Getting Started with Meetings Management

CAPTURING A COMPANY'S SPEND ON MEETINGS AND EVENTS HAS ALWAYS been a challenge. A strategic meetings management program helps corporations get a grip on those expenses and identify small or rogue meetings and events that often are handled by administrative assistants. An SMMP also can improve communications and processes among departments, reduce overall costs, and provide more detailed data that boosts reporting and combines with transient hotel spend for better leverage when negotiating preferred rates for both travel and meetings departments. The latter is key as major hotel companies have begun to cut their commission rates and some companies have had to find new funding strategies for group programs. Additionally, a centralized meeting program improves safety and security. It covers all types of meetings and events, both in-person and digital. When starting an SMMP, it's critical to get buy-in from key stakeholders, including finance, procurement, marketing, security, IT, training and travel. Even legal should be involved now that the European Union's General Data Protection Regulation is in effect, as it impacts the data collected from meeting attendees.

I. WHY MEETINGS MANAGEMENT IS IMPORTANT

A. Value to the business: An SMM Program, designed with several business leaders, will impact the company's goals of improved revenue, education, motivation and communication. Because meetings, conferences and events are one channel of content delivery, it is critical to use the money, time, and resources efficiently to drive the most successful outcomes possible. The company will begin to recognize the face-to-face channel as a critical component to a multi-pronged communication strategy, which also may include social media, advertising, training, etc.

B. Value and impact for the meeting stakeholders and participants: Cllaborate and partner with those stakeholders initiating a meeting to design key performance indicators to measure the meeting's impact, sometimes known as the ROI, return on objective or return on engagement. The participant experience is critical—e.g., educating, motivating or communicating—and an SMM program can measure and report on all these drivers consistently across meeting types.

C. Service and operations improvement: Operationally, companies often source and plan meetings and events without the right organizational and supplier structure in place. As such, there is significant duplication of effort across meeting types, divisions and regions. Successful meetings management streamlines workflows and prioritizes end-user experience.

D. Savings and reinvestment opportunities: Spend optimization is a major driver for many Companies to manage meetings. Those with minimal existing process can reduce costs

by as much as 20 percent. Many companies calculate these savings as reduction to bottom-line budgets, but some reinvest or optimize meeting spend. For example, if an organization spends $25,000 on a meeting, how can that organization get more for the $25,000 than the last time it held that meeting? How can the spend be optimized for better use? Savings come from a variety of initiatives in an SMM program; this is the SMM program ROI:

- 1.5 percent to 8 percent: Policy modification and compliance, including demand management, e.g., preferred supplier usage, spend thresholds, moving to a hybrid or virtual meetings model.
- 4 percent to 12 percent: Rationalizing the supplier base, strategic sourcing and logistic planning savings, including leveraging the travel management company for group travel.
- 3 percent to 6 percent: Process automation for end-to-end meeting tasks and group online booking to reduce high-touch spend.
- 2 percent to 4 percent: Payment and recovery, including rebates, commissions and fee collection.
- 3 percent to 5 percent: Resource management, including reuse of materials and reducing duplicative resources.

Delivering a quality meeting with the right branding and content in the right environment and without distractions from mishandled or arduous logistics contributes to individual meeting ROI. A fully established meetings management program may also integrate with training, HR and customer relationship management capability to track longer-term outcomes for meetings ROI.

E. Risk reduction: Meetings management will reduce risk exposure in seven areas. Often it is a "risk" that an organization has experienced that drives leaders towards an SMM program.

1. Contractual/legal/regulatory: Drive a consistent approach to strategic sourcing, document retention, insurance riders and regulatory requirements, e.g. financial and data privacy. Meetings management provides the pre-event visibility needed

to ensure compliance. In many companies, planners rely on personal relationships or sign binding contracts without seeking approval from a purchasing or legal department. This could lead to lawsuits. In addition to contractual and legal, there are new privacy requirements in many countries. The General Data Protection Regulation requirements have an extraterritoriality approach so it is critical to understand what is allowable when collecting speaker and participant data, developing contracts and taking action on participant requests to change or remove data.

2. Financial: Use results-based financial data on meetings and events spend, volume and impact to drive decisions on the company's omnichannel and multichannel goals.

