

# Powering Meeting Legacies

## New Insights for Associations & Host Communities





- This report was prepared by Gaining Edge in collaboration with MeetDenmark and the Convention Bureaus at the Danish congress destinations: Aalborg Convention Bureau, VisitAarhus Convention Bureau, Destination Fyn Convention Bureau and Wonderful Copenhagen Convention Bureau.
- © No part of this report may be shared, used or reproduced without referencing MeetDenmark

October 2023





# Contents

<b>Reference Notes</b>	<b>3</b>	<b>Chapter 2: Intervention</b>	<b>25</b>	<b>Chapter 4: Measurement</b>	<b>64</b>
Event Case Studies & Acronyms	4	Learnings & Insights	26	Learnings & Insights	65
The MeetDenmark Strategic Pathway	5	Validation of Previous Learnings	29	Legacy Measurement Process	68
Legacy Impact Levels	6	Case Study Intervention Highlights	30	Reporting	72
		Successfulness of Intervention	34		
<b>Executive Summary</b>	<b>7</b>	Case Study Intervention Summaries	35	<b>Chapter 5: Tools &amp; Processes</b>	<b>73</b>
Importance of Legacy In A Disrupted Industry	8	Intervention Success Factors	36	Learnings & Insights	74
Legacy Intervention	9	Conventional Vs. Unconventional Approaches	37	Event Prioritisation	76
Legacy Costs & Resources	11	Legacy Ecosystem Stakeholders	38		
Danish Legacy Strategies	12	Attributable Impacts of Intervention	39	<b>Appendices</b>	<b>77</b>
Measurement	13			Appendix 1 - Case Study Overview Table	78
Seeking A Common Language	15	<b>Chapter 3: Funding &amp; Resources</b>	<b>51</b>	Appendix 2- Legacy Categorisation Table	80
		Learnings & Insights (incl. risks & returns)	52		
<b>Chapter 1: Introduction</b>	<b>16</b>	Costs of Intervention	55		
A Disrupted Industry	17	Resourcing - work-Flow for Legacy	56		
Macro Pressures on the Global Events Industry	18	A Framework for Legacy Development	57		
Establishing MeetDenmark As A Global Leader	19	Skills Development to Advance Objectives	58		
Moving from Theory to Practice	21	Collaboration with Clusters	59		
Key Challenges to Advancing Practice	22	Denmark Legacy Strategy	60		
Legacy Enablers	24				



# Reference Notes 1/3

## 1. Event Case Studies & Acronyms

Throughout this report, reference to the events examined as case studies will be referred to as acronyms. The official names for the events, and their respective acronyms are listed in the table below for your reference. Note also that in the initial months of the study, before the covid pandemic, the list of proposed case studies included some events which were subsequently cancelled and so were also excluded as case studies for this study.

Case congress	CVB	dates
European Council on Hotel, Restaurant, and Institutional Education (EuroCHRIE)	Destination Nord	September 27 - 30, 2021
Rehabilitation International World Congress (RIWC)	Visit Aarhus	September 7 - 9, 2021
European Federation of Sexology (EFS)	Destination Nord	June 30 - July 3, 2022
European Communication Research & Education Association (ECREA)	Visit Aarhus	September 19 - 22, 2022
WindEurope - Offshore2019* Electric City 2021  *Note the Offshore event series was discontinued and replaced with a new broader industry event-ElectricCity. Legacies of the 2019 Offshore event are now being looked at as part of the new ElectricCityevent.	Wonderful Copenhagen	November 26-28, 2019 November 23 - 25, 2021
DIY Summit	Wonderful Copenhagen	June 9 - 11, 2021
European Society of Pediatric Gastroenterology, Hepatology and Nutrition - prev. World Congress of Pediatric Gastroenterology, Hepatology and Nutrition (ESPGHN)	Wonderful Copenhagen	June 22 - 25, 2022
IFIC International Congress on Integrated Care (ICIC)	Destination Fyn CVB	May 23 - 25, 2022



# Reference Notes 2/3

## ■ The MeetDenmark Strategic Pathway:

We also make ongoing reference to the MeetDenmark Legacy Strategic Pathway (often referred to in short as the Strategic Pathway). This pathway summarises the proposed methodology to establish and implement meeting legacies and was established in the previous MeetDenmark Study on Legacy published in 2019 which can be found in full on MeetDenmark's website. We include below the pathway again here below to provide further context to the reading of this report.



International Association follows pathway to pursue association's meeting legacy goals

Association and host community collaborate on the shared meeting legacy goals

Host community follows pathway to pursue community meeting legacy goals



# Reference Notes 3/3

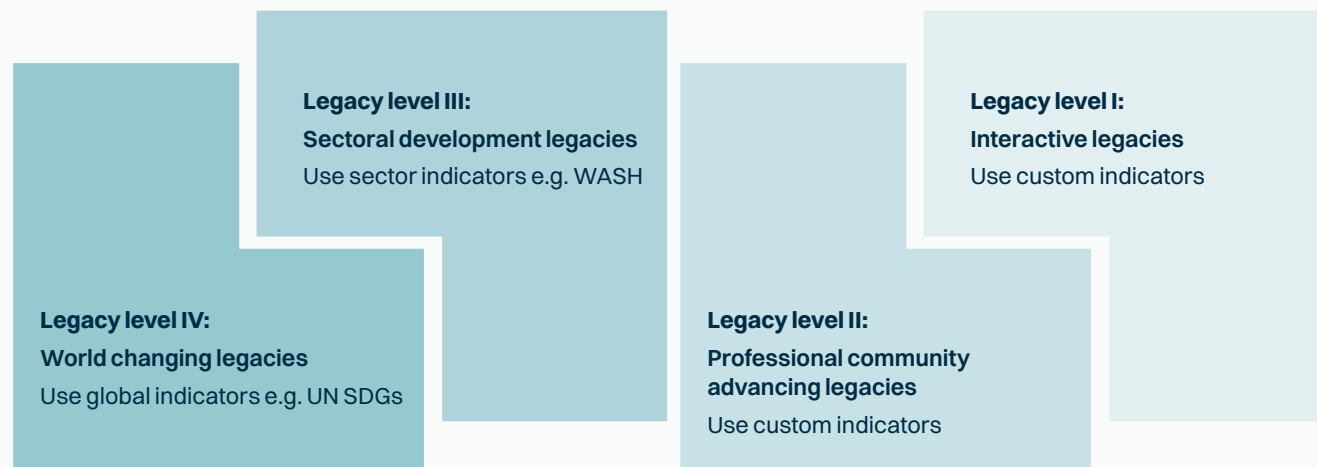
## 3. Legacy Impact Levels

In describing and summarising the individual case studies (slides 35-45) we assign specific Legacy Impact Levels to the events. This descriptor derives from the research GainingEdge conducted for BestCities in 2020.

Our research with BestCities revealed that legacy depth varies across associations—from global, world changing legacies such as those captured within the framework of the UN Sustainable Development Goals, to organisation-focused legacies such as helping to advance local member communities.

These varied approaches have been condensed into 4 levels as seen here on the right. The legacy level attributed to a given event is meant to align with the strategic vision of the association and in this way serves as a guide to facilitate the development of legacy visioning, planning & measurement.

## Meeting legacy levels





# **Executive Summary**



# Importance of Legacy in a Disrupted Industry

■ The covid pandemic has left a lasting impact and, coupled against the backdrop of the increasing focus on the principles of sustainability and how they relate to events, there is a laser focus on the value of meetings, their role and how best to design meetings to achieve objectives.

There are a number of trends reshaping the role of the international meetings industry:

- Destinations are increasingly placing sustainable development at the core of covid-recovery strategies, rebuilding in a way that tackles climate change and aligns with the SDGs.
- Regulatory changes being introduced to protect the environment by limiting carbon emissions and the adoption of new sustainable business practices where the ROI is measured through the lens of social, economic and environmental development.
- Shifts in governmental, industry and citizen behaviour and expectations, all which will have a direct and profound impact on the global business events industry.

The perceived value of the global business events industry will be increasingly dependent on its ability to become a supporting pillar of national, regional and/or local strategic development priorities, where its value will be defined not just economically but also in terms of its contributions to social and environmental development.

MeetDenmark's role will be to build the vision and the infrastructure, the tools and processes and develop a strategy which position events as key contributors to sustainable development- both in Denmark as well as In Europe and the World.

Success for MeetDenmark will require a more strategic approach to a Danish Meeting Legacy Strategy, defined in terms of:

- Support of identified national and regional development priorities
- Alignment and contributions to national priorities vis a vis the SDGs
- Collaboration with national/regional and/or local clusters

With its advanced understanding, knowledge and practice of strategic meeting legacy planning, MeetDenmark is in a strong position to lead the way in repositioning the role of international business events.



# Legacy Intervention

■ In every case of intervention undertaken for this study, it was demonstrated that engaging stakeholders in strategic legacy planning added value. Allocation of resources and the selection and design of interventions should be based on evidence of what works, what doesn't and under what circumstances.

Legacy intervention stimulates demonstrable positive impacts in enhancing the value of meetings. In every case of intervention undertaken for this study, it was demonstrated that engaging stakeholders in strategic legacy planning added value.

Bids were strengthened and won (e.g. ECREA and RIWC); New stakeholders were engaged (e.g. EuroCHRIE, ESPGHAN, EFS); New legacy-supporting activities were added to event programmes (ESPGHAN, Electric City, ECREA); Legacy success indicators were identified and measurement processes established; Strategic partners were engaged as key champions of legacy initiatives which strengthened the value proposition of their partnerships (e.g. ESPGHAN, ECREA, WindEurope) and in some of the cases legacy goals continue to be pursued independently of the events (e.g. DIY, EFS & Electric City).

However, the ultimate success of each intervention differed with some being more successful than others. In each case, including those considered to have had less success, many insights were derived which will contribute to the continued advancement of practice in strategic legacy planning. The approach of the intervention, the manner in which stakeholders are engaged and continue to engage, as well as the timing of the intervention are all critical variables which influence the ultimate success that such intervention has.

## Key Learnings:

- Too late is too little
- Too many stakeholders (involving a broad range and high number of participants not centrally involved in the organisation of the event) early on can derail the legacy development process
- Success depends on the level and continuity of leadership, particularly by the local host
- High alignment and engagement with local host and organiser yields greater impacts





A basic principle of strategic legacy planning is that early intervention in event design processes provide stakeholders opportunities to identify and realise new value creation opportunities. However, based on learnings and insights derived from this study, it is clear that effective and impactful intervention requires more than an “early-as-possible” approach. It is also reliant on the application of a series of critical factors for success.

#### Critical success factors:

- Leadership of the local host
- Support and focus of local strategic partner/s
- Strongly organised stakeholder engagement process and timing

#### Legacy Routes

Working through the 9 case studies, we also found that legacy can evolve along 2 alternative routes. The first is along the conventional routes in which the event is at the epicenter of efforts to stimulate legacy. The second is along unconventional routes where the event is used as a springboard to garner attention around a particular issue, but where legacy activities run independently to the event design and may not per design of the event itself or influence the direct outcomes of the event. The case studies from EFS and RIWC fall within this approach.

#### Advancing Industry Practice

Finally, in terms of advancing industry practice, it is important to understand and acknowledge challenges for stakeholders in engaging with legacy, as much as it is to understand what could help stakeholders shift to a more impact-orientated understanding of the role of events. Recognising the root cause of potential barriers (and potential facilitators) could help set key priorities that aid in translating and integrating legacy theory into practice, and strengthen MeetDenmark's ability to accelerate the enhancement of legacy planning efforts both nationally and globally.



# Legacy Costs & Resources

- **MDKs partner destinations should prioritise investing in its internal resources and staff to support legacy development, including pursuit of a national legacy strategy to reveal new potential sources of funding in the future.**

One of the deliverables of the report was to establish a framework for long term funding of legacy. Certainly, a key challenge for MeetDenmark and its partners is creating a sustainable business model to ensure their legacy programme continues to grow across all partners. On one side, this refers to defining how MeetDenmark can structure their resources to support legacy efforts. On the other side, it refers to their need to secure ongoing funding either in terms of grants, or via revenue generation in the medium to long term.

In terms of securing long term funding, there is no magic bullet to resolving this challenge. What is critical though is for MeetDenmark to consider the development of its national legacy strategy and closer alignment and collaborations with clusters & strongholds as an important gateway to access new sources of funding in the future. Such a strategy would entail establishing priority impact goals nationally, as well as for each of the destinations. This would help focus legacy efforts on targeted groups prior to the bidding process and also enhance the effectiveness of their bids. Having a national strategy in collaboration with government partners might open up possibilities for funding from various ministries.

In terms of resourcing, continued investment in a local resource with the expertise and skillset to support legacy development in each of the destinations is a prerequisite for legacy growth, and that resource would most naturally sit within the convention bureau.

In analysing the time spent on intervention for the cases in this study, we have concluded that 12 days of a legacy manager's time over an 18-month period is a practical average allocation of resource per event to accomplish improved legacy

programmes. Allocation of such a resource should be seen as distinct and in addition to existing efforts around the event bidding process e.g. business development, relations building, branding, communication etc. Focus of efforts would range from capacity building, to supporting legacy development activities in relation to bidding, event planning, measurement and reporting. Our Indicative cost of a Legacy Facilitator is estimated at 600,000 DKK per year.

## Estimated capacity of one legacy facilitator per year

- Support 20 events at Bid Stage
- Support 8 events at Planning Stage
- Support 10 events at Hosting Stage
- Plus Ongoing local capacity building, legacy measurement support & reporting

Interestingly, we found that there was minimal need or expectation from LOCs for the CVB to fund legacy activities. Except in the case of ESPGHAN who received some funding to support identification of investors for their research fund, on the whole, if an LOC or event stakeholders are adequately motivated, they will find the means to run the process. Local Hosts find the greatest value-add from convention bureaus, being their capacity to facilitate and guide the process of legacy development. In general, the degree of success and potential impact of the intervention correlated to time spent by the bureau on supporting legacy development.



# Danish Legacy Strategies

**Denmark could devise a community legacy strategy to drive a collaborative effort to target high-impact meetings.**

The current approach to event legacy in most destinations is ad hoc, in the sense that legacy strategies are focused on single events and usually only after the event has been secured. At that point decisions are made on how important the event is, how impactful its potential legacies might be and how best to engage with the event hosts to work on magnifying the potential impacts.

MeetDenmark might consider one additional collaborative step, which would be to form a national event legacy strategy. The world leading work that MDK has already been done will provide the framework for most of that strategy. What remains is mostly about establishing priority impact goals nationally, and for each of the destinations. That would help MDK members begin to focus legacy efforts on targeted groups prior to the bidding process and also enhance the effectiveness of their bids.

Ultimately, each Danish destination would benefit from having its own destination legacy strategy, and there could be economies of scale and benefits of collaboration by developing them in unison. Engaging government agencies and local industry and community leaders in the process would help to align meeting legacy efforts with local and national priorities. That would help to further cement the hosting of global meetings as a social and economic development strategy.

An event priority scoring system approach is included in the TOOLS section of this report.

1	Identify Strategic Partners	Government agencies, industry and community leaders to engage in strategy development
2	Establish Legacy Priority Areas	Policy visions, sector focus, UN SDGs, community development goals (including gap analysis)
3	Decide Key Indicators	How progress is measured for the key areas
4	Set Goals	High level community legacy goals
5	Create Measurement System	How and when data will be gathered and reported
6	Identify Primary Targets	The meetings that offer the strongest legacy potential in ways that are relevant to the goals
7	Develop Legacy Ecosystem	Identify the people and institutions that will be essential to success and devise a capacity building programme
8	Market Activation	Develop a plan for maximising success in securing targeted meetings
9	Programme Management	Ongoing legacy management and reporting system

# Measurement

■ **The art and practice of measuring legacy is an iterative process that needs commitment by LOCs and facilitation by bureaus.**

In early discussions of legacy, the topic of measurement was- across all case studies- the most difficult concept to grasp, and actively to pursue. Even case studies such as Electric City, which were more advanced in their understanding and planning for legacy, had not adjusted the metrics of success of their event to reflect directly on their legacy goals. The level of thinking was still focused on meeting outputs and outcomes, namely measured in terms of numbers of meetings attendees, exhibitors etc.

Through an iterative process of indicator discovery however, overtime, all case studies developed a set of legacy indicators that could be used to measure legacy progress short to long term.

Irrespective of the progress made in identifying relevant legacy indicators, maintaining engagement with a broad set of stakeholders post event is challenging. Long term measurement is in reality for the majority of organisations extremely difficult to maintain.

**The main challenges cited during this study can be summarised as follows:**

- Knowledge gaps with regards to how and what to measure
- Lack of time and resources
- Change of staff
- Lack of responsiveness from stakeholders
- Lack of existing measurement/review strategies within organisations
- Privacy/security/company NDAs

Given the vested relationships that Local Hosts typically develop with the event stakeholders and strategic partners it is logical that overall lead for measurement sits with them.





Following from this, it is imperative therefore that securing commitment from LOCs to support measurement efforts is embedded in the legacy event selection criteria.

### Enablers of legacy measurement

- Critically assess whether indicators are realistic and/or mission critical.
- Embed measurement within the legacy planning process so that all stakeholders are clear on roles & responsibilities early on.
- Find ways to structure monitoring and measurement within legacy initiatives.
- This diffuses the onus of reporting on impact across a broader group of stakeholders.
- Differentiate between requirements to measure short term outcomes and ongoing effects of the meeting versus long term and high level legacy indicators which are typically measured by 3rd parties already.
- Establish a reporting framework to systematise the long term outputs of legacy monitoring.

