

The Post-COVID Jobs Landscape:

New Roles, New Responsibilities & Skills Employers Are Looking For Now

Howard Givner

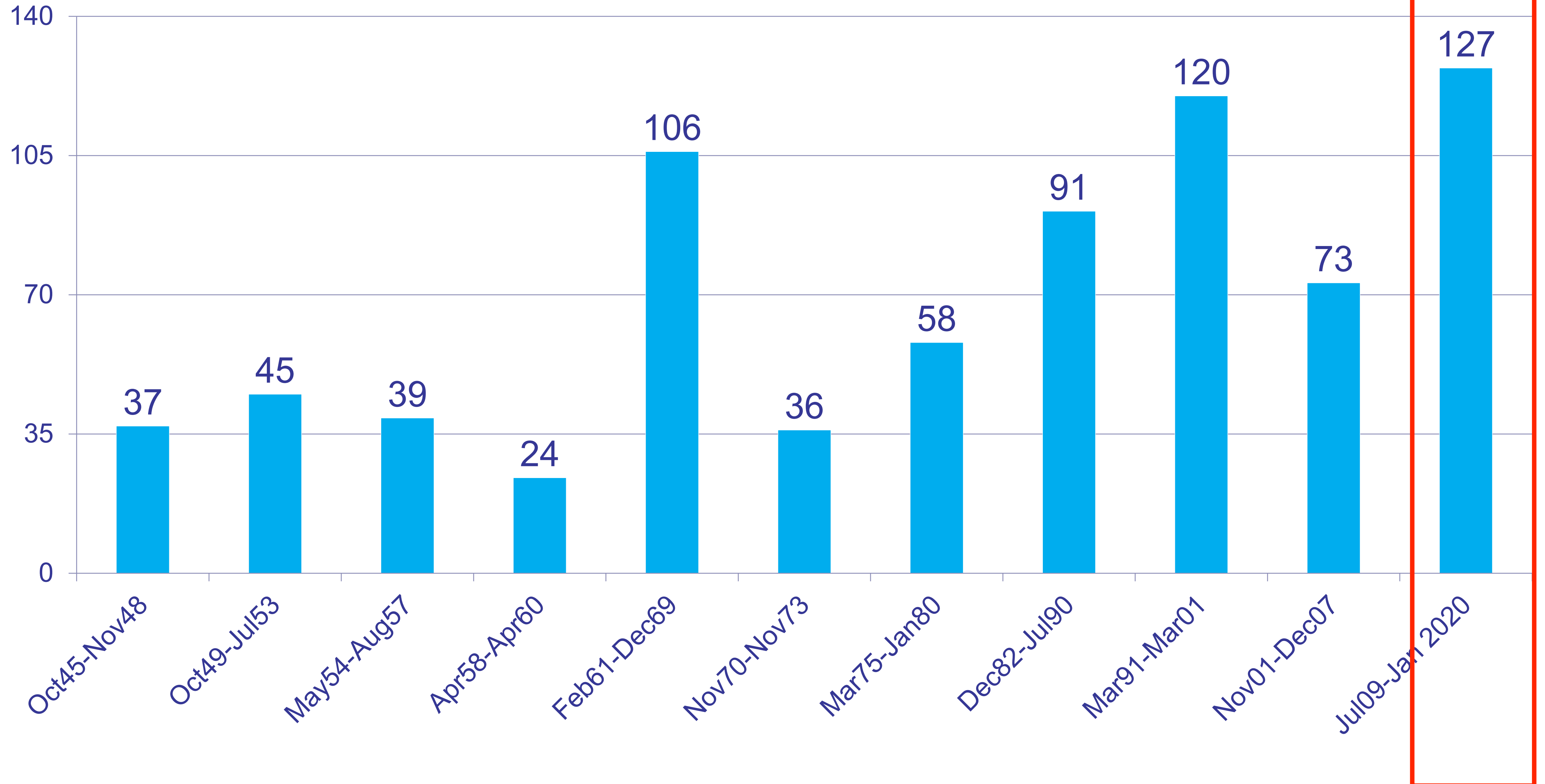
Founder & CEO | Event Leadership Institute

Agenda

1. Where we are
2. Where we're headed
3. New roles & skills
4. Assessing your value/brand

Where We Are

U.S. Economic Expansion (in months)



What's Changed: MACRO Level

	How It STARTED	How It's GOING
General Economy	Longest expansion since WWII	Deep recession
Event Industry Economy	Booming	Extinction-level event (almost) Depression
Supply & Demand Balance	Strong sellers' market	Strong buyers' market
Event Industry Employment	Peak	(Death) Valley 80% cuts

What's Changed: MICRO Level

	How It STARTED	How It's GOING
Event ROI	NICE-to-have Not heavily scrutinized by clients	NEED-to-have Clients are laser-focused on it (For ALL events)
Need to Prove Your Value	Minimal	Existential
Dominant Event Format	In-Person	Virtual (now) Diversified (soon)
Event Design Blueprint	Standard	No roadmap

ELI Research: Why We Did It



ELI Research: Who We Spoke To

1. Conversations with 40+ industry employers

- In-house department heads
- Senior agency/venue/vendor executives
- Learning & development leaders
- Industry association leaders

2. Survey to 600 event pros (details coming soon)



ELI Research: What We Asked

1. Demographic info – team size, type & # of events produced
2. What's changed in their organizations
 - What types of roles are being created to meet the business needs
3. What's changed in their departments/teams
 - How have team members flexed their skills / learned new skills
4. What challenges do they still face
5. What areas of training are needed to meet these challenges

