The Meetings Report

December 2012

The State of the Michigan Association Meetings Industry

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Background

INTRODUCTION

This study was conducted by Event Garde in collaboration with the Michigan Society of Association Executives (MSAE). This report represents the first-ever Michigan association meetings industry survey and key recommendations examining the characteristics of senior education/professional development staff, characteristics of association meetings, professional speaker hiring practices, industry speaker preparation and compensation, and meeting evaluation practices.

COLLABORATORS

Event Garde is a professional development consulting firm based in Grand Rapids, Michigan that works with association leaders who want to deliver dynamic, meaningful and compelling education and networking experiences. Clients manage leading trade associations and individual membership societies across the United States. As the premier source of expert advice and innovative solutions in strategic planning, instructional design and meeting management, Event Garde helps inspire attendee learning, engagement and community, while promoting superior business outcomes.

The **Michigan Society of Association Executives (MSAE**) is a not-for-profit membership organization serving associations in a variety of managerial and staff specialist roles. Focusing its resources on the professional development needs of its members, the organization has served the association management and meetings industries since 1927. Today it functions as an information resource and professional network for more than 700 executives in Michigan's vibrant association community.

AUTHORS

Michigan native **Aaron Wolowiec** is a talented and passionate leader whose diverse achievements guide and propel association goals and initiatives, especially as they relate to education and learning. Aaron has more than a decade of experience in the meetings industry, and has taught for three years at a Michigan college. Aaron is a certified association executive, a certified meeting professional and a certified tourism ambassador, and he earned a master's degree in administration from Central Michigan University. As the founder and president of Event Garde, Aaron manages the day-to-day operations of the firm, including the facilitation of most client projects.

Alex Kontras is a data manager for the City of Grand Rapids, where he employs ongoing formative evaluation methods to enhance the quality of community programs. Alex earned an undergraduate degree in sociology and a master's degree in public administration. For the last several years, Alex has successfully applied his data analysis and evaluation experience within the nonprofit and government sectors in West Michigan.

EDITOR

Special thanks to Kristen Parker for editing this report.

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DISCLAIMER

The contents of this report are based on data gathered from a Web-based survey conducted by MSAE from April 4, 2012 to May 7, 2012. A link to the survey was sent to 277 organizations; 67 responses were received for a response rate of approximately 24 percent. One response was excluded due to the scope of the organization's meetings, making a usable sample size of 66 respondents. Neither the sampling method nor the size of the sample can be considered statistically valid, so the results offered here should be considered informative, but not definitive in nature. While we deem these sources, including subjective estimates and opinions of the report authors, to be reliable, Event Garde and MSAE do not guarantee the accuracy of the report's contents and expressly disclaim any liability by reason of inaccurate source materials. For a list of the questions asked of all respondents, and aggregate answers, contact Event Garde or MSAE.

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Key Recommendations

When applied to an association's annual education strategy, these game-changing tactics will redefine how success is measured.

TACTIC 1: DIVERSIFY REVENUE

As a disciplined approach to managing meeting and event activities, strategic meetings management aligns measurable business objectives (e.g., revenue) with an organization's strategic goals and vision. According to this research, Michigan associations have room for growth in this emerging business initiative.

- *Most organizations receive only a small percentage of their annual revenue from conventions, exhibits and meetings*
- *Exhibitions and sponsorships are widely underutilized as viable revenue streams*
- *A majority of organizations do not offer formal certification programs, a promising revenue source for the right association*
- *A majority of organizations attribute only a small proportion of their annual income to their major annual meetings*

TACTIC 2: REWARD DIFFERENCE

The way we interpret and negotiate the world is informed by our identity, culture and experience. Greater diversity means greater variation in perspectives and approaches. According to this research, the Michigan meetings industry lacks this important diversity of thought (which has the potential to affect program content and dynamics).

