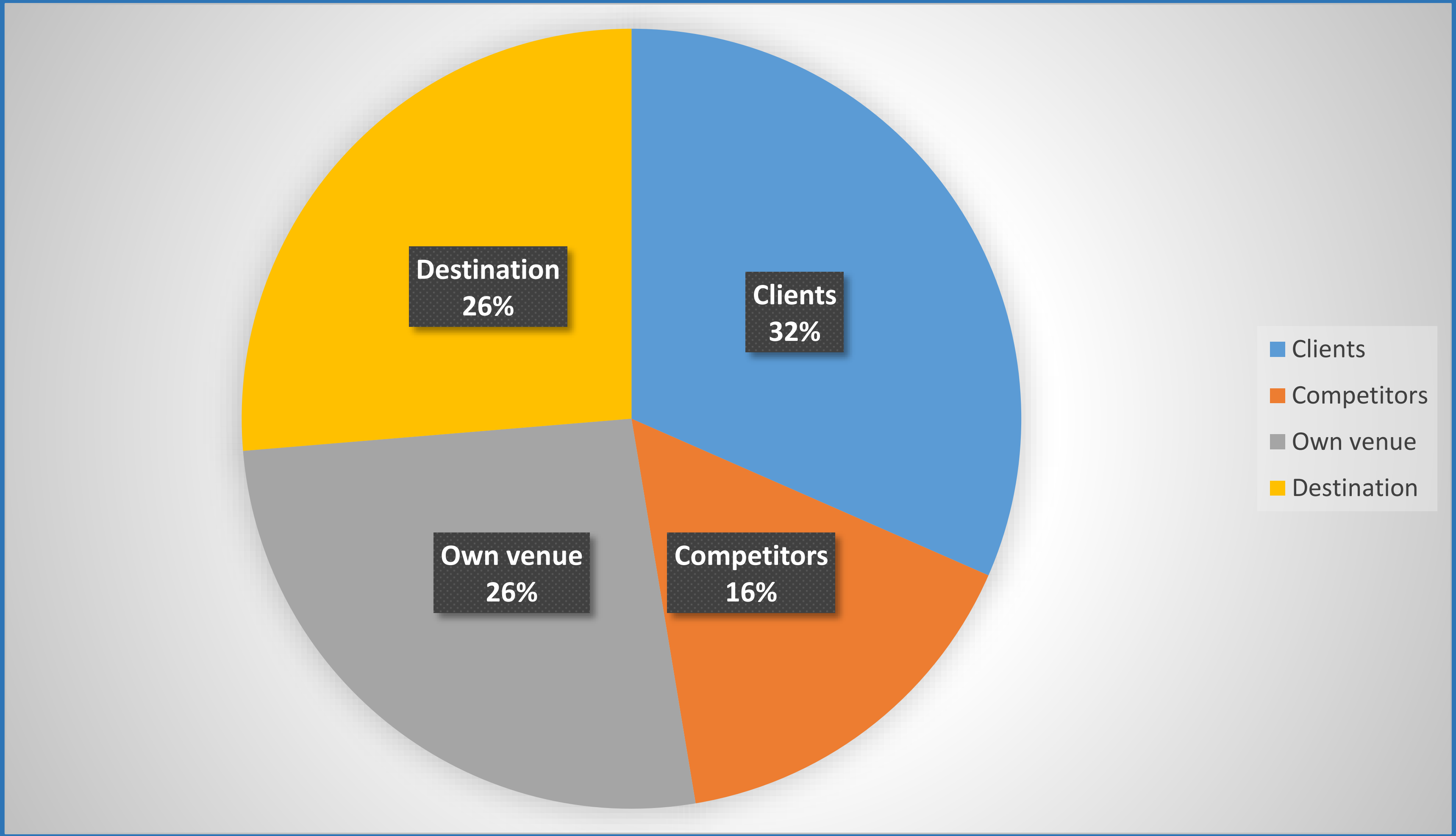
Strategic venue sales

AGENDA

1. Introduction
   How to start with a sales strategy
2. Round table discussions
3. Conclusions for Marketing strategy
4. Round table discussion
5. Summary

