, including Contribution and Confidence Factors to determine final ROI. Clearly, the longer the interval between new business and the close of the event, the more the Contribution and Confidence Factors will be discounted. Nonetheless, our 320 percent ROI is likely to increase significantly.

Finally, it is important to report ROI to key stakeholders and/or management. Also, use insights from the process to improve results for the next event or for next year. Ultimately, this is the most compelling reason to measure results in the first place.

Summary

In a time of budget cuts and highly scrutinized expenditures, taking the time to develop a short business case, and justify it to superiors, is essential to would-be conference goers. While forecasting ROI is important, compiling actual ROI calculations after the event further reveals the tangible benefits of attending the event. These seven steps can ensure that events are chosen appropriately and that personal ROI is effectively measured, analyzed and implemented.

1. Document your reasons and objectives for attending the event
2. Develop a short business case for attendance
3. Forecast the event benefits
4. Prepare for the event
5. Maximize your time at the event
6. Follow up with important contacts after the event and calculate short-term benefits
7. Complete actual ROI, evaluate future attendance and use insight gained to improve ROI for attendance at future events

About ROI of Engagement

Our vision…
to see people pro-actively and positively involved in the workplace and, as a result, see organizations succeed in the marketplace.

Our mission…
to empower organizations to more successfully invest in engagement by providing them with workshops, certification courses, webinars, keynote speaking, consulting, ROI evaluation and the ROI Resource Center at www.ROIofEngagement.com.

Our values…
business success can be improved through the skillful design, confident deployment, and competent execution of incentives, meetings, events, training, rewards, recognition, and loyalty programs. Measurement can improve them all.

About the ROI Resource Center

The ROI Resource Center is designed to be your portal for valuable resources that help build the business case for investment in engagement. You'll find thousands of white papers, articles, podcasts, case studies, blogs and videos that can be easily located by program category and resource type. Equipped with the knowledge that can be found at this portal, companies can build the business case for continued investment in engagement and in so doing, grow business more profitably.

The ROI of Engagement initiative is led by Catalyst Performance Group, Inc. in partnership with The ROI Institute. The ROI Resource Center is made possible through the collaboration with several corporate, association and individual contributors.

The initiative utilizes ROI Methodology™ developed by The ROI Institute. Founded in 1992 by doctors Jack and Patti Phillips, The ROI Institute has developed and refined a worldwide accepted method of measuring ROI. The system includes isolation techniques and strict guiding principles, all in an effort to create results measurement that is credible with C-Level executives. ROI Methodology™ is used to conduct literally thousands of studies each year in more than 50 countries. The ROI of Engagement model meets the specialized needs of engagement initiatives and helps companies confidently deploy programs knowing that they have credible ways to forecast and measure ROI. ROI of Engagement is the exclusive provider of ROI Methodology for engagement programs.

To contact ROI of engagement regarding the content of this paper or for more information about ROI of Engagement, contact us at www.ROIofengagement.com, or phone at (920) 882-5000.

About the Author

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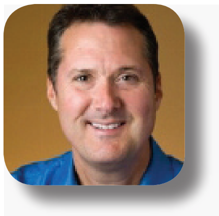
Todd offers 25 years of experience helping organizations achieve people performance goals. Todd's career includes being an award winning sales representative for a global leader in agricultural chemicals and a top performing sales executive, a manager of sales professionals and a key management executive and owner of a top ten performance improvement, incentive and meeting services firm with sales exceeding $100,000,000.

He brings personal experience in product launches, corporate reorganizations, marketing communications strategy and fulfillment, web-site strategy and development, sales and non-sales incentives, channel partner campaigns, loyalty programs, medical symposia, training meetings, sales meetings, events, team-building programs, board meetings and technology solutions for incentives, rewards, recognition, meetings, events and communications.

His accomplishments include the creation of a highly profitable award product line, several training initiatives with sales forces that drove fundamental paradigm shifts from commodity to consultative selling strategies, the start up of a people performance management company, the creation of web-based integrated marketing campaigns and the development of powerful client-facing affinity programs. His ability to develop holistic and integrated strategies coupled with an ability to understand the granular requirements for implementation have led to outstanding successes for clients.

He has attained two professional designations; CPIM, Certified Performance Improvement Manager and CRP, Certified Return on Investment Professional. Both require the acquisition of knowledge and the application of it to meet needs in the marketplace.

About the Contributors



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Tammy Pederson VC Connex is a consulting service helping SME plan their tradeshow and convention programs by creating custom turn-key solutions that are focused on solving your specific needs. VC Connex integrates all the tradeshow components and works with your entire organization and supplier network to achieve the greatest value for your company.