- *Most education and professional development departments are led by white/Caucasian women*
- *Most organizations are either not utilizing the complimentary services of speaker bureaus or are not doing so consistently, severely limiting their access to qualified professional speakers*
- *The most popular methods organizations use to get ideas about new professional speakers include recommendations from peers, members and staff, as well as speakers they've seen/worked with before*
- *In many organizations, the chief staff executive alone holds the authority to make final decisions about which professional speakers to hire*
- *Most organizations rely on their chief staff executive to make final decisions in selecting major annual meeting venues*

TACTIC 3: VALUE CONTEXT

To the extent possible, respondent data were analyzed by a variety of different methods to provide the association community with informative benchmarking statistics that could be used in strategic planning. Occasionally, no significant trends emerged. Therefore, it's important to consider all research findings within the unique context of each organization's industry.

- *The association community is inconsistent in its use of position titles and its assignment of salaries for senior education and professional development staff*
- *The total number of concurrent sessions offered by organizations during their 2011 major meetings varied considerably*
- *Associations reported substantial differences in the percentage of members attending their major annual meeting based on the type and average number of members comprising their organization*
- *Although almost uniformly generous, compensation packages provided by organizations to industry speakers who presented at their 2011 major meetings varied widely*
- *Formal evaluations collected by organizations from attendees at or following their 2011 major meetings differed significantly in form and content*

TACTIC 4: MAXIMIZE OPPORTUNITIES

As the professional development landscape changes, organizations must employ meeting industry best practices if they expect to stay relevant, competitive and sustainable. This research suggests that Michigan associations could improve and complement their existing suite of member services by leveraging industry standards, practices and networks.

- *While education and professional development functions are likely understaffed, organizations also fail to capitalize on internship opportunities*
- *Blended learning and virtual meeting formats remain highly underutilized*
- *Associations outsource few meeting planning activities, potentially compromising organization/department strengths and competencies*
- *By and large, associations do not optimize the presence of professional speakers by asking them to provide additional activities beyond a face-to-face presentation*
- *A number of organizations did not collect formal evaluations from attendees at or following their 2011 major meetings*
- *Most organizations do not provide live video streaming of keynote/plenary or concurrent sessions at their major annual meetings*

TACTIC 5: PRIORITIZE LEARNING

Aside from networking, learning remains the most important outcome of any education program. And when staff resources are diverted from the intricacies of professional development to manage meeting logistics, learning can be compromised. Research findings suggest unsophisticated meeting practices may be affecting education quality.

- *Many organizations elect not to hire professional speakers*
- *Associations investing in professional speakers generally secure them four to seven months prior to meetings, meaning generic or outdated content is possible without intentional/scheduled follow-up*
- *Some organizations do not secure industry speakers to present at their major annual meetings, failing to capitalize on member knowledge and expertise*
- *A majority of organizations did not issue a call for presentations for their 2011 major meetings, likely limiting the strength of their presentation lineups*
- *A majority of organizations did not prepare industry speakers for their 2011 major meetings*
- *Most organizations collecting formal evaluations for their 2011 major meetings did not measure whether learning occurred*
- *Many organizations expanded speaker session submissions for their 2011 major meetings, potentially obscuring speaker intent and impacting both promotional materials and evaluation metrics*

These key recommendations are intended to provide the executive summary for this study's research findings. Should your organization wish to further explore the intricacies of this study's data, including the application of these game-changing tactics to your organization's current practices, Event Garde is available for consultation and speaking engagements. For more information, contact Cally Hill, director of client relations, by phone at (616) 710-1781 or by email at cally@eventgarde.com.

Organization Demographics

Surprisingly, 38% of organizations receive less than 5% of their annual revenue from conventions, exhibits and meetings.

ASSOCIATION PROFILE

When asked about the geographic focus of their organization, the largest proportion (67%) noted *Statewide*. The second largest category was *Regional (multiple-community focus within Michigan)* at 12%.

The majority (51%) of respondents represent trade associations. Professional societies garnered 18% of responses, as did "Other" organizations.

Consequently, 46% of respondents identified a 501(c)6 IRS tax status. An additional 42% noted a 501(c)3 IRS tax status.

Of the 34% reporting only companies as members, the number of active members ranged from 86 to 40,000. Of the 34% reporting only individuals as members, the number of active members ranged from nine to 3,500.

