
MeetDenmark Outreach and Legacy Report



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Executive summary

Outreach and legacy are nothing new. A lot of associations and destinations have to a limited extent and on an ad hoc basis worked with outreach over the years. But in recent years, outreach and legacy have been getting a lot more attention as the potential for both destinations and associations have become clearer. This report presents the current global outreach landscape and points to challenges that should be addressed if the full potential

is to be captured. The report also includes a range of different outreach activities categorized by various legacy impact goals and a select number of outreach cases from around the world. Finally, business cases in the form of benefits to meeting planners, government funders and sponsors are presented. This report presents selected parts of the MeetDenmark outreach study.

Key findings

There are no consistent practices on outreach and legacy in associations or destinations

Associations primarily focus on content, knowledge and science creation, while destinations mostly focus on destination marketing and the local impact.

Associations are pro-active but ac hoc and varied in relation to mission, goals and circumstances while destinations are mostly reactive providing support where needed. Destinations think about legacy but are not organized in defining and pursuing it.

There is a limited understanding of each other's goals and views on success drivers

When associations and destinations are asked about sought outcomes from meetings there seem to be different perceptions of what each other would like to accomplish.

But there is also possibilities and examples of common ground.

There is limited ongoing measurement of meeting outcomes and legacy impacts both by associations and destinations

Destinations are still predominantly measuring, and reporting hospitality related economic impacts.

They are thinking about how to measure the broader impact but struggling for solutions.

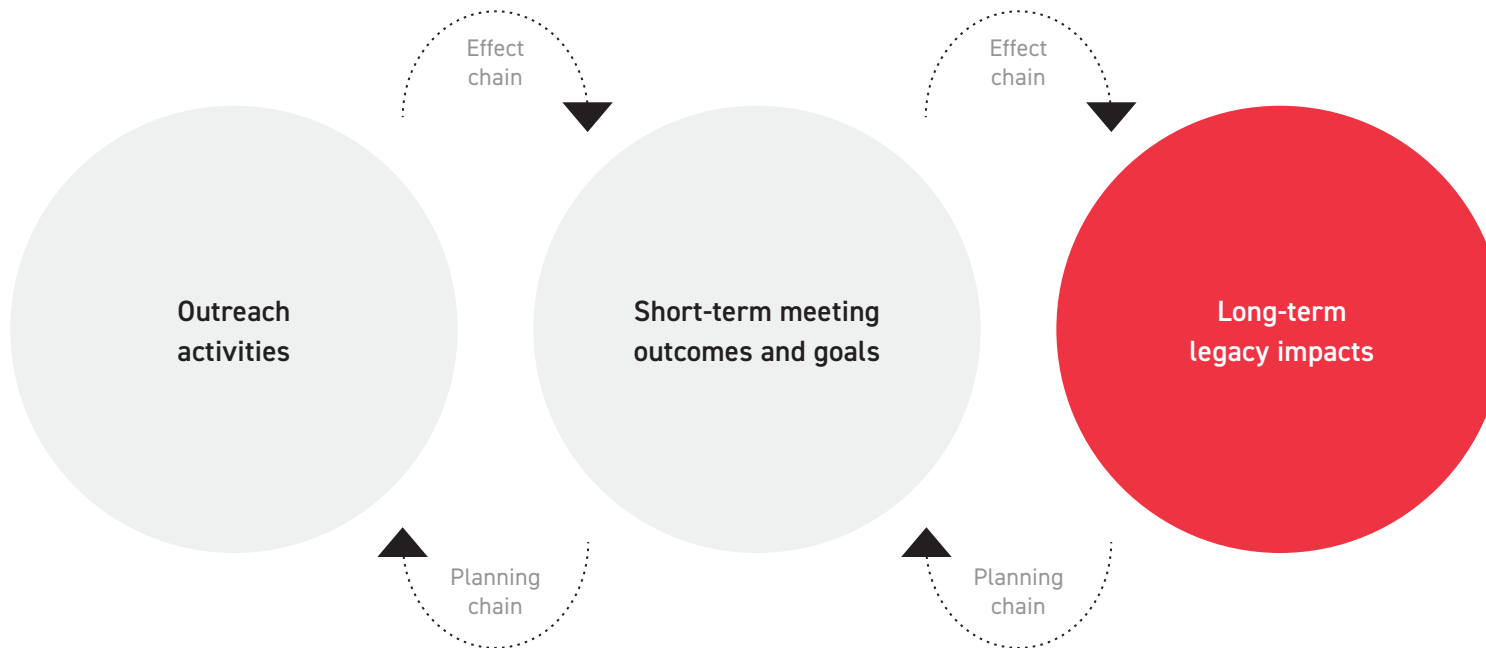
What is outreach?

Outreach is the business of creating a closer connection and greater interaction between a congress and the host community. The central idea is that the local community as well as the international association and congress delegates can benefit if local and visiting knowledge, talents, networks and potential business opportunities are connected.

A congress on cancer could - together with the host destination - define as a legacy goal to improve survival rates in the local community through better treatment. To create this legacy the meeting

outcomes could be knowledge transfer to local stakeholders and development of improved local guidelines and regulation while the outreach activities to create these meeting outcomes could be workshops between relevant visiting congress delegates and local doctors and public officials from relevant authorities. This report presents selected parts of the MeetDenmark outreach study

Examples of other outreach activities, short term meeting outcomes and long-term legacy impacts are shown in the chapter on Current Practices in Outreach.



Outreach model

Outreach activities (before and during the congress) will in the short term create meeting outcomes which over time can turn into lasting broader legacy impacts.

Objectives and vision

Denmark wants to lead. The goal is to develop strategies for enhancing the impacts of meetings. Some of the results and recommendations from the study go beyond this public version of the report.

Objectives of the Outreach Project

- **New value creating model(s)** of strategic partnership between conventions and destinations
- **Danish global leadership** in outreach as a value proposition for associations
- **Danish competitive advantage** (more convention business)
- **Strategies for enhancing association legacies and sustainability**
- **Strategies for enhancing local/national social and economic impacts**
- **Deeper understanding of socio-economic value of outreach** by local stakeholders

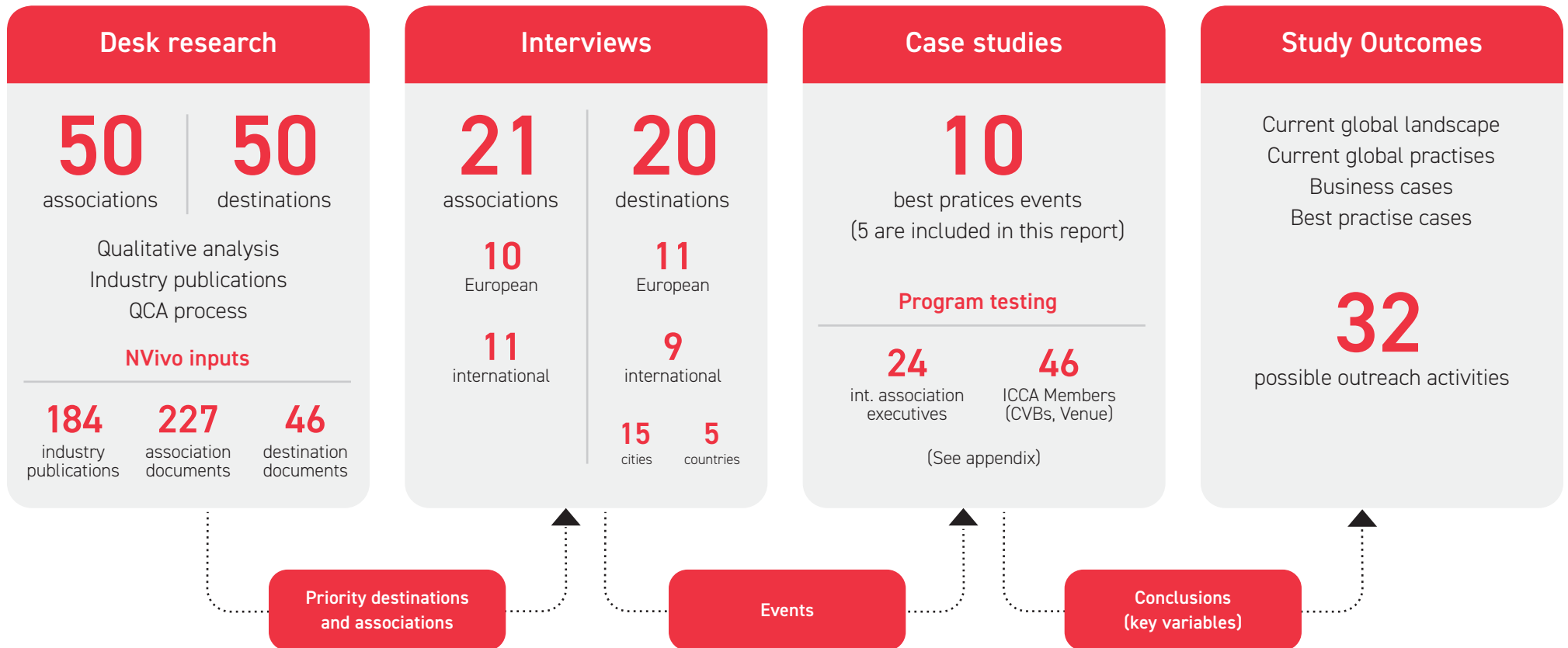
Vision

A powerful nexus between destination goals and association goals.

Destinations and associations will define innovative partnership models, through meetings and congresses, aiming at creating value for both the participants and the local stakeholders.

Methodology – Research Program

The study process included significant desk research to underpin the qualitative analysis. Over 40 interviews with associations, destinations and industry bodies allowed us to determine key issues and trends that underpin the findings. Finally additional interviews were conducted to establish best practices case studies.



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Focus on Outreach

Qualitative Analysis in NVivo, analysing over 500 publications by associations, destinations and industry publications and comparison of publications by type of organization.

Focus areas



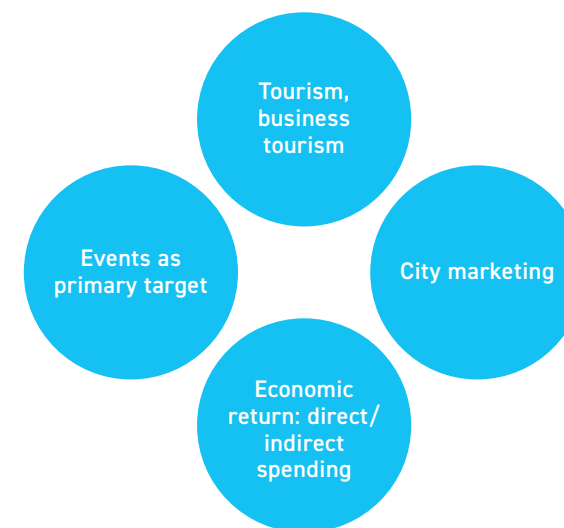
Associations

Talk more about knowledge and science creation, and about the efficiency of the networks adopting the scientific content.



