**Open questions with answers**

**10 Effect Measurement and Evaluation**

**Question 1**

aChoose an event and describe its main objectives and sub-objectives.

***Answer to question 1a***

Choose an example yourself or have the students come up with an example. Each student must have a different example.

bDraw up a plan to assess this event through effect measurement and evaluation.

***Answer to question 1b***

In this process, pay attention to the difference between evaluating the process and satisfaction levels on the one hand and evaluating the effects based on the objectives on the other hand (what was originally intended with the event?).

**Question 2**

a What requirements should effect measurement and evaluation comply with?

***Answer to question 2a***

The key question of ‘Who wants to know what and why?’ describes what the client wants to

measure precisely. This concerns:

* WHO wants to know what and why?
* WHAT does someone want to know and why?
* WHY does someone wants to know something?

So, the requirements are that there has to be clarity regarding these matters before you can

start any effect measurement or evaluation process.

b What requirements should the objectives within effect measurement and evaluation comply with?

***Answer to question 2b***

These objectives must be formulated well, which means in accordance with the SMART principle.

c Choose an event and explain, by means of this event, why the key question of ‘Who wants to know what and why?’ is important in effect measurement and evaluation.

***Answer to question 2c***

The students first look for an event and explain why effect measurement and evaluation are

very important to that particular event. Answer differs per student.

d Explain what parts of the PDCA cycle should be taken into account where it concerns effect measurement and evaluation.

***Answer to question 2d***

There has to be a baseline situation. In other words: the starting point of the measurement must be known.

**Question 3**

Read the case on the ‘Jij & KLM’ event for travel agents again and work out the assignments below.

**THE ‘YOU & KLM’ EVENT FOR TRAVEL AGENTS**

Under the umbrella ‘You & KLM’ KLM has introduced useful services to facilitate the work done by travel agents. At the same time, KLM will be having talks with travel agents. To this purpose, a website has been designed, Bluelab Agent. Here, travel agents can bring in their thoughts and think along about KLM services. On the new website klaf.biz all information from KLM/Air France for travel agents can be found and services provided by the Service Desk (helpdesk for travel agents) has been improved.

The essence of ‘You & KLM’ is teamwork. KLM lays emphasis on cooperation: services can only be improved by closely listening to one another. KLM wishes to collaborate more closely to optimize its services for agents, earn their appreciation and improve mutual sales results. It is about strengthening each other’s qualities, where the agent comes first, as it appears from the name of this initiative.

**KLM’s objectives can be worked out as follows:**

• Improving KLM’s services for travel agents and realising more sales via travel agencies;

• In the field of knowledge: travel agents are kept up to date on (the contents of) ‘You & KLM’ and know its objective;

• Travel agents judge ‘You and KLM’ positively and are enthusiastic about joining its activities and making an effort to collaborate more closely;

• Travel agents feel appreciated by KLM and are positive about the improvements that KLM is implementing and are extra motivated to collaborate with them.

**The ’You & KLM’ event**

An event for the entire target group of 8,500 travel agents had to add an extra dimension to this initiative. The event had to be a direct and cordial gesture towards travel agents. The event had to show KLM’s face-to-face appreciation for the collaboration and relationship with all employees of travel agencies. It was meant to thank and reward them and had to strengthen their relationship with travel agents.

The Live House was hired as the agency designing this event and helping to realise it. They translated the strategy into the concept and actual realisation of a party. To this end, the internet was used in an innovative fashion.

**Target group**

The target group of the event consisted of employees of all IATA and non-IATA travel agencies in the Netherlands, of whom approx. 75% is female; their average age was between 25 and 35. Of KLM itself, the parties involved were also identified ranging from management to account managers, employees of the Service Desk and Consumer Relations. A limit was set to the max. number of KLM employees that were allowed to represent their company at the event. Guests were invited without their partners; the max. number of participants was 2,000.

**Concept**

Central to the basis of the creative design was ‘You’ of ‘You & KLM’. The starting point was the principle of applying ‘You’ to the entire party. Travel agents themselves, for example were offered the opportunity to give substance to certain elements of the party via www.klmbluelabagent.nl. The party also had to revolve around listening; not just before, but also during and after the party. By including elements to pamper its guests, KLM was able to show its appreciation. Personal attention was paid by KLM staff members themselves including the management.

**Communication**

Eventually, all information around the party was communicated via the ‘You & KLM’ portal. The invitation campaign was run through this site. Agents could pass on their choice of entertainment and catering in advance. Via a digital campaign, a real face-to-face moment was created to have KLM express its gratitude towards desk staff and to personally enforce KLM’s gesture. After the event, reports by means of reactions in the form of visuals and text were published via the site.Extra attention was drawn through advertisements and editorial texts in trade journals Reisrevue and Reisbureau Actueel. Also, banners were shown and flyers were made.

**Programme**

Visitors were pouring in at 19.00 hours for a ‘live’ introduction to “You & KLM’. Everyone was personally welcomed by KLM hostesses. They checked admission tickets that were lottery tickets at the same time which prizes could be won with. There was a ‘You & KLM’ trend reporter who was asking questions to visitors about their expectations. An overwhelmingly big number of desk staff had a very original way of obeying the ‘touch of blue’ dress code. Photographers framed all the creations.