Where We're Headed

ELI Research: What We Heard

1. Jobs & skills needed have shifted, & will continue to do so
2. People are moving in/out of event groups
 - L&D > digital event management
3. Planning departments are evolving to meet the needs of the business
4. Planners as strategic advisors > fared well
5. Planners as logistics managers > suffered
6. WFH impact: forego in-person event planning



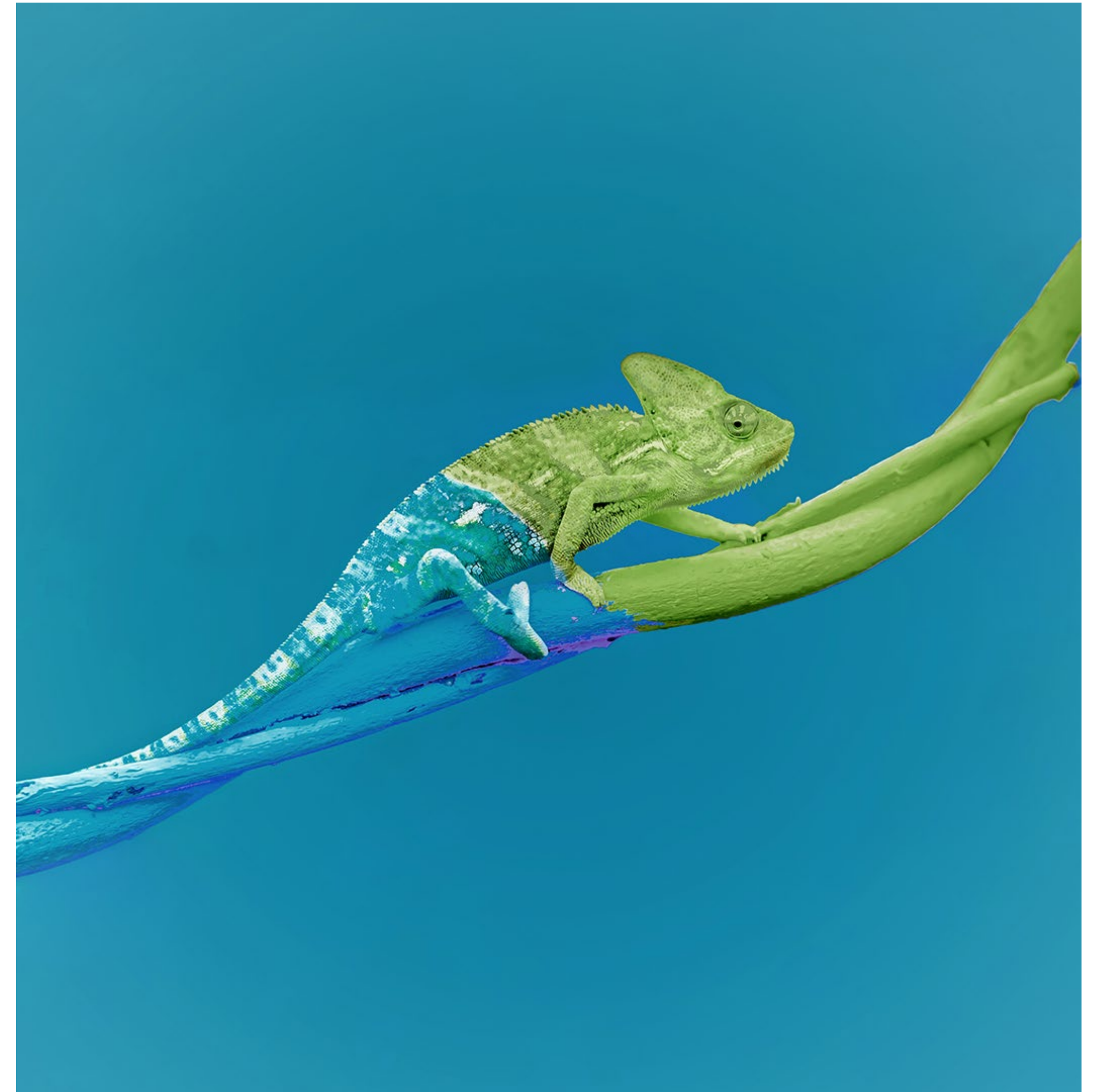
Attitude Needed: Adaptability, Flexibility, Agility

1. Embrace where we are now/headed. Stop wishing for what was.
2. *Willingness to learn & implement new technologies, platforms, tools & models.
3. *Look at where/how your skills can be applied outside of events.