3. Business operations: Develop efficient and cost-effective operational plans to support meetings, conferences and events. Ensure that duty of care and crisis management are at the forefront for SMM and that a proactive plan is in place for every meeting or event. Collaborate with security, HR, travel, procurement and any other team to develop the right approach for duty of care. These efforts also will support SMM program adoption.

4. Reputational: Ensure integrity-based sourcing and planning for meetings and events to avoid poor public perception.

5. Automation and data integrity: Enable end-to-end business processes with meeting technologies that provide participant experience and engagement along with back-end sourcing and planning efficiency.

6. Market: Ensure that participant experiences are exceptional and the time spent was valuable to them and aligned with corporate goals, mission and vision. Use benchmarking and industry competitive analyses to drive continuous improvement to avoid meetings and events that may not impact business goals.

7. Strategy: Drive governance through a senior stakeholder community that supports meeting policy and adherence.

II. WHO SHOULD BE INVOLVED & WHERE

SMM design should take into account its many stakeholders: meeting/budget owners, ad hoc meeting planners, travel, procurement, security, finance, IT, administrative assistants and even real estate. Given its complexity, many companies develop a meetings management strategy for a single market or a small selection of markets that have intensive meetings activities. That said, larger regional and global implementations have become more common as local programs have matured and delivered significant savings, productivity increases and risk reduction. Regardless of the ultimate goal, a phased rollout is a proven best practice.

A. Phase I is typically local in scope. A local or single-market SMM implementation can teach you and provide a template for rollouts in other markets. Starting small is a smart strategy. Even within one market, launch with a small group of meeting planners to beta-test policies, processes and technologies.

B. Phase 2 and 3 are typically regional and global in scope. That said, some companies should consider the 80/20 rule, determining which markets are the most intensive users of meetings. Do not implement across all markets in that 80 percent simultaneously. Instead, use a scalable approach that provides flexibility for each market. Rate each market by the following attributes to identify which to implement first:

1. Regulatory, financial and legal considerations.
2. Comparative meetings volume.
3. Meetings-associated spend.
4. Stakeholder requirements.
5. Technology readiness.
6. Ease of entry in the market.

III. HOW TO GET STARTED

Collect data before meeting with stakeholders so you can discuss the state of meetings at the company, options for operationalizing the meetings program and the spend and volume—or lack of data transparency. This may take months or even years, but never lose sight of the goals to drive efficiency, effectiveness, risk mitigation and cost-effectiveness. Data collection should be thorough, but avoid analysis paralysis from the

realization that the company may never uncover every meeting planner and/or meeting cost, especially when scoping a regional or global program. Understand as much as possible, and trust that a managed meetings program, even partially implemented, will reveal more over time.

A. Gain agreement from stakeholders. Meetings management is often grassroots in its early stages. Still, it is important to gain support even in the getting-started phase. A meetings management program will touch meeting planners, both professional and occasional; travel management; procurement; legal; HR; finance; IT and corporate compliance. Too frequently, suppliers, who can provide a wealth of information, are left off the stakeholder map. Corporate management will need to understand the overall strategy, while IT will need to understand goals for implementation and systems integrations. An early coalition of interested parties may grow into a cross-functional governing team as an SMM effort formalizes. After you have gathered and shared data with stakeholders, generate support by sharing "what's in it for them."

1. Marketing: The company's marketing team is interested in more touchpoints and interactions to drive messaging; help them via automation, efficiency, virtual meetings, innovative apps and, most important, showing the return on engagement.

2. Finance: People who work in finance are interested in ROI, transparency into costs, how to save or reduce costs for reinvestment, how to drive consistent payment methodologies and a consolidated approach to spend reconciliation and reporting, preferably out of one tool, and integrations into financial systems.

3. Procurement: Interested in the category strategy and contractual agreements for meetings, conferences and events. Will want to understand how the supplier strategy fits into the SMM program and where supplier consolidation can be achieved. Interested in addressable spend, savings, cost avoidance and driving innovation through strategic suppliers and in leading the SMM efforts.

4. Travel: Interested in using the

preferred TMC for group travel and how to consolidate travel efforts for leveraging air volume with airlines, for cost reduction and for duty of care. Supports the program through air analysis on locations, group desks and support services, e.g., visas.

5. Security: Interested in vetting locations that may be questionable, venues that may require more security, duty of care and crisis management.

6. Training: Interested in making sure training programs are managed well, include having high bandwidth, and can prove the return on objective, e.g., learning the content.