On this last point, we found that a common challenge across the case studies was adjusting their messaging around their event to focus more explicitly on the legacy programmes established. To aid this we believe that maintaining a robust reporting process on meeting legacies would be extremely beneficial. Benefits would also extend directly to MeetDenmark and its partner bureaux:

### Benefits of Reporting

1. Evaluation of event delivery on legacy goals
2. Learning successful approaches to pursuing event legacy outcomes
3. ROI analysis on subvention or other forms of event support
4. Reassessing priority areas for legacy focus
5. Validating the legacy impact of meetings to government and stakeholders



# Seeking a Common Language on Meeting Legacy

■ **As the global focus grows on the concept of meetings legacy, advancement of the practice will be better served if the underlying concepts are consistent. One inconsistency is how the industry defines and expresses parts of the legacy process. Finding a common language will help to dispel confusion and accelerate adoption of best practices.**

As the focus on and pursuit of meetings legacies gains traction around the world, the language around legacy is evolving. While people are talking about the same processes and effects, they are using different terms for various elements of the legacy process.

Even the key word “legacy” deserves attention. In dictionary definitions it is sometimes considered an immediate outcome, e.g. money or property left in a will. Sometimes it is considered long-term, the long-lasting impacts of particular events and actions. It can be something that actually happened in the past (like at a meeting) or that results from something that happened in the past. So, by definition, a legacy can be an outcome or an impact, or even a word associated with both.

There are two schools of prevailing thought that look something like this:

	Immediate	Near-term	Long-term
	Meeting	Result of the Meeting	Effect over Time
1	Activity	Legacy	Impact
2	Activity	Outcome	Legacy

*Note, Copenhagen Legacy Lab (CLL) has built on top of the second approach - for an explanation see here. The method is based on 'Theory of Change' (a logic model) also used by the EU Commission in respect to 'Impact Social Measurement'.*

The lack of consistency in the language of impact and legacy creates a source of inefficiency and misalignment between the many actors in the business meetings value chain, from event organisers, to local hosts to strategic partners to sponsors and ultimately to the beneficiaries.

The approach used so far by GainingEdge and its clients, including MeetDenmark is the second. However, legacy can really be both a result (outcome) of a meeting as well as the effects (impacts) deriving from that result. So, our current thinking is that “legacy” should be used to describe the whole process, that legacies occur during meetings and after meetings in both the short-term and long-term. This suggests that whenever a definitive outcome, directly attributable to the meeting is achieved that it might rightly be referred to as a “meeting legacy outcome.” And, that the measurable results of that meeting legacy outcome be referred to as “meeting legacy impacts.” A less wordy approach would be simply “meeting legacies” and “legacy impacts.” We anticipate that this will be the general direction taken in the coming period and therefore recommend this approach going forward.

It's important to add one more definition to this discussion and that is about “meeting influence.” Again, a meeting legacy is one that can be validated as having been caused by the meeting itself. Over time, the meeting legacy may continue to drive ongoing impacts, but other influencing factors will have also contributed. When direct attribution is possible, then it is surely a meeting legacy. If a meeting can associate itself with but cannot claim sole attribution for a set of impacts, then the meeting can only rightly claim to have influenced those results.

*Note: For the purposes of this report and to remain consistent with the nomenclature used with all the case study participants for the duration of this study, we continue here to use the language previously established with MeetDenmark*



# Chapter 1: **Introduction**





# A Disrupted Industry

■ **The covid pandemic has left a lasting impact and, coupled against the backdrop of the increasing focus on the principles of sustainability and how they relate to events, there is a laser focus on the value of meetings, their role and how best to design meetings to achieve objectives.**

“Ironic” could be one way to consider the timing of a research study tasked with focusing on the value of the business meeting industry in Denmark which commenced in January 2020. Within months of commencing the study, the global events industry came to a standstill and with it, the economic and social value of international business meetings was highlighted; Whilst from an environmental perspective, the limited mobility brought improvements in air quality and decreased CO<sup>2</sup> emissions. This dichotomy between the positive and negative side of the international meetings industry which was highlighted during the covid pandemic makes the current exploration in this study all the more relevant and vital.

The crisis created an opportunity to strengthen commitment to the UN Sustainable Development Goals. Destinations are increasingly placing sustainable development at the core of recovery, rebuilding after the COVID-19 crisis in a way that tackles climate change and aligns with the SDGs.

Compounding this shift are regulatory changes being introduced to protect the environment by limiting carbon emissions and the adoption of new sustainable business practices where the ROI is measured through the lens of social, economic and environmental development. Shifts in governmental, industry and citizen behaviour and expectations, all which will have a direct and profound impact on the global business events industry.

The perceived value of the global business events industry will be increasingly dependent on its ability to become a supporting pillar of national, regional and/or local strategic development priorities, where its value will be defined not just economically but also in terms of its contributions to social and environmental development.

The approaches that will be needed to ensure that the business events industry continue to play a role in societal development will not be the same as those of the past. In this space, MeetDenmark’s role will be to continue to build the vision and the infrastructure, the tools and processes and develop a strategy which position events as key contributors to sustainable development- both in Denmark as well as In Europe and the World.

With its advanced understanding, knowledge and practice of strategic meeting legacy planning, MeetDenmark is in a strong position to lead the way in repositioning the role of international business events. Ultimately, though, achieving and maintaining global leadership in international meeting legacies is an ambitious goal and it will take an incremental, collaborative and transformative approach for it to be successful.

# Macro pressures on the global events industry

■ **A meeting destination's success - and ultimately its relevance in the future - will be defined not just in terms of economic success but also its contributions to societal development and environmental enhancement.**

The unexpected disruption of Covid-19 exposed critical fault lines within the global events industry, an industry which by and large defines its value primarily in terms of short term economic growth and tourism. However, the vulnerabilities of aligning value purely in terms of economics extend beyond disruptive events such as Covid-19.

The impacts of climate change are now widely recognised as the most urgent challenge of our era, and with global efforts focused on reducing carbon emissions, the events industry is under growing pressure from policymakers, corporations, investors and society to justify its role in helping to transition societies to a sustainable future

Such external societal, industrial and regulatory pressures will undoubtedly induce significant shifts in the events industry.

Against this backdrop a critical challenge facing destinations today is to demonstrate how their events can be a vector of development along strategic lines outlined in a city, region, or country's economic and social vision; how they can represent success through an alignment of interests between industry and government; foster international trade and intellectual engagement, as well as increasing the profile of the destination to a domestic and global audience.

Which cities, and which events will remain relevant will be determined not just by their economic value but rather by their ability to contribute to economic, social and environmental developmen

Destinations who are strategically leveraging events to enhance local economic growth, social development and environmental health will be better able to compete and add value to their stakeholders in the future.





# Establishing MeetDenmark As A Global Leader 1/2

**MeetDenmark has played an important role to date in advancing knowledge and practice around meeting legacies and is recognised as a global leader in this field.**

In recent years there has been a marked change in the level of “noise” around the concept of meeting legacy. This noise was significantly enhanced as a result of the extensive disruption the covid-19 pandemic inflicted on the global events industry. As global travel came to a halt, and international meetings and events moved into the digital space, stakeholders outside of the events and travel industry started to question whether traveling to events was indeed necessary, particularly against the backdrop of climate change awareness which gained traction in the midst of covid-19. In response to these challenges, the events industry is pressed more than ever before to amplify the important role it plays in advancing the Sustainable Development Goals.

In this space, GainingEdge has observed several instances in which MeetDenmark’s strategic approach to legacy planning and implementation, as well as that of the Copenhagen Legacy Lab, have been referenced around the world, reflecting not only the evolving nature of discussions around meeting legacy but also the role that MeetDenmark has played in driving forward these discussions and its position as a recognised global leader in this field.

In the years since this study was commissioned, the landscape of legacy has evolved both in terms of understanding and best practice as well as increased competition from other destinations in Europe. At the same time, whilst understandings of legacy is growing in the association sector, the active uptake of legacy as central to a meeting’s strategy is significantly lagging. Without a shift in the role of associations to take a more active leadership position, truly impactful legacies will continue to be extremely difficult to achieve.

The imperative for MeetDenmark has therefore shifted. Consolidation of its leadership position will require it to become much more strategic in its application and focus on legacy whilst simultaneously strengthening the local ecosystem’s understanding and awareness of the value of meeting legacies.



# Establishing MeetDenmark As A Global Leader 2/2

■ The focus of MeetDenmark in developing its knowledge and capacity to support meeting legacy development already since 2018 has firmly established MeetDenmark as a global leader and reference point in the industry. With efforts in legacy development also maturing in other destinations it is crucial that MeetDenmark consolidate its leadership by focusing energies around specific strongholds where they can optimise their competitive advantage.

Meeting legacy is central to MeetDenmark. To better understand and deliver against the expectations of international congress organizers, and further hone Denmark's unique offering to enhance meeting legacies, this study for MeetDenmark (the 3rd of a series of legacy studies) is the culmination of a 3 year long in-depth exploration of the critical factors driving success (and failure) of event legacies. Through close interaction and engagement with 9 events that took place between 2019 and 2022, MeetDenmark and its partners aim to strengthen their knowledge and capacity as a global leader in meeting legacies.

Of particular importance to MeetDenmark, (and arguably to the global development of meeting legacies), is an enhanced understanding of 3 specific challenges, currently impeding progress not just in Denmark but globally:

- 1- Legacy intervention methodology
- 2- Resourcing
- 3- Measurement

To advance the field of meeting legacies, unlocking the key to solve these challenges is critical. This study aims to provide new insights which will not only enhance MeetDenmark's own efforts to establish and lead the development of meeting legacies, but also, consolidate its position as a global leader and authoritative source of knowledge in this field.

## **MeetDenmark Goal:**

Danish meetings are globally and nationally recognised as effective drivers of innovation, internationalization and growth, contributing to Denmark's regional/national development agenda as well as to the legacy aspirations of international associations.



# Moving from Theory to Practice

Understanding and awareness of the value of legacy is increasing as new studies from around the world are published. However, the translation of theory into mainstream practice remains a significant challenge. Diffusion of new knowledge and tools to advance the practice of legacy will require a more practice-oriented approach and the active diffusion of knowledge across key stakeholder groupings.

The outputs of the various studies on Impact & Legacy underway around the world, are undoubtedly building and maturing the knowledge on what can still be considered a nascent field. Beyond building knowledge, these studies can influence decisions at many levels— in developing practice guidelines, in commissioning destination legacy studies, in developing event legacy promotion strategies, in developing policy, in designing educational programmes —but only if event stakeholders know how to translate knowledge into action.

The development of studies and research into legacy intervention should give event industry stakeholders greater confidence in adapting practice to enhance the value of meetings, but this does not necessarily help in applying new knowledge to the day to day reality of organising events. Organisational change is often also necessary to implement impact & legacy programmes.

Even a step as simple as ensuring that all event RFPs include a focus on legacy and impact requires that a number of smaller steps are taken including having a clear organisational vision statement, establishing a strategic plan and key success indicators, identifying core as well as extended stakeholders.

Furthermore event stakeholders have their own experiences, beliefs, perceptions about the role of events that can influence buy-in and practice. Attempts to change practice which ignore these factors are unlikely to succeed or at the very least meet resistance.

Over the course of this study, enhanced awareness of these barriers has led to greater emphasis on understanding social (community), individual and organisational factors which may act as barriers to change and are a critical advancement on existing knowledge.

In addition to new insights gleaned through this study, analysis of previous learnings creates an additional opportunity to further advance practice, by facilitating the maturation of knowledge, identifying gaps in knowledge as well as uncovering areas where further research/skills development is needed. As such, where appropriate, we have included short summaries of previous learnings included in the 1st and 2nd MeetDenmark Legacy studies which have been validated in this study.



# Key Challenges to Advancing Practice

- It is important to continue to understand and acknowledge challenges for stakeholders in engaging with legacy, as much as it is important to understand what could help stakeholders shift to a more impact-orientated understanding of the role of events.

Barriers to engaging legacy stakeholders can be grouped into 3 tiers:

- **Community Level** - namely relating to limited engagement and support of meeting legacy by local citizens. Strategies to overcome these barriers should prioritise on enhancing community engagement efforts by improved information and news campaigns of the relevance of upcoming events and the ways in which related legacy activities can benefit them. Likewise reporting back on the public benefits of recently hosted events.
- **Organisational Level** - Resource challenges are the overriding challenge at the organisational level. Organisational level challenges also relate to institutional and internal cultures existing within organisations and/or preoccupations with short term needs over long term strategic planning. Overcoming organisation level challenges can be harder as they are typically more entrenched and require buy in by organisa-

tion leaders to drive a shift in thinking. In this way, engaging organisational leaders and leadership team members as well as carefully crafting nuanced valued propositions that resonate directly with the organisation is key to overcoming organisational level barriers.

- **Individual Level** - relating to barriers that exist for individuals to engage - such as lack of awareness, knowledge and/or skills; additionally a natural tendency for (the majority of) individuals to think in terms of tactics more than strategy. Through facilitation and training, we have seen the needle shifting relatively quickly to overcome such challenges.

Recognising barriers and facilitators could help set key priorities that aid in translating and integrating legacy theory into practice, and strengthen MeetDenmark's ability to accelerate the enhancement of legacy planning efforts both nationally and globally.



# Key Challenges to Advancing Practice

COMMUNITY	INDIVIDUAL	ORGANISATIONAL
<ul style="list-style-type: none"> <li>Communication strategies before, during and post events are typically focused on reporting meeting outcomes not on legacies and impact visions.</li> </ul>	<ul style="list-style-type: none"> <li>Confusion caused by differing understandings of the term “legacy”; challenges in translation from English into local language.</li> </ul>	<ul style="list-style-type: none"> <li>Disconnect between role of event organiser and destination hosts.</li> </ul>
<ul style="list-style-type: none"> <li>Lack of awareness by local citizens of the benefits that international events have on local economic, social or environmental development.</li> </ul>	<ul style="list-style-type: none"> <li>Tendency towards tactical thinking instead of strategic thinking.</li> </ul>	<ul style="list-style-type: none"> <li>Lack of handovers between LOCs and event organisers (or even the nextLOC) to ensure transfer of knowledge .</li> </ul>
<ul style="list-style-type: none"> <li>Increasingly dominant narrative of the need to reduce carbon emissions and the negative impact of travel required for international events.</li> </ul>	<ul style="list-style-type: none"> <li>Inadequate knowledge and skills.</li> </ul>	<ul style="list-style-type: none"> <li>Internal culture of innovation is lacking.</li> </ul>
<ul style="list-style-type: none"> <li>Minimal/Limited engagement of local communities in designing impact goals and activities that benefit local citizens.</li> </ul>	<ul style="list-style-type: none"> <li>Key Performance Indicators set to business development targets not Impact/Legacy targets</li> </ul>	<ul style="list-style-type: none"> <li>Lack of resources (budget &amp; staff) compounded by lack of understanding re: how to embed legacy facilitation and implementation skills internally.</li> </ul>
		<ul style="list-style-type: none"> <li>Self-interest instead of broader awareness of macro social and environmental challenges.</li> </ul>
		<ul style="list-style-type: none"> <li>The crisis of crises- Responding to crises (such as global pandemics) leads to a shift in priorities and actions, with this affecting the achievement of longer-term strategic ambitions.</li> </ul>



# Legacy Enablers

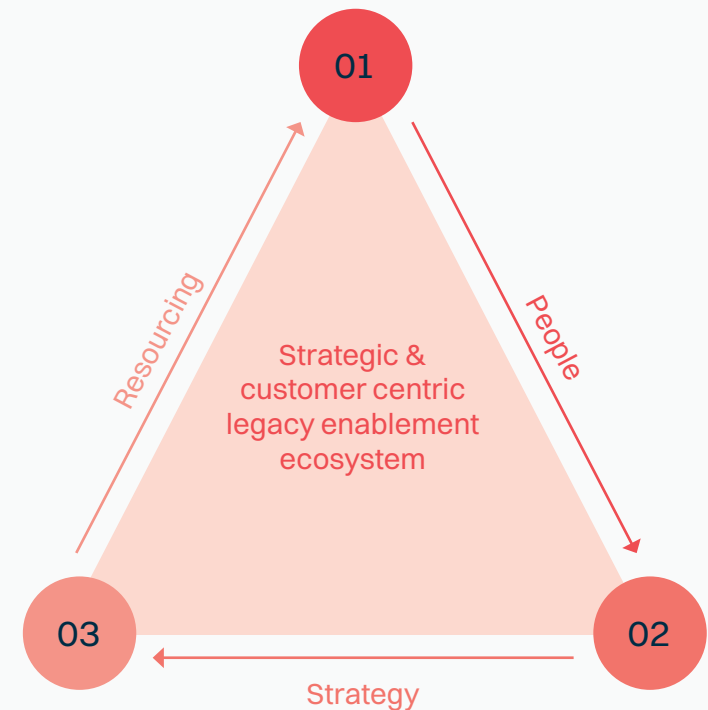
■ As the legacy field matures, there are clear sets of enablers emerging that can heavily influence a destination's ability to nurture a successful approach to legacy programming that adds value to event organisers and/or local hosts. MeetDenmark should seek to develop all 3 enablers in order to maintain its leadership position.