Finally, the majority (24%) of respondents represent health care and social assistance organizations. Another 15% represent organizations offering education services.

ANNUAL BUDGET

For benchmarking purposes throughout this report, associations were grouped into categories based on annual budget size.

Table 1 Respondents by Budget Size

Budget Size	Category	n	%
Less than $500,000	Small	31	47.0
$500,000 to $4,999,999	Medium	24	36.4
$5,000,000 or more	Large	11	16.7
Total		**66**	

In all instances, "n" represents the number of respondents and "%" represents a percentage.

CONVENTIONS, EXHIBITS & MEETINGS

Associations were asked approximately what percentage of their organizations' annual revenues was derived from conventions, exhibits and meetings (including all related sponsorship revenue).

Table 2 Percentage of Annual Revenue Derived from Conventions, Exhibits and Meetings

Percent of Annual Revenue	n	%
Less than 5%	25	37.9
5-19%	14	21.2
20-34%	5	7.6
35-49%	11	16.7
50-64%	6	9.1
65-79%	4	6.1
80-94%	1	1.5
95-100%	0	0.0
Total	**66**	

Surprisingly, 38% of organizations receive less than 5% of their annual revenue from conventions, exhibits and meetings; another 21% report receiving only 5-19% of their annual revenue from this functional area.

Professional societies represent the only organization type that does not follow this pattern. Only one professional society (of 12) derives less than 5% of its annual revenue from this source. For most (58%), the proportion is at least 20%. All other organization types, including charitable or philanthropic organizations, educational institutions and trade associations, most often derive just 5% or less from conventions, exhibits and meetings.

MEETING REVENUE

Table 3 displays what percentage of organizations' gross meeting revenues were derived from four different sources.

Table 3 Average Percentage of Annual Revenue Derived from Various Sources

	Budget Size		
Revenue Source	Small	Medium	Large
Meeting Registrations	39.5	43.2	35.6
Exhibitions	10.8	12.6	21.2
Sponsorships	26.0	17.4	26.7
Other	23.6	26.9	16.5

MEETING REVENUE, *Continued*

Meeting registrations were consistently the number one source of meeting revenue across organizations of all budget sizes.

Of particular interest is the "Other" category. Respondents were not asked to define this revenue source; however, it did represent the second most popular response for medium budget organizations and a close third for small budget organizations.

Associations with large budgets appear to have the most balanced portfolio of gross meeting revenue sources. Conversely, associations with medium budgets may be underutilizing exhibitions and sponsorships while their counterparts with small budgets may be underutilizing exhibitions.

FISCAL YEAR COMPARISONS

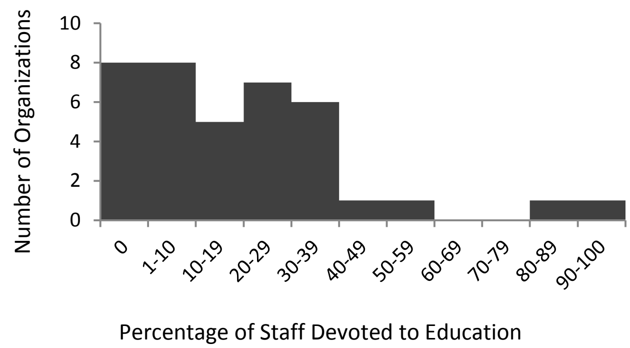
In the last fiscal year, net meeting revenue remained the same as compared to the previous fiscal year for 39% of organizations; 34% reported an increase.

In the current fiscal year, 46% of organizations expect net meeting revenue to remain the same as compared to the last fiscal year; 39% expect an increase.

PAID STAFF

Based on each organization's staff size (paid employees), Figure 1 represents the percentage of paid staff members who spend a majority of their time working on education or professional development.

Figure 1 Percentage of Staff Primarily Devoted to Education or Professional Development



For purposes of this report, part-time paid employees (who work 30 or fewer hours per week) were recoded as half-time employees and organizations with two or fewer paid full-time staff were excluded.

Eight organizations report no staff primarily devoted to education or professional development work. For an additional eight organizations, only 1-10% of their total paid workforce spends a majority of its time working in this functional area.