Both

Industry Publications make the link between associations and destinations in relation to socio-economic development and a broader perspective of meetings and events as a stimulus for local growth.



Destinations

Talk more about tourism and destination marketing. They also focus on the factors that can maximize the direct and indirect impact of meetings and events in terms of local spending.

Outreach Drivers: online survey

(14 associations and 20 destinations)

Associations have a focus on content and networking, while destinations focus on local value creations. It is interesting to note that subventions do not seem to be considered as a critical focus factor for neither associations nor destinations.



Associations

Associations put a higher value on

- Knowledge creation
- Community/networking
- Local industry support
- Making profits from meetings
- Branding
- Revenue attraction
- Economic development
- Driving innovation
- Local academic & professional networks (though conversely 63% of destinations feel that local academic networks are essential to organising the meeting, a view substantiated by only 30% of associations.)

Destinations

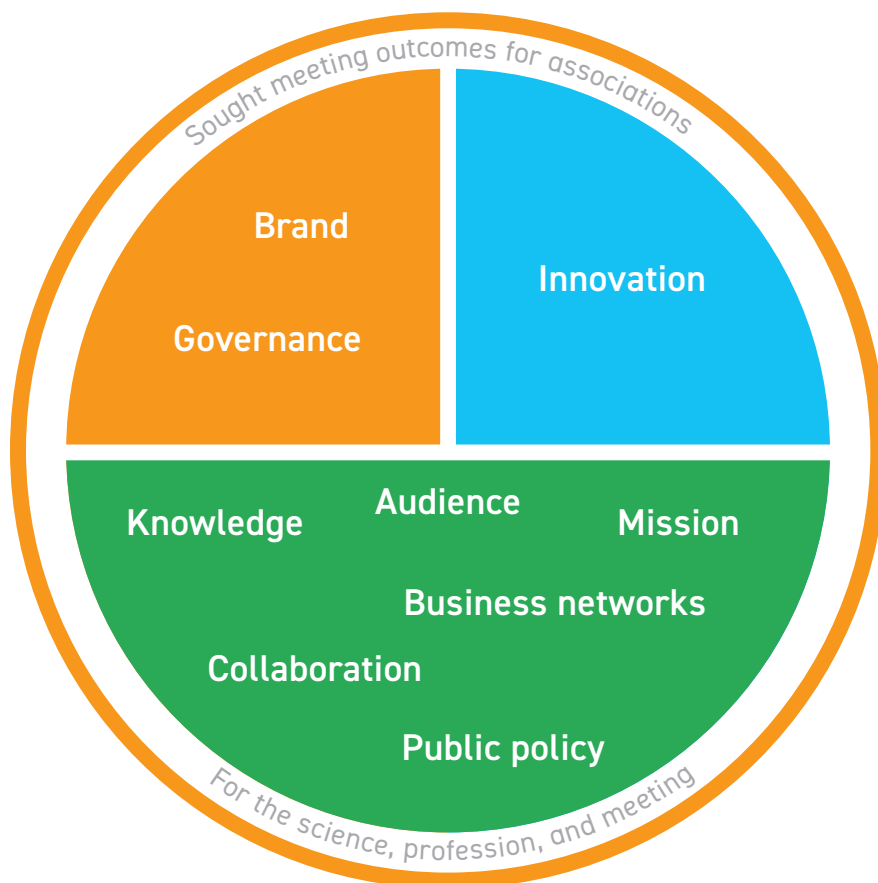
Destinations put a higher value on

- Local academic & business collaboration
- Showcasing the destination
- The need for influencers & ambassadors
- The need for a local tourism strategy
- Strong community of members
- Driving change
- Investment attraction
- Labour attraction
- The view that planning outcomes & legacy is critical to success

Dynamics of Outreach – Association Benefits: summary of interviews

(20 associations and 20 destinations)

When asked about sought outcomes from meetings for associations, both associations and destinations emphasised knowledge exchange, collaboration and audience experience.



Associations

What do associations want

- Good scientific program (content)
- Minimise organisational challenges
- Position association as knowledge centre
- Advance collaboration
- Attract new members and partners

How are they getting it

- Presentation of new achievements
- Innovative programme
- Collaboration with local leaders
- Set up regional office
- Student & young scientists programs

Destinations

What do associations want

- Platform for innovation
- Promote scientific & business collaboration
- Access to new technologies
- Improve local standards and innovation
- Increase number of participants

How are they getting it

- Connection with local academic, RD & business sector
- Local product showcase
- Local key note speakers
- Developing local support

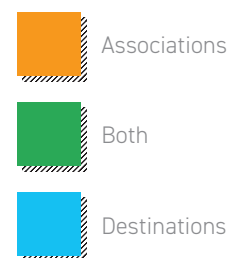
Both

What do both want for associations

- Knowledge Exchange
- Advancing the science
- Facilitate business partnering / networks
- Promote association's mission
- Connections with government
- Increase best practices
- Satisfaction for participants

How are they getting it

- Knowledge sharing
- Technical tours
- Attendance grants
- Influencing government policy
- Gov't/ministerial meetings
- Research collaboration



Dynamics of Outreach – Destination Benefits: summary of interviews

(20 associations and 20 destinations)

When asked about sought outcomes from meetings for destinations, associations spoke more about trade and building the local association community, while destinations appear to remain focused on tourism impacts and place promotion while also talking about building key industry sectors.



Associations

What do destinations want

- Platform to promote local companies and expertise
- Build local association community
- Reputation and visibility in the region

How are they getting it

- Public exhibitions & demonstrations
- Destination showcase during the event
- Connection with local universities or RD centers and start up community
- Education for local stakeholders

Destinations

What do destinations want

- Economic Impact (tourism ROI)
- Build and promote key industry sectors
- Promoting local culture/history
- CSR activities for local community
- Health outcomes
- Attract associations to open regional HQs

How are they getting it

- Technical tours
- Side events
- Matchmaking programs
- CSR / charity activities
- Improve local delivery

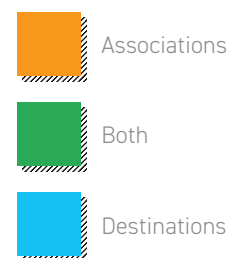
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What do both want for destinations

- Place branding as center of excellence
- Research/scientific knowledge for local professionals
- Policy improvements
- Public awareness relative to the science
- Talent attraction

How are they getting it

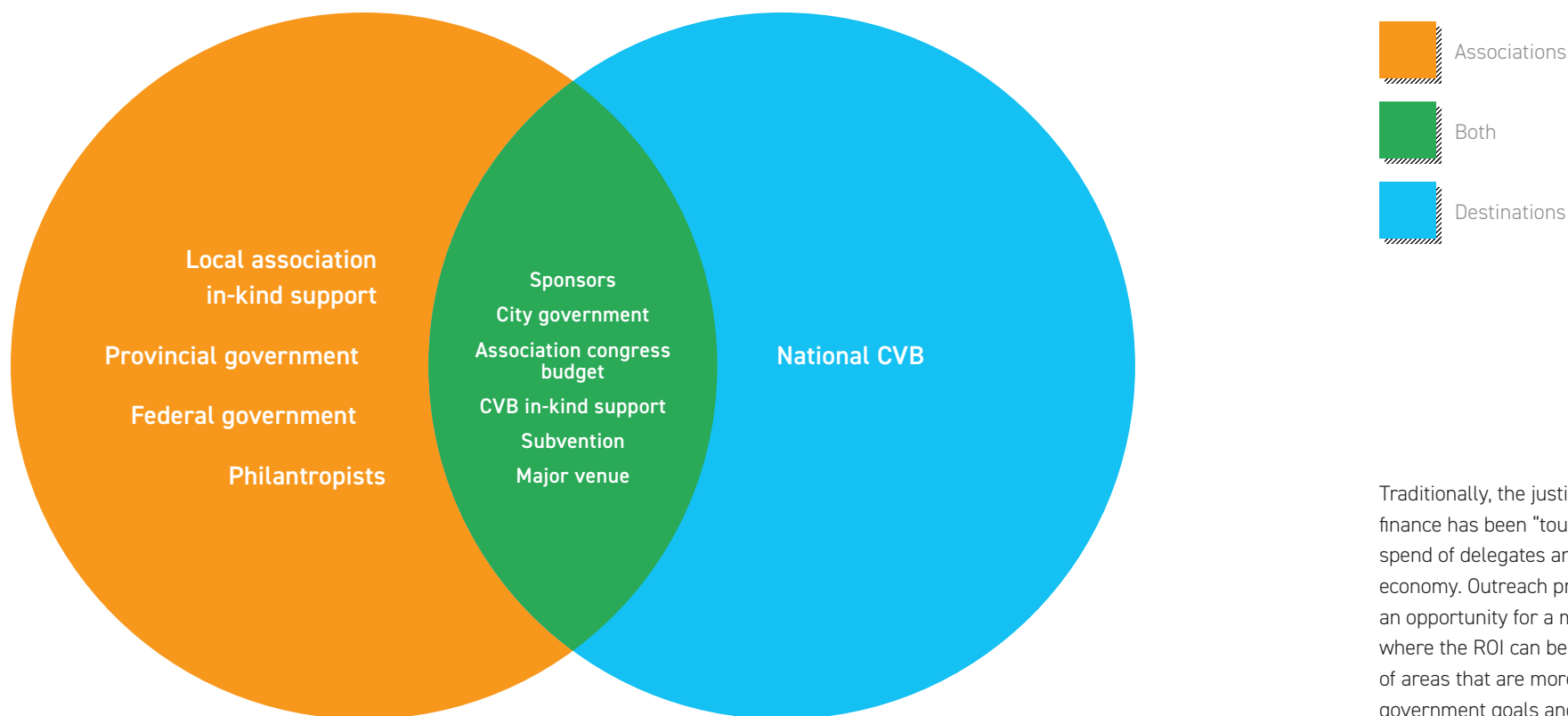
- Media campaigns
- Public events / cultural events
- Community Awareness
- Ministerial meetings
- Student & young scientists programs



Outreach Financing

Both associations and destinations consider the most obvious sources - sponsors, city government, subvention, and the destinations and associations themselves. Associations are more apt to look to higher level government sources and philanthropic organisations.