The area where MeetDenmark's partners can add the **most value** is on **improving the impact readiness of international events**. Impact readiness is the ability and predictability through which an event organiser (international association) and/or local host can deliver and achieve its intended outcomes and impact. To achieve this there are 3 core enablers that need to be developed:

LEGACY ENABLER 1: **People** - Refers to the **skillsets and expertise** of CVB staff as well as the dependency ultimately on the individual decision makers and influencers of the various legacy stakeholders to commit to and support legacy efforts in the short and long term. A critical component of such efforts is the capability to develop **partnerships across a wide variety of stakeholders** and facilitate **ongoing collaboration** and **education** with stakeholders.

LEGACY ENABLER 2: **Strategy** - Refers to: 1) enhancing legacy impact by establishing **best practices** to share with internal as well as external stakeholders. 2) to building alliances and collaborations among different networks identified as strategically important **development priorities** for a destination, so that they strengthen their ability to (i) help organisers and hosts expand to new markets; (ii) increase the value proposition of their events; (iii) improve access to new investors, corporate partners, universities and governments;

LEGACY ENABLER 3: **Finance/Resources** - The **main challenge** for MeetDenmark and its partners is **creating a sustainable business model** which would provide stable and ongoing financing. This refers to defining how they can structure their resources to leverage legacy for enhanced bid and event success as well as with regards to securing funding to support their legacy efforts.







# Chapter 2: **Intervention**



# Learnings & Insights 1/3

Insight	Explanation
<p><b>VALIDATION: Intervention makes a (positive) difference</b></p>	<p>In all cases without exception, even the earliest one-on-one discussions with local hosts lead to “light-bulb” moments, where new ideas were conceived of to add value to the event.</p>
<p><b>Planining &amp; process:</b></p> <ul style="list-style-type: none"> <li>■ <b>It is vital to ensure that only committed selected for the strategic legacy pathway</b></li>   <li>■ <b>Intervene on time (ideally 18-20) months prior to the event)</b></li>   <li>■ <b>Stimulate the creation of a legacy steering group to lead efforts as early as possible</b></li>   <li>■ <b>Strategic planning of legacy (through the legacy strategic pathway) helps mitigate against instances where individuals may move roles, leave organisations.</b></li> </ul>	<p>Without a tighter selection process in place, where international organiser and/or local host support is adequate, the existing approach is not sustainable for the long term.</p> <p>Legacy intervention efforts initiated less than 12 months before an event are likely to encounter significant resistance from meeting planners and local hosts. Ideally, legacy should be introduced as part of the event bidding process (or as early in the event planning process) to embed a strategic focus on legacy goals within the event design. The crucial message here is : “Too late is too little”.</p> <p>A robust legacy plan is a collaborative group effort; Meeting legacy efforts will come under pressure if they are pursued by only one legacy champion which can increase risk of legacy fatigue if resource demand is too high on one individual or partner.</p> <p>Due to the long timeline over which legacy planning efforts develop, there is always the possibility that the individuals leading legacy initiatives may move jobs or change roles. In these instances, where the legacy initiative was clearly linked to the legacy goal and vision, and where it received backing from the related organisation, it is easier to ensure that efforts to support the initiative continue, mitigating against the effects of personnel changes.</p> <p>Likewise, diligent exploration of key sector/industry/discipline/destination challenges is crucial to ensure identification of relevant and meaningful legacy goals for the event upfront.</p>
<p><b>Communication &amp; collaboration:</b></p> <ul style="list-style-type: none"> <li>■ <b>Strong alignment and engagement with local host and organiser yields greater impactss</b></li> </ul>	<p>The strongest legacy impacts can materialise locally and globally when the local host and the event organiser jointly work on legacy efforts. The involvement of the event organiser will typically indicate that legacy is embedded as part of the associations strategic planning process, easing stakeholder engagement efforts and creating a vested interest in supporting and resourcing legacy efforts.</p>



# Learnings & Insights 2/3

Insight	Explanation
<p><b>Communication &amp; collaboration continued:</b></p> <ul style="list-style-type: none"> <li>■ <b>Articulate legacy in ways that resonate with the meeting planner and local host</b></li> <li>■ <b>Intervention success is optimised when legacy goals are articulated before inviting broad stakeholder engagement into the fold</b></li> <li>■ <b>Use the process of articulating legacy goals as an opportunity to consider the right stakeholders to engage further down the line</b></li> <li>■ <b>Common Goals: Strategic partners who don't align on legacy goals are a high-risk factor to intervention success</b></li> <li>■ <b>Be clear on your value proposition and its relevance to your target stakeholders</b></li> <li>■ <b>Make sure to agree on the delegation of responsibilities across all participating stakeholders</b></li> </ul>	<p>The concept of Legacy Levels (established by Best Cities) has proven effective as a means of articulating legacy to local hosts in a way that is easily understood and resonates.</p> <p>Too many stakeholders early on can weaken intervention. Time is lost seeking to focus a large group of stakeholders on strategic level thinking, as, by nature they are likely to be thinking at a tactical level. Tactical level thinking limits ideation to activities to pursue which may or may not have relevance to the strategic legacy goals and many ideas which ultimately go nowhere.</p> <p>Clear articulation of the legacy goals for the event clarifies the relevant and appropriate stakeholders who could be engaged to lead or support legacy initiatives.</p> <p>Make sure there is a clear alignment established with strategic partners early on. Only seek to actively engage strategic partners into legacy plans who are aligned with the legacy vision.</p> <p>To motivate stakeholders to engage and support the meeting legacy plan, legacy stakeholders need to understand why the legacy efforts are relevant to them and ultimately how they could benefit from participation. Strong articulation of the value proposition can also help maintain commitment to the legacy efforts even in the face of unexpected crises, leadership changes etc. which can throw efforts off course.</p> <p>Aligning expectations in regards to work load, work flow process etc. between the CVB and the meeting host is crucial to ensure commitment and long-term engagement from meeting host / meeting planners throughout the event planning process.</p>



# Learnings & Insights 3/3

Insight	Explanation
<p><b>Communication &amp; collaboration continued:</b></p> <ul style="list-style-type: none"> <li>Translating the language of legacy into a vernacular easily understood by the commercial industry is key to securing additional sponsorship</li> </ul>	<p>As with engaging any stakeholders, the key to successful engagement of the commercial sector (an important channel for event sponsorship) is to be able to identify common values and goals that align with their strategic priorities.</p>
<p><b>Legacy design:</b></p> <ul style="list-style-type: none"> <li>Legacy efforts can manifest themselves either as part and parcel of the event programme or alternatively, independently from the event</li> <li>Legacy activities should not be scheduled at the tail end of the event</li> <li>Legacy value proposition differs between online and in person events</li> </ul>	<ul style="list-style-type: none"> <li>Embedded within event e.g. DIY, ECREA, EuroCHRIE, ESPGHAN &amp; WindEurope</li> <li>Parallel legacy activities e.g. RIWC &amp; EFS</li> </ul> <p>If legacy efforts form part of the event programme, scheduling them at the end of the event (e.g. the Talent workshop from ESPGHAN) jeopardises and limits success (factor in delegate travel plans, event fatigue etc).</p> <p>In the same way that event strategies differ between an online and an in person event, so too do the respective legacy strategies. A case in point here is Rehab International who (due primarily to lack of time and capacity), were unable to pivot their legacy strategy to reflect the new online format of their event (which could in theory potentially have allowed for greater engagement of virtual audiences with mobility disabilities for example).</p>
<p><b>Capacity &amp; skills development:</b></p> <ul style="list-style-type: none"> <li>Develop ongoing opportunities for staff training/capacity development across MDK and its partners</li> </ul>	<p>Intervention is a skill to be nourished. Learning/education process is critical to successful adoption of strategic legacy approach.</p>





# Validation of previous learnings

■ In terms of legacy intervention, there are some key learnings from the previous study that have been validated during this study. The extent to which these earlier learnings and recommendations were adopted is evident through some of the challenges and successes experienced, lending credence to the importance of these in driving success.

## Validated learnings:

- Legacy Case identification & prioritisation is key as not all events coming to Danish destinations are candidates for successful legacy development.

With limited resources, MeetDenmark and its partners need to strategically select which international meetings it will funnel into the Strategic Meeting Legacy pathway.

- Legacy exploratory workshops are an effective means to establish legacy goals and structuring meeting outcomes to achieve them.

The focus on long term visioning facilitated through these workshops is distinct from the traditional meeting planning process (which focuses on immediate meeting outcomes, meeting activities and revenue generation) and as such can trigger new ideas to directly enhance and add value to the event.

- Toolkits provide necessary guides to reinforce stakeholder understandings of legacy.

To aid with understanding and defining what legacy is for stakeholders, it is important that the legacy tools being used in the workshops are correctly differentiating between legacy goals and outreach activities.

- It is vital to stage intervention in a staggered form, starting with a small group to set the legacy vision and goal before broadening out to multiple stakeholders.

In cases where this process was not followed, significant time was lost on establishing a clear and aligned legacy vision for the destination.



# Case Study Intervention Highlights 1/4

## Offshore 2019 / Electric City 2021

- **Legacy intervention success:** HIGH.
- **Key Learning:** Strong leadership by local host, supported by the international association is a critical factor in keeping an events' legacy pathway on track even during times of crisis such as those experienced by the pandemic.
- **Intervention Strengths:** Strong organisation and management; Shared vision with support of strategic partners.
- **Intervention Weaknesses:** Large number of legacy activities required significant efforts to continuously engage, with difficulties coming to the fore in particular during post event measurement.
- **Intervention impact:** Identifying the legacy goals and measurement indicators of the established programme activities.
- **Commentary:** The strong organisation and management of the intervention process for Electric City played an important factor in driving the success of its legacy ambitions. WindDenmark (the local host) and WindEurope (the event organiser) worked closely together to identify a joint vision for this new flagship event for the industry. In coming together as one voice they were able to engage with a number of influential strategic partners such as The State of Green and Copenhagen Capacity who were able to provide them with the required support and capacity to pursue their legacy ambition. This strong vision also helped weather the challenges brought about by the global pandemic so that even despite the need to postpone the event for several months, stakeholders remained engaged and committed. From about 13 months prior to the event taking place, the local host took the lead in organising intervention work shops (with support from WonderfulCopenhagen), monitoring of progress and one on one meetings with legacy activity leads. This strong approach to the organisation and management of its legacy activities was critical given the large number of legacy streams being pursued and on reflection, the legacy steering committee have agreed that in future events, they would likely pursue a smaller number of highly impactful legacy activities to ease the burden on resources.

## DIY

- **Legacy intervention success:** HIGH.
- **Key Learning:** A long lead time is your ally in legacy planning and implementation.
- **Intervention Strengths:** Shared vision across event organisers;
- **Intervention Weaknesses:** Lack of local host made connecting with local destination legacy goals/ambitions harder. Lacked local network/industry expertise to localise legacy in the destination.
- **Intervention impact:** Establishment and launch of Legacy Programme for the DIY industry, embedded in strategic planning process of EDRA and HIMA (joint organisers)
- **Commentary:** The intervention process for the DIY Summit was initiated about 15 months in advance of the start of the congress. With no prior history of engaging in legacy, representatives from the event organisers had no prior legacy plans or experience. Nonetheless, with close guidance by the convention bureau and facilitator through the intervention process, these core stakeholders were able to quickly identify a common goal and vision for the event. What is particularly noteworthy here is that the legacy vision for the DIY Summit has now been formalised as a strategic legacy programme for the DIY industry, which both international associations will be pursuing jointly moving forward.



# Case Study Intervention Highlights 2/4

## ESPGHAN

- **Intervention Success:** HIGH
- **Key Learning:** Scheduling legacy initiatives to take place at the tailend of a conference programme limits potential & the success of legacy plans.
- **Intervention Strengths:** Highly committed and engaged local host committee and legacy steering committee.
- **Intervention Weaknesses:** Medical practitioners with minimal knowledge of how and who to engage from commercial sectors.
- **Intervention Impact:** Establishment of a clear legacy pathway for the event and 3 supporting legacy-supporting activities.
- **Commentary:** The intervention process for ESPGHAN was initiated about 12 months in advance of the start of the congress and with close guidance by the convention bureau and facilitator through the intervention process, together with strong commitment by the local host and a group of core stakeholders, The ESPGHAN congress was set on a strong path for successful intervention.

## EUROCHRIE

- **Intervention Success:** MEDIUM
- **Key Learning:** Diligent exploration of key sector/industry/discipline/destination challenges is crucial to ensure identification of relevant and meaningful legacy goals for the event upfront.
- **Intervention Strengths:** Highly committed and engaged local host champion.
- **Intervention Weaknesses:** Small LOC (1 man-show); Early misconceptions re: what legacy entailed.
- **Intervention Impact:** Course correction to move local host from focusing on meeting tactics to meeting legacy potential.
- **Commentary:** Prior to formal intervention taking place, efforts had already commenced to engage the local host and a wide range of additional stakeholders from the destination in discussions about “legacy”. Without proper guidance in the early stages of engagement, significant energies were focused on initiatives

which, whilst good to have, can not in and of themselves be classified as legacy initiatives. Likewise, the excitement of introducing new sustainable tactics made it difficult to retrospectively introduce a more strategic approach to the event planning process, diluting efforts to develop a strong focus on legacy by strategic partners. In this planning vacuum, there were missed opportunities to establish a vision which sought to address important challenges facing the hospitality industry in the local destination. Once the legacy intervention process was properly established, progress was made particularly in engaging with local businesses seeking to promote Danish Produce Exports and enhance Danish expertise in sustainable food through partnerships and collaborations.

## EFS

- **Intervention Success:** MEDIUM
- **Key Learning:** “Buy in” to legacy goals by stakeholders is key to building consensus and momentum around legacy planning & implementation.
- **Intervention Strengths:** Highly committed and engaged local host.
- **Intervention Weaknesses:** No broad stakeholder alignment on legacy goal; Overly large stakeholder group engaged with initial intervention efforts.
- **Intervention Impact:** Establishment of a clear legacy pathway for the event and the initiation of a number of legacy-supporting activities
- **Commentary:** The initial approach to intervention prior to our engagement started with a high number of stakeholders, with an expectation that the legacy vision would be formed by broad consensus as opposed to focused consultation. This distracted from efforts to establish a common vision early on and used up valuable time and energies on discussing several initiatives that ultimately were not pursued. In addition, early legacy ambitions were strongly influenced by one individual, with the legacy goals for the event very much reflecting a personal agenda as opposed to a strategic legacy plan for the destination. In the long run, the more successful legacy activities were those that were focused on reaching goals that multiple stakeholders prioritised.



# Case Study Intervention Highlights 3/4

## ECREA

- **Intervention Success:** MEDIUM
- **Key Learning:** Translating the language of legacy into a vernacular easily understood by the commercial industry is key to securing additional sponsorship.
- **Intervention Strengths:** Highly committed and engaged local host committee  
**Intervention Weaknesses:** Lack of engagement by the international association (limited potential to reach full legacy ambitions).
- **Intervention Impact:** The local host fully embedded the Legacy Strategic Pathway into the planning of the event .
- **Commentary:** The local host of ECREA was highly committed to supporting and leading legacy development. However, support from local strategic partners in terms of implementation was lacking. The local host also struggled to extend engagement with the international association limiting optimising full legacy potential identified as part of early intervention discussions.

## ICIC

- **Intervention Success:** LOW
- **Key Learning:** Alignment on legacy goals by strategic partners &/or local host /is vital to legacy planning success.
- **Intervention Strengths:** International Association highly engaged and committed.
- **Intervention Weaknesses:** Lack of support by local Strategic Partner (who was also the event host)
- **Intervention Impact:** Strategic Legacy pathway established for the Association (event organiser) which will be pursued as part of future events taking place.
- **Commentary:** Despite initial commitment by the local host/strategic partner, changes in Local Host personnel resulted in an unwillingness/inability to continue supporting the identified legacy goals. Without this support, the event organiser was severely restricted in its ability to influence or pursue the legacy pathway for the event.

## RIWC

- **Intervention Success:** LOW
- **Key Learning:** Value proposition of legacy differs between in person & online events.
- **Intervention Strengths:** Event bid was focused on legacy.
- **Intervention Weaknesses:** Lack of engagement/capacity to engage by the LOC and/or event organiser.
- **Intervention Impact:** Relationships established during early intervention process were valuable post event when discussions with exhibitors to identify opportunities to salvage the event legacy resulted in the establishment of some high-potential impact initiatives.
- **Commentary:** Prior to Covid the potential for legacy was very high. The legacy efforts had joint support by both the local host and the international association. The event organiser had a history of working with the concept of legacy and had in fact a established legacy vision for its association and its events prior to our intervention. The bid process had already identified significant levels of strategic partnership support and in turn the lead time for initiating conversations around the legacy of the events were more than sufficient. However, the decision to pivot to a “online event” due to covid, became a significant stress factor for the local host due to the significant loss of exhibitors and sponsorship. In this environment, the local host became primarily preoccupied with crisis management. Attempts to engage the local host or the international association to encourage and guide a continued focus on legacy as a value driver for the event were unsuccessful.



# Case Study Intervention Highlights 4/4

In summary, joint support and involvement in the legacy programming was generally a key driver to successful legacy intervention, with success correlating to the lead time of intervention efforts and amplified in cases where a legacy steering committee was formed and where strategic partners were engaged and supportive. Interestingly, most the legacy planning processes did not engage the target beneficiaries (except for early and limited engagement of patient representatives in the planning of ESPGHAN).