Examples

1. “Need for **‘utility players’**, **‘corporate athletes’** who can support any company-wide initiatives”
2. “Redirecting/upskilling event team to help with **content development** for events”
3. “Alignment with **L&D departments** to support internal training”



Skills Needed: Business Communication

1. Flexing comm style to suit client
2. Managing expectations
3. Creating trust
4. Building confidence in speaking with senior execs



Opportunity to Differentiate Yourself

1. In times of uncertainty & change, clients look for guidance
2. May 13 webinar on health/vax passes
3. Companies are bringing people back



3 New Roles

Shifting Planner Roles

	Business Event Leader	Omni-channel Event Designer	Technical Event Producer
Level	Executive	Manager	Director/Coordinator
Purview	Manage & deploy event portfolio to support overall company goals Oversee planning teams	Design an event to achieve business goals	Produce virtual event, or virtual component of hybrid event
Manages	Event planning department	Event design & production team	Tech vendors, speakers

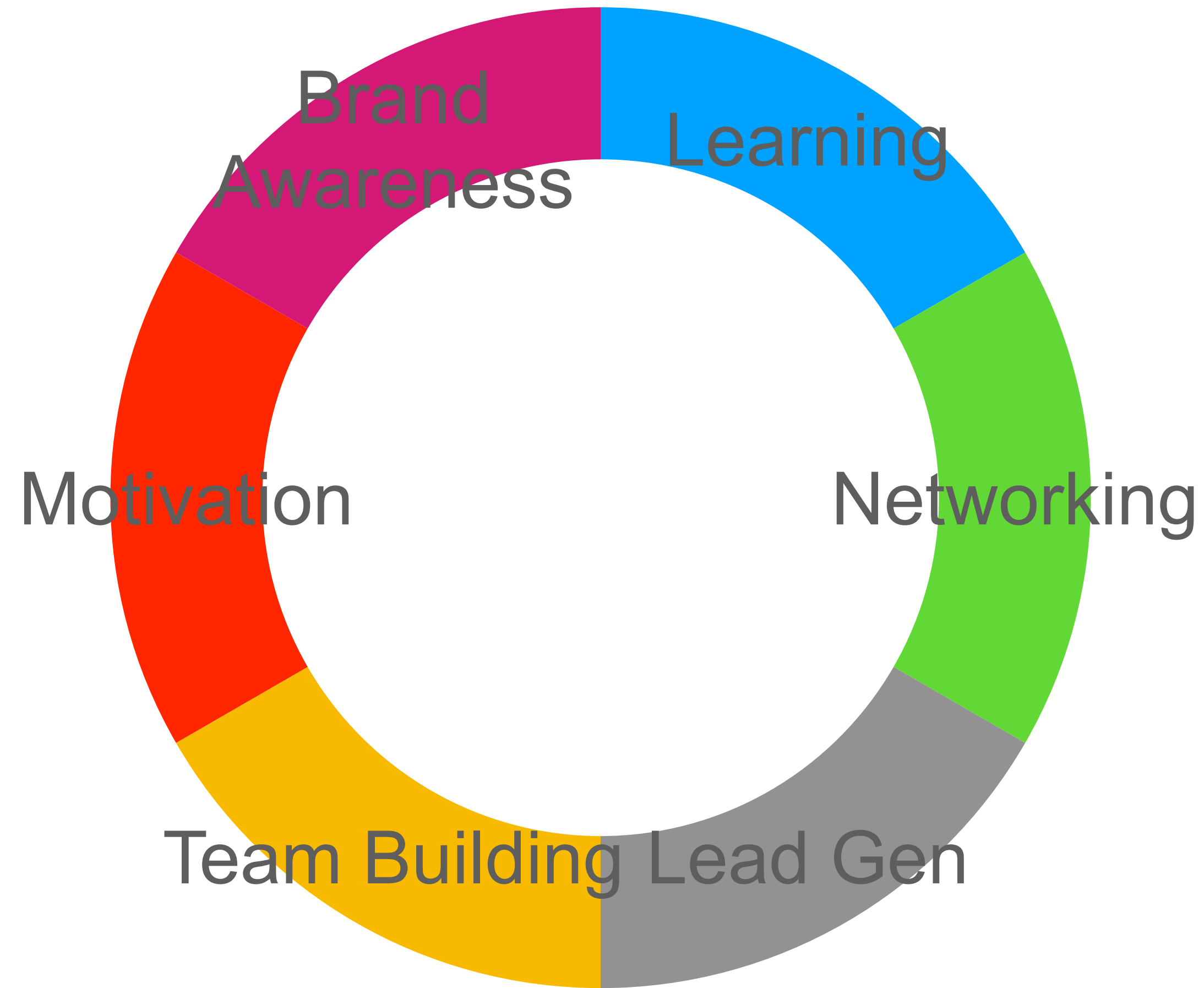
1. Understand client's business
2. Understand how event(s) can drive business goals
3. Help client articulate goals
4. Help determine ways to measure (*Team effort)
5. Understand audience profiles/personas
6. Determine type/design of event to achieve goals
7. Debrief & analyze event's performance & ROI