How Associations and Destinations Approach the Financing of Outreach Activities

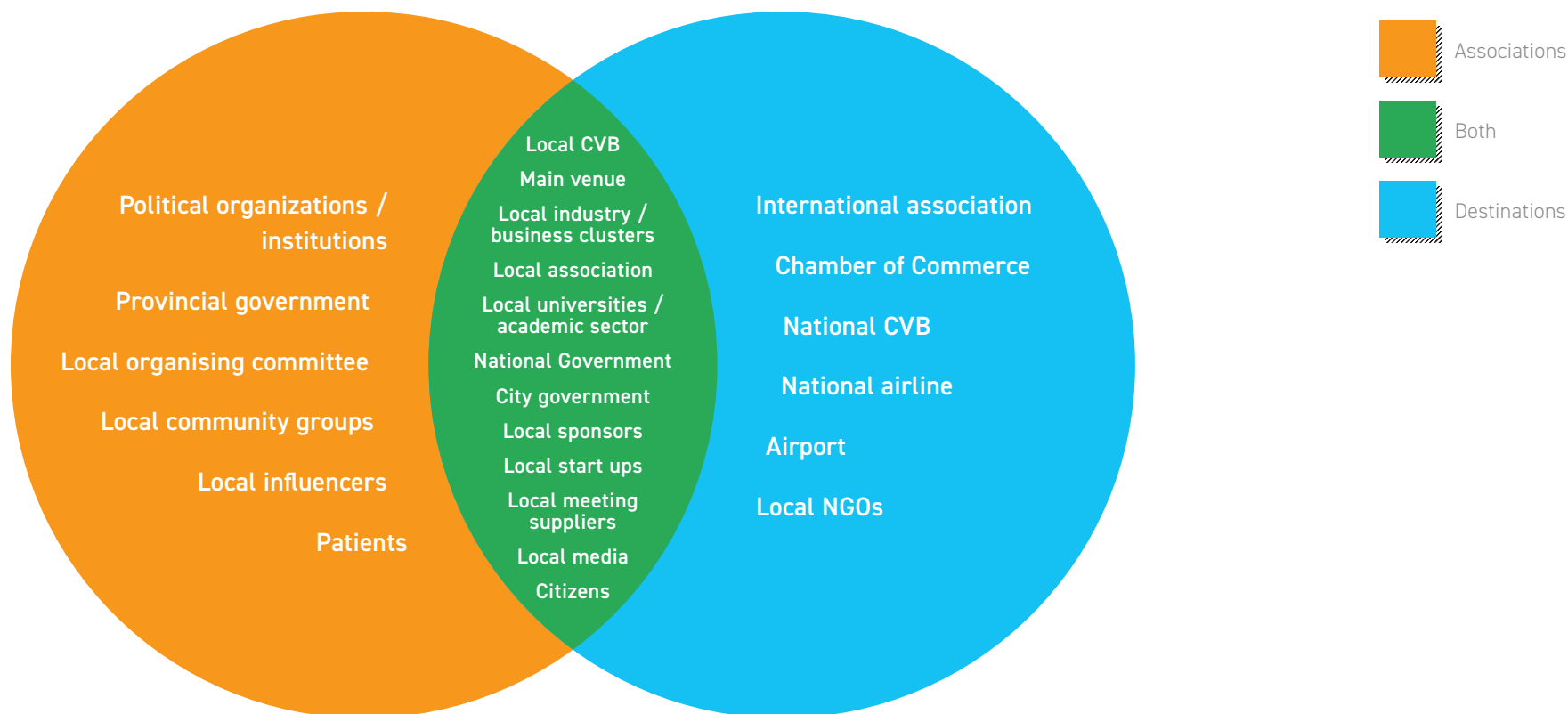


Traditionally, the justification for government finance has been "tourism ROI" the direct spend of delegates and its impact on the local economy. Outreach programming provides an opportunity for a more rational investment where the ROI can be measured in a variety of areas that are more closely linked to government goals and policies.

Outreach Stakeholders

Both associations and destinations identified a wide range of local stakeholders as well as the national government. Associations were more focused on political organizations, sponsors, their local affiliates, community groups and patients. Destinations were more focused on their local constituents and business partners.

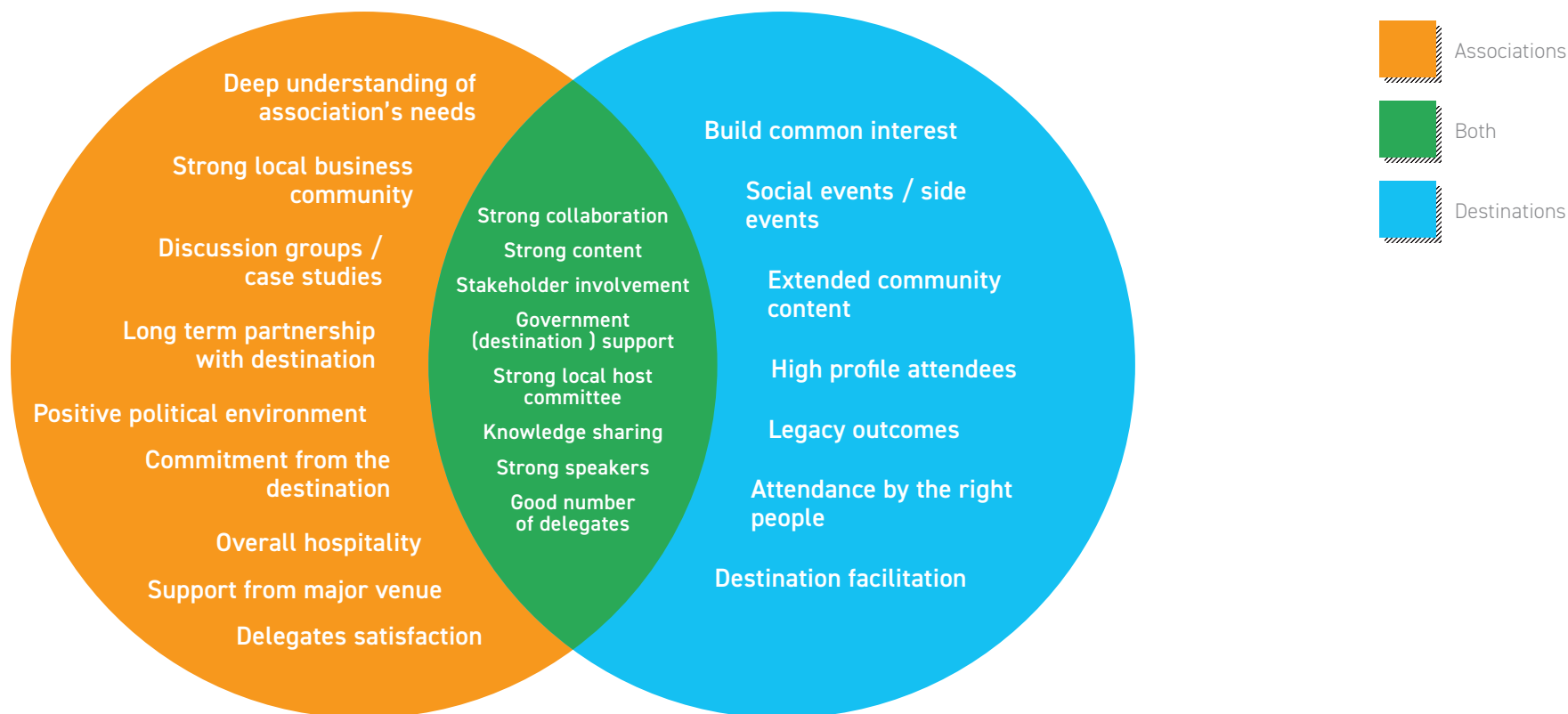
Association and destinations perceptions in relation to the stakeholder community



Outreach Success Drivers

Beyond the high-level elements like content, knowledge and collaboration, association responses related mostly to destination delivery issues. Destinations spoke of exploring common interests and community related content.

How Associations and Destinations View Success Drivers



Outreach Measurement & Organisation

In pursuing outreach activities, the general state of the art is that associations are proactive and destinations are reactive and in both instances measurement is limited.

The State of the Art in Outreach Programming and Measurement

Associations

Associations are formulating their own approaches to legacy programming. Preliminary findings are that their approaches are most often ad hoc – they have legacy goals, but their efforts to effect outcomes are changing and evolving.

As a result, most associations have limited measurement processes when it comes to legacy outcomes.

Destinations

There appears to be very little consistency in how destinations are seeking to leverage legacy outcomes. Destination efforts seem to be more reactive to association led outreach rather than having clearly formulated programs of their own.

Destinations are still predominantly measuring and reporting hospitality related economic impacts, and we are not seeing evidence of destinations measuring broader community impacts. Destinations are definitely thinking about that, but are struggling for solutions and direction.

Given that most destinations are resource limited and under pressure to deliver core programs (sales, marketing, event servicing) only the better resourced destinations would be making progress on developing outreach strategies. It is likely, even then, that progress will be slow and not comprehensive.

Myriad of approaches

Embryonic approaches

Limited measurements

Limited measurement

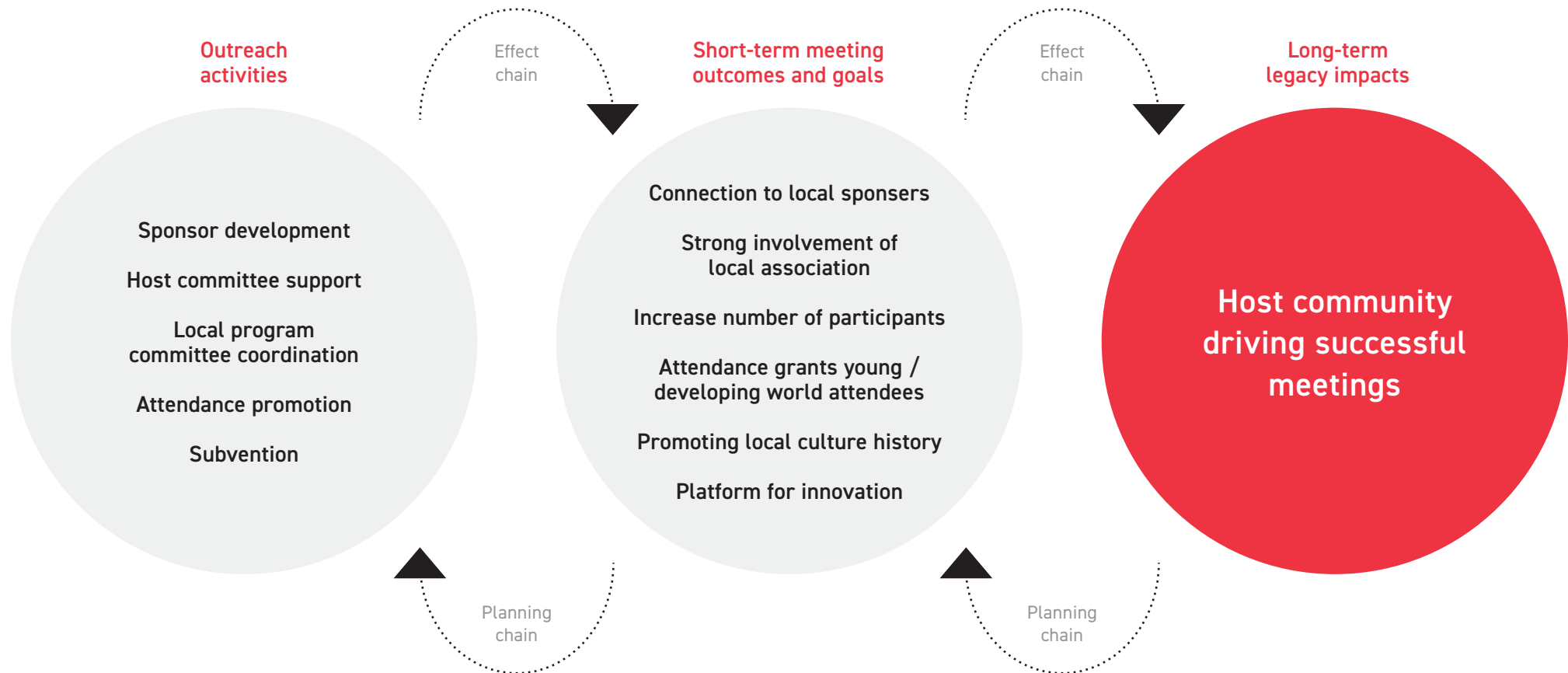
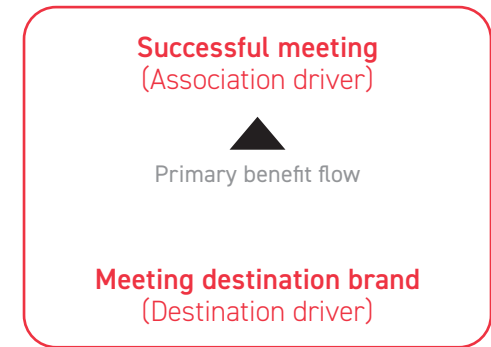
Need for dedicated resources and a viable structure