Whilst this did not necessarily influence overall success, there are indications that engagement of these audiences could improve the process. Another important consideration to keep in mind is the primary professions of the leaders of legacy efforts /legacy steering committee members is an important consideration with medical professionals in particular facing more acute time pressures and limited experience with engaging commercial sector stakeholders.





# Successfulness of Intervention

## Success Factors

Case Study	Intervention Success	Intervention lead time	Interventions supported by Local Host and/or Association	Legacy Steering Committee formed	Strategic Partner Support in Legacy Activity	Legacy leader(s) professions	End Beneficiary Target	Vision formation process	Stakeholder Grouping Size	Legacy Level* (as per BestCities definition)	No of Legacy Activities
Electric city	High	13 Months	Joint	Yes	Yes	Industry	Industry Policy Makers	Focused consultation	Large >10	Global/ Regional - 4	High +6
DIY	High	15 Months	Association*	Yes	Yes	Industry	Industry	Focused consultation	Small <3	Sector - 3	Low <3
ESPGHAN	High	12 Months	Local Host	Yes	Yes	Medical Practitioner	Practitioners Patients	Focused consultation	Medium <10	Sector - 3	Medium 3-5
EUROCHRIE	Medium	<1 YR Pre	Local Host	No	No	Academic	Industry	Focused consultation	Medium <10	Sector - 3	Medium 3-5
EFS	Medium	7 Months	Local Host	Yes	Yes	Medical Practitioner	Practitioners Patients	Focused consultation	Large >10	Discipline - 2	Low <3
ECREA	Medium	11 Months	Local Host	Yes	Yes	Academic	Researchers	Focused consultation	Medium <10	Discipline - 2	Medium 3-5
ICIC	Low	8 Months	Association	No	No	Industry	Practitioners Patients	Focused consultation	Small <3	Global/ Regional - 4	Medium 3-5
RIWC	Low	12 Months	Lacking	No	No	Industry	Patients Industry	Focused consultation	Small <3	Sector - 3	Medium 3-5

\* Note that the DIY Congress is a joint initiative led by 2 industry associations and a separate entity who reports to both organisations has responsibility for the organisation of the event.



# Case Study Intervention Summary

Event case study	Success	Intervention strengths	Intervention weaknesses
Electric city	High	Strong organisation and management; Shared vision with support of strategic partners.	Large number of legacy activities required significant efforts to continuously engage, with difficulties coming to the fore in particular during post event measurement.
DIY	High	Shared vision across event organisers	Lack of local host made connecting with local destination legacy goals/ambitions harder. Lacked local network/industry expertise to localise legacy in the destination.
ESPGHAN	High	Highly committed and engaged local host committee and legacy steering committee	Medical practitioners with minimal knowledge of how and who to engage from commercial sectors
EUROCHRIE	Medium	Highly committed and engaged local host champion.	Small LOC (1 man-show); Early misconceptions re: what legacy entailed.
EFS	Medium	Highly committed and engaged local host.	No broad stakeholder alignment on legacy goal; Overly large stakeholder group engaged with initial intervention efforts.
ECREA	Medium	Highly committed and engaged local host committee	Lack of engagement by the international association (limited potential to reach full legacy ambitions)
ICIC	Low	International Association highly engaged and committed.	Lack of support by local Strategic Partner (who was also the event host)
RIWC	Low	Event bid was focused on legacy	Lack of engagement/capacity to engage by the LOC and/or event organiser.



# Intervention Success Factors

■ **Legacy intervention as a crucial step in building strategic legacy plans and driving greater impacts. However, there are many factors that relate to the likely success of intervention.**

**Timing** - An adequate planning horizon prior to the event taking place is critically important. Not only because legacy takes time to plan. It is also because focus on the practicalities of hosting the event takes all focus from especially the host in the months up to the event. Starting too late may mean inadequate time and focus to make a significant difference. Starting too early can make it harder to maintain focus. Based on the analysis of the case studies deemed to have “high” levels of intervention success, our recommendation would be to activate intervention 18 - 20 months prior to the event kick off, and at a minimum, 12 months ahead of time.

**Articulating an audience-centric value proposition** - Engaging local stakeholders outside of the local host is perhaps one of the most challenging aspects of the earliest phases of intervention. To help garner support and stimulate positive early engagement in intervention efforts, it helps to formulate value proposition statements that resonate with the various stakeholders being engaged.

**Related Stakeholders & Existing Priorities** - To reduce intervention costs whilst maximising potential impact, it is worth identifying any existing efforts already underway which overlap with the event content area. For example, is the content of the event seen by local policymakers as a priority development area? Are there any local, regional or national organisations- private and/or public that are working on this issue that you could engage with? Are there any related local initiatives that have existing resources, networks and policy support that you could tap into? Are there strong local leaders in the field or interest or in the broader community industry that can be engaged in support roles?

**Leadership by the Local Host** - The local host holds the key to legacy intervention success. They play a critical role in identifying the legacy vision for the event, in engaging local stakeholders and in driving forward continued efforts to implement legacy visions. And whilst in the set of case studies explored during this study, there has typically been one or at most two leading figureheads driving legacy intervention efforts from within local organising committees, success is ultimately delivered through the support of a legacy steering committee lead by the local host. The existence of a well organised LOC should be considered a prerequisite for legacy intervention.

**Joint engagement and support** - A local organising committee working on its own without support of the event strategic partners and/or the event organiser is weakened. Strong alignment and engagement with local host and organiser amplifies potential for greater impacts.

# Embedded Vs. Parallel Legacy Approaches

■ The pursuit of legacy can follow 2 distinct pathways. One in which the event is at the epicenter of efforts to stimulate legacy-this is what we refer to as the embedded approach. The alternative is where the event is used as a spring-board to garner attention around a particular issue, but where legacy activities run independently and parallel to the event design and may not per se influence the direct outcomes of the event.

The meeting legacy strategic pathway places the event at the epicenter of legacy efforts. We shall call this, for the purpose of exploration, the Embedded Approach to meeting legacies, where irrespective of whether the activity takes place pre, during or post event, “all roads lead to Rome”. In this approach, legacy inducing activities are interwoven within the main fabric of the event programme, adding value to the immediate event stakeholders- delegates, sponsors, exhibitors and partners. In this approach, the ROI and validation of success are directly connected with the event. Likewise, side events such as issue awareness campaigns for local citizens (which may even be lead by the international association) are typically also interwoven within the fabric of the event organisation and form an important part of the event’s communication strategies.

Two case studies within this study undertook a different approach to the pursuit of legacy. Certainly, the event provided the main stimulus to initiate discussions around legacy, however, in terms of the implementation of legacy activities, these developed independently of and/or in parallel to the event, with little to no impact on the design of the event itself. Notably, in both case studies which undertook this “Parallel Legacy Approach, long term engagement has been rooted within the local stakeholder community, with ongoing initiatives underway locally towards particular legacy goals. The measure of success for both these case studies however, is not related or tied to the event outcomes themselves, and did not influence attendance levels or engagement in the event itself by local stakeholders.

Example case studies	Embedded	Parallel	Legacy goal example	Legacy activity example
Electric city	✓	-	Establish regional agreements to support European Green energy Transition	Regulators Forum
			Accelerate and scale Danish Tech startups	Innovation Hub
ECREA	✓	-	Strengthen local knowledge and expertise	Pre-conference by Mundus Journalism Programme Management & alumni
			Secure local talent attraction and growth	Student mobilisation programme
EFS	-	✓	Introduce sex ed. as a compulsory subject in Danish education	Engage policy makers to raise issue on political agenda
			Enhance quality of life of life for LBGTQ+ citizens	Introduction of 1st unisex toilet in Aalborg city center
RIWC	-	✓	Enhance access to new tech and products to support patients with disabilities	Public exhibition showcase



# Legacy Ecosystem Stakeholders

There are many different types of stakeholders engaged within a legacy ecosystem and intervention process. Each of these stakeholders plays a distinct role in ensuring the ultimate success of a meeting's legacy ambitions.

A clear distinction between the stakeholders helps clarify both their specific roles and responsibilities as well as how and when to engage with them. Crucially, the need for a staggered engagement structure as put forward in the 2nd MDK study is vital to ensure focus, clarity and commitment.

The legacy stakeholders can be broken down into 4 distinct groups:

Stakeholder Grouping	Include	Relationship to legacy process	Roles & Key Interest	When to engage
<b>The Core Legacy Stakeholders</b>	CVB, Local Host,, Cluster Lead, (Int. Association)	At the core	Form the legacy vision/legacy impact goals	Pre-bid for proactive strategic legacy development. Incl. Int. Association at bid stage.
<b>Key Strategic Partners</b>	Representative from key partners across sectors	Should be part of legacy steering committee	Lead and drive shared vision and legacy development plan	At the beginning of the intervention process
<b>Legacy Supporters</b>	Supporting organisations/bodies	Part of individual legacy taskforces	Commit to undertaking or supporting specific initiatives which align with the meeting legacy goals.	Once Legacy goal(s) have been confirmed; As part of legacy brainstorming workshops and onwards.
<b>Community Beneficiaries</b>	End beneficiaries of the legacy goals- patient representatives, community advocacy representatives	Not necessarily active participants per se in legacy implementation efforts. But could be engaged in event programmes and legacy measurement efforts	Can provide unique insights into needs of their community and validate relevancy of efforts. Can support communication activities.	Potentially as part of legacy activity design process.

# Attributable Impacts of intervention

Legacy intervention was demonstrated to be key to building strategic legacy plans and driving greater impacts.

The following slides provides an overview of the attributable impacts of intervention in his study. These are referred to on the following tables as the the “**Intervention Effects**”- i.e. the goals, outcomes, activities etc. that were planned because of the intervention.

Impacts of intervention were demonstrated in differing degrees across different aspects of the legacy planning and implementation process:

- Identification of **new or additional legacy goals** that were relevant to engaged local stakeholders
- Connectivity of **needed meeting outcomes** to desired legacy goals
- Enhanced new and/or enhanced **activities that were planned for and executed**
- Discovery of **legacy indicators** and establishment of **measurement plans**

## Intervention makes a (positive) difference

In all cases without exception, even the earliest one-on-one discussions with local hosts lead to “light-bulb” moments, where new ideas were conceived of to add value to the event.

It was notable that in instances where the international association was also engaged in the legacy planning process, (the joint interest model), legacy focus & measurement indicators took on an international angle in addition to the focus on legacy impacts targeted to the local host community.

In such instances the mutual benefits of legacy as a win-win proposition are much stronger. Reference here the case studies in particular from DIY, Electric City and ICIC.





# Intervention Effect 1/2

## WindEurope - Electric City 2021

**Impact Level:** IV-World Changing

**Model:** Joint Interest

**Targeted Beneficiaries:** Industry & Policymakers

**Stakeholders:** Strategic Partners, Regulators, Industry, University

**Legacy Type:** Environment, Economic, Political

**Ongoing Measurement:** Legacy Initiative leads



Planning Chain	Legacy Impact Goals	Meeting Outcomes	Meeting Activities	Measurements
Pre-Intervention PLANNED	1: To re-establish Denmark as a global leader in wind power and energy	1.a Showcase of Danish expertise, technologies, products and services; 1.b. Influence target business leaders and European policy makers	Launch of flagship report Danish Pavilion & Exhibition Area Innovation Pavilion Member Reception Business Delegations Student Activities Embassy Meetings	No. of exhibitors No. of delegates No. of participating EU policy makers No. of business delegations from target markets
	2: To ensure continued innovation & industry advancement	2.a FDI 2.b New market expansion		
Post-Intervention ADDITIONAL	1: In relation to Danish global leadership (above)	1.a & b. As above	As above	As above plus: No. of new sales/contracts
		1.c. Presentation of Danish Model	Regulators Forum (see below 3)	(see below 3)
		1d. Support DTU focus on supporting industry upskilling.	DTU- Electric City partnership promotion & promotion of DTU's world leading online masters course. (new initiative)	No. of corporate employees participating in Master's programme New jobs secured in professions(count)- as a result of a lead/contact generated at ElectricCity 2022
	2: In relation to innovation & industry advancement (above)	2.a & b. As above	Facilitate and promote tailored business delegations	FDI (\$)
2.c Showcase concept of Energy Islands; raise awareness of potentials for multiple uses/benefits of energy islands; Scaling up of energy island model concept.		Energy Islands - Lego Master demonstration (new initiative)	Count of participating market operators in market engagement dialogue (baseline 10); No. of new PPPs (count);	





# Intervention Effect 2/2

## WindEurope - Electric City 2021

**Impact Level:** IV-World Changing

**Model:** Joint Interest

**Targeted Beneficiaries:** Industry & Policymakers

**Stakeholders:** Strategic Partners, Regulators, Industry, University

**Legacy Type:** Environment, Economic, Political

**Ongoing Measurement:** Legacy Initiative leads

	Legacy Impact Goals	Meeting Outcomes	Meeting Activities	Measurements
Pre-Intervention PLANNED	3: Enhance global/regional regulation	3.a Create an interface between regulator and investment communities	Host Global Regulators Forum	Outputs of regulatory framework development regionally/ internationally in support of wind energy e.g. Baltic Sea Declaration e.g. Increase in offshore wind energy capacity & production to up to 93 GW by 2050  Change of policy in countries to minimise barriers in their own systems.  Integration of wind energy into the electricity mix / Renewable energy integrated into electric energy.
		3.b In-depth knowledge established of each countries' key challenges		
		3.c Presentation of Danish Model		
	4: Accelerate uptake of research into practice	4.a Showcase latest research and starts ups to international community	Establish Innovation Park as part of Electric City Programme	Count of Start Ups coming to the market Patent applications (count); Growth in installation capacity (GW) Job creation (Count)
		4.b. Talent attraction	Student engagement in conference as volunteers	



# Intervention Effect

## Global DIY-Summit

**Impact Level:** III/IV Sectoral / World Changing

**Model:** Joint Interest

**Targeted Beneficiaries:** Retailers & Manufacturers

**Stakeholders:** Industry

**Legacy Type:** Environment, Sectorial

**Ongoing Measurement:** by Local organising committee & International Associations

	Legacy Impact Goals	Meeting Outcomes	Meeting Activities	Measurements
<b>Pre-Intervention PLANNED</b>	<b>1. Sector growth</b>	1a. Strengthen global trade networks & extend business contacts	Exhibition Area Workshops Conference programme & social events	No. of delegates No. of exhibitors Customer Satisfaction
<b>Post-Intervention ADDITIONAL</b>	<b>1. Sustainable transformation of sector</b>	1.a Launch the new DIY Legacy Project focusing on: <ul style="list-style-type: none"> <li>Development and showcasing of best practice examples of new technological platforms/digitized solutions</li> <li>Development of environmentally responsible standards and policies</li> <li>Growth of sustainability/RRR initiatives</li> <li>Focus on building an inclusive, accessible, and safe home improvement industry</li> </ul>	Exhibition area- green solution promotion (new initiative) SME / start up support/promotion TREND REPORT- issued annually will be launched after event Encourage participation in technical tours- showcase best practice examples DIY legacy project platform in exhibition area (new initiative) Make a wish tree in exhibition area (new initiative)	Increase in adoption/conversion to green technologies particularly no. of SMEs Signatories to DIY LegacyPledge



# Intervention Effect

## European Society of Pediatric Gastroenterology, Hepatology and Nutrition - prev. World Congress of Pediatric Gastroenterology, Hepatology and Nutrition (ESPGHAN)

**Impact Level:** III Sectoral Development

**Model:** Local Interest

**Targeted Beneficiaries:** Practitioners & Patients

**Stakeholders:** Research Institutes, University, Patient Representative body, Private Sector (strategic partner)

**Legacy Type:** Social, Sectoral

**Ongoing Measurement:** by by Local organising committee

	Legacy Impact Goals	Meeting Outcomes	Meeting Activities	Measurements
<b>Pre-Intervention PLANNED</b>	<b>Promote the health of children that need special attention to the gastrointestinal tract, liver and nutritional status</b>	Knowledge creation, the dissemination of science based information, the promotion of best practice in the delivery of care and the provision of high quality education	Scientific programme Exhibition Symposium Legacy Handbook for future congress (new initiative)	Delegate numbers Exhibitors Revenue generated
<b>Post-Intervention ADDITIONAL</b>	1. Enhance quality of care and quality of life for infants and children with PGHAN (pediatric gastroenterology, hepatology and nutrition) diseases	1.a. DKK 3 million in profits committed to new Danish PGHN Research Fund	Patient representation included as part of the legacy programme advisory group (new initiative) Establish and launch a new research fund (new initiative)	Research published in High Impact Factor Publications, No. of citations; No. of new PhDs, No. of research projects by clinicians. No. of successful patent applications
		1.b. Connect parents and patients directly to international experts, Facilitate meeting other families, 1.c. Family education Day reference guidelines to be developed for future events for ESPGHAN 1.d Increase awareness and profile of ESPGHAN by patients and their families	Host Family Education Day (new initiative)	Focus on patient (and teachers) satisfaction
	2. Enhance Danish capacity and global leadership by recruiting the most talented researchers from around the world	Raise awareness of research opportunities at PREDICT center for ESPGHAN participants	Host Talent Workshop (new initiative)	Growth in No. of international contacts and collaborations; Growth in No. of new international PhD students and post-docs; track connections to research fund applications. Mid-term outcomes new research topics.