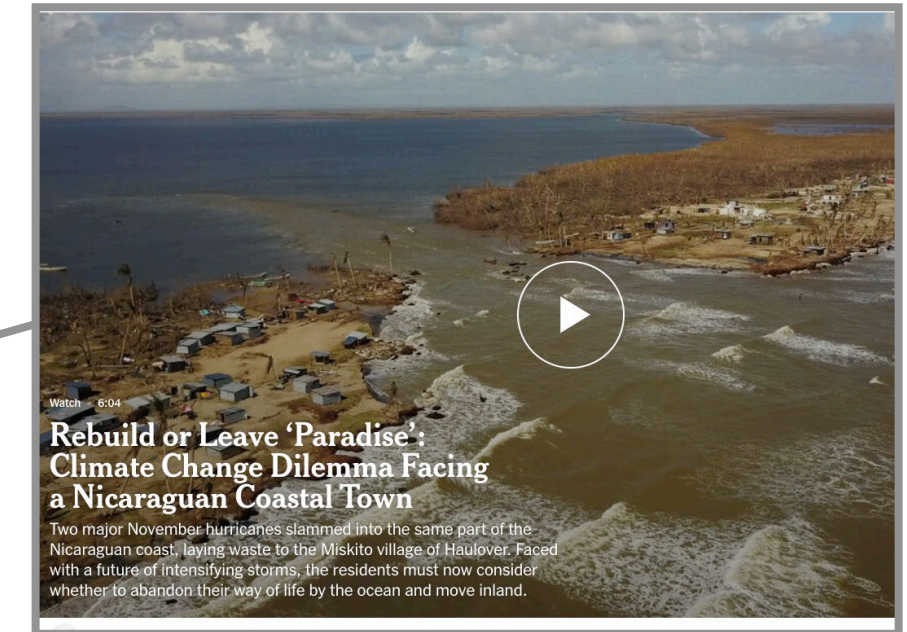
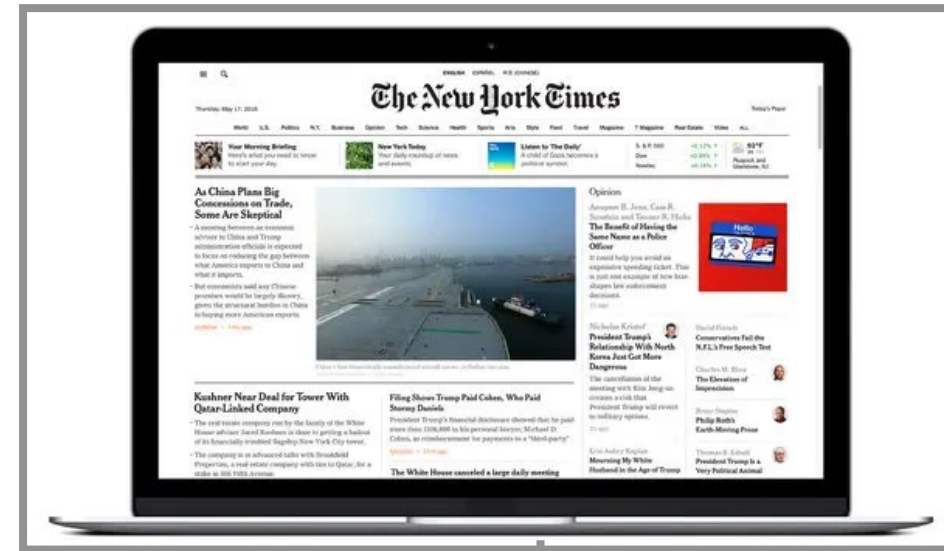
8. Manage event portfolio:

- a. Which goals/audiences are best reached by hybrid, virtual, in-person
- b. Which existing events should be eliminated
- c. Which new events should be created

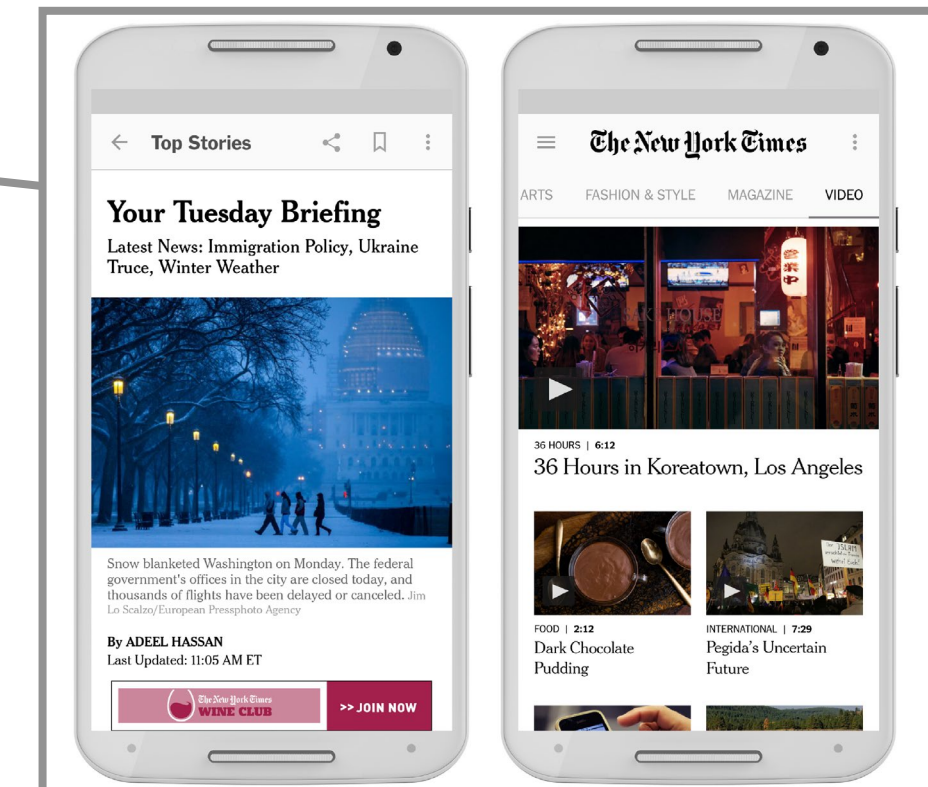
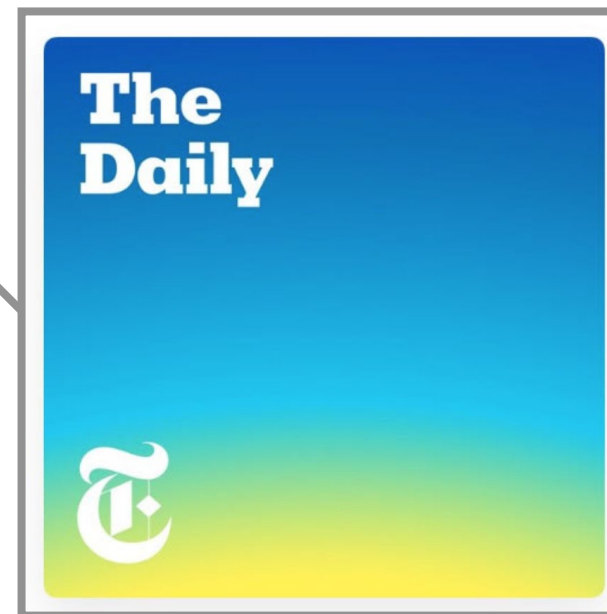
9. Evaluate non-event channels