Two organizations reported the majority of their staff members are devoted to education or professional development, one reporting 80-89% and the other 90-100%. Both likely have an education focus.

INTERNS

In 2011, only 24% of respondents report mentoring education or professional development interns (paid or un-paid). The remaining 76% did not utilize interns at all.

Function Leader

The data illuminate the inconsistency of position titles and salaries across organizations.

In this section, respondents were asked to consider only the most senior member of their organizations' education or professional development functions.

TITLE

When asked about the title of respondents' function leaders, the most popular response was *Other* (44%), followed by *Director* (36%), *Manager* (13%) and *Vice president* (8%). Of particular interest is the "Other" category. Although respondents who marked "Other" were not asked to provide the title of their most senior education or professional development staff member, it is likely these titles range from coordinator to chief learning officer based on the wide range of reported salaries.

EDUCATION

When asked about the highest level of education obtained by the most senior member of the organization's education or professional development function, 44% noted a *Bachelor's degree*. Others reported a *Graduate degree* (23%) and 14% reported a *Ph.D./Post-doctoral degree*.

GENDER

By and large, women lead the education or professional development function at most Michigan associations (73%).

Table 4 Salary of Most Senior Staff Devoted to Education and Professional Development Function by Position Title

	Position Title				
Salary	Vice President	Director	Manager	Other	Total
Less than $44,999	1	6	6	9	22
$45,000 - 74,999	1	11	2	11	25
$75,000 - 104,999	2	3		1	6
$105,000 or more	1	3		6	10
Total	**5**	**23**	**8**	**27**	**63**

SALARY

Table 4 compares the base annual salary of senior education or professional development staff with function leader titles. The data illuminate the inconsistency of position titles and salaries across organizations. When function leader salary is compared with budget size, it is clear that organizations with bigger budgets are paying the most senior member of their organization's education or professional development function a higher wage.

AGE

The age range of function leaders varied with 39% between the ages of 45 and 54; 23% between the ages of 35 and 44; and 22% between the ages of 55 and 64.

ETHNICITY

An overwhelming 94% of respondents indicated the most senior member of their organization's education or professional development function is *White/Caucasian*.

2011 Meetings Calendar

A total of 60 organizations logged more than 28,000 educational experiences in 2011.

Table 5	Average Number of Meetings Planned in 2011 by Budget Size		
	Budget Size		
Meeting Type	Small	Med	Large
Virtual meetings (web and/or audio) of any duration	8.7	10.9	37.9
Half-day (1 to 4 hours), face-to-face meetings	17.3	23.0	18.4
One-day (more than 4 hours), face-to-face meetings	3.9	10.5	56.0
Multi-day, face-to-face meetings	1.5	5.9	4.5
Blended learning meetings of any duration	7.6	0.7	5.2
Total number of meetings planned in 2011	**27.5**	**42.2**	**82.6**
Number of meetings with exhibits planned in 2011	*6.0*	*8.4*	*4.8*
Number of meetings planned, then subsequently canceled	*5.9*	*1.5*	*5.0*

In this section, respondents were asked to consider all meetings planned during calendar year 2011.

MEETING TYPES

Organizations were asked to categorize the number of meetings they planned in 2011 by meeting type (including any meetings that were planned and subsequently canceled). A summary comparing organization budget size is displayed in Table 5.

Blended learning meetings appear to be the most underutilized meeting type. Additionally, virtual meetings represent only a small percentage of the annual meetings calendar (at least for organizations with small and medium budgets). Most meetings remain face-to-face.

The data also reveal that associations with small budgets are likely to plan only two of the five different meeting types each year. Additionally, associations with medium and large budgets are likely to plan only three of the five different meeting types each year.

EXHIBITS & CANCELLATIONS

Table 5 also includes the total number of meetings with exhibits planned in 2011, as well as the number of meetings planned and then subsequently canceled.

CERTIFICATION PROGRAMS

Only 36% of respondents report offering a formal certification program. For the remaining 64%, this may present an opportunity for further exploration.