# Intervention Effect 1/2

## European Council on Hotel, Restaurant, and Institutional Education (EURO CHRIE)

**Impact Level:** II Professional Community Advancement

**Model:** Local Interes

**Targeted Beneficiaries:** Local Industry

**Stakeholders:** Local Businesses related to hospitality sector

**Legacy Type:** Economic, Environmental, Sectorial

**Ongoing Measurement:** by Local organising committee

	Legacy Impact Goals	Meeting Outcomes	Meeting Activities	Measurements
<b>Pre-Intervention PLANNED</b>	<b>Advance teaching, learning, research and practice in the field of hospitality, tourism and events operations and management</b>	Knowledge creation & exchange, the promotion of best practice and networking	The lecturer's lounge (professional development for teaching professors and instructors)  Educational workshops Industry partnership with Institute Paul Bocuse Lyon & food tech college Plant based food workshop Nordic food workshop Wine & spirits workshop	Delegate numbers Delegate satisfaction Revenue
<b>Post-Intervention ADDITIONAL</b>	<b>1. Increase exports of local products</b>	1. a. Connect international delegates with local producers	Presentation of Guldbæk vineyard  Collaboration with Gregers Sound Production in relation to research of and development of sound back-ground for the hotel- and restaurant industry (new initiative)	Increase in international exports of local Food or Drink products (revenue/sales)



# Intervention Effect 2/2

## European Council on Hotel, Restaurant, and Institutional Education (EURO CHRIE)

**Impact Level:** II Professional Community Advancement

**Model:** Local Interes

**Targeted Beneficiaries:** Local Industry

**Stakeholders:** Local Businesses related to hospitality sector

**Legacy Type:** Economic, Environmental, Sectorial

**Ongoing Measurement:** by Local organising committee

	Legacy Impact Goals	Meeting Outcomes	Meeting Activities	Measurements
Post-Intervention ADDITIONAL	2. Talent attraction & retention	2.a. Raise awareness of quality ducation programme offering in Aalborg	Establish 100 volunteer & Internship opportunities for students	Increase in No. of international students enrolling at Aalborg university in hospitality-related fields
	3. Global & National recognition of Aalborg as a global leader in education & practice of sustainability in the hospitality sector	3.a. Uptake of innovative sustainable practices by suppliers	Launch of the Aalborg Charter (new initiative) Business workshop organized together with Destination Nord about optimized pricing in the hotel industry.	Increase in no. of high profile international collaborations Increase in use of sustainably sourced (i.e. local produce) in local restaurants Increase in use of under-used sustainable fish and meat produce by local restaurantindustry Aalborg to go from no. 5 to no. 1 on global destination sustainability index



# Intervention Effect

## European Federation of Sexology (EFS)

**Impact Level:** Sectoral Development

**Model:** Local Interes

**Targeted Beneficiaries:** Practitioners (doctors & teachers), Patients, School children

**Stakeholders:** Sector specialists in academia & practice

**Legacy Type:** Social & Sectoral

**Ongoing Measurement:** by Local Task Force

	Legacy Impact Goals	Meeting Outcomes	Meeting Activities	Measurements
<b>Pre-Intervention PLANNED</b>	<b>Advance the sector in Europe</b>	1a: Interdisciplinary exchange of new knowledge among health professionals and mental health workers regarding sexology and sexual health  1b: Networking  1c: More collaboration in projects and research around Europe	Academic & conference programme during conference	Abstract submissions (count)  No. of delegates  New research project and/or partnerships
<b>Post-Intervention ADDITIONAL</b>	<b>Enhanced practice &amp; education on sexual health issues in Aalborg:</b>  1A: Enhance education of local practitioners to be better equipped to diagnose/treat issues related to sexual health	Establish education/training guidelines for sexual education;  Standards-setting for minimum requirements for teachers/practitioners	Establish cross-sector contact between education sector and sexology (new initiative)  Local taskforce formed to pursue legacy initiatives incl. establishment of best practice framework & guidelines (new initiative)	No. of participants from education sector and Health Care sector in training courses  Patient level – increase in number of patients being referred to specialists
	1B: Sexual education is a mandatory part of primary and secondary school curriculum in Denmark / Improve sexual education in primary schools	Raise issue as a key item on local political agenda; inform/educate local policy makers	Letter to local government co-signed by sector thought-leaders (new initiative)  Application for funding for local trainers (new initiative)	Policy change  Training participants



# Intervention Effect 1/2

## European Communication Research & Education Association (ECREA)

**Impact Level:** II Professional Community Advancement

**Model:** Local Interes

**Targeted Beneficiaries:** Practitioners

**Stakeholders:** Industry, University

**Legacy Type:** Sectoral

**Ongoing Measurement:** by Local organising committee

	Legacy Impact Goals	Meeting Outcomes	Meeting Activities	Measurements
<b>Pre-Intervention PLANNED</b>	<b>Raise political awareness of the ways in which media and communication research can contribute to society through collaborative associations with civil society, policy and business</b>	Relevant programme and engagement with the research community, local partners and ECREA	<p><b>COST Action Network Pitch:</b> Inviting Scholars during ECREA 2022 to put forward ideas for COST Actions and actively seek partners (from AU and the European community)</p> <p><b>Special Panel</b> or “ECREA Intervention Panel” on impact-related themes (with participants from European Commission and scholars from Aarhus, Europe)</p> <p><b>Special Impact Panels</b> with researchers (AU/ international) and representatives from other organisations on research collaborations within areas such as health, sustainability, cultural industries, tourism, children, and media.</p> <p><b>Keynotes</b> with close alignment to conference theme (observing diversity)</p>	
	<b>Raise profile of Aarhus University &amp; department</b>	Present the university, the School and the Department as institutions of internationally acclaimed research, strong local partnerships and excellent teaching.	<p><b>Regular paper and panel submissions</b> to ECREA sections from AU colleagues and their networks</p> <p><b>The cultural and social programme</b></p> <p><b>Networking:</b> informal meeting points and exhibition venue in connection to the cantinas in the university park Social events &amp; <b>informal meeting places</b></p>	
	<b>Strengthen ties between Danish and International networks</b>	Facilitate and initiate new kinds of research networks and collaborations across the wide spectrum of media and communication research as well as with industry partners	<p><b>Pre-conferences + post-conference Joint venture</b> panels with the ECREA sections (there are in total 27 different sections + TWG's)</p>	



# Intervention Effect 2/2

## European Communication Research & Education Association (ECREA)

**Impact Level:** II Professional Community Advancement

**Model:** Local Interes

**Targeted Beneficiaries:** Practitioners

**Stakeholders:** Industry, University

**Legacy Type:** Sectoral

**Ongoing Measurement:** by Local organising committee

	Legacy Impact Goals	Meeting Outcomes	Meeting Activities	Measurements
<b>Post-Intervention ADDITIONAL</b>	<b>Enhance positioning of Aarhus University and Communications Research Department as a European leader in the field</b>	Foster links between media research and media education through direct collaboration between ECREA temporary working group "Journalism and Communication Education"; DMJX; Erasmus Mundus Programme, VIA College and others.	Host special panels, through ECREA sections & research centers  Social and cultural programme, pre- and post-conferences	Talent attraction indicators: Increase in no. of young researchers entering field
	<b>Enhance awareness of the contributions of communication to society across Aarhus:</b>	Establish long-term partnerships between the	Host meeting with EC officials in Spring 2022 with the LOC, AU's EU representative and ECREA Executive Board (new initiative)	Grow employment of university graduates to local industry employers
	<b>Grow Communication Practice &amp; Research industry in Aarhus</b>	Department and DMJX Strengthen links with EU institutions Successful procurement of COST project to sponsor new researchers to the field	Establish an ECREA Task force on Impact assessment and "Impact pathways" for researchers in media and communication (i.e. the ECREA community). (new initiative)	Enhance brand positioning of ECREA on the European level
	<b>Strengthen relationships/connections with EU Institutions for policy support</b>		Establish partnership and collaboration programme with local industry stakeholder DMJX. (new initiative)	





# Intervention Effect

## IFIC International Congress on Integrated Care (IFIC)

**Impact Level:** III Sectoral Development

**Model:** Joint Interest

**Targeted Beneficiaries:** Practitioners & Patients

**Stakeholders:** Strategic partner

**Legacy Type:** Sectoral, Social

**Ongoing Measurement:** NA

	Legacy Impact Goals	Meeting Outcomes	Meeting Activities	Measurements
<b>Pre-Intervention PLANNED</b>	<b>1. Enhance person-centred integrated care globally and nationally</b>	Knowledge creation & exchange, the promotion of best practice in the delivery of care and the provision of high quality education; Accessible event standards are met including onsite and remote participation	Scientific & Technical programme PatientVille (showcase of Danish Digital Health System) Live stream event	Delegate numbers No. of patient & caregiver delegates No. of patient/caregiver keynote speakers Count of viewers watching livestream event
<b>Post-Intervention ADDITIONAL</b>	<b>1. Enhance person-centered integrated care globally and nationally, positioning Southern Denmark as a globally recognized practice leader</b>	1.a. Increase in site visits to Southern Denmark 1.b. Strengthening of IFICs relations with the Nordic countries	Showcase Southern Denmark case studies in plenary programme Encourage high proportion of abstracts coming from Southern Denmark for ICIC 2022 and beyond Recruit high proportion of delegates from Southern Denmark for ICIC 2022 and beyond	Increase in participation at future ICIC conferences from countries sharing experiences with integrated care Fewer ICIC abstracts talking of pilot projects and more presenting practice and evidence Increase amount of engagement in the concept of integrated care (measured in how many are involved in knowledge sharing at conferences and events) Increase in approaches to Southern Denmark for collaboration or knowledge sharing Increase in no. of Danish delegates attending this conference and future conferences
	<b>2. Enhance the equitable use of high impact and high value digital solutions to deliver integrated care internationally, maintaining Denmark's leadership in this area</b>	ICIC 2022 to establish a platform for understanding what integrated care is The IFIC community to be inspired by shared Danish learnings from standards, data privacy, etc. in connection with digital solutions	NB: (legacy efforts stalled due to lack of support by local host/strategic partner before additional meeting activities to support these legacy goals were identified.	
	<b>Stimulate public-private innovation and other innovative collaborations to produce solutions that promote the delivery of integrated care inspired by Southern Denmark's approaches</b>	Southern Denmark is recognized globally as a practice leader in PP collaborations		No. of visitors to innovation center (Short Term (outcome) indicator)



# Intervention Effect

## Rehabilitation International

**Impact Level:** III Sectoral Development

**Model:** Local Interes

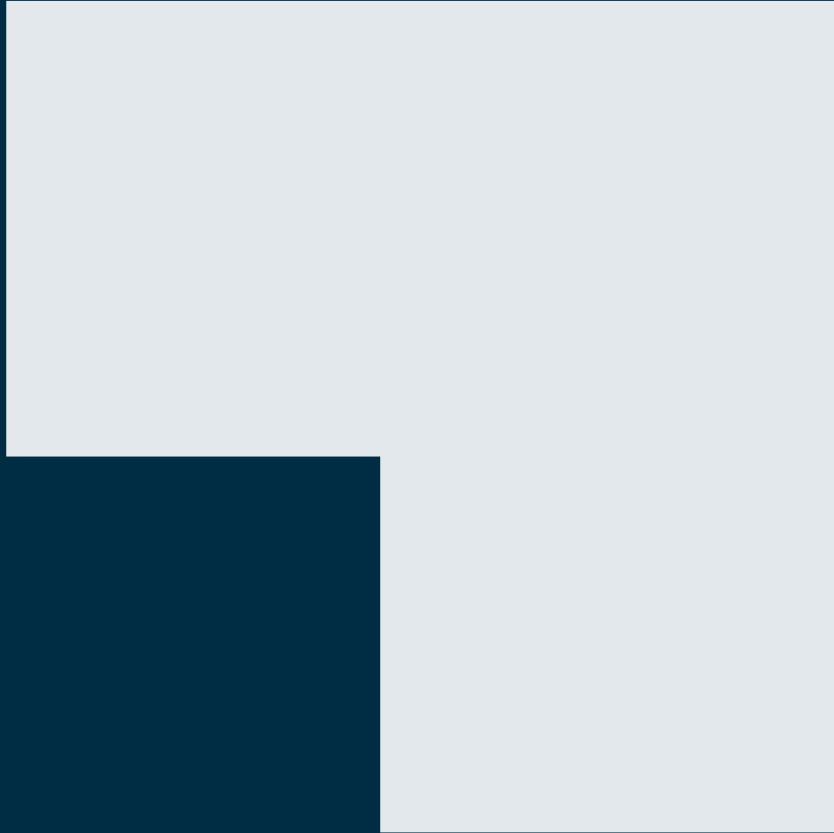
**Targeted Beneficiaries:** Practitioners & Patients

**Stakeholders:** Strategic Partner, Exhibitors

**Legacy Type:** Social

**Ongoing Measurement:** NA

	Legacy Impact Goals	Meeting Outcomes	Meeting Activities	Measurements
<b>Pre-Intervention PLANNED</b>	<b>1. Promotion and increasing of knowledge of the Danish model of RIWC</b>	1.a. Best Practice and Thought Leadership shared around concept of RIWC as a life-long health strategy 1.b. Enhanced professionalization and education in the field of RIWC	Technical tours and showcase of local best practices (cancelled due to covid) Study visits (cancelled due to covid) Roundtable sessions (cancelled due to covid) Online conference – oral presentations, key-notes & seminars	Delegate numbers Exhibitors Revenue generated
	<b>2. Improve the quality of life for individuals in Aarhus &amp; global who are living with impairments or disabilities</b>	2.a. Evolve understanding of this field of medicine/healthcare by politicians, citizens and professionals 2.b. Enhanced understanding and global awareness of possibilities for Innovative and Assistive Technologies in RIWC	Creation of an obstacle course, that visualizes challenges and solutions -"Tour on Wheels". Interactive exhibition and activities linking congress attendees, citizens, exhibitors, potential clients etc. (cancelled due to covid)	
<b>Post-Intervention ADDITIONAL</b>	<b>1. In relation to Danish model of RIWC (As above)</b>	1a. and 1.b as above Plus:  1c. Public Exhibition open for 6 months post congress  1.d Launch new Spring Boards initiative	As above  Public exhibition at DokkX rotating every 6 months (new initiative)  Spring Boards - Product presentation pitch for a small selection of professionals within the RIWC area in order to comment on their product, product optimization etc. - as an Advisory Board (new initiative)	As above  No. of participants (count) Sales of products (revenue)  No. of start ups scaling up. No. of new patent applications
	<b>2. In relation to quality of life (As above)</b>	2a & b. As above	Participation in CareWare Presentation Day, April 21st 2022	



Chapter 3:  
**Funding & Resources**

# Learnings & Insights 1/2

Insight	Explanation
<p>▀ <b>FOCUS:</b> To optimize resource efficiency, strategic prioritisation and targeting of legacy cases is vital</p>	<p>The key will be to focus limited resources on events that have the greatest potential to drive legacy outcomes</p>
<p>▀ <b>KNOWLEDGE:</b> Capacity development empowers local stakeholders to champion and lead legacy efforts, relieving pressure from convention bureau staff</p>	<p>Knowledge and skills development for staff and stakeholders is part of the critical pathway for legacy resourcing: Host regular skills training development workshops for bureau staff and destination legacy strategy workshops to engage key local stakeholders in formation and development of legacy strategies.</p>
<p>▀ <b>EMBEDDED:</b> Legacy as a central element of event design is less resource intensive than when legacy is developed as a sideline activity to the event</p>	<p>Considerations around how to resource legacy efforts are often cited as a key - if not- the main obstacle in engaging event organisers and hosts. Such concerns typically stem from misconceptions that legacy design and implementation is an additional activity, rather than a core element of the event and one that crucially is embedded as part of the event design process.</p>
<p>▀ <b>LEADERSHIP:</b> Burden of responsibility</p>	<p>A further critical factor impacting on legacy resourcing is the strength of collaboration between local hosts and event organisers. Events where there is strong alignment between organiser and hosts such as Electric City, or where there is strong leadership by the local host e.g. ECREA, typically require less intensive support by the Convention Bureau. On the other hand, significant support is needed for events with no/minimum involvement by event organiser and/or where the local host is insufficiently resourced.</p>

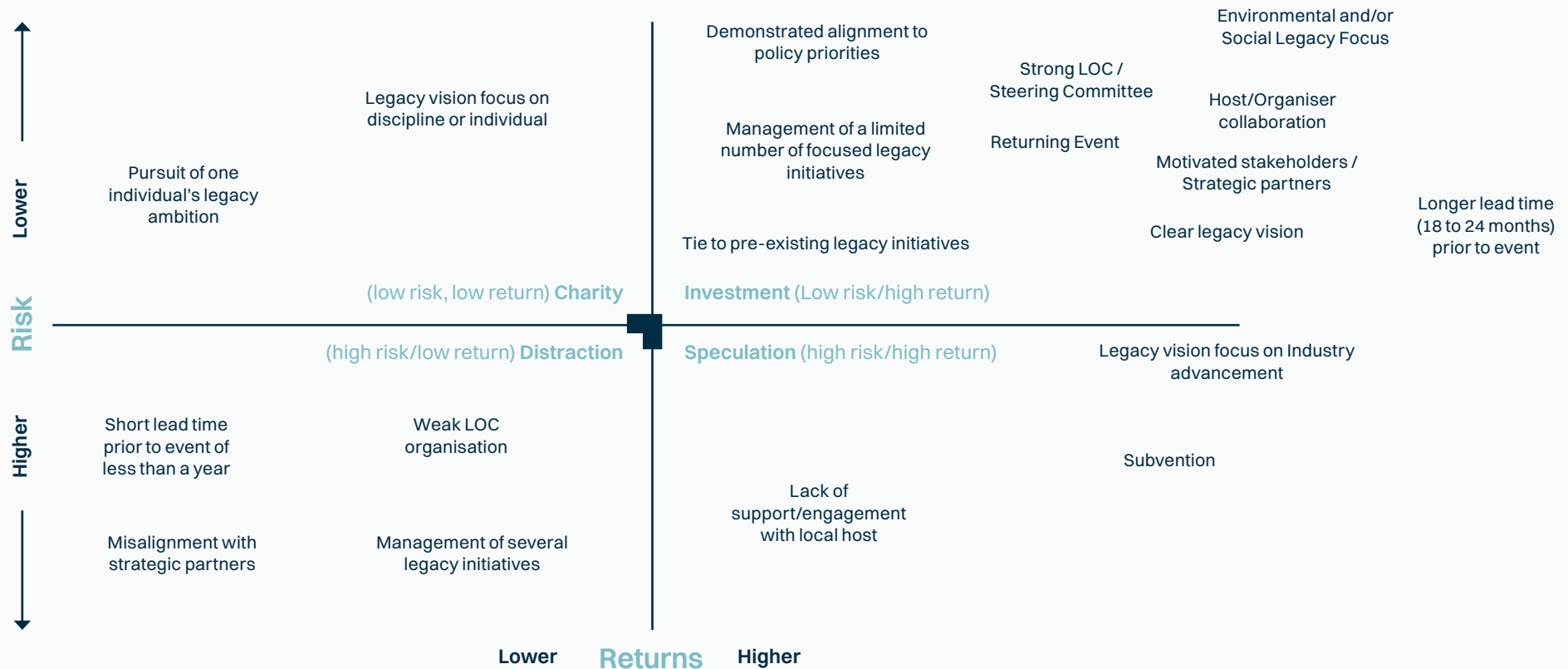




# Learnings & Insights 2/2

## - Risks & Returns

- A number of factors can influence the success of legacy intervention processes. The scenario model below illustrates how these factors affect risk levels (how much they elevated or reduced the risk of failure) and levels of return (the degree to which they drove better outcomes.)