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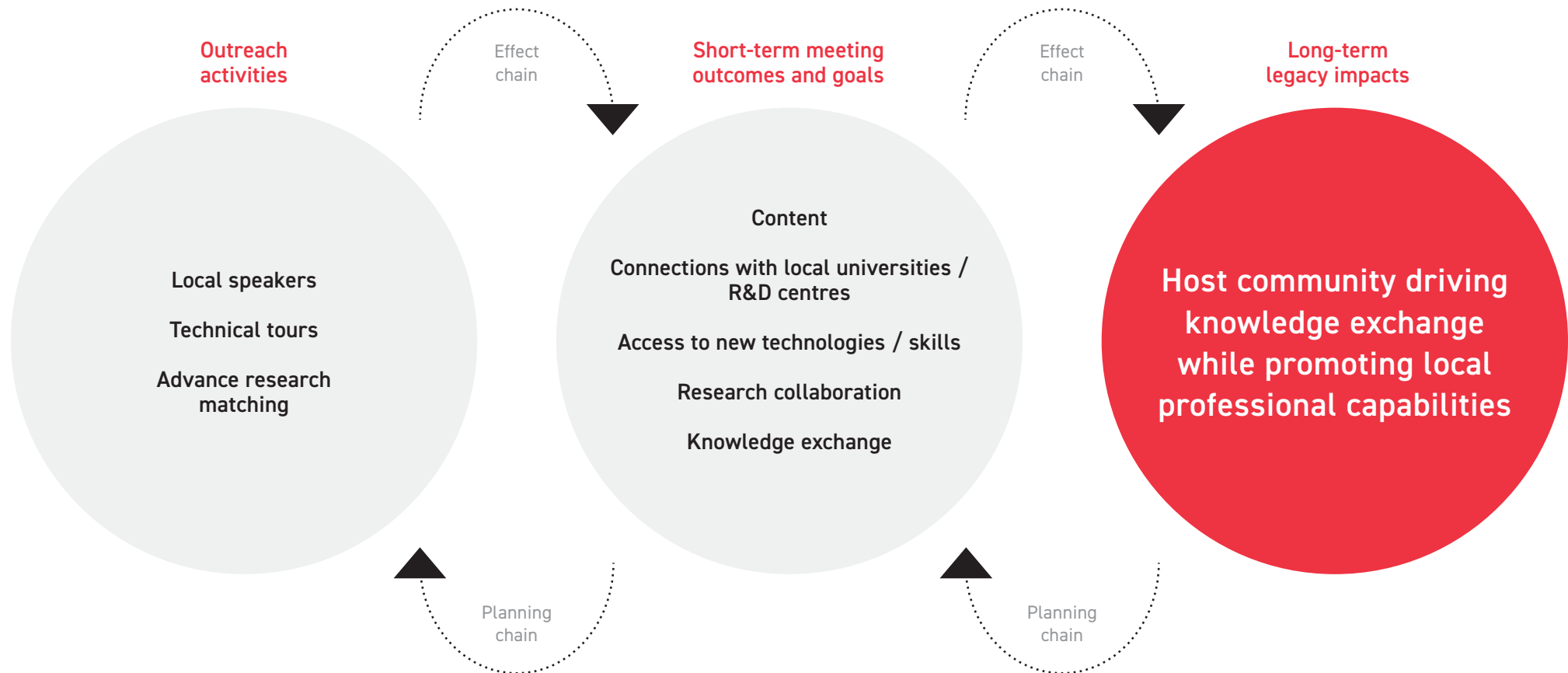
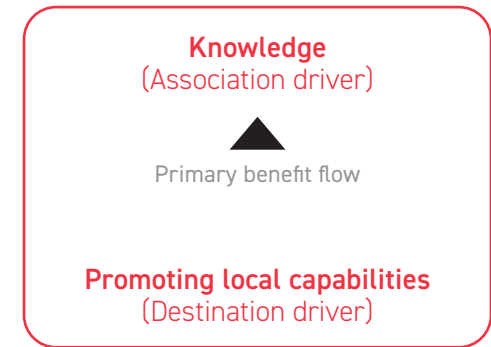
Synergies of Outreach (1/9)

Typical local support includes sponsor development, attendance promotion, subvention and the work of local host committees. Danish destinations might consider forming local program committees to engage and activate more stakeholders and to enhance delegate experience and create creative platforms for innovation.



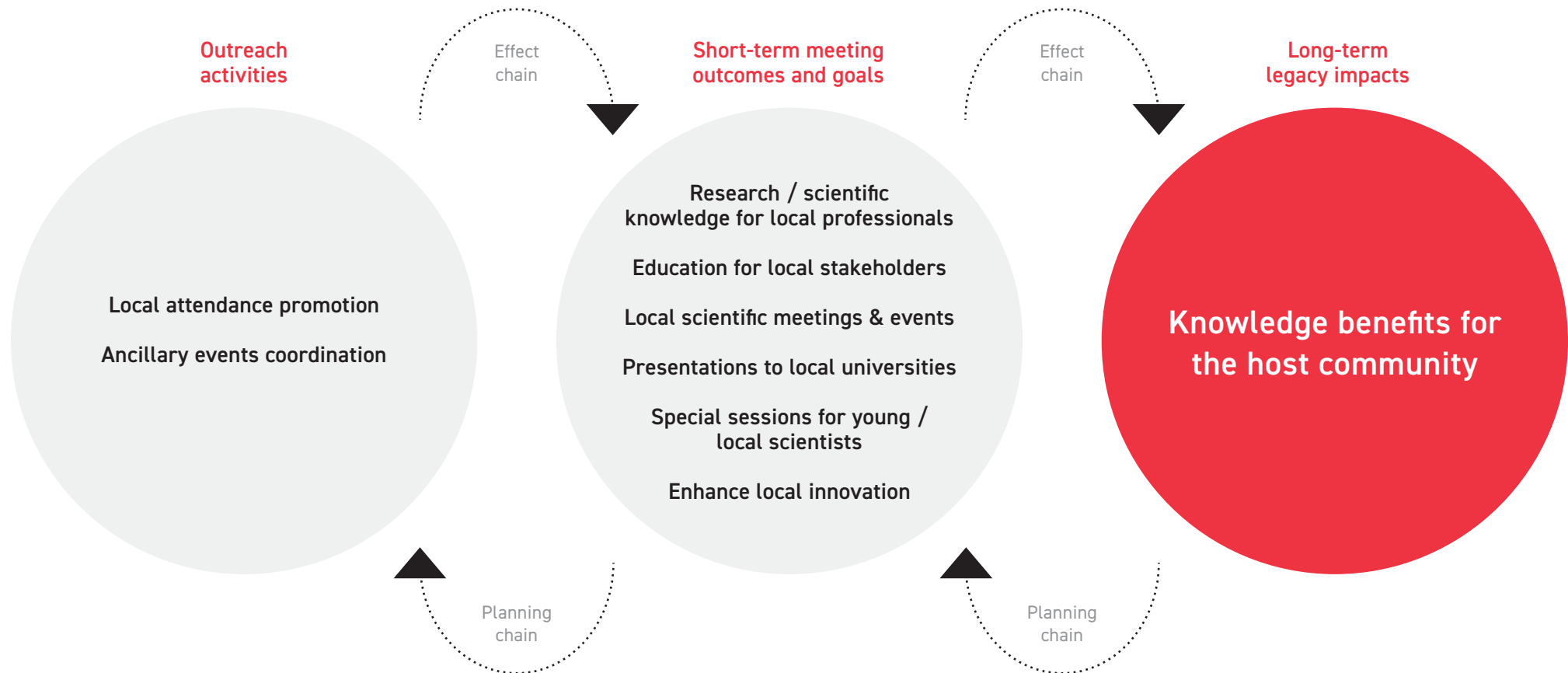
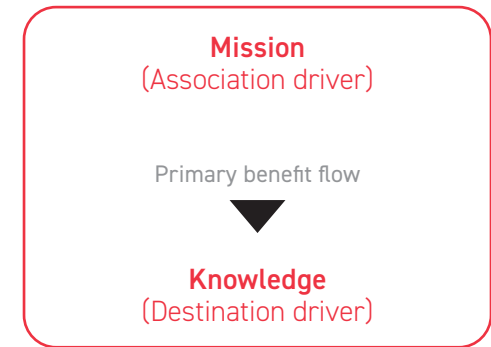
Synergies of Outreach (2/9)

Most common activities would be the sourcing and provision of local speakers and development of technical tours. Danish destinations might also develop advance matching programs to encourage research links between international attendees and local researchers and R&D institutions.