EDUCATIONAL EXPERIENCES

A total of 60 organizations logged more than 28,000 educational experiences in 2011. Clearly, associations will continue to play a more significant role in training today's workforce (with at least 500 staffed associations in Michigan alone). These associations must help members take responsibility for their own learning, as well as teach them how to learn and how to leverage learning plans within their organizations.

OUTSOURCING

Nearly three-quarters (73%) of all respondents reported not outsourcing any meeting planning activities in 2011. Of the remaining 27%, five reported outsourcing one function (four organizations with medium budgets outsourced A/V services and one organization with a large budget outsourced registration services). Additionally, 11 organizations reported outsourcing two or more functions. Further analysis of these 11 organizations revealed no patterns in the services they outsourced.

Table 6	Number of Organizations that Outsourced Meeting Planning Activities by Budget Size			
	Number of Activities			
Budget Size	0	1	2 +	Total
Small	26	0	5	31
Medium	17	4	3	24
Large	7	1	3	11
Total	**50**	**5**	**11**	**66**

Professional Speakers

In 2011, only one organization required its professional speakers to provide more than a face-to-face presentation.

In this section, respondents were asked to consider all meetings planned during calendar year 2011.

HIRING

A majority of respondents (60%) reported hiring professional speakers for one or more meetings in 2011. A full 40% didn't hire any.

NUMBER & COMPENSATION

Of those organizations hiring professional speakers in 2011, a substantial proportion (44%) only hired one to two. Table 7 compares the number of professional speakers that organizations hired in 2011 with the total compensation earned by these individuals.

Table 7 Annual Amount Spent on Compensation for Professional Speakers by the Number of Professional Speakers Hired

Amount spent on compensation	Number of professional speakers					
	1-2	3-4	5-6	9-10	11+	Total
Less than $5,000	9	1	1			11
$5,000 to $9,999	5	4	4			13
$10,000 to $14,999			1		1	2
$15,000 to $19,999	1					1
$20,000 or $24,999		1				1
$25,000 or more			1	1	4	6
Total	**15**	**6**	**7**	**1**	**5**	**34**

SPEAKER BUREAU

When asked if their organization uses a speaker bureau for recommending or hiring professional speakers, the largest proportion (60%) responded *Sometimes*. The second largest category was *Never* at 35%.

NEW SPEAKERS

Organizations get ideas for new professional speakers using a variety of methods; however, as evidenced by Table 8, the top four strategies are most likely, when used definitively, to produce the most homogenous results.

Table 8 Methods by Which Respondents Get Ideas about New Professional Speakers

Method	n	%	Rank
Recommendations from peers	32	94.1	1
Speakers seen/worked with before	30	88.2	2
Recommendations from members	29	85.3	3
Recommendations from staff	18	52.9	4
Web searches (e.g., Google)	12	35.3	5
Recommendations from speaker bureaus	8	23.5	6
Direct solicitations from speakers	7	20.6	7
Speaker proposal process	6	17.6	8
Social media (e.g., LinkedIn, Twitter)	5	14.7	9
Other	3	8.8	10

DECISION-MAKING

In many organizations (35%), the chief staff executive holds the authority to make final decisions about which professional speakers to hire; this was the most frequent response. The remaining organizations varied greatly in their approach. *Committee chair*, *Senior education/professional development staff member*, *Staff committee* and *Case-by-case basis* were equally popular responses.

CONTRACTING

When asked how far in advance their organization prefers to secure professional speakers for meetings, *Four to five months* and *Six to seven months* each garnered 30% of responses.

OPTIMIZATION

In 2011, only one organization required its professional speakers to provide more than a face-to-face presentation. A total of 16 others requested one or more services. Following were the most popular requests: *Write a newsletter/magazine article or be interviewed*; *Write a post for the organization's or meeting's blog*; and *Participate in other elements of the meeting*.

OPTIMIZATION, *Continued*

Table 9 lists the remaining activities in rank order.