7. IT: Interested in advising SMM leaders on technology systems. This group may be the most challenging because they often do not realize the complexity of meetings. Help them understand the end-to-end process and the importance of buying systems that are robust and practical and will solve for your five-year goals.

B. Gather data and information on the company's meetings payment and processes. This effort is critical for grassroots efforts that require building a business plan to attract needed resources.

1. Use accounts payable, corporate cards and supplier data to determine spending on all types of meetings and events, including internal, external, conferences, tradeshows, booths and incentives. If using accounts payable data, look for:
   a. Individual hotel charges of $5,000 or more. Ask hotel suppliers to detail attrition or cancellation fee payments.
   b. Individual ground transportation charges of $500 or more.
   c. Spending with A/V or production suppliers or booth builders.
   d. Spending with destination management companies and meetings agencies.
   e. Individual restaurant or meal spending of $1,000 or more.

2. Examine meetings payment processes. Current payment mechanisms are a good place to begin a search for meetings spend, particularly if the company uses purchasing cards, also known as P-cards, and/or meetings cards for any of its meetings, conferences or events.

3. Assess contracts with hotels and other suppliers.

4. Examine policies or guidelines that divisions or countries may already use.

5. Find the individuals in different departments who plan meetings, and assess their roles.

6. Examine meetings sourcing processes.

7. Suppliers like payment providers, contracted hotels, airlines, ground transportation services and agencies often track meetings spend better than their clients. Go to them with a spreadsheet listing the required data, and ask for as much information as they can offer.

8. Assess the meetings technologies in place, including attendee management platforms, mobile apps and SMM technology.

C. Identify budgets for ongoing, client-facing product launches, consumer roadshows, etc. Investigate pain points and map resolution to your SMM initiative. By offering a solution for pain points, SMM leaders enlist stakeholders' support and participation. Don't try to bring all departments, each of which is unique, into a meetings management program at the same time. Look for scalability that can demonstrate proof of concept, then add groups. The following groups usually maintain the largest budgets for meetings activities:

1. Commercial, sales and marketing: From product launches and large sales meetings to regional trainings, these divisions hold both high- and low-profile meetings. Higher-profile events may be fully or partially outsourced to third parties and are likely to be among the best managed meetings in the company. In addition to looking for meetings spend in these divisions, also review planning processes or informal policies for best practices. Acknowledging these may ease SMM buy-in for these divisions.

2. HR and training: Training and employee-development meetings are common but may be small compared with sales and marketing events.

3. Service centers: Especially in technology companies, offsite client support and service meetings are common and may require teams to stay overnight.

4. Executive/VIP meetings: Often organized by executive assistants, this category is among the most difficult to uncover, as they are often meant to be high level and discreet. It is, nevertheless, important to understand spend levels and expectations so SMM can support them.

D. Identify synergies with travel management, procurement and finance.

1. Travel and meetings management converges in several areas. Leaders in these departments should conduct joint quarterly business review meetings with:
   a. TMCs, meetings management companies and other suppliers: There are opportunities to leverage suppliers for group travel, venue sourcing and meeting planning. For transparency in tracking all meeting participants, use your TMC for all group travel, and have group agents offer high-level service. Conduct an RFP to limit the list of meeting planning agencies—before you implement a formal SMM program, various such suppliers will be in use around the company—to reduce expenses and create consistency in the attendee experience.
   b. Hotel programs: While not all transient hotels can host large meetings, companies with significant global hotel spend have an opportunity to negotiate a chain-level master service agreement, or MSA, to describe how transient and group will work together. Additionally, a preferred provider program for group meetings hotels, on a chain and/or brand level, leverages spend, improves concessions and streamlines processes. Negotiations and contracts still are required for each meeting. Ground transportation companies also may offer synergy for travel and meetings.
   c. Payment programs: Improve meetings payment efficiency, obtain detailed data on spend and access card rebate programs by

deploying meeting cards, P-cards, virtual cards or Business Travel Accounts. However, understand how cards will be reconciled and how the data will be reported, e.g., through the card reporting program or enterprise resource planning system. Ensure that finance approves the reconciliation system and consider developing a payment strategy and business case for the payment solution.

d. Technology: Use the company's online booking tool for group travel. For hybrid events, build notifications into the travel booking process to remind travelers that they may attend the meeting virtually rather than in person.