# Risks & Returns Scenario Model Explanation

## Understanding the Quadrants

### **Distraction** – High Risk/Low Return.

The least likely productive quadrant. Legacy programming for events with these characteristics will likely yield very limited results and distract from focus on events with stronger potential outcomes

Short lead times and weak strategic partnerships will mean that intervention here is probably a waste of effort. A poorly organized LOC will likely not be capable of driving results. Focusing on too many legacy targets will often dilute results.

### **Charity** – Low Risk/Low Return.

A limited potential quadrant that will likely produce fewer successful interventions which drive relatively low impacts.

Legacy efforts driven by a single individual will lack the innovation and support that would result from an ambition shared by a group. When the focus is only on a discipline there is a limited potential for engaging broader stakeholders.

### **Speculation** – High Risk/High Return.

This quadrant is for groups with strong impact potential but for which there could be limiting factors. Interventions on events with these characteristics have risks to return on effort.

An event may offer great potential for strong impacts, but those impacts would be at risk without the active support of the LOC. Focusing only on industry advancement could limit opportunities for broader community engagement. Subvention can help events be successful but if it's not geared specifically toward high potential legacy impacts may result in great expense with little return.

### **Investment** – Low Risk/High Return.

Events with these characteristics offer the highest likelihood of success in relation to results brought about by legacy programming.

Policy alignment, sharp focus, and motivated stakeholders with strategic partners can all help to drive successful legacy efforts. Collaboration between the LOC and the organizer can be a real plus. Longer lead times are essential if intervention programs are to succeed.



# Cost of Intervention

While budgeting additional legacy activities at CVBs, the study suggests that an efforts of the CVBs, we are suggesting that additional resources in the form of 12 days of a legacy facilitatorfactive legacy intervention requires 12 days of a legacy facilitator' 's time over an 18-month period per event

## Time devoted to intervention on the Study groups

	Total days	Period (months)	Days/month	Personnel Cost (dkk)*	Intervention Success
Electric City	19	33	.58	50.730	High
Diy	16	27	.59	42.720	High
ESPGHAN	19	15	1.26	50.730	High
ECREA	11	24	.46	29.370	Medium
EUROCHRIE	13	29	.45	34.710	Medium
EFS	19	28	.68	50.730	Medium
RIWC	7	15	.47	18.480	Low
ICIC	10	19	.55	26.700	Low

### Degree of Intervention

- Low < 10 days
- Medium 10 - 15 days
- High > 15 days

### Cost and Success

- Low
- Medium
- High

\*Indicative cost of a Legacy Manager = 600,000 DKK per year (225 working days) / 2,670 per day for a mid-level facilitator (Source: Economic Research Institute / MeetDenmark advice on local pay scales)

This table summarises the time spent on intervention activities in relation to the event cases. Note that intervention for these cases was focused primarily on facilitation, planning, monitoring of progress and measurement advisory. It did not include additional tasks connected with having a legacy programme (ongoing development, relationship building, fund-raising, branding etc.)

In general, the degree of success and potential impact of the intervention correlated to time spent, with the exception of EFS and ICIC which both experienced anomalies. The EFS intervention began with too broad a stakeholder focus and ended up spending too much time on concepts that weren't ultimately implemented. ICIC experienced a change in local host personnel who lacked commitment to the project.

In general, longer intervention periods resulted in more successful programs. However, ESPGHAN demonstrated that more intensive effort over a shorter period could still provide strong outcomes. **Note that the cases supported by the Copenhagen Legacy Lab (CLL) had the advantage of more support in the form of resources provided by CLL who have dedicated workstreams, staff and budget supporting legacy efforts (currently 2 FTEs).** But overall, the levels of effort show that .66 days a month per event over time would drive good results.

The COVID hiatus extended the engagement periods which arguably distorted the issue of optimum pre-event time horizons. Using 18 months as an optimum lead-time multiplied by the .66 days per month suggests that approximately 12 total days of intervention should be sufficient to assist a given event to accomplish a good legacy program.



# Resourcing – Work-Flow for Legacy Management

## Capacity of 1 FTE Legacy Facilitator

			Days	%	Events	
Capacity Building	Strategy	<ul style="list-style-type: none"> <li>Community Legacy Strategy</li> <li>Engaging Stakeholders (Government)</li> </ul>	✓			
	Training	<ul style="list-style-type: none"> <li>Stakeholder workshops</li> <li>Bureau, industry, government, ambassadors</li> </ul>	✓	24	11%	
	Outreach	<ul style="list-style-type: none"> <li>Community engagement activities</li> </ul>	✓			
Bidding	Targeting	<ul style="list-style-type: none"> <li>Event priority legacy assessment</li> </ul> Sales People				
	Pre-Bid	<ul style="list-style-type: none"> <li>Preliminary bid legacy visioning</li> <li>Engaging with local host</li> </ul> Sales People				
	Bid Stage	<ul style="list-style-type: none"> <li>Bid Legacy Strategy</li> <li>High-level Stakeholder Engagement</li> <li>Legacy as part of bid differentiation</li> </ul>	✓	40	18%	20
Hosting	Planning	<ul style="list-style-type: none"> <li>Stakeholder engagement processes</li> <li>Event programme/activity planning</li> </ul>	✓	96	433%	8
	Hosting	<ul style="list-style-type: none"> <li>Monitoring legacy programme activities</li> <li>Assessment / regrouping after event</li> </ul>	✓	20	9%	10
Post-event	Measurement	<ul style="list-style-type: none"> <li>Monitoring ongoing legacy activities</li> <li>Ongoing measurement of legacy impacts</li> </ul>	✓	30	13%	
	Reporting	<ul style="list-style-type: none"> <li>Reporting vis a vis community strategy</li> <li>Administration</li> </ul>	✓	15	6%	

← Bid team members would scope the preliminary legacy goals as part of local host engagement.

Assumes 225 days of work effort at an annual salary of 600,000 DKK.

The focus of this study is legacy intervention, so the key indicator of staff need is that one facilitator could manage an estimated 8 legacy planning processes per year (43% of their time.) For example, a MeetDenmark member bureau that wanted to work with an additional 4 groups per year would likely need half an FTE to accomplish that. If the Copenhagen bureau wanted to work with 16 more, that would be an additional 2 FTEs in addition to the 2 it currently has working on legacy programming and legacy labs.

Part of a Legacy Facilitator's time would be spent on strategy, capacity development, communications and outreach as well as encouraging the ongoing measurement and reporting of past events. Likewise it is important that legacy managers gain perspectives on best practices, and what works and what doesn't by actual engagement with the event during the hosting stage. Onsite engagement could include support with conducting qualitative & quantitative research with delegates, sponsors, exhibitors etc. In terms of intervention activities one Legacy Facilitator could have time budgeted to support 20 bid strategies, 8 future event legacy planning programs and 10 event hosting processes. (NOTE: This is a hypothetical model, that will need to be tested and the workload reassessed over time. This should be considered as a starting point for budgeting purposes.)





# A framework for Legacy Development

Developing a financing model for Denmark is a balancing act between meeting the immediate and pressing short term needs (business-as-usual) of the Danish destinations, whilst simultaneously paving the way for them to meet their long term financial goals where strategic legacy planning is self-funded and self-sustaining. This requires a process of strategic planning for finance that acknowledges risks, obstacles and opportunities for MDK and its partners, alongside the completion of a mapping exercise to identify and prioritise local or regional strongholds. Importantly, there is no one-size fits all revenue-generating model for legacy. Such an approach is not practical for the following key reasons:

- Danish destinations have unequal needs in terms of financing and resourcing to the extent that a centralised approach to generating and sharing revenues would be too complex (and potentially contentious) to administer
- The funding landscape is broad and complex, as are the funding and resourcing needs from both MDK and its partner destinations. A localised model for funding which takes the local/regional funding landscape, needs & opportunities into account is likely to be more successful

There are 3 key conclusions informing the outputs of this report and the ensuing recommendations for a sustainable legacy programme to evolve:

1. **Danish strongholds** have been recognised by local, regional or national government as key economic development areas and as such, have access to funding, networks and expertise across the quadruple helix. MeetDenmark and its partners need to develop their legacy strategies to focus on aligning with priority strongholds through the establishment of strategic alliances. Priority strongholds will be those that hold the most potential for local legacy impact as well as high potential for increase in local spending
2. **A legacy funding portfolio should focus on diverting existing subvention funds into legacy-initiatives.** In this way, legacy impact would be a key criteria for deciding the value of an event and hence how much subvention to give it. The funding of the activities themselves are often not the main issue. It is the funding of the overall legacy manager that keeps it all together and drives it forward. If subvention can not be used to pay internal CVB resources maybe the roles can be bought from outside
3. **The development of core skills** to support legacy development should be recognised as a crucial component of MDK's legacy resourcing strategy moving forward

**Funding through subventions**

**Subventions as the key financial enabler:**  
The avenues of funding available for MDK, destinations and their clients to tap into to both support legacy servicing and stimulate legacy development.

**Skills development**

**People Enablers:** The skills and roles needed to develop and adopt legacy development to support the ultimate goal of MDK and its partner destinations.

**National/ Regional or Local Strongholds**

**Strongholds Enabler:** Destination CVB establish strategic alliances with strongholds that are of strategic importance- determined by potential for high local impact and potential for high local spending



# Skills development to advance legacy objectives

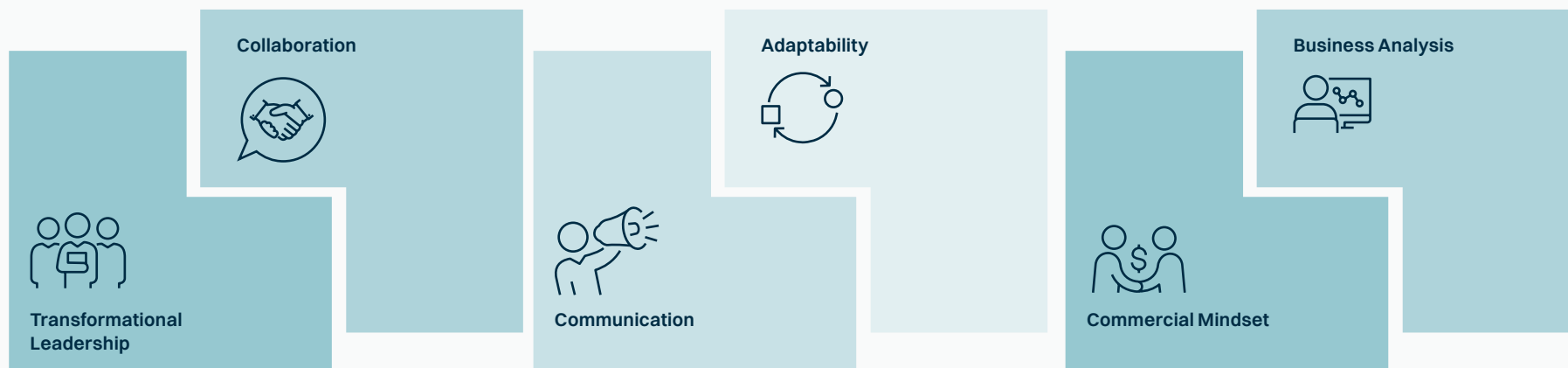
An important success factor for the realisation of a successful legacy intervention are undoubtedly the capabilities of the various personnel and the teams engaged in the development of events at convention bureaus.

From strategic understanding and insights into local or regional development priorities, to relationship development and management with key stakeholders or facilitation of legacy workshops and stakeholder guidance, there are certain skill sets that are key to delivering and amplifying an event's legacy. Thus whilst the question of resource capacity remains a key challenge, developing internal skill sets via a legacy will help alleviate some those ongoing resource challenges.

Through the course of this study, a range of skill sets have been identified as critical to the successful development and stimulation of legacy: Transformational Leadership, Collaboration, Communication, Adaptability, Commercial Mindset, Business Analysis.

MeetDenmark and its partner destinations could reflect on this and consider additional core skills that it feels are critical to its ongoing and long-term success. Without continued focus on supporting the skills development of staff, there is a risk erosion of confidence (from staff as well as stakeholders), poorly designed legacy plans which do not support strategic objectives of the key legacy stakeholders, or failed legacy, with potential direct economic consequences for organisations.

## Core Skills for Convention Bureau Legacy Managers





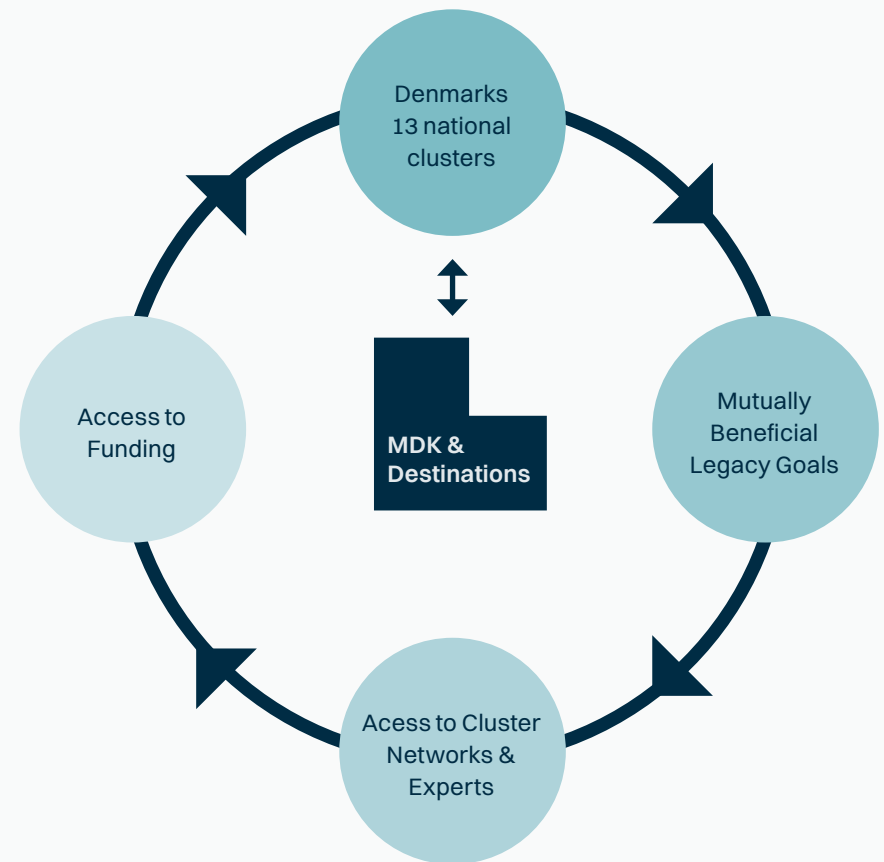
# Collaboration with Clusters

■ Collaborations between MeetDenmark and Denmark's 13 national clusters, strongholds or lighthouse projects would help ensure legacy leverages national regional or local strategic development priorities whilst opening doors to new funding sources, networks, policy makers and experts.

Resource constraints are likely to remain a concern in the development of any convention bureau's legacy strategy. Given this fundamental challenge, convention bureaus will have to focus and target their legacy efforts, focusing resources on events which are assessed to be low risk and high reward.

Bureaus will be better able to foster success with a legacy strategy that is targeted and that aligns to strategic development priorities: supporting specific events within industries with high-impact potential.