Table 9	Additional Activities Beyond a Face-to-Face Presentation Requested or Required of Professional Speakers	
Activities Requested or Required	**n**	**Rank**
Nothing; we do not request or require anything more	17	1
Write a newsletter/magazine article or be interviewed	10	2
Write a post for the organization's or meeting's blog	7	3
Participate in other elements of the meeting	6	4
Other	3	5
Participate in a pre-meeting online conversation	2	6
Record a promotional video	1	7
Present or facilitate a pre- or post-meeting webinar	1	7
Total unique respondents	34	

SPONSORS

A large number of respondents (41%) *Sometimes* seek sponsors to underwrite, in full or in part, the cost of professional speakers, sessions or content tracks. Additionally, 32% *Always* seek sponsors and 21% *Frequently* seek sponsors.

2011 Major Meeting

The 54 respondents logged a total of nearly 19,000 paid registrations for their major meeting in 2011.

In this section, respondents were asked to select and consider their organizations' major meetings from 2011 (defined as the meeting with the largest attendance, the meeting that produces the most revenue or the most strategically important meeting).

KEYNOTE/PLENARY SESSIONS

When asked about the total number of keynote/plenary sessions offered at their 2011 major meeting, a majority (52%) of respondents indicated *One to two*. The second most popular response was *Three to four* with 28%.

Table 10 Number of Keynote/Plenary Sessions Offered at Major Annual Meeting

Response	n	%
0	5	10
1-2	26	52
3-4	14	28
5-7	5	10
Total	**50**	

CONCURRENT SESSIONS

The total number of concurrent sessions offered at these meetings varied widely across respondents; however, a pattern did emerge between an organization's annual budget size and the number of concurrent sessions it offered during its 2011 major meeting. The larger the organization's annual budget, the more concurrent sessions it offered.

PROFESSIONAL SPEAKERS

A full 40% of organizations did not hire professional speakers as part of their 2011 major meetings. Of those that did hire professional speakers, organizations with small and medium budgets secured just under three professional speakers on average. Conversely, organizations with large budgets hired about six.

Table 11 Average Number of Professional Speakers that Presented at Major Annual Meeting*

Budget Size	Average	n
Large	5.8	4
Medium	2.6	16
Small	2.8	11
Total	**3.1**	**31**

* *Those who responded with "Zero" were removed from this table. In addition, one other outlier was removed.*

INDUSTRY SPEAKERS

Notably, 20% of organizations did not work with industry speakers as part of their 2011 major meetings. Of those that permitted industry speakers to present, the average number ranged from nine to 51.

Table 12 Average Number of Industry Speakers that Presented at Major Annual Meeting*

Budget Size	Average	n
Large	51.0	5
Medium	14.4	19
Small	9.2	17
Total	**16.7**	**41**

* *Those who responded with "Zero" were removed from this table. In addition, two other outliers were removed.*

CALL FOR PRESENTATIONS

When asked how many months before their 2011 major meeting they closed the call for presentations, a majority of respondents (54%) indicated they did not issue one for this meeting. An additional 17% reported *Four to five months*; 11% reported *Eight to nine months*.

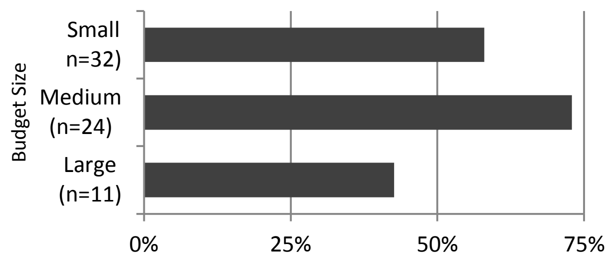
STAFFING

In all but one case, the total number of staff members who attended this meeting exceeded the total number of paid staff members who spend a majority of their

STAFFING, *Continued*

time working on education or professional development. Additionally, three organizations (with a small budget) reported taking more staff than they have on payroll. (These organizations were considered outliers and were removed from Figure 2.)

Figure 2 Average Percentage of Staff Who Attended the Major Annual Meeting by Budget Size



PAID REGISTRATIONS

The 54 respondents logged a total of nearly 19,000 paid registrations for their major meeting in 2011. Factor in all other meetings planned throughout the calendar year, and it is clear how associations provide more post-secondary education than any other sector.