Introduction

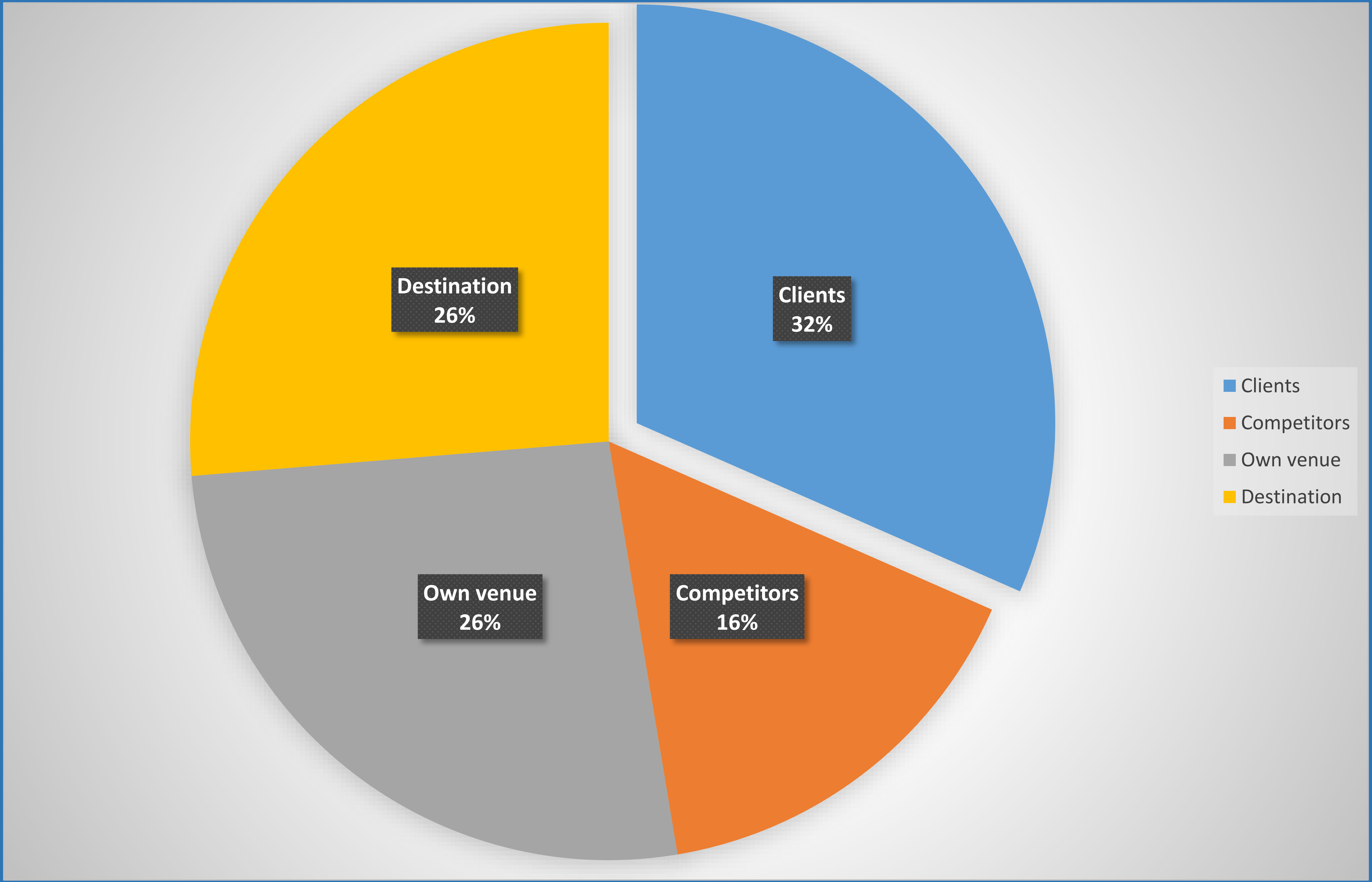
How to start with a sales strategy



Building a solid base for

- Marketing
- CRM
- Sales
- PR
- Pricing
- Staff training
- Staff recruitment
- Goals