One powerful vehicle for accomplishing this could be to build stronger collaborations between MeetDenmark and Denmark's 13 national clusters, strongholds or lighthouse projects all of which are gateways to funding, to networks, to policy makers and to experts. The international meetings coming to Denmark are all new opportunities for these groupings to increase their visibility with the additional benefits that come from doing so (accelerated growth etc.).



# Denmark Legacy Strategy 1/4

**Denmark could devise a community legacy strategy to drive a collaborative effort to target high-impact meetings.**

The current approach to event legacy in most destinations is ad hoc, in the sense that legacy strategies are focused on single events and usually only after the event has been secured. At that point decisions are made on how important the event is, how impactful its potential legacies might be and how best to engage with the event hosts to work on magnifying the potential impacts.

MeetDenmark might consider one additional collaborative step, which would be to form a national event legacy strategy. The world leading work that MDK has already been done will provide the framework for most of that strategy. What remains is mostly about establishing priority impact goals nationally, and for each of the destinations. That would help MDK members begin to focus legacy efforts on targeted groups prior to the bidding process and also enhance the effectiveness of their bids.

Ultimately, each Danish destination would benefit from having its own destination legacy strategy, and there could be economies of scale and benefits of collaboration by developing them in unison. Engaging government agencies and local industry and community leaders in the process would help to align meeting legacy efforts with local and national priorities. That would help to further cement the hosting of global meetings as a social and economic development strategy.

An event priority scoring system approach is included in the TOOLS section of this report.

1	Identify Strategic Partners	Government agencies, industry and community leaders to engage in strategy development
2	Establish Legacy Priority Areas	Policy visions, sector focus, UN SDGs, community development goals (including gap analysis)
3	Decide Key Indicators	How progress is measured for the key areas
4	Set Goals	High level community legacy goals
5	Create Measurement System	How and when data will be gathered and reported
6	Identify Primary Targets	The meetings that offer the strongest legacy potential in ways that are relevant to the goals
7	Develop Legacy Ecosystem	Identify the people and institutions that will be essential to success and devise a capacity building programme
8	Market Activation	Develop a plan for maximising success in securing targeted meetings
9	Programme Management	Ongoing legacy management and reporting system



# Denmark Legacy Strategy 2/4

■ A destination legacy strategy would explore impact areas, priority areas for developing global networks and Denmark's UN SDG focus goals.

**National Goals** - The strategy would include targeted focus on national development goals such as those illustrated below. (Note the table below is based on input from Denmark's National Reform Programme 2022 reference: [\(Link\)](#))

## Goals by Impact Area\*

Sectoral	Aerospace	Renewables	Logistics	Green Aquaculture	Green Agriculture	IT	Finance
Natural	Water	Water	Climate	Fisheries	Green	Healthcare reform	
Built	Architecture	Land Use	Housing	Urban Studies			
Political	Women in Govt	Green tax reform					
Social	Gender Equality	Workplace safety	Youth Employment	Internet access			
Cultural	Exchange	Film	Social Inclusion				
Financial	Cyber Security	FDI					
Human	Obesity	OB-GYN	Science Education	Childhood Education	Healthcare reform		
Intellectual	Scandinavian Studies	Digitisation					

\*Illustrative example based on existing Danish reform programme. The completion of a full impact goal mapping exercise would require an engagement process with key government, industry & community stakeholders.



# Denmark Legacy Strategy 3/4

**GLOBAL NETWORKS** – Another cross-cut for goal development would be specific development areas in relation to priority legacy drivers listed in the Danish Reform Program (ref. link on previous slide) like talent, FDI and exports. Developing global networks can drive knowledge in those areas.

**UN SDGs** – The legacy strategy would also prioritise events that would have the greatest impact on Denmark's (or each individual destination's) SDG focus goals. For instance, a review of the UN SDG dashboard for Denmark suggests that key SDG focus

goals might be issues like those in the table to the right. (For further detail on Danish SDG goals reference UN SDG dashboard for Denmark <https://dashboards.sdgindex.org/profiles/denmark>).

The bureaus and key government stakeholders would first agree on which focus areas would be prioritised and then would reference the UN SDG indicators to establish specific goals and measurements for each of the areas. (Reference UN SDG indicators <https://unstats.un.org/sdgs/indicators/indicators-list/>)

## Global Network Related Goals\*

<b>Know-ledge</b>	Life Sciences	Universities	Imaging	Oceanography		
<b>Creative</b>	Animation & Film	AI	CAD	Process design		
<b>Services</b>	Tourism	Packaging	Financial			
<b>Manufacturing</b>	Robotics	Furniture	Food processing	Medical equipment	Solar Cells	Wind turbines
<b>Talent</b>	Aerospace	Renewables	IT			
<b>Research links</b>	Green Agri	Green Aquic	Fisheries			
<b>FDI</b>	Aerospace	Renewables	Logistics	Waste recycling	SME startups	
<b>Exports</b>	IT	Furniture	Seafood			
<b>Leadership</b>	Renewables	Design	Energy efficiency	Architecture	Gender equality	Film

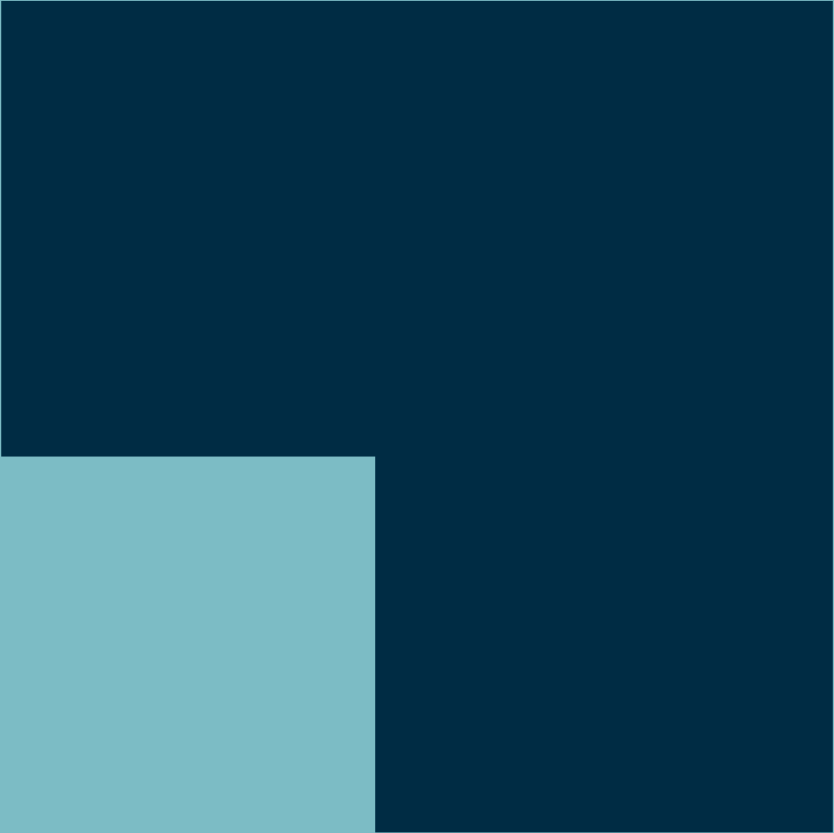
\*Illustrative - will require collaboration and agreement

# Denmark Legacy Strategy 4/4

	SDG	INDICATOR
1	Poverty	
2	Hunger	Obesity
3	Health	Attended births
4	Education	Science performance
5	Gender Equality	Women in government
6	Clean Water	Water Withdrawal
7	Energy	
8	Work/Economy	Workplace safety / Youth training & employment
9	Industry	Internet access by income
10	Equality	
11	Sustainable Cities	Population with rent overburden
12	Consumption & Protection	Electronic waste, waste recycling
13	Climate	CO <sub>2</sub> emissions, carbon pricing
14	Life Below Water	Ocean health, sustainable fishing
15	Life on Land	
16	Peace & Justice	
17	Partnerships	

\*Illustrative - will require collaboration and agreement





Chapter 4:  
**Legacy  
Measurement**



# Learnings & Insights 1/3

Insight	Explanation
<b>Obstacles</b>	
<ul style="list-style-type: none"> <li>■ <b>Main Obstacles</b></li> </ul>	<p>Long term measurement is in reality for the majority of organisations extremely difficult to maintain. The main challenges cited during this study can be summarised as follows:</p> <ul style="list-style-type: none"> <li>■ Knowledge gaps with regards to how and what to measure</li> <li>■ Lack of time</li> <li>■ Change of staff</li> <li>■ Lack of responsiveness from stakeholders</li> <li>■ Lack of existing measurement/review strategies within organisations</li> <li>■ Privacy/security/company NDAs</li> </ul>
<ul style="list-style-type: none"> <li>■ <b>The perceived burdens and difficulty in measurement are an obstacle for engagement and commitment to legacy</b></li> </ul>	<p>Expectations to conduct long term monitoring can create an obstacle for serious commitment, particularly by international event organisers, to engage in legacy. It helps to clarify roles and responsibilities regarding measurement early on in discussions to engage international associations on legacy and likewise, it is essential to secure the LOCs commitment to measurement as early as possible, even as early as the event selection for legacy process.</p>
<ul style="list-style-type: none"> <li>■ <b>Tools are lacking to support measurement processes</b></li> </ul>	<p>The existing MDK toolkit does not provide sufficient guidance to stakeholders regarding the legacy indicator discovery and implementation process.</p>





# Learnings & Insights 2/3

Insight	Explanation
<p><b>Enablers</b></p> <ul style="list-style-type: none"> <li>■ <b>Build confidence by breaking down the process into smaller steps</b></li>   <li>■ <b>A good starting point for thinking about measurement is to consider “what would success look like?”</b></li>   <li>■ <b>Legacy goals and the corresponding high-level success indicators (measurements) should ideally be articulated by the meeting host and/or the meeting planner prior to broad stakeholder engagement</b></li>   <li>■ <b>Limit number of indicators to measure to a manageable amount</b></li>   <li>■ <b>There are existing relevant legacy indicator frameworks that are helpful to guide the development of legacy indicators.</b></li> </ul>	<p>Establishment of legacy metrics is an iterative process that when broken down into steps can drive progress: Focus on measuring what matters: critically assess whether identified indicators are realistic and/or mission critical.</p> <p>Find ways to structure monitoring and measurement within legacy initiatives e.g. an awards programme which requires reporting on impact as part of the submission criteria.</p> <p>Articulating the legacy vision in terms of “what success would look like” helps translate the legacy goal statement into a legacy indicator. This question should already be considered at the earliest stage of defining the legacy goal. In response to early identification of this issue during the study, MeetDenmark have already developed an <a href="#">additional tool to support the formation of legacy vision</a>.</p> <p>When you articulate what success would look like, stakeholders understand the benefits of achieving the goals. This helps them to “buy into” the legacy project and comprehend their role in driving success. Establishing these metrics upfront therefore helps focus discussions and engagement as legacy intervention broadens. Next, you can present high-level success metrics to a broader group of stakeholders so they can refine specific measurements and elaborate on the processes needed to implement the measurement plans.</p> <p>Measurement plans should follow the principle of SMART criteria: they should aim to be Specific, Measurable, Attainable, Relevant, and Time-bound.</p> <p>When possible, align event legacy goals with existing development priorities e.g. global frameworks such as the UNSDGs or sectoral frameworks such as cluster goals and leverage their success indicators, baselines and measurement practices. Establishing new/bespoke measurements may be necessary but will add an additional layer of difficulty to the indicator discovery process.</p>



# Learnings & Insights 3/3

Insight	Explanation
<p><b>Enablers continued:</b></p> <ul style="list-style-type: none"> <li>■ <b>Be careful to avoid simple proxies that do not communicate impact nor causality</b></li> <li>■ <b>It is essential to engage stakeholders who might be affected by the measurement plans early on in the planning process</b></li> <li>■ <b>Introducing the importance of measurement early on helps stakeholders understand that this will be part of their engagement in the legacy programme</b></li> </ul>	<p>Pressured by financial constraints, knowledge gaps, and time scarcity, stakeholders may be tempted to suggest faster, easier and less meaningful legacy measurement strategies. To avoid this, start by outlining aspects of the legacy programme that need to be measured. Brainstorm on indicators that make sense for capturing and communicating impact in these areas. Then explore if there is any alignment with appropriate existing standards (e.g., the UN SDGs or sector specific indicator frameworks).</p> <p>Do the beneficiaries believe the indicators are relevant? How does the organization perceive its capacity to implement? Can the data realistically be acquired? These conversations in the indicator discovery phase will support the monitoring and reporting process later.</p> <p>Legacy initiatives should be related to legacy goals and in this way need a corresponding monitoring and measurement process built in. In this way, measurement becomes the key channel to accountability for the legacy mission and beneficiaries.</p>
<p><b>Post event focus:</b></p> <ul style="list-style-type: none"> <li>■ <b>The nature of event legacy monitoring prolongs relationships between event organisers and destinations in the years after events have taken place</b></li> <li>■ <b>Significantly reduced levels of engagement post event compound difficulties to pursue measurement</b></li> <li>■ <b>The role of the bureau's Legacy Manager is limited in the post event measurement phase</b></li> </ul>	<p>International event organisers and destination stakeholders agree that the role of measurement long term sits within the destination and that channels of communication between the destination and the event organiser should be maintained (ideally via the chair of the LOC or failing that via the CVB) to provide feedback on progress made overtime.</p> <p>Whilst stakeholders may show an interest and commitment to supporting the implementation of a legacy-inducing initiative, engagement levels fall significantly post event making it harder to actually implement the agreed measurement &amp; monitoring plan.</p> <p>The key is to put processes in place during the planning phase and then to liaise appropriately in the measurement phase. This can help mitigate against disruption to measurement plans caused by factors such as personnel/leadership changes.</p>

# Legacy Measurement Process

- **The establishment of legacy measurement indicators is an iterative process. Most critical is that legacy measurement communicates outcomes demonstrating that the event/initiative affected change.**

Given the general lack of knowledge around how, what and with whom legacy indicators can be measured, it is helpful to provide clear guidance on the measurement process throughout the planning stages. Certainly, as part of the early planning process make sure to introduce stakeholders to what is expected with regards to measurement and inform them of the key steps that need to be taken to establish a legacy measurement & monitoring plan.

Below is a summary of the crucial steps to guide the development of a legacy measurement & monitoring plan during the legacy planning stage:

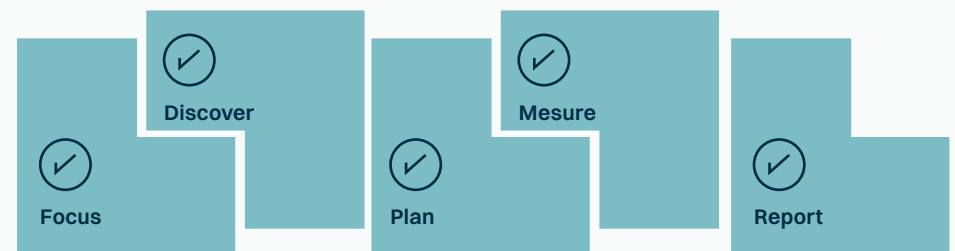
- 1. Confirm the specific meeting legacy goals (desired improvements on current situation) that will feed the overall legacy goals.**
- 2. Identify and confirm appropriate indicators for success and existing baseline measurements in place relating to legacy goals.** In order to confirm baseline figures, the legacy steering group is advised to reach out to local research institutions, universities or even within their own organisations to determine what specific data related to the meeting goals already exists. In many instances there is likely to be existing research in place that can be leveraged.
- 3. Agree with stakeholders on a realistic measuring and monitoring plan** which will commence once the event is finished and which will continue periodically for 2-4 years post event. For this, it will be important for the local host and the CVB to align on the communications process to ensure that the necessary feedback loop for reporting on the legacy progress is established.

4. Consider any qualitative or **quantitative research needs which need to be undertaken during the event** or as part of post event surveys.

**5. Conduct regular reporting on legacy** in the destinations to ensure legacy approaches and strategies continue to advance as well as to validate the legacy impact of meetings to government and stakeholders.

Then, as part of the post-event debrief, there should be sufficient time allowed to review and realign on the measurement plans agreed during the planning phase.

1. Validate whether your meeting has achieved the required outcomes to make progress towards achieving your legacy goals
2. Review/update/realign on your legacy communications plan
3. Review and agree to key next monitoring milestones and actions





# Measurement

Legacy measurement is most appropriately managed by LOCs or associated task forces. However, a Legacy Manager will be needed to maintain contact and to encourage continued focus and to receive and report results.

The chart below illustrates the dynamics of meetings legacy and the levels where impacts measurement should occur. Ultimately, a meeting can have a significant influence rather than full causal attribution on a broad community legacy goal, yet that legacy goal is the lodestar for meeting legacy planning.

Using this example, if a meeting is seeking to support cluster development, an economic impact that it may seek is to foster more export earnings and investment for the cluster. A meeting outcome that could drive that is helping local suppliers of goods and services to find buyers and investors.

There are three levels of measurement that need to be managed. First, measuring the immediate outcomes of the meeting. Second, over time, the ongoing effects of the meeting. For both of these the LOC or Legacy Task Force would manage the measurement, though a legacy manager will need to track and report the results. Based on that, the meeting can be said to have driven export earnings and market capitalisation, which in turn has a significant influence on cluster development. Tracking of cluster development would be through a 3rd party reference, in this case government reporting.