2. Procurement: Meetings management can benefit from formalized negotiation and purchasing processes as long as there is an understanding of the uniqueness of each event and all stakeholders remain flexible. Procurement can help uncover supplier data and can support MSA efforts, combining transient and group volume for hotels, airlines and agencies. Many procurement departments hire meeting sourcing professionals who understand the nuances of meeting and event contractual requirements.

3. Finance may be able to support card payments and commission collection for meetings and events. Finance can help identify the benefit of using a card product for deposits, ancillary charges and travel costs. Finance also can support the decision to collect commissions, split commissions or require noncommissionable rates. Recent reductions in meetings commissions by large hotel chains may make these conversations moot in the future.

IV. CONTRACT MANAGEMENT

A desire to mitigate contractual risk often drives SMM efforts. Many companies experience financial losses from agreements with poor attrition and cancellation clauses or when inexperienced meeting organizers fail to protect the company from a supplier-side cancellation. No matter what the market dynamics are, experienced contract management with tight approvals and workflow requirements is beneficial.

Be sure to include required clauses or addendums during the RFP process or at the beginning of the negotiation process so these items do not delay the negotiation process later.

A. Standardize contracts. Many organizations use a master service agreement or general services agreement with hotel chains to establish standard terms and conditions. These combine with local property task orders that may include additional negotiations based on the volume and requirements. This MSA approach may be available only for a volume of spend that warrants the hotel's time and effort to develop one. If a hotel does not want to develop a chain-level MSA, it can be done at the property level. A standard hotel contract allows companies to expedite contracting. It should address cancellation and attrition liabilities, as well as an "act of God" or force majeure clause that defines both supplier and buyer responsibilities should an unforeseeable event force the meeting to be canceled. Some companies will not contract with vendors that refuse to sign their standard agreements; in a seller's market, however, this hard-line approach may put a company's meetings placement at a disadvantage.

B. Require contract approval. When not using the standard contract or when implementing changes or additions to the standard contract, follow a contract-approval process. You can traffic the agreement through a procurement professional or even a specified legal advisor, but the turnaround time must be reasonable or you risk losing the proposal.

C. Limiting signing authority on all meetings contracts ensures the contract has been reviewed by qualified personnel, centralizes visibility into meetings activities and reduces turnaround time, crucial in protecting the preferred location for the meeting. Identify value thresholds for which contracts to send to legal for review.

V. OPERATIONAL CONFIGURATIONS

The choice to manage meetings internally, externally or in collaboration with a third party depends on the complexity of the meetings program or individual meetings and on the internal resources available.

Most companies have found benefits in outsourcing. Companies with a handful of marquee meetings may outsource a portion of the tasks associated with larger events and delegate smaller events to occasional planners supported by internal sourcing and contract management. The following structures are common, and companies may evolve as their SMM programs mature.

A. Internal organizational structure.

1. Centralized meeting department: All meetings funnel through a single meeting planning department that allocates resources, makes approvals, sources and plans logistics. The meeting owner is free to concentrate on meeting content and delivery. It is rare that a centralized meeting department works worldwide; rather, each country may have its own approach.

2. Decentralized meeting planning, plus internal sourcing support: Often adopted by organizations with many small meetings, this approach relies on strong policy compliance to drive sourcing and contracting through proper channels while meeting owners handle logistics and content. Meetings registration in a centralized "calendar" is critical, as is responsiveness from sourcing specialists and/or legal teams.

3. Centralized department, plus occasional planners, plus internal sourcing support: Even for organizations with large meetings volume and complex programs, a partially decentralized structure can be effective. Professional planners in a centralized meetings center likely handle large and/or complex meetings while smaller meetings with fewer vectors for risk remain the purview of the meeting owners. Meeting registration in a central tool is key, along with tight workflows and approvals that prevent contract missteps.

B. Hybrid and outsourced support: If partially or fully outsourcing an SMM program, ensure that all third parties support the company's meetings policy and workflow guidelines. If you have implemented a meetings technology solution, require partners to use it so as to capture all data in order to support reporting and business intelligence goals. Contracts with

third-party suppliers should include KPIs and, depending upon the depth of the relationship, include incentives for achieving savings or management goals. Recent reductions in meeting commissions by large hotel chains may make these conversations moot.