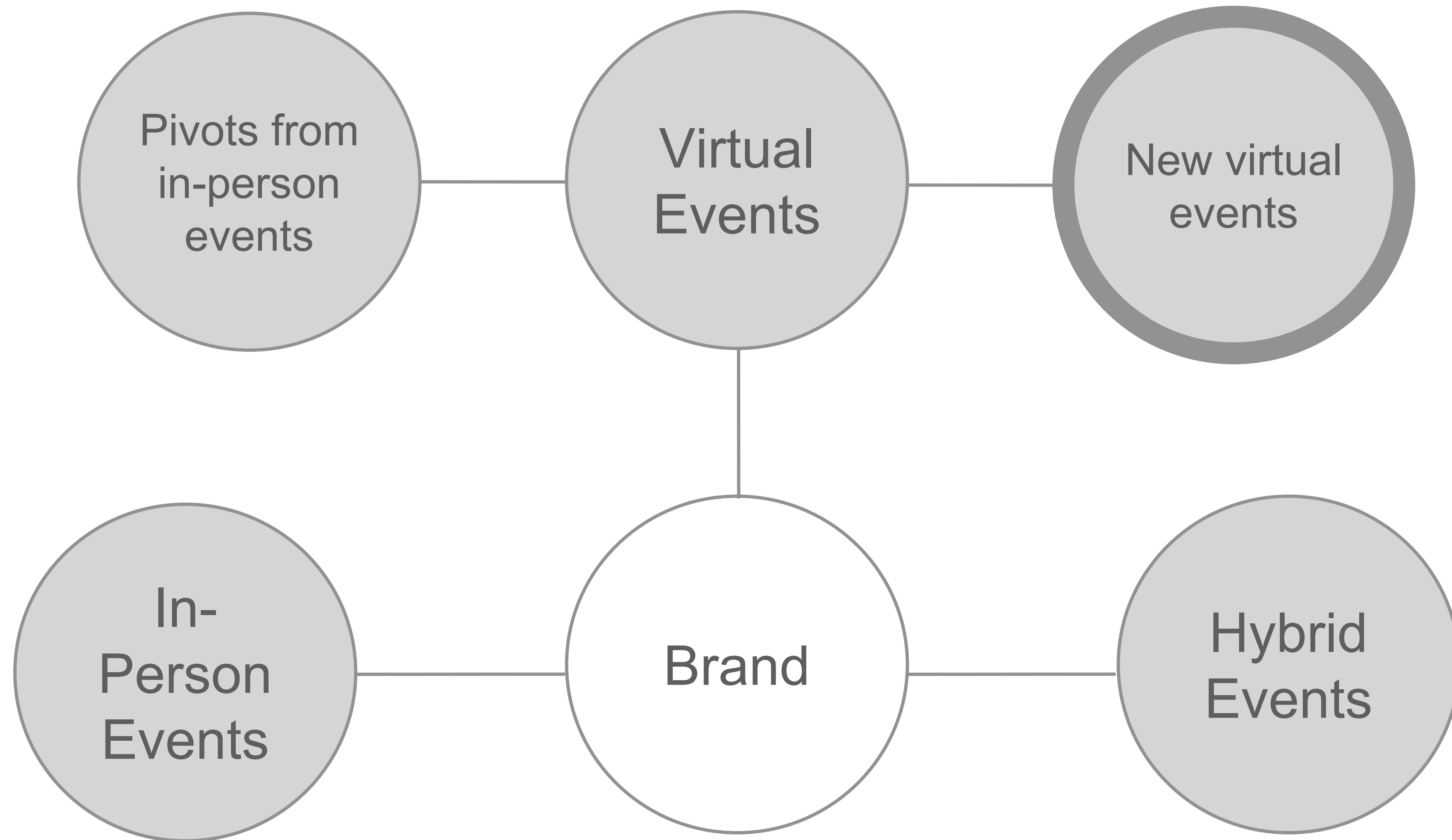
- a. Podcasts
- b. Year-round content subscription models
- c. Peer-to-peer group learning