Clients

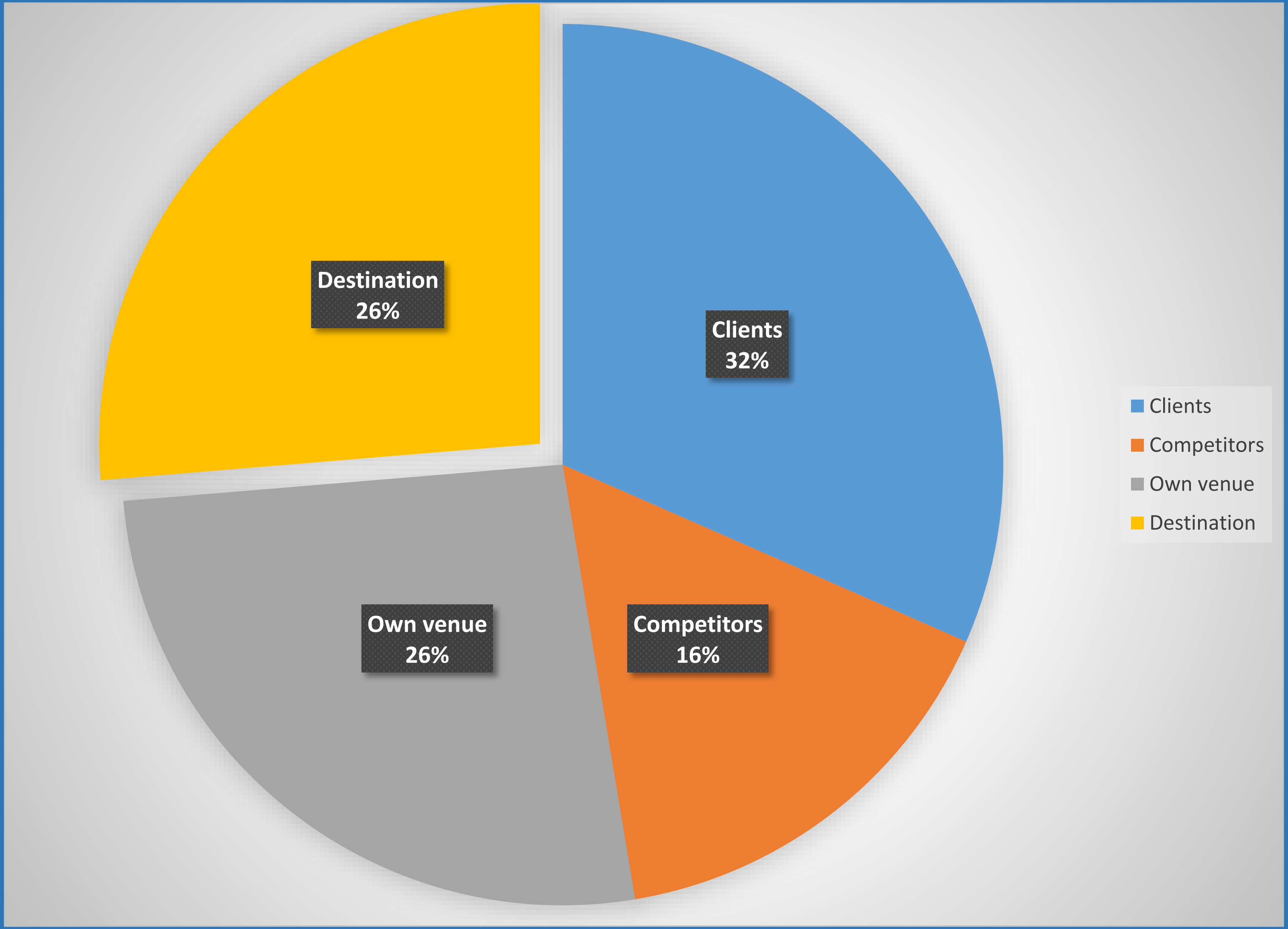

Destination
26%
Clients
32%
Own venue
26%
Competitors
16%
Clients
Competitors
Own venue
Destination

Let us start with the clients

- Who are my clients
- What do we earn from the various categories
- Which lead time do they have
- What is their main motivation
- What is their main issue

- How can we do that?

Destination



Destination

- Profile – industrial, touristic,
- Access
- Vison and development
- Local economy
- Science
- Political support
- Inhabitants
- Other service providers in the destination – public transport, taxis?

- What is the future vision of your city !
  - Economic development
  - Scientific goals
  - Touristic goals

……..