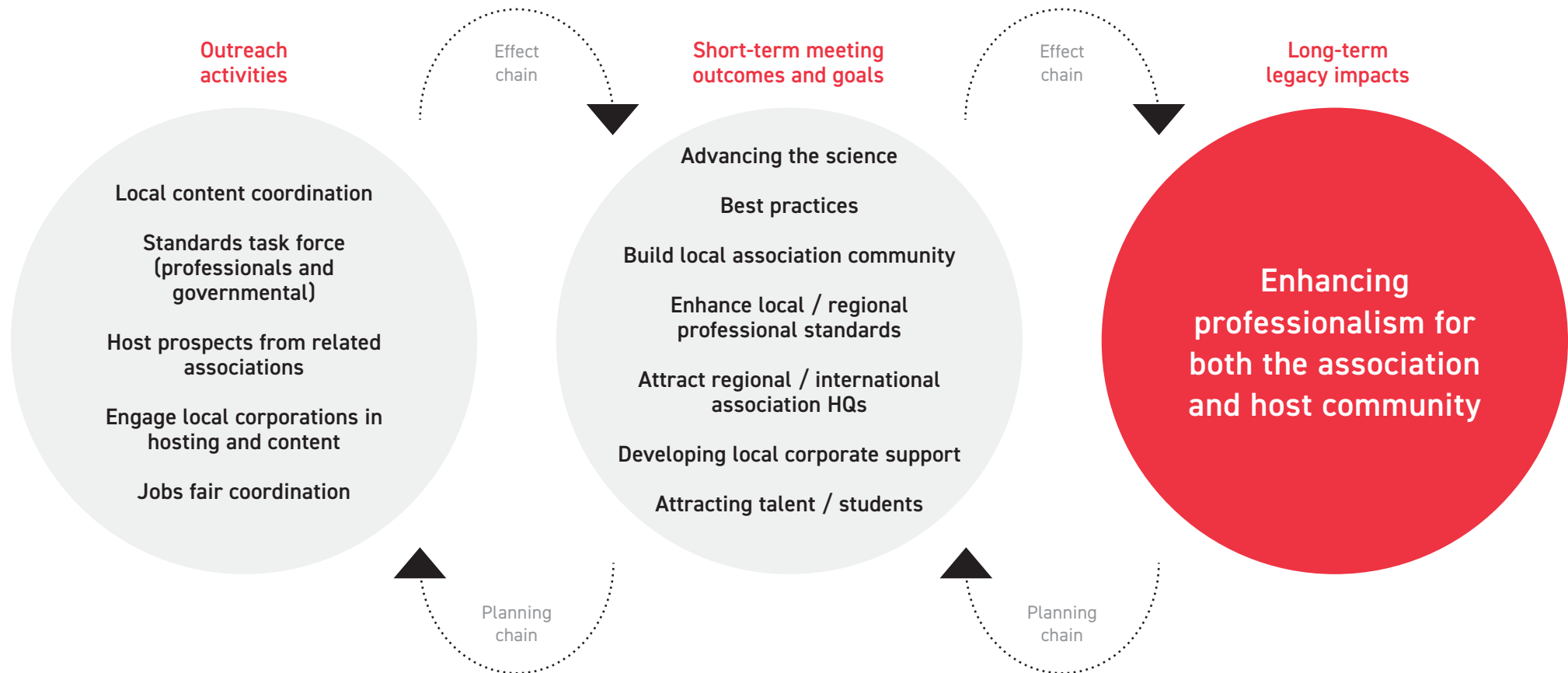
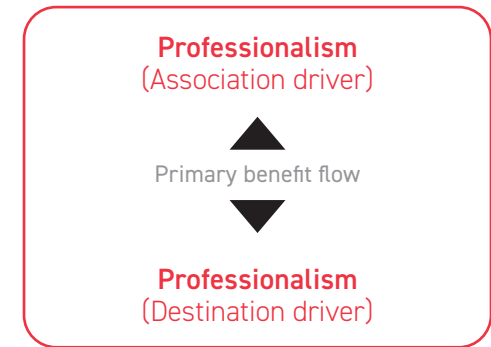
Synergies of Outreach (3/9)

Attendance promotion by CVBs is becoming a more common service. Focusing also on local attendance promotion, the destination can tie local professionals into a global network. A differentiating offer for Danish destinations would be active coordination of ancillary events which achieve a deeper engagement within the local professional community.



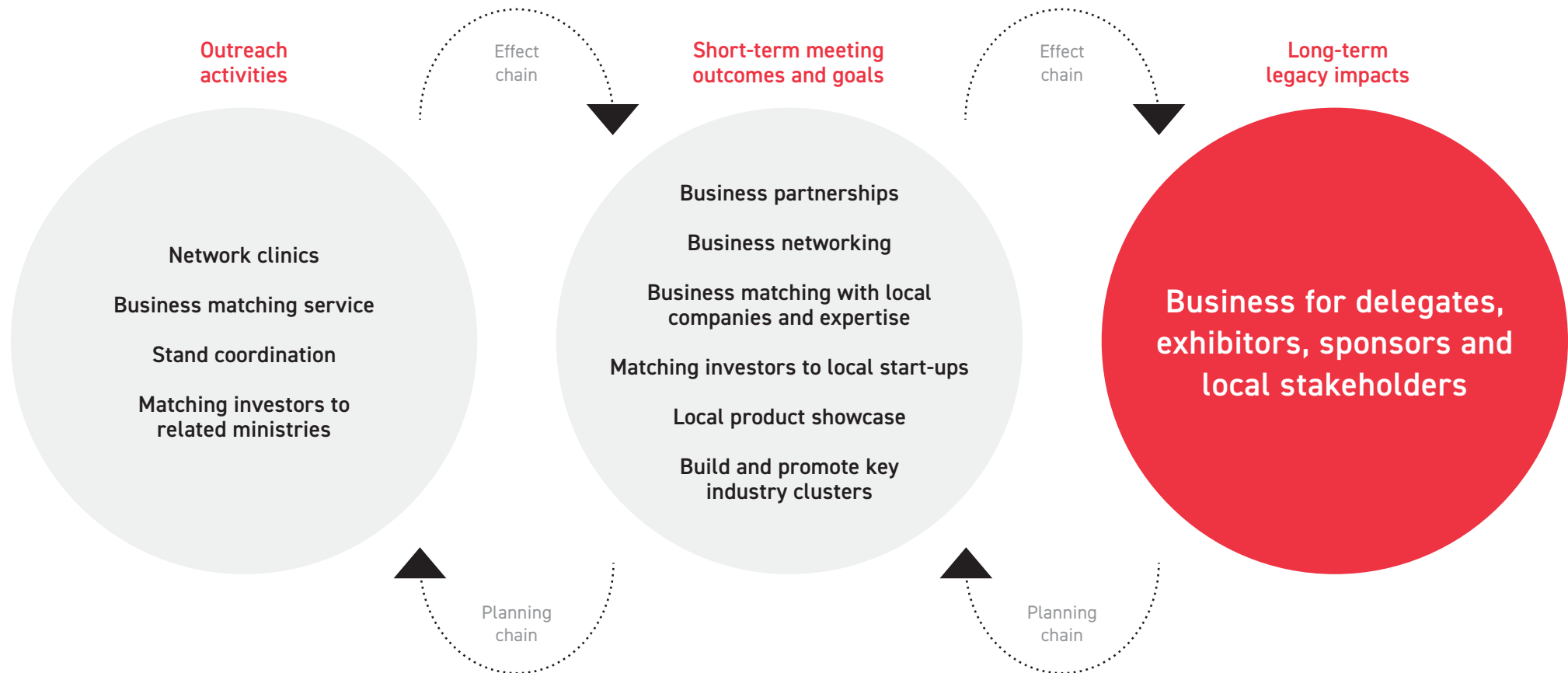
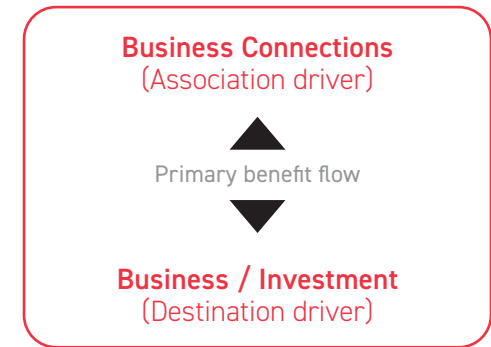
Synergies of Outreach (4/9)

Destinations typically take a passive role in content development, mostly by supporting local host organisations that devise technical programming. Danish destinations could add value by taking a more active role. The outreach initiatives listed below could also add powerful sources of differentiation.



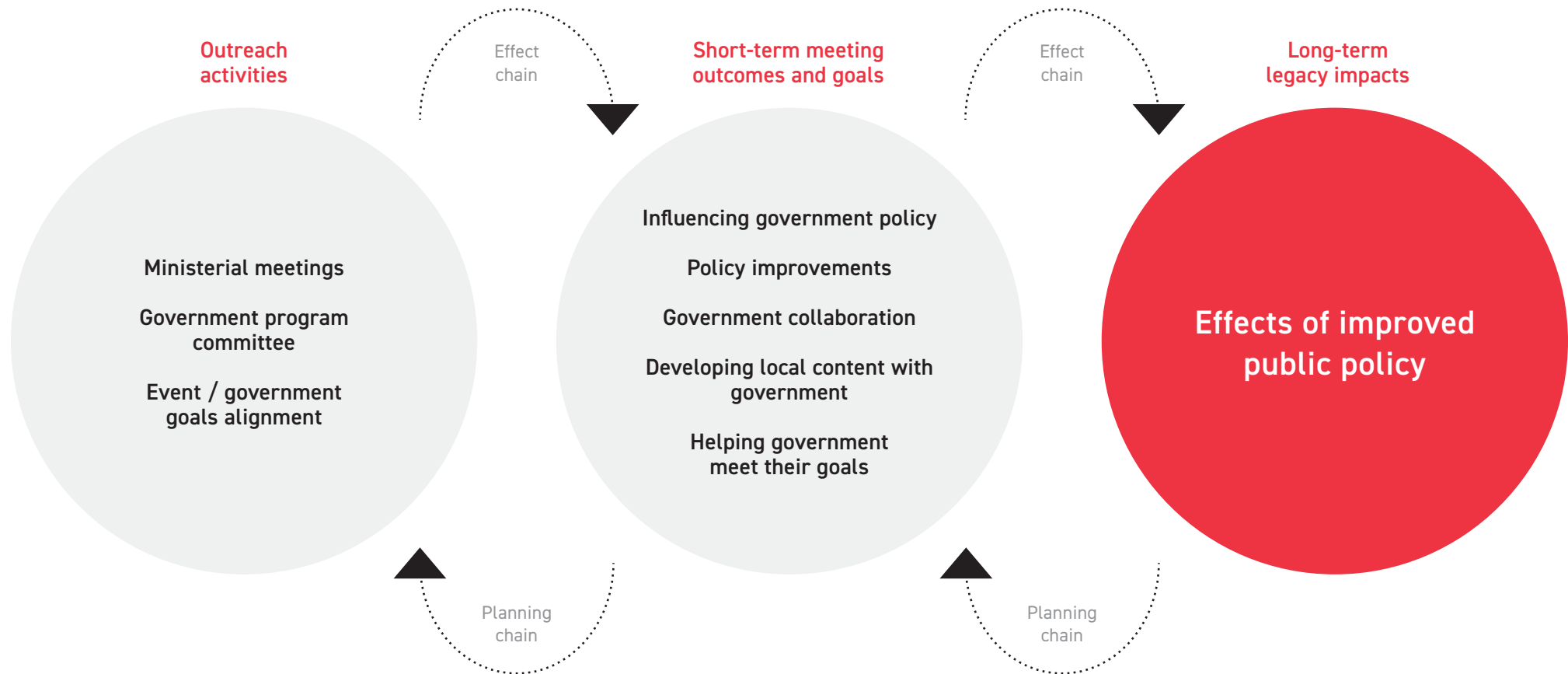
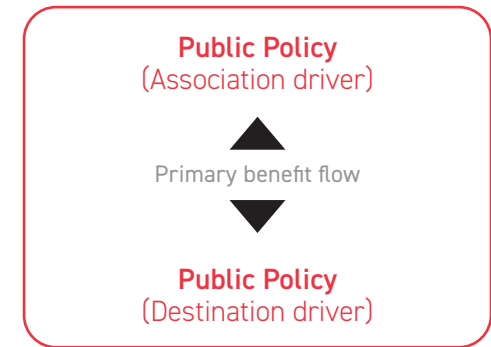
Synergies of Outreach (5/9)