The New York Times





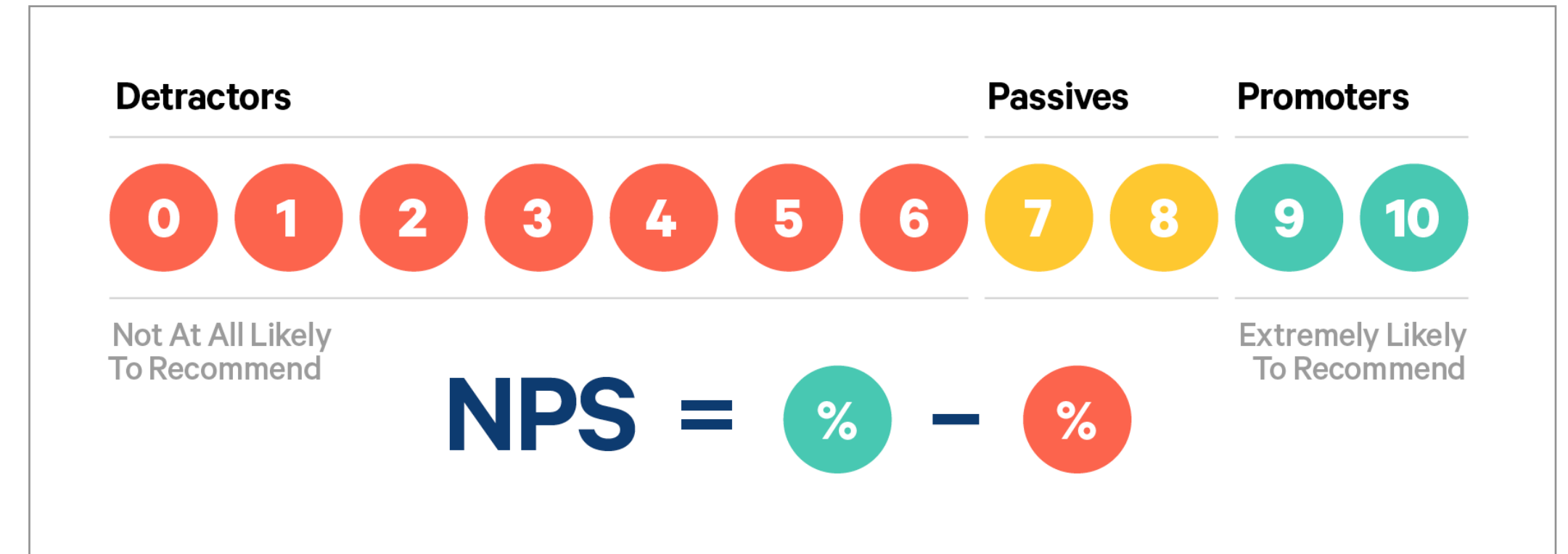
Metric	Formula	Result
Total Budget	\$100,000	\$100,000
Budget / Person	\$100,000 / 200 people	\$500 / person
Budget / Client	\$100,000 / 100 clients	\$1,000 / client
Budget / Sales person	\$100,000 / 80 reps	\$1,250 / sales person

TERM	DEFINITION	EVENT IMPACT
Lifetime Value (LTV)	Average revenue per customer over their lifetime with you	Good events can extend average customer LTV
Customer Acquisition Cost (CAC)	Marketing/sales cost to acquire an avg. customer	Events = high pp cost, but have good ROI on converting leads > customers
Churn	% of customers who cancel in a given month/year	Good relationship-building events can lower churn.
<p>The customer's worth determines how much is spent to acquire them. Know your client's desired LTV:CAC ratio</p>		

R.O.I. Calculation

$$\left(\frac{\text{Gain From Investment} - \text{Cost Of Investment}}{\text{Cost Of Investment}} \right) \times 100$$