Destination

- **Ambasssadors Program**

An ambassador program is a series of activities, services and tools of a destination and/or a key industry stakeholder to

  - support ambassadors to bring congresses into the respective destination and/or venue
  - support ambassadors to encourage others to organise congresses in the respective destination and/or venue

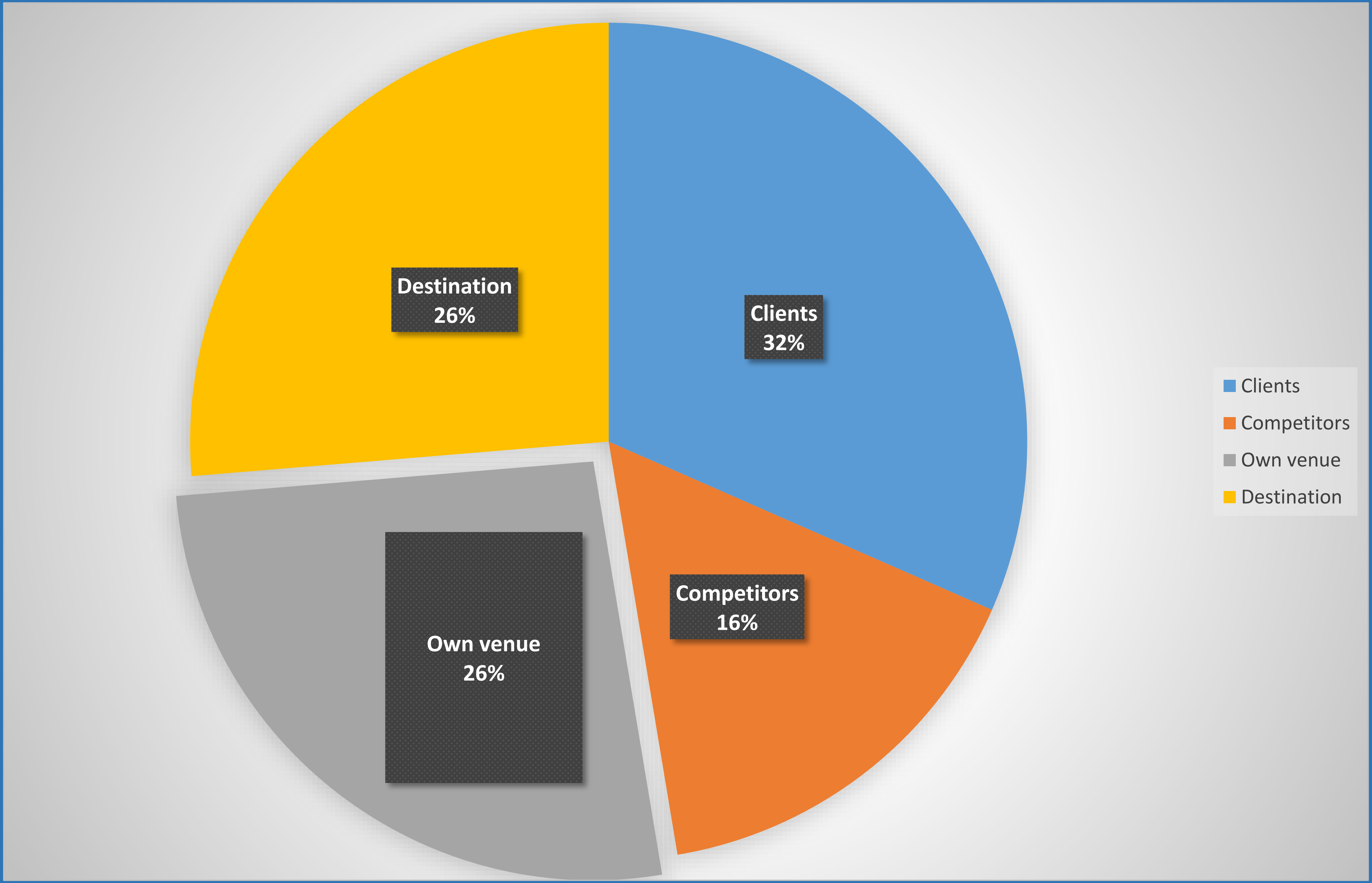
- and to bring benefit to the destination and the venue but also to the ambassador.