MEMBER PARTICIPATION

Associations were asked what percentage of members attended their 2011 major meeting. Table 13 compares these responses with the type and average number of members comprising their organizations.

Table 13 Average Number of Members by Percentage of Membership that Attended Major Annual Meeting

% of members who attended major annual meeting	Associations with all or mostly organizational members	Associations with all or mostly individual members
Less than 5	n/a	15061.7
5 – 34	580.2	7326.4
35 – 64	73.0	1689.3
65 – 100	216.6	481.0

PERCENTAGE OF ANNUAL INCOME

When asked what proportion of annual income the major meeting supplies, 52% of organizations said *Less than 5 percent*. A little over a quarter of respondents depend on the major meeting for 5-19% of their annual income, and only 20% of respondents depend on the major meeting for more than 19% of their annual income.

ROOM PICK-UP

When asked what percentage of rooms their organization picked up for their 2011 major meeting, 43% indicated they did not offer a group room block. Another 26% said *90 to 100 percent*; 9% said *80 to 89 percent*; and 6% said *70 to 79 percent*. A full 13% reported a pick-up of *Less than 50 percent*.

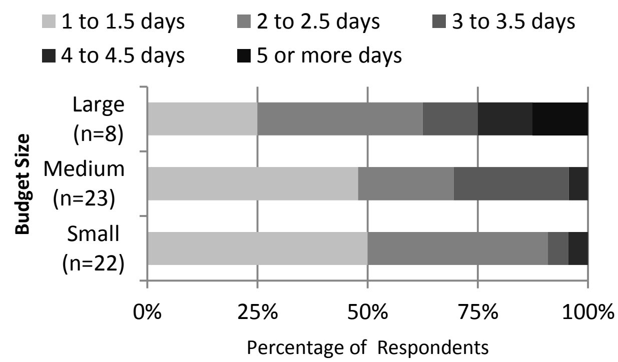
EXHIBITS

Based on this research, major Michigan association meetings tend to feature less than 100 exhibits. In fact, 39% reported *1 to 24 exhibits*; 11% reported *25 to 49 exhibits*; and 15% reported *50 to 99 exhibits*. Another 32% reported not offering exhibits at their 2011 major meeting.

DURATION

When asked how many days their 2011 major meeting spanned, the overwhelming trend was brevity. Only 23% of organizations' major annual meetings lasted longer than 2.5 days.

Figure 3 Percentage of Respondents by Length of Major Annual Meeting and Budget Size



FUNDS/CONTRACTS

By and large, the chief staff executive had the authority to commit the organization's funds/sign contracts for the 2011 major meeting (65%). In other organizations (19%), the senior education/professional development staff member maintained this responsibility.

SITE SELECTION

When asked who made the final decision in selecting the site of the 2011 major meeting, 46% noted the *Chief staff executive*. *Board or volunteer committee* came in second with 22%. *Senior education/professional development staff member* and *Staff committee* were tied for third with 11% each.

Industry Speakers

When asked if organizations prepared industry speakers for their 2011 major meetings, 57% said *No*.

In this section, respondents were asked to consider their organizations' major meetings from 2011.

COMPENSATION

Associations were asked to identify which forms of compensation they provided industry speakers who presented at their 2011 major meeting. Options included: *Complimentary registration for the full meeting*; *Complimentary registration for part of the meeting*; *Documentation of continuing education at no additional charge*; *Reduced registration rate*; *Complimentary lodging or reimbursement for lodging*; *Complimentary transportation or reimbursement for transportation*; *Complimentary meals or reimbursement for meals*; and an *Honorarium or stipend*. Because combinations of responses varied widely, Table 14 identifies the number of organizations providing unique compensation forms by budget size. Overall, organizations were very generous.