Advance business matching is a whole new area of potential focus. A concerted effort at connecting international researchers, investors and business people with local counterparts and related ministries could have a significant impact on meeting legacies for both delegates and the host community.



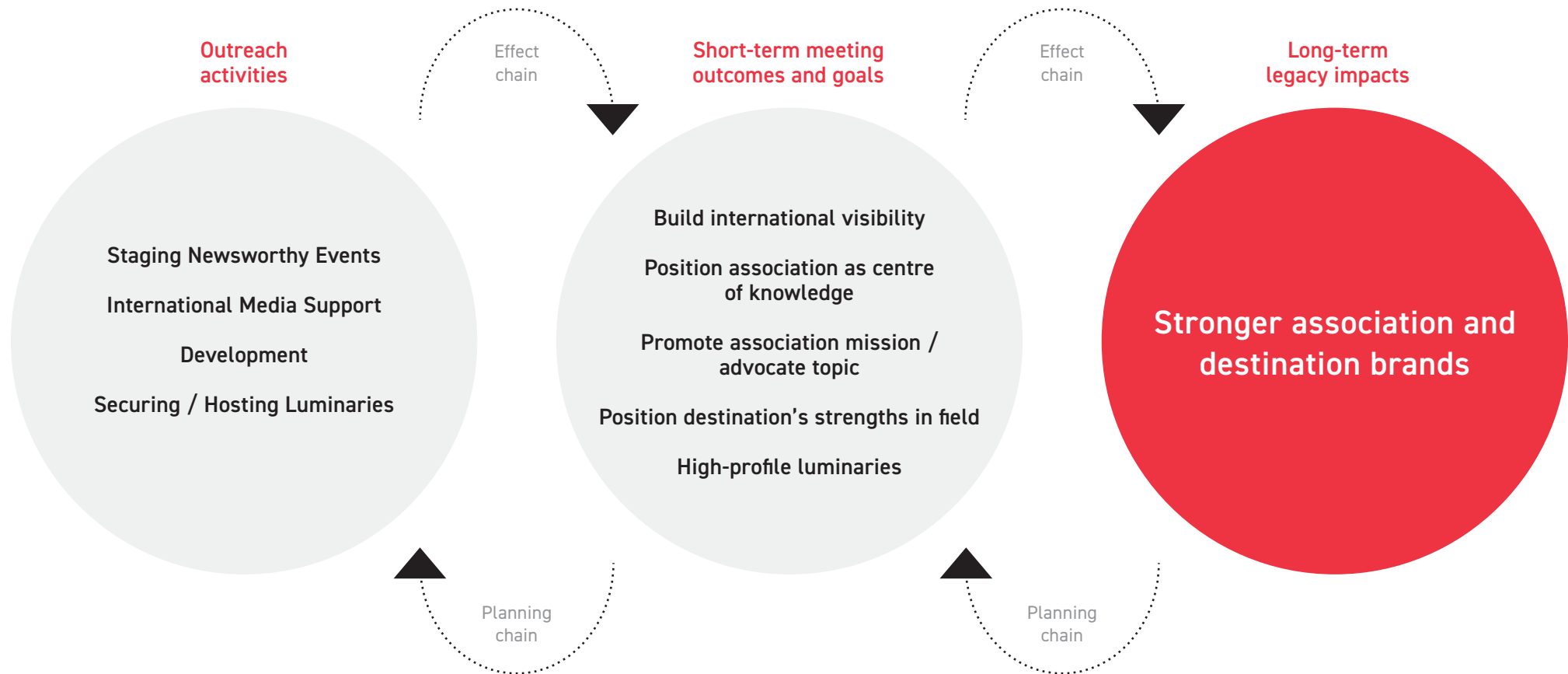
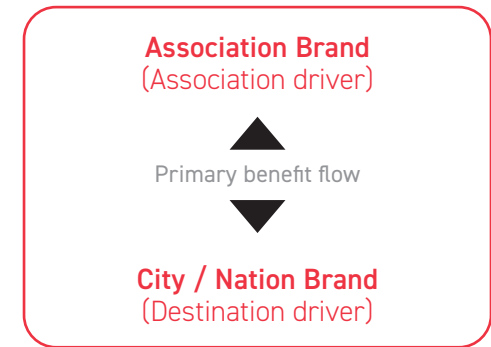
Synergies of Outreach (6/9)

Government engagement in meetings is often limited and ad hoc. A more focused effort to align government and meeting goals would provide a gateway to positively influence policy and also to build whole-of-government interest in the potential of association meetings to enhance policy outcomes.



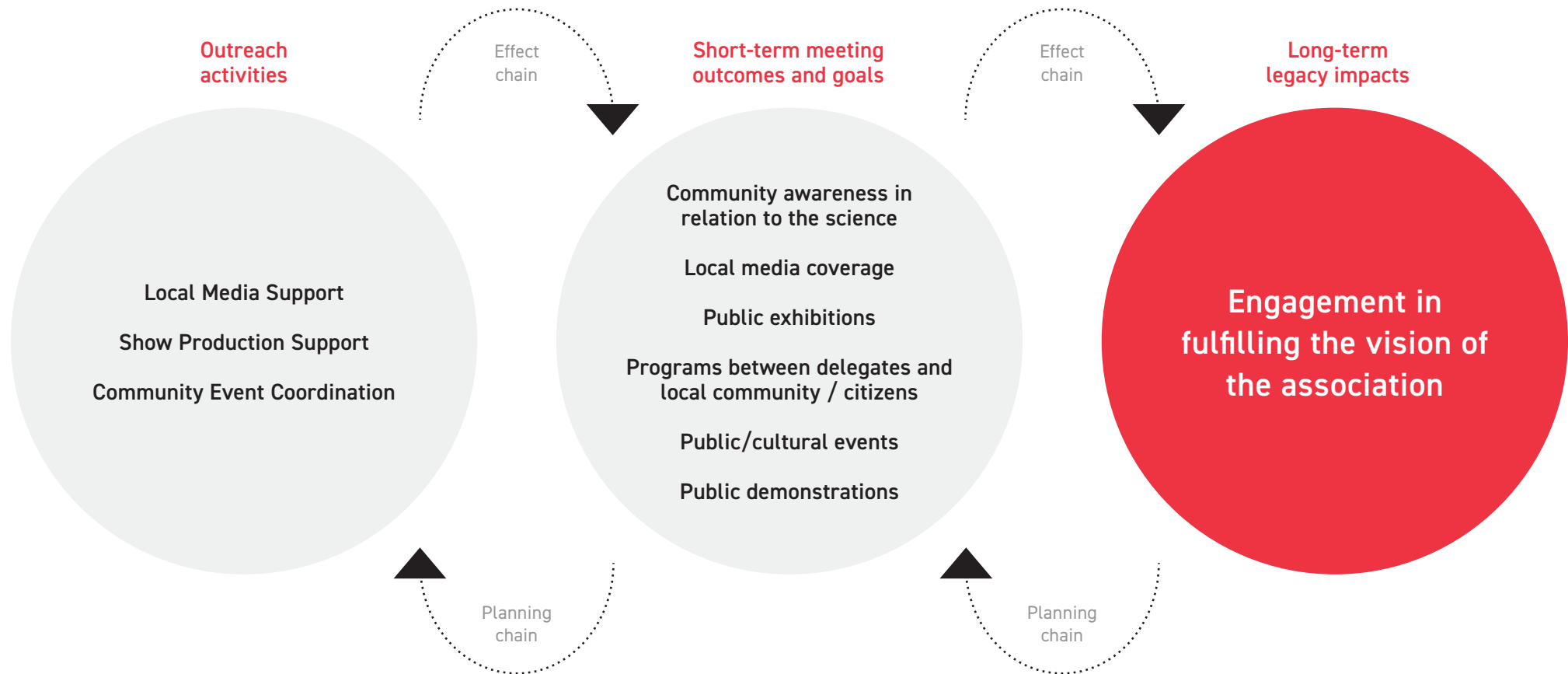
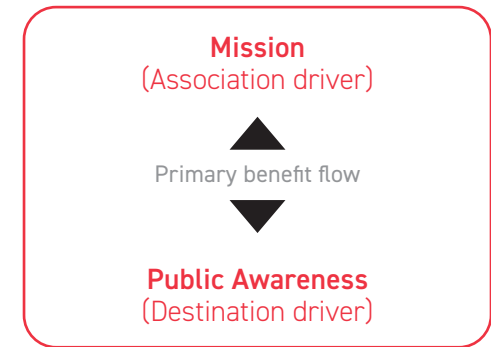
Synergies of Outreach (7/9)

While many destinations may support meetings in terms of enhancing local media coverage, few would find a way to lift the meeting's profile regionally or internationally. Danish destinations could be far more pro-active in this regard, being creative in terms of staging media events, developing feature material and hosting "big name" celebrities.