Cooperation with the CVB

- **Advisory board**
  - An advisory board, is a group of existing clients or at least very experienced convention industry specialist that meet on a regular basis to advice the destination and the venue about marketing, products and services.
  - An advisory board has to have clear targets and clear questions that they have to work on
  - The advises must be taken into consideration and be realised – this board needs to be taken seriously

Coopetition within the destination

Venue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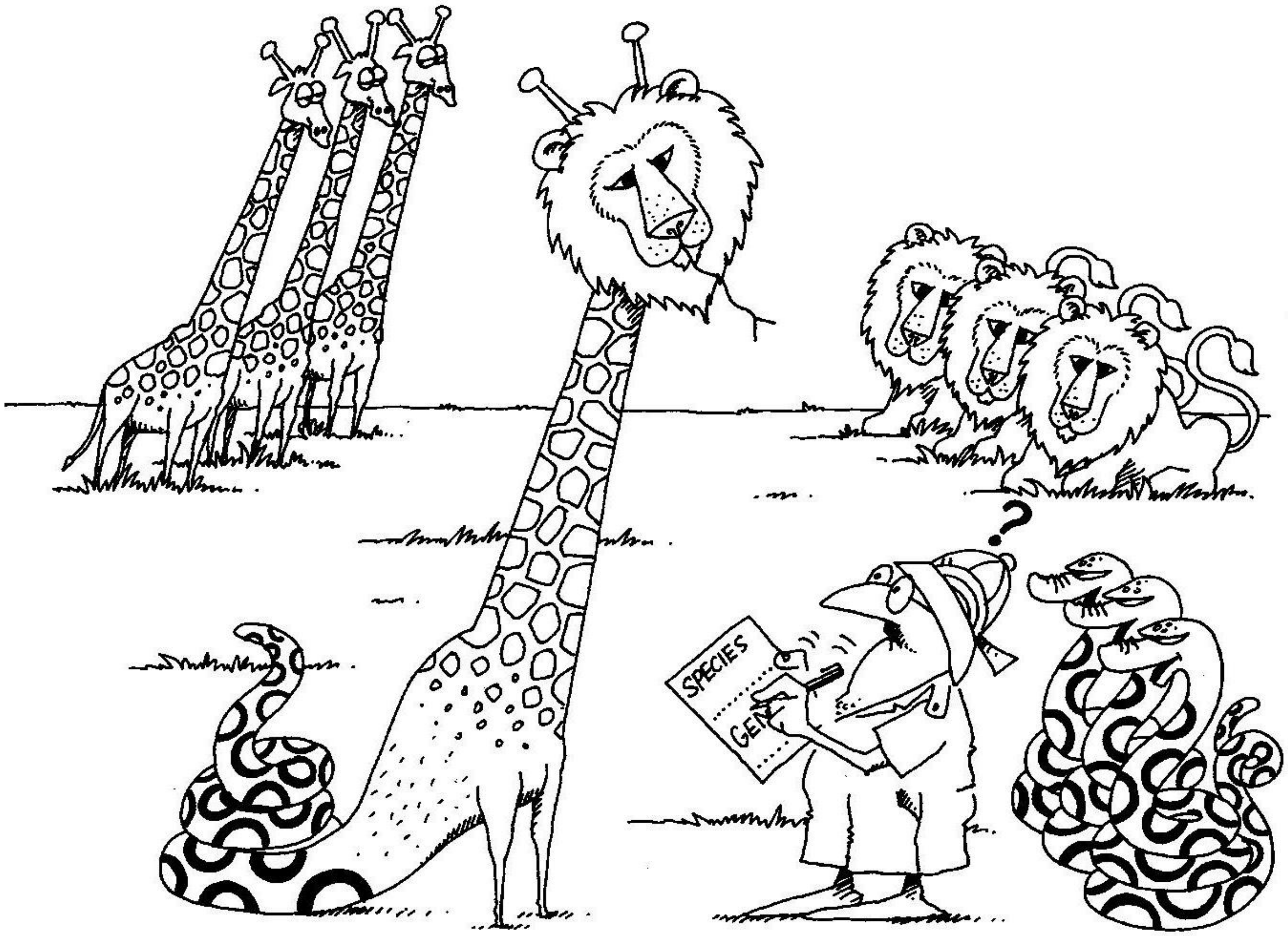
Destination