Table 14 Number of Organizations Providing Unique Forms of Compensation to Industry Speakers by Budget Size

	Number of Unique Forms of Compensation				
Budget Size	0	1	2	3+	Total
Large		5	1	2	8
Medium		8	5	10	23
Small	1	6	5	10	22
Total	**1**	**19**	**11**	**22**	**53**

PREPARATION

When asked if organizations prepared industry speakers for their 2011 major meetings (e.g., hold a conference call to discuss logistics or provide an online speaker portal), 57% said *No*. Only 43% said *Yes*. Of those who prepared industry speakers for their 2011 major meetings, as evidenced by Table 15, the top two strategies arguably required the least amount of effort: *Conference call* and *Email*.

Table 15 Methods Used to Prepare Industry Speakers for Major Annual Meeting

Methods	n	%	rank
Conference call	15	65.2	1
Email	14	60.9	2
Individual coaching	5	21.7	3
Online meeting	1	4.3	4
Dedicated Web site or portal for speakers	1	4.3	4

ORIENTATION

Organizations that prepared industry speakers for their 2011 major meetings were asked what type of content they provided. Once again, as evidenced by Table 16, the top three strategies arguably required the least amount of effort. Conversely, the content most likely to promote speaker success and attendee satisfaction – *Information about the speaker or session evaluation process* and *Training or tips for better presentations* – is cited least frequently.

Table 16 Number of Organizations that Provided Content to Prepare Industry Speakers for Major Annual Meeting

Type of Content	n	%	Rank
Information about overarching themes or content tracks at the meeting	18	78.3	1
Information about expected attendees (e.g., number, interests or skills)	17	73.9	2
Venue or session logistics	12	52.2	3
Information about the speaker or session evaluation process	5	21.7	4
Training or tips for better presentations	1	4.3	5
Other	1	4.3	5

Evaluations

Of those organizations that collected formal evaluations from attendees at or following their 2011 major meeting, 58% said they did not measure whether learning occurred.

In this section, respondents were again asked to consider their organizations' major meetings from 2011.

UTILIZATION

When asked if they collected formal evaluations from attendees at or following their 2011 major meeting, 78% of respondents said *Yes* and 22% said *No*.

EVALUATION TYPES

Of those organizations that collected formal evaluations from attendees at or following their 2011 major meeting, nearly all (95%) asked questions about the overall meeting. A majority also asked questions about each session (71%) and each speaker (58%).

Table 17 Types of Formal Evaluations Collected from Attendees of Major Annual Meeting

Type of Evaluation	n	%
Evaluations of the overall meeting	36	94.7
Evaluations of each session	27	71.1
Evaluations of each speaker	22	57.9
Other	2	5.3
Total unique respondents	**38**	

COLLECTION METHODS

Of those organizations that collected formal evaluations from attendees at or following their 2011 major meeting, 50% administered paper-based evaluations, 21% administered online evaluations and 30% administered a combination of both paper-based and online evaluations.

Table 18 Methods of Evaluation After Major Annual Meeting

Method of Evaluation	n	%
Paper-only	19	50.0
Online-only	8	21.1
Both Paper & Online	11	28.9
Total	**38**	

LEARNING

Of those organizations that collected formal evaluations from attendees at or following their 2011 major meeting, 58% said they did not measure whether learning occurred (e.g., through assessments or evaluation questions tied to learning objectives). Conversely, 42% said they did.

Of those organizations that said they measured if learning occurred at their 2011 major meeting, a majority (94%) did so via evaluation questions that aligned with learning objectives. Other methods included post-session (25%) or post-meeting (19%) assessments or follow-ups; a combination of pre-meeting and post-meeting assessments (13%); and evaluations conducted a month or more following the meeting (13%).

SESSION SUBMISSIONS

When asked if their organizations re-wrote any speaker session submissions (e.g., titles, descriptions or learning objectives) for their 2011 major meetings, a majority (52%) said *Sometimes*; 35% said *Never*; 10% said *Frequently*; and 2% said *Always*.

LIVE VIDEO STREAMING

When asked if their organizations provided live video streaming of keynote/plenary sessions at their 2011 major meetings, 92% said *No*. The remaining 8% streamed all (2%) or some (6%) of their keynote/plenary sessions.

Similarly, when asked if their organizations provided live video streaming of concurrent sessions at their 2011 major meetings, 96% said *No*. The remaining 4% streamed all (2%) or some (2%) of their concurrent sessions.