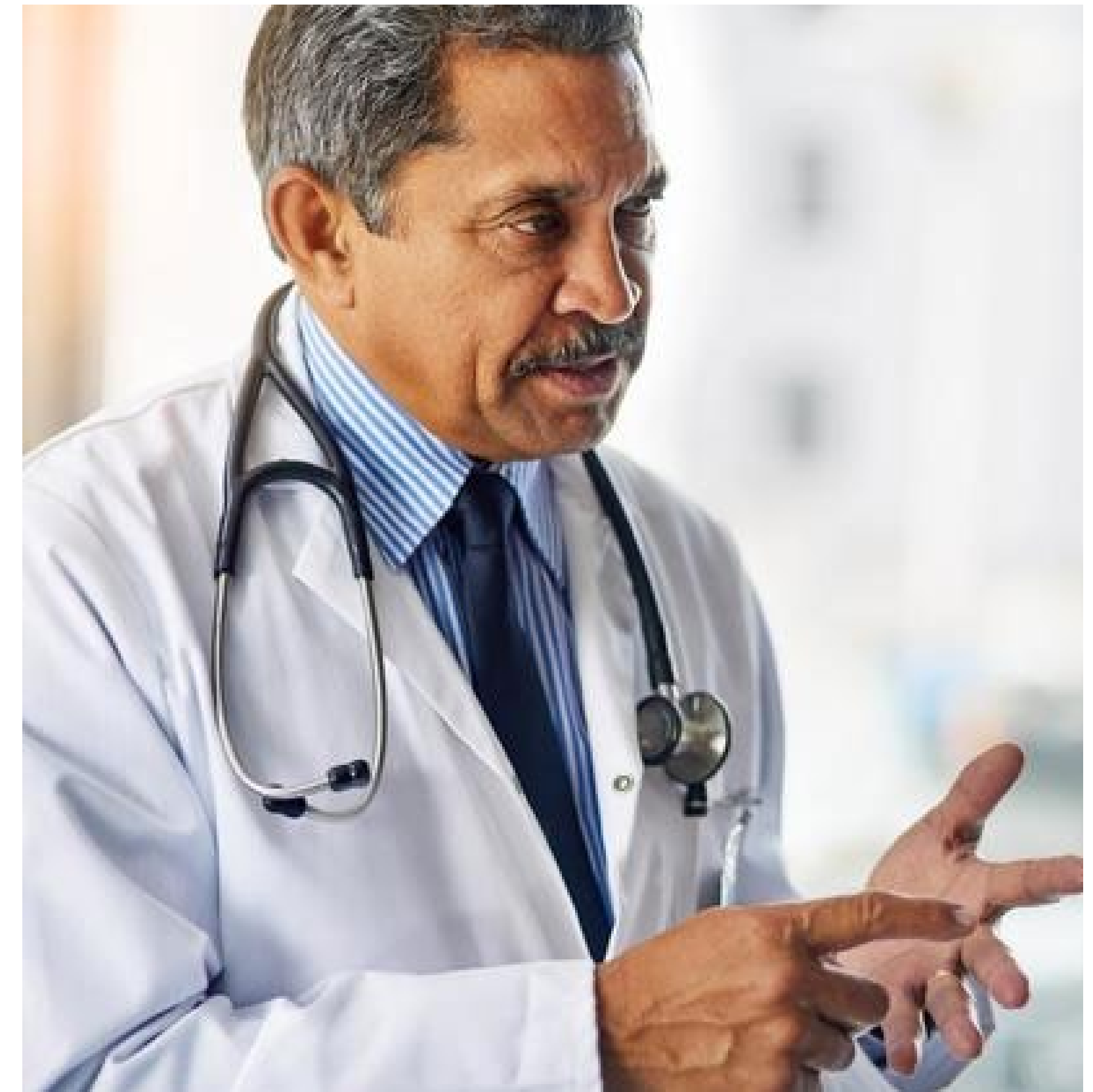
Net Promoter Score



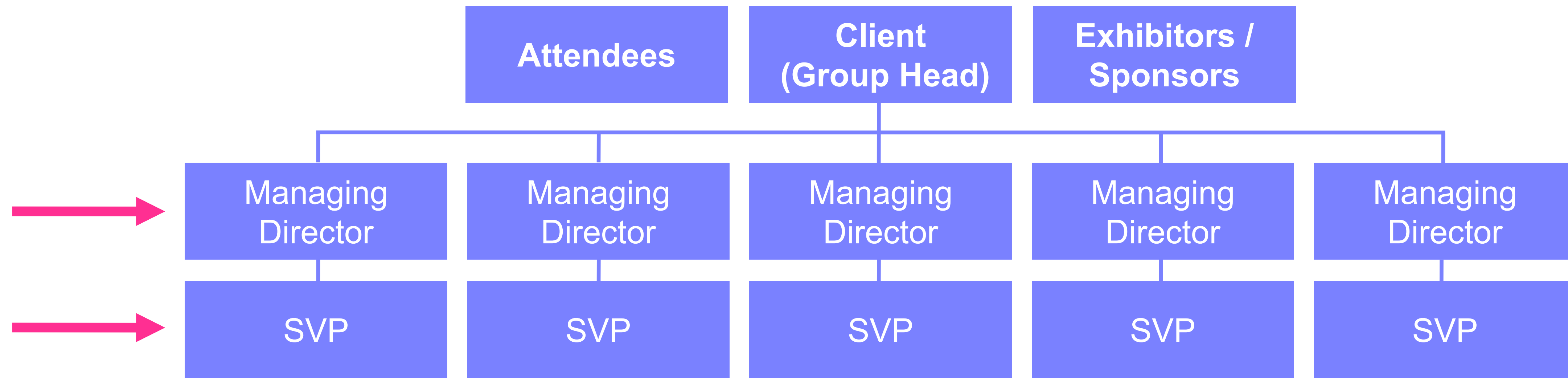
Attribution Model

Event	Event Cost	# New Clients	LTV/Client	Total LTV	% of Client Signing Attributed to Event		
					1%	5%	10%
Industry Conference	\$200k	6	\$500k	\$3m	\$30k	\$150k	\$300k

WHAT	WHO
Check-in, paperwork	Receptionist
Vitals (BP, temperature)	Nurse
Examination	Doctor
Diagnosis & Treatment	Doctor
Testing (blood, urine, etc.)	Lab
Billing	Clerk



1. Challenge the idea in that circumstance, not the client.
2. Hard conversations. Role play to practice.
 - *I don't think that will give you the desired outcome, and here's why.*
 - *I'd be remiss in my professional responsibility if I didn't tell you . . .*
 - *I don't want you to come to me afterwards and ask why I didn't point this out beforehand.*



1. Planners can be a **neutral intermediary** for useful event feedback.
2. **Direct reports may be reluctant** to share critical input with boss.
3. Schedule **1x1 calls/meetings**, aggregate feedback into report.
4. Especially useful for repeat events that may be **getting stale**.