1. External sourcing support: Whether an agency partner or meetings sourcing specialist, such a partner will research appropriate venues, manage the meeting's RFP, negotiate value-added benefits and facilitate contracting. Third-party partners also may garner better rates and inclusions thanks to their high purchasing volume. In many cases, the venue where the meeting is placed compensates the sourcing specialist, e.g., 7 percent to 10 percent of total room nights.

2. External sourcing and planning support: In addition to sourcing support, agency and meeting management partners offer logistical planning. Companies may find this valuable for large and/or complex meetings, such as product launches, national sales meetings and consumer events. Companies also may rely on outsourced logistical and planning when dealing with large meetings volume, allowing internal planners to concentrate on content delivery and strategic goals.

3. Fully outsourced SMM: Because meetings management is not a core business, companies often outsource SMM oversight, sourcing, planning, implementation and maintenance to a third party or parties, particularly when the SMM program is regional or global. Choosing a single partner or a regional or local strategy depends on company culture. A local or regional approach may be more difficult from a supplier and data management perspective but can allow stakeholders to work with familiar partners, which aids adoption.

VI. MEETINGS POLICY

A meetings policy should reflect the company culture, align with the travel policy, include approval workflows and identify exceptions to the general policy. Recognizing the diverse objectives of their meetings, some SMM teams create tiered policies, according to meeting types, for budgeting, assigning the appropriate venue, class of service and food and beverage. Some companies implement different levels of approval for small meetings versus larger ones, resulting in different workflows. In general, however, a meetings policy should define roles and responsibilities for meeting planners and stakeholders.

A. Meetings policy components:
1. Meeting registration and approval criteria.
2. Supplier sourcing guidelines for air, hotel and ground transportation logistics and A/V.
3. Contracting requirements, workflows and approvals.
4. Use of supplier sourcing tools.
5. Budgeting guidelines.
6. Preferred payment method or methods.
7. Use of attendee registration and management tools.
8. Food and beverage guidelines.
9. Meetings ethics, including points/loyalty programs, gifts, free room nights, etc.
10. Guest and spouse attendance.
11. Attendee safety and security requirements and procedures that support corporate duty of care guidelines and policies.
12. Consequences for noncompliance.

B. Communication: Meetings policy should be easily accessed and clearly communicated via a organizational intranet, but posting policy guidelines is rarely effective in driving full awareness. Specific communications and trainings should be part of the overall compliance strategy. Some companies with extensive meetings programs establish on-going best practice education sessions to support awareness and meeting planner education.

C. Implementation: Embed program policy and workflow parameters in a meetings management technology tool for consistency of execution and compliance.

D. Continuous monitoring. Review meeting policies annually to ensure relevance, especially in light of current multi-generational workforce dynamics. Pay attention to communications about SMM policies or training. It should not be one size fits all. Identify various channels and post relevant content accordingly.

VII. MEETINGS MANAGEMENT TECHNOLOGY

Meetings management technology creates a central data repository for meetings activities, standardizes workflow and may dictate certain choices to ensure meeting planners remain within policy. Meetings technology tends to be modular, and many companies begin with event website creation and attendee management. More tech providers are working on end-to-end solutions that can accommodate both simple, self-service meetings and ultra large and complex user conferences and citywide conventions with planning tools and apps that enhance and extend the participant experience, pre-, during and post event. Use technology beyond individual event support.

A. Required capabilities.
1. Event registration and central calendar.
2. Electronic RFP and supplier data.
3. Budgeted, negotiated and actual costs.
4. Invitations, websites and attendee information.
5. Reporting on spend, savings, suppliers and attendees; ability to adhere to GDPR.
6. Data from mobile apps has grown in importance, especially regarding attendee engagement and direct, real-time feedback.
7. Business intelligence.
8. Integrations with other enterprise technologies.

B. Configuration.
1. A full technology suite is a powerful tool for SMM, but even a small implementation can make an impact. For example, companies that require event registration in a central calendar can implement an approval process and vastly improve visibility into overall meetings activities. Companies may choose to implement certain modules first and then add as the SMM effort matures.
2. Simplify workflows and ask for as little data input as practical; meetings technology tools offer extensive policy and workflow configurations that are invaluable for customization, but just because it can be done does not make every capability worth it. It can be tempting, particularly for

programs with tiered meetings policies and workflows. However, creating "lite" forms and work-flows for simple meetings and more complex data capture for larger events can drive adoption and reduce training, particularly for occasional planners.