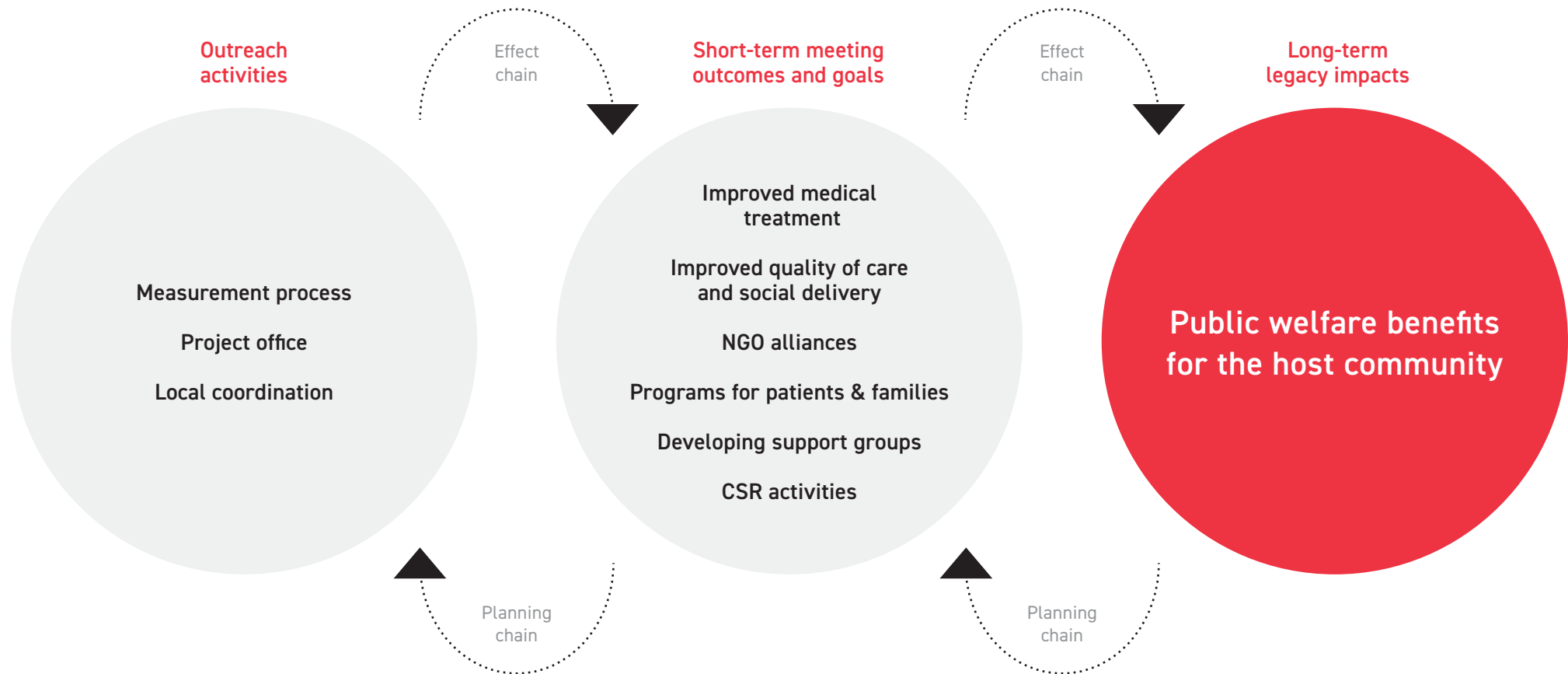
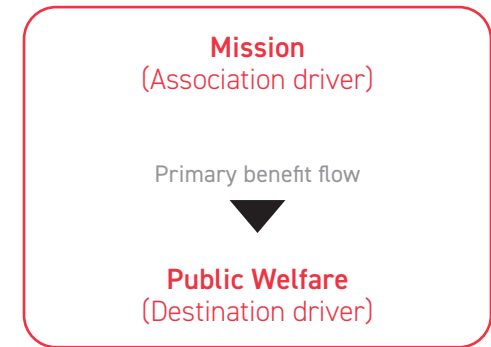
Synergies of Outreach (8/9)

Most destinations will provide basic local media support for meetings. Danish destinations could look to developing public exhibitions and community events as a way to drive higher levels of public engagement and public awareness for the important issues being addressed by visiting associations.



Synergies of Outreach (9/9)

Most destinations would support an association's CSR activities in a limited and reactive way. Danish destinations could be more pro-active and creative and offer professional coordination for programs designed to achieve higher public welfare benefits for the community.



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To Meeting Planners

While traditionally focused in meeting procurement, outreach proposals could help increase the value transferred from a destination to the meeting and vice versa, looking at maximizing the reciprocal impact. Meetings that plan the outreach program are meaningful and contribute to the socio-economic development of the destination and to the growth of the meeting planning organization.

Corporate outreach

Meetings as catalyzers – matching between local and international business networks and the meeting itself.

Mission alignment

Impact – definition of the drivers that can increase the impact of the meeting on the destination.

Measure – definition of a methodology to measure impact, aiming at “making a difference” for the ultimate customers (patients, consumers...)

Strategic Partnership– attention to defining long term agreements, beyond the meeting itself, to meet common objectives of impact and or growth.

Excellence in meeting procurement

Procurement – priority attention to identifying the local providers that meet the highest international standards and help maximize the financial result of a meeting

Science

Academia – engagement with universities & R&D centres to stimulate and support science making.

Talent acquisition – early scouting of potential scientific leaders to be involved in international networks.

Government influence

Relationship Building – participation in engagement processes between event and government, including goal alignment, program committee and ministerial meetings to advance the cause promoted by the meeting planners.

Community outreach

Exposure – awareness increase with adjacent audiences and stakeholders.

Networking – enhancing the networking experience, based on the scientific and academic knowledge developed by the destination.

To Government Funders (1/2)

The Outreach program aligns well with government goals. Key benefits will be strong community engagement, more FDI, industry and professional development and improved social and economic outcomes.



To Government Funders (2/2)

When making value propositions to government, destinations have traditionally focused on the consumption of hospitality supply and related benefits. Possible outreach goals and measurements have a much stronger alignment to issues that drive policy maker interest.

Traditional vs. Potential New Outcome Measurements

Common Measurement

Association Impact



Attendance
Content ratings
Delegate experience
Applied learning

Destination Impact



Hotel Rooms Sold
Direct Spend
Tourism GDP
Jobs
Taxes

Possible Outreach Measurements

Local Audience

- Local congress attendees
- Local public event attendees
- Local session attendees
- Local product showcase participants

Media Attention

- Int'l City branding media value
- Local media value

Policy Support

- Policy enhancements
- Government goal metrics

Local Audience

- Improved treatment outcomes
- Improved social outcomes
- Patients served
- Lives saved
- Extended life expectancies

International Audience

- Meeting sponsor support (DK)
- International attendees
- Audience for local speakers
- Audience for local content
- Audience on technical tours

Business / Trade / Investment

- Local research connections
- Business partner contacts
- FDI connections (businesses)
- FDI connections (ministries)

Professionalism & Standards

- Enhanced professional standards
- Association HQs
- Local corporate support (DK)
- Talent acquisition
- Published papers

To Meeting Sponsors

Sponsor proposals would have to be tailored based on their interests in the event and the most compelling benefits. While traditionally focused on branding and business development, outreach proposals could also include helping the sponsor acquire capitalization, government influence, community profile and a stronger knowledge base.

Business Development

Business connections – priority attention in business matching activities and introductions during networking events. High profile in local product showcases.

Branding

Corporate Profile – providing local content and speakers, featured on technical tours.

Publicity – engagement in media event staging, feature development and local and international media communications.

Client Hosting – All events including special events for luminaries.

Capitalization

Investment Attraction – priority matching services with participating investors.

Knowledge Base

Knowledge Connections – engagement with universities & R&D centres.

Talent acquisition – participation in job fairs.

Government Influence

Relationship Building – participation in engagement processes between event and government, including goal alignment, program committee and ministerial meetings.

Community Profile

Exposure – high-level visibility in public exhibitions, community events.

Corporate Leadership – inclusion and spotlight in all CSR activities.

To Local Supporters

Outreach provides significant new benefits to a range of local stakeholders. In addition to strengthening bids and driving more convention business, new business opportunities arise for potential JV partners, knowledge building opportunities arise for universities and R&D centres and synergies are built between Danish destinations.

Benefits to Supplier Members

Increased business – more conventions, more delegates

Destination performance – stronger brand

Benefits to Local Host Committees

Sponsorship – Identified support for meeting at bid stage

Stronger Government Support – In the bid, during the meeting and in general long-term due to relationship building

Program Support – Good source of speakers and content

Benefits to JV Partners

Business Profits – the opportunity to leverage conventions to create profitable ancillary events

Connections – to local sponsors, government ministries

Benefits to Host Destinations

Knowledge – research collaboration, program participation, special programming

Profile – participation in technical tours, speakers programs

Benefits to Partner Destinations

KPI Achievement – Each destination will have KPIs relating to Outreach benefits in their own destination. Meetings held in other Danish destinations still help them to achieve these KPIs

Benefits to Local Universities / R&D Centres

Stronger Bids – A differentiating value proposition

Nationwide Support – Meeting results can deliver to other destinations' Outreach KPIs

Event Promotion – All destinations will be motivated to encourage attendance from their regions.

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International AIDS Society – Melbourne

International AIDS Society is extremely well organised and very focused on community engagement and meeting legacies. A government funded full time project officer was key to the broad range of programs being coordinated.

Financing

- Subvention (state and federal)
- Sponsors
- Philanthropists
- DFAT (funded young leaders)
- CVB / gov't hosted committee meetings
- State gov't funded full time project officer

Involved Stakeholders

- Local citizens
- Community groups / lobbyists
- People with HIV infections
- Local medical community / researchers
- State and government officials
- Convention destination



Case study 1: World Aids Conference 2014

Field or Sector: Medical Meeting Size: 12,000

Nature of outreach and outreach activities

- **Public demonstration** against discrimination
- **State government** stand at expo
- **Public signage, PR, communications**
- **Cultural events**
- **Ministerial meetings / public declarations**
- **Community programs**
- **Public exhibition**
- **Twinning program** – Doctors from developing countries & Australia collaborated before, during and after
- **Funded 200 young leaders** from Asia Pacific
- **Global village community space** – 6,000 visitors
- **Extensive media program**

Meeting outcomes and legacies

- **Provided platform** to local AIDS researchers/practitioners
- **Elevated Australia's reputation** as a research centre for AIDS
- **Opened up research** collaborations
- **Last minute hotel room sales** due to public demonstration
- **Movie "Transmissions"** was produced to improve public understanding
- **Public awareness** & high media coverage
- **Achieved change** in national visa policy (people with HIV)
- **Raised profile of AIDS** and reduced stigmas
- **State and federal government declarations** – zero HIV infections after 2020
- **Mobilized community groups /** Community education
- **Regional engagement** and youth leadership
- **Legislation** decriminalizing transmission of HIV
- **Melbourne identified as international "Fast Track" city** / global recognition

SIBOS 2016 – Geneva

SIBOS is the global financial services networking event organized by SWIFT, as a community driven meeting. The annual conference and exhibition connects more than 8,000 executives, decision makers and thought leaders from across the industry.