When entering the ‘You & KLM Blue Box’ visitors entered the world of ‘You & KLM’. On the screen the last seconds were counting down to the opening. It ran parallel to the clock counting down on the website.

At 8 p.m. sharp, the trend reporter had a ‘live’ talk with Welmer Blom, Sales & Services KLM Netherlands manager, who was on a KLM plane heading for the ‘You & KLM’ event. All elements of the ‘You & KLM’ programme from the employees’ were highlighted from the employees’ point of view aided by ‘pilot’ Bram Gräber, KLM Netherlands managing director and co-pilot’ Roel van Velzen. Roel appeared on stage soon after his band had played the first tones. This marked the start of the party.

Personal attention was central at the ‘You & KLM Foyer’. KLM contact persons of travel agents and the entire management team were talking with visitors very easily. Stylists Maik de Boer and Marielle Bastiaansen were doing ‘total hair and face make-overs’, so that everyone’s personality was expressed even more. A large team of cosmeticians saw to a party look.

Kluun was reading out his new book while guests were lying relaxed holding colourful cocktails in Fatboy bean bags. Chair masseurs were giving brief personal relaxation treatments. Throughout the evening, waiters (mainly male, attractive, young and attentive) were serving delicious healthy snacks and refreshments, which were presented attractively.

During the evening, the winners of the ‘You & KLM VIP Arrangement’ were offered ample opportunity (via the website) to talk to the artists in a luxurious environment and were given preferential ‘make-over’ treatments. Furthermore, two KLM tickets Europe and two KLM tickets worldwide were raffled off on stage. At the request of many guests, DJ Erick E showed a spectacular ‘You % KLM’ finale. The ‘You & KLM’ VJ videos and the taped talks between trend reporter and guests emphasised: KLM listens to us!

Upon departing, everyone was given a well-filled and valuable goodie bag containing, among other things, the latest VanVelzen CD.

**Venue**

The Heineken Music Hall was chosen as the venue for the party. It is the only location in the Netherlands that is specially designed for amplified pop music and has been nominated several times for the much-wanted Pollstar Award as the best international concert hall. Nowhere else in the world does sound sound so good as in the Black Box (big concert hall) of the Heineken Music Hall according to connoisseurs.

In line with the starting points, the big party hall was divided into several smaller halls, where KLM was given plenty of opportunity to spoil, talk to and thank everyone personally. The look & feel was kept powerfully simple: the striking brand mark ‘You & KLM’ was central as well as the familiar KLM blue. That’s where visitors were glowing with joy.

**Accountability**

The aim was to reach and touch 1,500 people with the party; eventually, over 2,000 people applied, of whom 1,800 visited the party. Over a quarter judged it very favourable. The reputation (…..) of the ‘You & KLM’ programme was 92% after the party. Almost 62% said that it was about improved service. A great majority found ‘You & KLM’ very useful for the travel agency and themselves. Two-thirds of visitors assessed ‘You & KLM’ good and believe that KLM should continue this programme.

aThe case describes what the effect was of ‘Jij & KLM’.

Figure out what was measured and why (strategic effect objectives, operational effect objectives and/or attainment objectives)

***Answer to question 3a***

Attainment objectives and operational effect objectives. The event was visited by 1,800 people and name recognition was 92%, and so on. Guests were polled after the event, but you do not (yet) know what the longer-term effects are or have been, so the strategic effect objectives cannot be measured.

bWhy is effect measurement important? Give three reasons and illustrate these with examples from the case.

***Answer to question 3b***

Accountability, ROI and adjustments; and examples from the case.

**Question 4**

Read the following examples, indicate why both objectives have not been formulated correctly and make suggestions for improvement.

**Venlo and Provada**

The municipality of Venlo presented itself by means of a distinctive stand at ‘Provada’, a Dutch real estate fair. Venlo would like to grow and the municipality wants to present itself as an attractive business partner for property developers and architectural firms. The goal was to generate about 150 leads.

**Fontys Hogeschool**

Fontys Hogeschool is organising various events at various locations in the south of the country to achieve more involvement of lecturers and supporting services in the organisation and the joint identity of the school.

***Answer to question 4***

The goals have not been formulated in accordance with the SMART principle. The most important suggestions for improvement are objectives that are formulated in a specific, measurable, acceptable, realistic and time-bound manner.

**Question 5**

When budgets are under pressure, the event – including any expenditure related to the event – is placed under a magnifying glass. In practice, this means that a great deal of attention is paid to the effect that is achieved by the event. In other words, a great deal of attention is paid to accountability. Although it remains difficult to attribute effects to events exclusively, there a few models to measure the effects of events. Name at least three attributes that these models have in common.

***Answer to question 5***

* They measure the effects that can be attributed to the event.
* They measure effects based on a baseline situation.
* They start from the key question of ‘Who wants to know what and why?’ In other words, in each of the models, good objectives are formulated.
* The measurement is part of the PDCA cycle.
* They show that events have effects, so they show that the investments, both in terms of time and money, produce benefits.