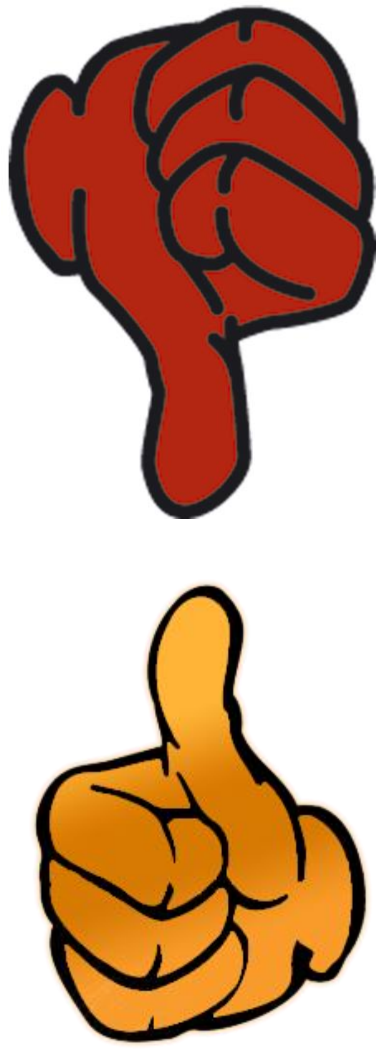
Venue

- Economic impact study
- Proof your value

Venue

- Categorisation – who and why
  - A,B,C
  - Options (1^{st}, 2^{nd}..)
  - Prices (reductions, need dates..)
  - Focused training
  - CRM





Venue

- Client interviews - Hardware
  - What are the main issues
  - What are we good in and what needs to be done better
  - What are they missing
  - Renovation
  - Pricing

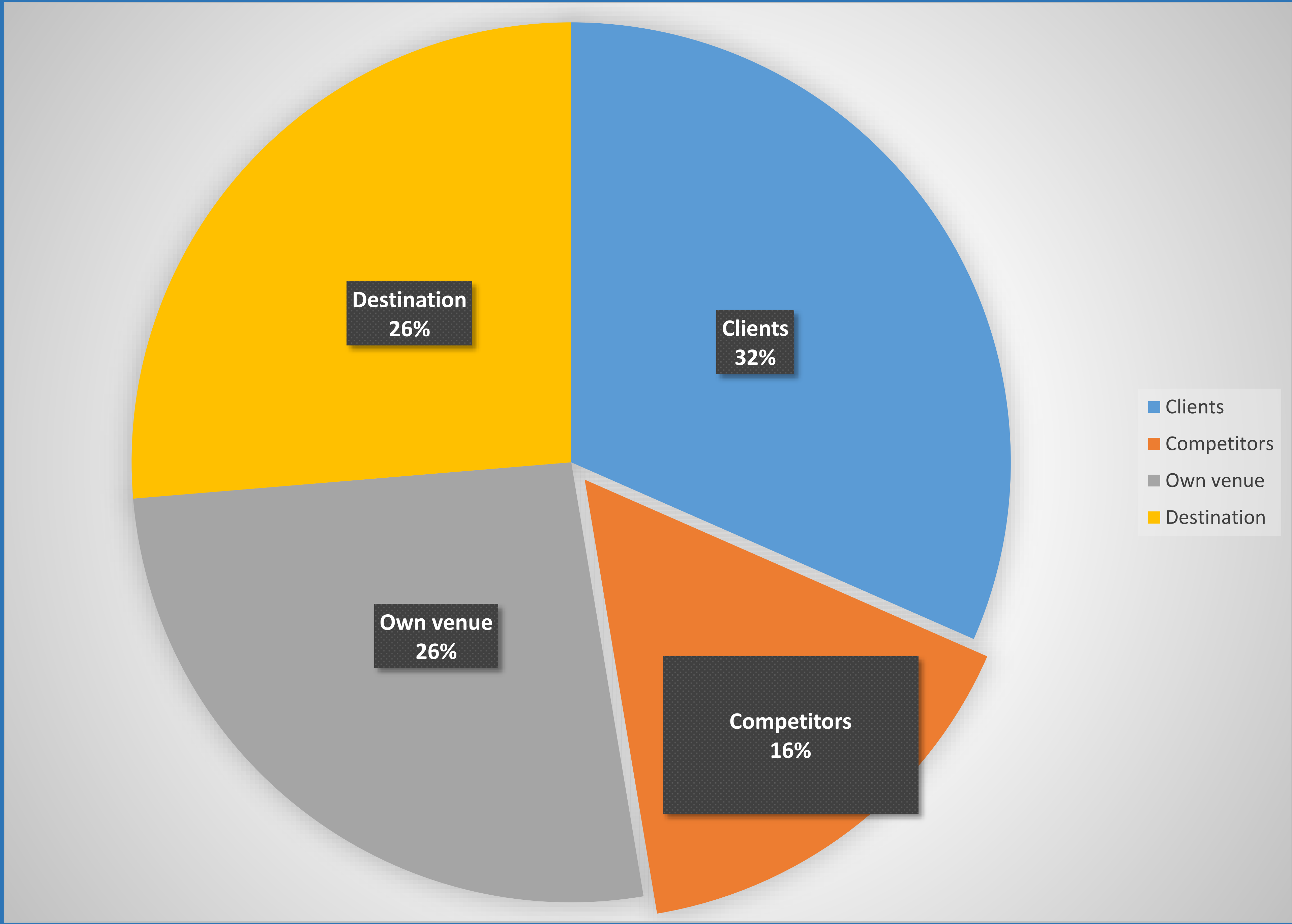
  - Staff development - Software

Professional partners for (A and B Clients)