Financing

- City government
- Swiss CVB
- SIBOS

Involved Stakeholders

- Geneva Government – economy development office (EDO)
- Local banking & finance clusters
- Geneva start-up community
- Chamber of Commerce
- Geneva Convention Bureau
- Swiss Convention Bureau



Case study 2: SIBOS 2016, Geneva

Field or Sector: Finance Meeting Size: 8.300

Nature of outreach and outreach activities

- **Interaction** with local knowledge and industry and building the business links
- **Connecting** banking sector with local start up community
- **Showcase** of Geneva as banking hub
- **Joint work** with government to develop case studies for use by local businesses
- **Swiss Fintech Corner** at the conference as a product showcase for 24 local start-ups to present new solutions aimed to response the industry challenges
- **Swift Lab** (dedicated space to allow customers to experience new products)
- **Swift Institute lecture** (leading academics 30 min lectures)

Meeting outcomes and legacies

- **Both parties shared a common purpose:** SWIFT in relation to its mission to advance the cause of its members, and Geneva in driving start-ups and employment in the cluster.
- **Support the local startups** to approach venture capital companies and follow up studies about tangible results came out of this collaboration
- **Share knowledge** and present innovation on high level

European Respiratory Society – Amsterdam

The European Respiratory Society is focused on the value of broader public health initiatives for respiratory health. The society organizes an annual congress which is dedicated to presenting the latest scientific achievements, as well as presenting Healthy Lungs for Life campaign through number of projects, events and activities.

Financing

In collaboration between:

- City government
- International associations
- Sponsors

Involved Stakeholders

- International association
- Local association
- City Government
- Local convention bureau (I am Amsterdam)
- Local meeting suppliers
- Media



Case study 3: European Respiratory Society Congress 2015, Amsterdam

Field or Sector: Medical Meeting Size: 23,000

Nature of outreach and outreach activities

- **World Village:** Interactive hub for scientific societies, patient organizations, health agencies and government bodies to collaborate.
- **Events for industry and sponsors:** Industry Early morning Symposia, Evening Mini symposia, Evening Expert Forums, etc
- **Healthy Lungs for Life campaign** 'Take the Active Option' launched to ensure engagement of all stakeholders
- **Events: Lung Cycle Challenge** (competition to pump up a pair of lungs with pedal power), 10,000 + steps (competition for delegates to walk 10,000 + steps a day at Congress), Public lung testing events in Dam Square and Beursplein (to spread key messages to local citizens).

Meeting outcomes and legacies

- **Stimulating scientific program** delivered during the congress, resulting in the largest ever congress with 23,000 attendees, 4,021 abstract presentations, etc.
- **Strong public awareness campaign** with range of events, projects and promotional activities aimed to promote benefits of physical activity for healthy lungs
- **Interaction with local citizens** through public lung test events
- **Provide the congress scientific and educational** program in a digital format only
- **Showcase of Amsterdam** as a site of global trade and scientific innovation and Netherlands as producer of key inventions in the medical field.
- **Healthy Lungs for Life** campaign as long term project (www.europeanlung.org)
- **Huge involvement of delegates** and citizens in public events and campaign
- **ERS produced a selection of highlights**, and published in ERJ Open Research covering topics from a variety of research areas

ESTRO 38 – Milan

The European Society for Radiotherapy & Oncology conducts a gap analysis in relation to the current and optimal use of radiotherapy in destinations where they are meeting. Following the meeting, over time, they measure the meeting's impacts in closing the gap.



ESTRO
European Society for
RADIO THERAPY
& ONCOLOGY

Financing

- City government
- International associations
- Sponsors

Involved Stakeholders

- Local key opinion leaders in RT
- National societies in RT
- Local Patients groups

Case study 4: ESTRO, 2019

Field or Sector: Health Care Meeting Size: 7.000 pax

Nature of outreach and outreach activities

- **Defining a methodology** to measure outcome for the patients
- **Health Economics study** to measure at local/national level the utilization rate of RT; awareness campaign to patients and other referring medical professionals; advocacy campaigns and policy actions to improve the availability of equipment and trained staff; Empowering local key opinion leaders to lobby for better reimbursements in RT; vocational training in medical schools.

Meeting outcomes and legacies

- **Measuring longitudinally**, over 4-6 years, the ratio between the actual and the optimal (according to scientific evidence) use of radiotherapy in the relevant territory (northern Italy)
- **Closing the gap** between the actual and the optimal utilization rates of RT corresponds to a number of lives being saved. A measuring method is defined by ESTRO.
- **Identifying and empowering** future scientific local and international leadership.

Women Deliver

Women Deliver is a leading, global advocate for gender equality and health, rights and wellbeing of girls and women, including maternal, sexual, and reproductive health and rights. Women Deliver builds capacity, shares solutions, and forges partnerships, together creating coalitions, communication, and action that spark political commitment and investment in girls and women.

Financing

- DANIDA
- City government
- International donors and sponsors

Involved Stakeholders

- Over 150 organisations
- Public and private companies, cultural institutions (incl. cafés and cinemas), sports- female- youth- and migrants- associations
- The City of Copenhagen
- The Danish Monarchy
- The Danish Parliament
- Copenhagen CVB



Case study 5: Women Deliver, Copenhagen 2016

Field or Sector: Social Science, health care and human rights **Meeting Size:** 6.000 (estimate)

Nature of outreach and outreach activities

- **Youth engagement**
- **Local community engagement**
- **Boosting participation** of young delegates
- **Putting focus** on gender equality
- **Increase awareness and knowledge sharing** about health, rights, and wellbeing of girls and women around the globe in the last decade
- **+120 events and arrangements** before, during and after the event
- **Public activities** such as exhibitions, concerts, debates, bike runs and happenings
- **Two-day Youth Pre-Conference** and the Youth Zone, to the plenary and concurrent sessions

Meeting outcomes and legacies

- **132 international and national articles** during the Women Deliver week. 489 international and national articles during the conference week
- **1 Women Deliver special** in World's Best News going out to half a million readers. 100 Women Deliver posters in the city and 150 in the metro
- **6 printed features** in national media. 10 days with daily network coverage. 7 features in local television and 4 new documentaries on national television
- **40 students** covering events through 'I DeliverChange' platforms - over 50,000 viewers
- **Young people made up 20%** of all participants of Women Deliver 2016
- **Partnerships** was strengthened, eyes was opened, policies shifted and funding accelerated
- **'Girls Not Brides'** helped end child marriages in Trinidad and Tobago through connection with civil society representatives
- **The 'Safe Delivery' app** soared to new heights due to media exposure and new partners.
- **Clean energy social enterprise 'GreenChar'** earned top features in top-tier media since winning first place in Women Deliver's 2016 Social Enterprise Challenge

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ICCA Association Expert Seminar – Frankfurt (1/3)

The discussion showed that MeetDenmark is not alone in thinking about future outreach development. However, the strategic direction and current state of the art is far less well developed than MeetDenmark’s vision. Denmark has an opportunity to be “first to market” with a highly compelling value proposition with a focus on value creation/capture.

Focus group

- 24 International association executives
- 46 ICCA Members (CVBs, venues, PCOs)

Key outtakes from the AES that relate to the goals of the Outreach Project

The ICCA Association Expert Seminar (AES) was held over the weekend of May 12 – 14, 2018 (prior to IMEX) and was moderated by Gary Grimmer of the consulting team. The discussions validated many of the report’s findings and recommendations.

“Associations are seeking a holistic experience – outcomes that are more than the meeting itself.”

“Associations are moving from an event focus to a mission focus.”

“Associations and destinations should work in advance of meetings to develop shared goals and future measurements.”

“Collaboration between associations and destinations needs to become a way of life.”

Associations	<ul style="list-style-type: none"> • “Make legacy impact an RFP requirement” • Looking for a continuing relationship with destination post-event
Both	<ul style="list-style-type: none"> • Recurring legacy themes • “Outreach” impacts measurement is embryonic • Long term research and measurement is key (could be a strong value proposition for MDK) • More public engagement / ancillary events • Shared interest in policy impacts and media attention • Destinations tend to be communications focused
Destinations	<ul style="list-style-type: none"> • Destinations are thinking more about “community connections” – essentially integrating the community into the events both to serve the association’s mission and also to gain community support and to build community impacts. • But, destinations are not very focused on changing their business models, the view being that current models are appropriate.

ICCA Association Expert Seminar – Frankfurt (2/3)

Responses are in order of frequency. Both associations and destinations emphasised an interest in collaboration and legacy building. Destinations are most highly driven by promotion and achieving community impacts while associations are more focused on knowledge outcomes and advancing their field or science.

Survey of perceived most important value propositions

- 22 International association executives
- 39 ICCA Members (CVBs, venues, PCOs)

Key outtakes from the AES that relate to the goals of the Outreach Project

Associations	Both	Destinations
<ul style="list-style-type: none"> • Knowledge sharing • Advancing the field (Industry quality, professionalism, strengthening local organisations, research) • Enhanced medical delivery • Community building • Policy improvements • Internationalisation • Empowered professionals • Engaging members • Authoritative source of information 	<ul style="list-style-type: none"> • Connections • Collaboration • Legacy • Sustainability • Innovation • Local professional development (strength of committees, local partners) • Coordination • Image 	<ul style="list-style-type: none"> • Community impact (quality of life, cluster development, knowledge, pride) • Promotion (marketing, product development, ease of doing business, return visits, promotion of local culture, quality assurance, unifying suppliers, universities and ambassadors) • Knowledge and creative economy • Delegate experience • Community involvement • Strategic partners with associations • Association development

These results tend to validate the study's conclusions on the aligned interests of associations and destinations in relation to Outreach value propositions. The three notable exceptions are:

1. No associations specifically nominated "standards" as a top value proposition (though they did talk about advancing professionalism and enhanced delivery)
2. No destinations specifically nominated creating "local business matching" links as a top value proposition (though they do talk about cluster development and building their knowledge and creative economies)
3. Neither nominated "CSR" as a top value proposition (not surprising as CSR tends to be seen more as an expression of good will or added-value than as a lead value proposition of an association or destination).

ICCA Association Expert Seminar – Frankfurt (3/3)

A focus group with executives representing 3 associations from different sectors (European Issuers, Swift and ESAE) discussed the findings of the project. An online webinar, facilitated by Alessandro Cortese, was organized to discuss the outcome of the research phase, and assess the perception of the recommended model by the associations.

Focus group of association executives

Nature of outreach and outreach activities

- Understanding that this re-search has a unique balance, comparing associations and destinations
- Agreement with the idea that the semantics about impact are different between destinations, associations and industry publications.
- No surprise about the survey results. Acceptance of the idea that subventions can be used for impact purposes.
- In general, positive impression with the methodology leading to the findings.
- In summary, the findings of the focus group confirm the originality of the study and its recommendations, showing an interesting understanding about the competitive edge that the proposed model could deploy for MeetDenmark.