3. Especially for global programs, ensure the technology platform offers multiple languages and local customization. For data collection, allow only customizations that will not undermine the standard consolidation of spend, savings, supplier and attendee data.

C. Technology integrations: Advanced SMM programs are integrating meetings technology with transient travel tools and other employee technology systems like SAP and Oracle.

1. Particularly for internal meetings, online booking tools can help companies understand what portion of business travel is related to meetings.

2. Integrating with global distribution systems and online booking tools allows real-time visibility into room-block availability.

3. Integrating with payment tools can facilitate spend reconciliation.

4. Some companies integrate meetings tools, particularly meetings apps, with customer relationship management tools to track follow-up from client-facing events and longer-term business opportunities and conversions to better quantify ROI.

D. Virtual/digital technology options: Consider webcast, real-time and perpetual-collaboration technologies that fit into today's virtual and hybrid meeting delivery approach.

VIII. MEETINGS PAYMENT

Consider using a specialized meetings payment card for all meetings purchases. This offers an easier way to categorize meeting line items, reconcile accounts and streamline the payment process. Best practices:

A. Consolidate meetings spend with a single provider. This will allow the organization to drive better rebates based on total meetings spend volume. Consider using the same provider as the corporate card to leverage joint volume. Pick your card provider according to your SMM strategy; if your goal is to have a global SMM card provider, then research card acceptance information during your RFP so it doesn't become an issue after deployment.

B. One option is to deploy meeting cards for various meeting planners throughout the company, though current best practice is to generate an individual card for each meeting. This requires expedited request and disbursement on the part of the organization, especially for meetings with short lead times. It can ease reconciliation processes. Some companies prefer one parent card for all meetings and then match a certain expense to a certain meeting engagement by a meeting identifier. Other organizations allow for multiple card products based on the region and acceptance of the solution by vendors.

C. Alternatives are coming to the marketplace that can replace traditional payment methods. These include integrated payment solutions or small meeting technology solutions that incorporate payment processing.

IX. DRIVING ADOPTION

Many companies do the legwork to understand meetings spend, analyze their markets, source good suppliers and invest in technology only to stumble when it comes to adoption efforts. To succeed, companies must budget and plan effectively for change management and create a realistic adoption road map. Strategies to maximize SMM.

A. Allow meeting planners of all levels to have a voice when designing a program.

B. Position the SMM as a resource. Market the program as a support structure. Show meeting planners how new tools and processes will alleviate pain points.

C. Test the program with a select group of planners to work out any major glitches. Get feedback, and make changes.

D. Communicate and train: A communications campaign should go beyond a one-time promotion. Offer lunch-and-learn sessions, online learning opportunities and a dynamic "planner community" resource. When rolling out a new SMM or making significant changes to process, road shows educate stakeholders and increase adoption.

E. Create a channel for ongoing feedback. Planners of all levels can suggest refinements. Look for ineffective tool configurations or workflows, and change them.

F. Regardless of the range of suppliers chosen or the number of meeting tiers included in policy, consider an official approval process for allowing planners to book nonpreferred suppliers.

G. Understand stakeholder needs and drivers in order to improve adoption.

H. Without executive stakeholder support and champions, deployment will be challenging. Close the loop by ensuring executive stakeholders get monthly high-level summaries of SMM successes and gaps, and ask for their help to close gaps and assist with noncompliant departments.

X. MEASURING SUCCESS

Measure meetings management benefits. As SMM and data collection and analysis improve, more advanced metrics are also in the works.

A. Determine the impact of sales revenue using an ROI calculation that isolates the meeting channel versus the other channels, such as advertising and social media. After considering the cost of all channels, isolate the positive effects, e.g., increased revenue, from each channel and then calculate the ROI.

B. Compare and contrast cost per participant per day by meeting type, looking for spend variances across divisions, suppliers and regions.

C. Determine the value of the program's reach or interaction—improved communication, increased motivation, or enhanced learning, e.g., return on objective, return on engagement or return on experience—by measuring the perspectives of participants.

D. Measure the reduction of suppliers that operationalize meetings and events.

E. Measure the reduction in time spent sourcing and planning meetings through automation and efficiency.

F. Gauge service level agreement metrics achieved among meeting owners, meeting planners and suppliers. ◄