- How to research
- Visit of previous congresses
- Flexible pricing
- Yield
- Development of partners (IT, AV, Catering,…)
- Cooperation between sales and operation

- more competences for the staff (contracting)
- more professionalism and support for the clients

Competition



Competition

- Mystery shopping
- Benchmarking
- Evaluation

	S	W	O	T
Our Company	**Strengths** What is your organisation particularly good at?	**Weaknesses** What are the things you need to improve in your organisation? Every company has weaknesses – delivery time, marketing, training.	**Opportunities** What trends are happening in the market that you could exploit?	**Threats** Who are the new competitors entering your market? Are there alternative ways to satisfy customer needs?
No 1 Competitor	**Strengths** What can your competitors do that you can't?	**Weaknesses** What do customers perceive as the biggest weakness in your competitors. Do you have evidence of this?	**Opportunities** Are your competitors in a better position to exploit these opportunities than you are? What's their message to customers?	**Threats** Are your competitors growing faster than you? Are they more innovative? Are they moving into new markets?

Round table discussion

- Destination:
  - What does it stand for
  - Is there any connection with the events in your venue
  - How could the destination help you or your clients and what would you love to have
- Clients - Venue
  - What are your key clients – tell your neighbour
  - Why are they the most important ones
  - What do you think is the most important thing they are looking for
- Competition
  - Who are your core competitors and why
  - How can you distinguish yourself from them

Conclusions for Marketing strategy

- ...if the circus is coming to town and you paint a sign saying „ Circus Coming to Fairground on Saturday“, that‘s **advertising.** If you put the sign on the back of an elephant and walk it into town, that‘s **promotion.**
- If the elephant walks through the mayor‘s flower bed, that‘s **publicity.** And if you get the mayor‘s laugh about it, that‘s **public relations.**
- If the town‘s citizens go to the circus, and then they spend a lot of money at the circus, that‘s **sales**
- **And all that together is marketing!**

Set your goals! (long term objectives = 10 years)

- Renovation
- Additional meeting rooms
- Additional exhibition space
- Education

……

- Increase the realization rate by 15% ?
- And of course which turnover you are aiming to!

Set your goals! (medium term objectives = 5 years)

- a certain number of long term contracts with key clients
- definition of turnover goals
- definiton of sales goals – number of new clients
- staff development
- development of prices
- Define the education of staff
- Structure of departments within the venue
- …..

Short term objectives

- Turnover
- New clients
- Repeated business
- Technology trends
- Partners
- Education
- Pricing

Content of Marketing Action Plan

Sales Tools

- Trade Shows
- Workshops
- Sales Calls
- Own sales events
- Research!!!!!
- Congress visits

- Memberships in international associations

Advertisement

- Meeting industry trade magazines
- Scientific magazines
- Online
- Social media

- Maybe reduce completely!

Promotion

- Sponsoring of events
- Fam trips
- Local ambassadors invitations
- Customer invitations
- Presentation of bids during previous congress

PR

- Build up relationships
- Use the conventions, events and meetings for your PR and the client will be happy, too.
- Feed the press -
- Local press

Customer relation management

- Honour
- Price incentives
- Other special treatments
- Regular meetings
- Advisory board?

Control

- plan ← → present
- monthly/quarterly
- be flexible
- negative developments ?

→never cut marketing budget!

Questions

- Think of you marketing action plan
- Think of your PR and Sales activities – do they support the key target group
- How high is your realisation rate
- How much time can you spend for research
- Do you know when and how much reduction you can give and why
- Do you know your need dates and how to fill them

Summary

1. Learn about your clients, venue, destination and competitors
2. Define your core business and your SWOT from the outcome
3. Define your training and education plan from the outcome
4. Define the marketing action plan based on the outcome
5. Control and evaluate regularly