1. Define attendee/**customer personas**
2. Match **content delivery model** to attendee personas
3. Design **engagement strategies** for in-person & remote audiences
4. Develop **monetization vehicles**
5. Create **marketing plan**
6. Liaise with event producer (if not you)

1. Understand **virtual tech platform** capabilities & match to event needs
2. Liaise with tech vendors
3. Set up and **execute smaller-scope events**
4. Design a virtual **run-of-show**
5. Lead a broader team for larger events
6. **Coach speakers** on connecting with remote audiences

New Event Announcement

eventleadership
INSTITUTE

wlive

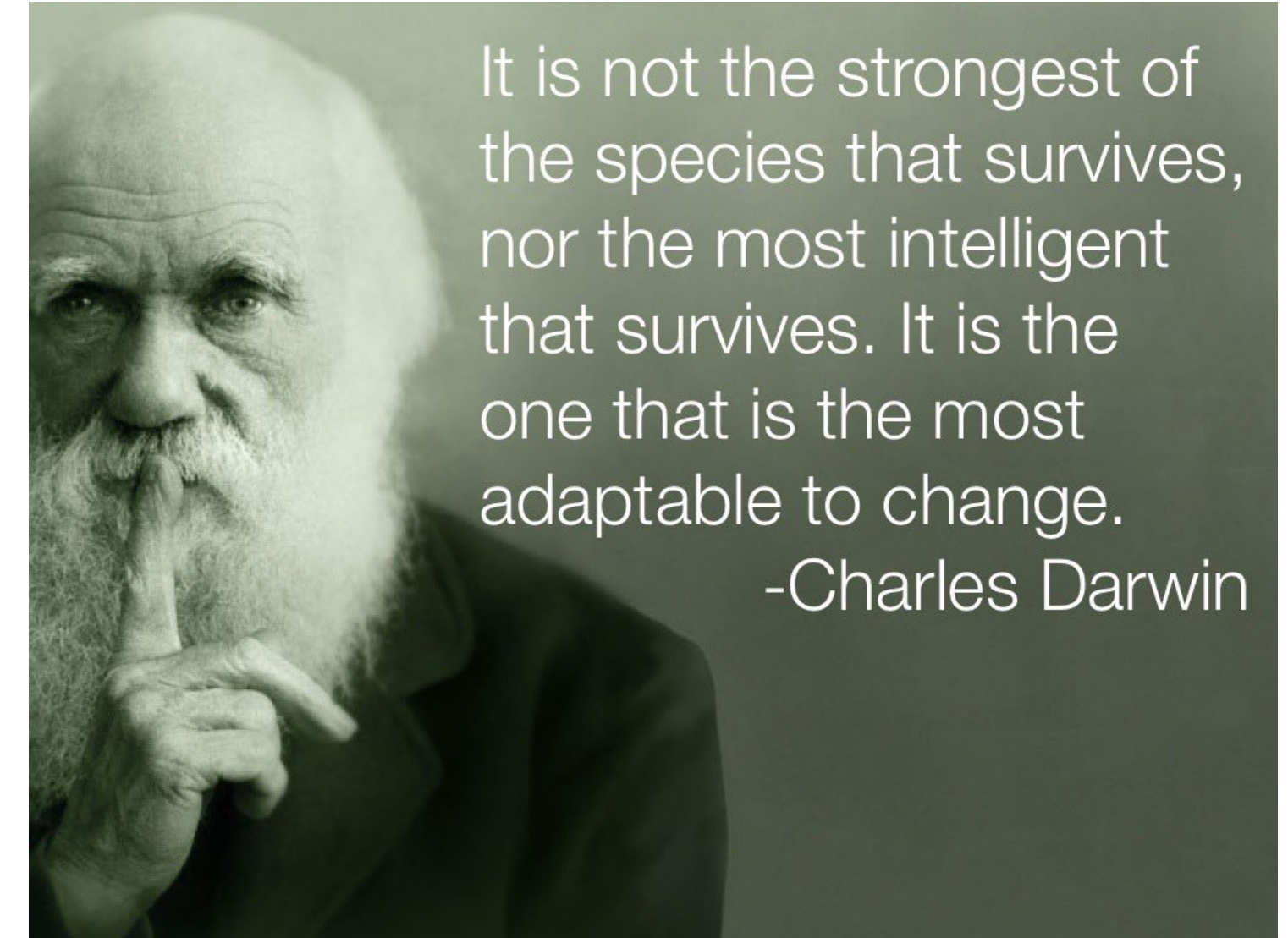
Business, Design & Strategy Summit

JUNE 3, 2021

Business Event Leader	Omni-channel Event Designer	Technical Event Producer
Executive	Manager	Director/Coordinator

Re-Skilling & Lifelong Learning Required

- Courses developed in 2020



It is not the strongest of the species that survives, nor the most intelligent that survives. It is the one that is the most adaptable to change.
-Charles Darwin

New Courses Launching Soon . . .



Business Event Leader



OmniChannel Event Designer



Technical Event Producer

Assessing Your Value

WAR: Wins Above Replacement

- VORP: Value Over Replacement Player
- VORP: Value Over Replacement ~~Player~~ Planner



2018 | Mookie Betts | 10.9 WAR



2019 | Cody Bellinger | 9.0 WAR



2020 | Mookie Betts | 3.4 WAR

MY Evaluation

- What do I do?
- What value do I bring to my clients? Boss?
- What is my competitive advantage vs. replacement?
- Strengths?
- Weaknesses?

**Your brand is what
other people say about you
when you're not in the room**



Self Assessment

MY Evaluation	What Would My CLIENT/BOSS Say	Gap?
<ul style="list-style-type: none">• What do I do?• What value do I bring to my clients? Boss?• What is my competitive advantage vs. replacement?• Strengths?• Weaknesses?		

Questions?

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