# Resourcing – Work-Flow for Legacy Management

- **Whilst legacy planning and implementation is advancing, legacy measurement remains a challenge generally across the industry, with a focus on measuring and reporting on event outputs and casually linking them to legacy development.**

## Plans pre-intervention

In the initial stages of intervention, baseline meeting legacy goals were discussed with the groups. The responses were mostly about sector growth or knowledge exchange. In addition, ESPGHAN was focused on improved health outcomes and RIWC was focused on quality of life issues.

As for sought meeting outcomes, most nominated things like improved know-how, networks and awareness. Electric City wanted to influence industry and political leaders, generate FDI and build new markets.

However all of them in setting early measurements were primarily focused on measuring attendance at their meetings. The inference was that the more people who participated, the more their outcomes and goals would be reached. From past research this approach to legacy is fairly common in the association community. It's a "legacies just happen naturally when lots of people gather" type mindset.

But, in measurement terms, attendees are essentially an input measurement, not an output measurement. For driving knowledge outcomes, measuring an effect from attendance requires that there be an indicator of the extent of their knowledge acquisition, how that knowledge was applied and to what measurable effect. In Electric City's case it would require gauging how people were influenced and to what end effect, how much investment was accomplished and how new markets were built.

## Principles of Measurement

- SMART Goals – Specific, Measurable, Achievable, Relevant, Time-bound
- Goal setting – Will generally require facilitation by a legacy manager
- Impact measurement – Is logically managed by the community of interest
- Mind set – How is value created and who are beneficiaries?
- Qualitative or Quantitative?
- Attributed or influenced? How strong is the meeting's causality? (what would have happened anyway in the absence of the meeting outcomes?)
- Data Strategy – Source, collection, transmission
- Direct and induced – When assessing the impact of meetings, over time induced impacts should be evaluated. (E.g. reducing disease rates reduces the social costs of the disease and frees up public funds to be rediverted to other social priorities.)

# Measurement needs, post-intervention

- Early planning for measurement will help prepare for the stages after the event when focus needs to switch to validating meeting outcomes, measuring meeting impacts and monitoring meeting legacies.

Event	Goals	Outcomes Measurement	Impacts Measurement
Electric City	Regulation / Expanded Practice	Danish model / Energy Islands / Investor-regulator interface / Talent attraction	FDI / PPTs / jobs / new policies / patents / start-ups
DIY	Sustainability	Environmentally responsible standards and policies	Conversion to green tech / signatories to legacy pledge
ESPGHAN	Quality of care	New research talent / DKK 3M research fund	Published papers / patents / PhDs
ECHRIE	Exports / talent	Seller-buyer connections / 100 volunteer-intern ops	Value of exports / # int'l students
EFS	Ongoing practitioner education / inclusion in curriculum	Training guidelines / Professional standards	# participants in courses / patient levels / policy change
ECREA	Strengthened policies	Meetings with EU institution representatives	Amount of funding available to communication research
ICIC	Denmark as practice leader / digital solutions / innovation	Quality of life	Higher Nordic participation in conferences / # approaches to Denmark for collaboration
RIWC	Quality of life	Quality of life	Public attendance / Start-ups / new patents

## Implications for Measurement

**Meeting Outcomes Measurement** -The LOCs would be well-equipped and responsible for measuring the direct meeting outcomes. Typically, the outcomes are measured in a binary manner, meaning they are either achieved during or shortly after the meeting.

**Meeting Impacts Measurement** - Ideally, during the legacy planning process, the impacts measurement plan would be developed with clear guidelines, responsibilities, timings and processes. Again, in most cases a task force would be established for this purpose and the bureau Legacy Manager's main role would be to liaise with the taskforce to ensure that the process is ongoing and to secure and communicate the resulting measurement information.

**Community Legacy Impact Measurement** - Again, the plan and source of information would be predetermined in the legacy planning stages. In this instance, the reference would likely be a public source of information, such as the exports, GDP or number of jobs in a given sector over time. In this instance the collection process would be minor and could be done by either the taskforce or the Legacy Manager as appropriate.

**Conclusion:** The role of the bureau's Legacy Manager is limited in the measurement phase. The key is to put processes in place during the planning phase and then to liaise appropriately in the measurement phase.



# Reporting

■ **Establishing a robust reporting process should be seen as an essential requirement to ensure the continued advancement of MeetDenmark as a leading event destination.**

## Purposeful Reporting

There are many benefits of maintaining a robust reporting process on meeting legacies:

1. Evaluation of event delivery on legacy goals
2. Learning successful approaches to pursuing event legacy outcomes
3. ROI analysis on subvention or other forms of event support
4. Reassessing priority areas for legacy focus
5. Validating the legacy impact of meetings to government and stakeholders

## Records and Reporting on single Events

Ideally, every event that is part of a legacy process will have a permanent record from which to report on its meeting legacy and impacts. Measurement would include quantifying its short-term meeting legacies as well as longer term legacy impacts occurring. This record would be updated annually so that meeting impacts are tracked over time. Accomplishing that measurement and reporting requires that clear goals, indicators and data sources are established at the outset.

## Annual Reports of Legacy Impacts (Meetings Occurring)

Cementing meeting legacy as a community development strategy requires an annual accounting of the legacy impacts of all meetings occurring in a given year. With a number and range of types of meetings occurring, the list of legacy outcomes and indicators will likely be broad. However, over time recurring types of goals and impacts will emerge. For instance, if there are a number of groups with exports as

a key legacy driver, then their legacies would be measured in standard ways, e.g. value of contracts secured by local companies' participating in each event. The list of meetings pursuing export legacies can be totaled to show the total value of exports generated by all of the meetings occurring in that year. An annual report would include ALL meeting legacy outcomes for that year arranged by identified legacy drivers, like exports, sector capitalization (FDI), research and development, etc.

## Annual Cumulative Legacy Report (Meetings Hosted Over Time)

Finally, we recommend the annual release of a cumulative report which validates the growth of legacy impacts over time for all events occurring after a given commencement date. Legacy impacts from a given meeting will likely grow over time, just as new meetings will constantly be occurring, so legacy impacts will grow exponentially. Communicating the growing total of legacy impacts on a city or country will be important to demonstrating the meeting sector's importance in achieving local and national development goals.

## Legacy Impact Forecasts of Future Events

As more meetings are engaged in a legacy planning process the anticipated legacy impacts will accumulate over time. Reporting these on a regular basis will help to garner stakeholder interest in supporting the events and also help to communicate the importance of meetings to driving community development goals.





Chapter 5:  
**Legacy Process  
& Tools**

# Learnings & Insights 1/2

Insight	Explanation
<b>Important considerations for the overall toolkit development</b>	<ul style="list-style-type: none"> <li>■ The length of time of individual workshops needs to be realistic</li> <li>■ Consider the content included in each workshop to ensure a comfortable learning curve is established for the stakeholders</li> <li>■ Ensure alignment with key decision makers is established prior to the workshops to guide broader stakeholder discussions</li> <li>■ Securing stakeholder buy-in requires a clear understanding of expectations and value.</li> </ul>
<b>Process:</b> <ul style="list-style-type: none"> <li>■ <b>Legacy planning can help in securing support from Local Hosts &amp; strategic partners</b></li> <li>■ <b>Start Small and Peer-to-Peer</b></li> <li>■ <b>The optimal process for stakeholder engagement starts narrow and focused before broadening out</b></li> </ul>	<p>Embedding the strategic legacy pathway into bid development processes can help engage local hosts and key stakeholders at an early stage, secure funding and resources in order to lead and support legacy initiatives.</p> <p>Individual or smaller meetings with key stakeholders and meeting host can be used to build up engagement, commitment/ownership as well as creating ambassadors for the legacy vision which helps further engage other relevant stakeholders.</p> <p>We would recommend that the stakeholder engagement process is as follows:</p> <ol style="list-style-type: none"> <li>1. Start with a small group of the key stakeholders - CVB, International association and local host committee to act as leading influencers. This group should define the legacy goals before broadening the engagement. The leader influencers will probably not be the “doer” - they should find key stakeholders that can drive the project and activities further. Legacy workshops for a broader audience should not take place before the above is in place.</li> <li>2. Invite stakeholders to legacy workshop to broaden the circle and to work on legacy activities.</li> <li>3. Include other supporting stakeholders e.g. organisations, entities, the local community etc. who commit to undertaking or supporting specific initiatives which align with the meeting legacy goals.</li> </ol>





# Learnings & Insights 2/3

Insight	Explanation
<p><b>Process continued:</b></p> <ul style="list-style-type: none"> <li>Legacy design is an iterative process that evolves over a number of discussions/workshops</li> </ul>	<p>A meetings' strategic legacy pathway cannot be achieved in one workshop alone. Rather stakeholders need to be brought in at various stages depending on their role in the event and in the legacy development plan.</p>
<p><b>Toolkit:</b></p> <ul style="list-style-type: none"> <li>Build into toolkit, a mapping exercise of related stakeholders &amp; existing Priorities</li> <li>Legacy toolkit needs to be adaptable and responsive.</li> </ul>	<p>To reduce intervention costs whilst maximising potential impact, it is worth identifying any existing efforts already underway which overlap with the event content area. For example, is the content of the event seen by local policy-makers as a priority development area? Are there any local, regional or national organisations- private and/or public that are working on this issue that you could engage with? Are there any related local initiatives that have existing resources, networks and policy support that you could tap into? Are there strong local leaders in the field or interest or in the broader community industry that can be engaged in support roles?</p> <p>MDK should continue to conduct regular reviews of its toolkit to ensure it continues to evolve in response to new learnings and experiences.</p>





# Event Prioritisation

In assessing the existing MDK toolkit used during this study, we believe there are some additional tools needed to aid and advance legacy intervention processes. One of these tools should focus on optimising the selection process of events to funnel into the legacy pathway. Danish bureaus will achieve better meeting legacy results if they are able to have a strong system in place to prioritise which events they will include in their legacy processes. The key will be to focus limited resources on events that have the greatest potential to drive legacy outcomes. If Danish bureaus have a destination legacy plan the key goals and indicators in that plan can help to drive this evaluation process. However, even without a formal plan the evaluation can be based on key government and local community priorities.

## Step 1: Qualification

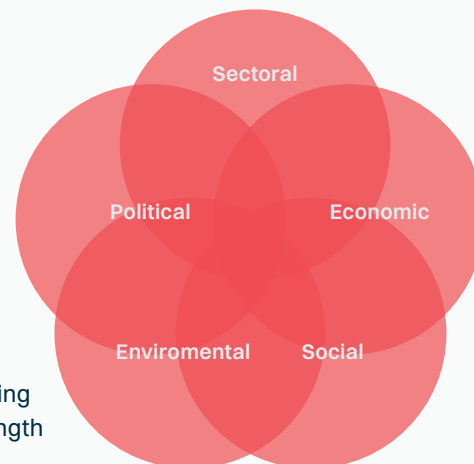
The first step is to decide if a given event fits within community legacy priorities. Ideally, each bureau would develop a destination legacy matrix of key targeted industry sectors, community goals and subject areas. If an event relates to the factors listed in this matrix, it would be qualified as moving forward in the event prioritization process.

## Step 2: Anticipated Impacts

Much like the meeting legacy intervention process, proposed local hosts and the bureau would meet to identify legacy and impact goals that align to the local priorities in the destination legacy matrix. This could be done pre-bid or after the event is secured.

## Step 3: Priority Assessment

Ideally Danish bureaus have a priority scoring system that allows them to assess the strength



of a given meeting's legacy potential. This report has identified several factors that relate to the success of planning processes and that drive greater impacts. Included in the weighted scoring system would be factors like:

- Level of anticipated impacts
- Extent to which the event would help drive achievement of UN SDGs
- The event's proven legacy track record Global network development opportunities
- Recurring events
- Adequate lead time of 18 - 20 months
- Clear commitment and leadership by well-organised and resourced LOC
- Close alignment between goals of the event organiser and the LOC
- Strong strategic partners
- High level of interest by government to engage in the process
- Legacy goals tie to pre-existing and ongoing community initiatives
- Legacy seen as a long-term project, not just focused on the meeting itself
- Strong commitment to ongoing measurement
- Availability of existing impact measurement frameworks (e.g. UN SDG indicators, ongoing government measurement processes and 3rd party sources of open-access data)



Appendix 1:  
**Case Study  
Overview**

# Measurement needs, post-intervention

As a result of the disruptions to the travel industry caused by the global covid pandemic starting in March 2020, and the subsequent impact on the events selected for this study, a number of changes were made to the case studies.

Case congress	CVB	Initial dates	New dates	Notes
European Council on Hotel, Restaurant, and Institutional Education (EuroCHRIE)	Destination Nord	October 3- 5, 2020	September 27 - 30, 2021	Conference postponed by almost 12 months
Rehabilitation International World Congress (RIWC)	Visit Aarhus	September 5 - 8, 2020	September 7 - 9, 2021	Switched to an online event. Significantly reducing legacy potential in destination.
European Federation of Sexology (EFS)	Destination Nord	November 27 - 29, 2020	June 30 - July 3, 2022	Postponed by 19 months. Leader of LOC changed during Covid pandemic postponement. Process had to be restarted in July 2021
European Communication Research & Education Association (ECREA)	Visit Aarhus	September 19 - 22, 2022	N/A	Officially introduced to the study late in November 2020 once Bid was won
WindEurope - Electric City	Wonderful Copenhagen	April 27 - 29, 2021	November 23 - 25, 2021	Postponed by 7 months. Travel restrictions still in place in some key markets e.g US resulting in cancellation of Global Regulators Forum onsite
DIY Summit	Wonderful Copenhagen	June 9 - 11, 2021	N/A	New case study to replace canceled event. Officially introduced to the study late in August 2021
European Society of Pediatric Gastroenterology, Hepatology and Nutrition - prev. World Congress of Pediatric Gastroenterology, Hepatology and Nutrition (ESPGHN)	Wonderful Copenhagen	June 3 - 6, 2020	June 22 - 25, 2022	New case study to replace canceled event. Officially introduced to the study late in November 2021
IFIC International Congress on Integrated Care (ICIC)	Destination Fyn CVB	May 23-25, 2022	N/A	Introduced to study late as a case for new MDK partner VisitFyn
WindEurope Offshore	Wonderful Copenhagen	November 26 - 28, 2019	N/A	Event series discontinued. Legacy goals transferred across to Electric-City
BIN Norden	InspiringDenmark	April 2020	Cancelled.	
NetEdu	InspiringDenmark	April 2020	Cancelled.	
European Society for Human Reproduction and Embryology (ESHRE)	Wonderful Copenhagen	July 5 - 8, 2020	Cancelled.	



Appendix 2:  
**Legacy  
Categorisation  
Overview**

# Case Study Legacy Categorisation

Event	Geo-graphic remit	Initial dates	Legacy level	Legacy type	SDG alignment	Legacy alignment to local priorities	Int.planner engagement levels assessment	Local hoast engagement levels assessment	Academia engagement assessment	Community engagement assessment	Commercial engagement assessment	Political engagement assessment
Offshore wind & electric city	Global	Energy	IV	Environment Economic Political	7, 9, 11, 13, 17	Strong	High	High	Priority Level: <b>High</b> Engagement Assessment: <b>Strong</b>	Priority Level: <b>Low</b> Engagement Assessment: <b>N/A</b>	Priority Level: <b>High</b> Engagement Assessment: <b>Strong</b>	Priority Level: <b>High</b> Engagement Assessment: <b>Strong</b>
DIY	Global	Retail & manufacturing	III / IV	Sectorial Environmental	7, 9, 11, 12, 13, 17	Strong	High	High	Priority Level: <b>Low</b> Engagement Assessment: <b>N/A</b>	Priority Level: <b>Low</b> Engagement Assessment: <b>N/A</b>	Priority Level: <b>High</b> Engagement Assessment: <b>Medium</b>	Priority Level: <b>Low</b> Engagement Assessment: <b>N/A</b>
ECREA	European	Communication/ Research	II	Sectorial	4, 17	Weak	Low	High	Priority Level: <b>High</b> Engagement Assessment: <b>Strong</b>	Priority Level: <b>Medium</b> Engagement Assessment: <b>Weak</b>	Priority Level: <b>Medium</b> Engagement Assessment: <b>Weak</b>	Priority Level: <b>High</b> Engagement Assessment: <b>Weak</b>
RIWC	Global	Healthcare	III	Economic Social Sectorial	3, 4, 10	Strong	Low	Low	Priority Level: <b>High</b> Engagement Assessment: <b>Weak</b>	Priority Level: <b>High</b> Engagement Assessment: <b>Strong</b>	Priority Level: <b>High</b> Engagement Assessment: <b>Weak</b>	Priority Level: <b>Medium</b> Engagement Assessment: <b>Weak</b>
EUROCHRIE	European	Hospitality	II	Economic Environmental Sectorial	4, 8, 12	Weak	Low	Medium	Priority Level: <b>High</b> Engagement Assessment: <b>Strong</b>	Priority Level: <b>Low</b> Engagement Assessment: <b>N/A</b>	Priority Level: <b>High</b> Engagement Assessment: <b>Weak</b>	Priority Level: <b>Low</b> Engagement Assessment: <b>N/A</b>



# Case Study Legacy Categorisation

Event	Geo-graphic remit	Initial dates	Legacy level	Legacy type	SDG alignment	Legacy alignment to local priorities	Int.planner engagement levels assessment	Local hoast engagement levels assessment	Academia engagement assessment	Community engagement assessment	Commercial engagement assessment	Political engagement assessment
EFS	Global	Healthcare	III	Sectorial Social	3, 4, 5, 10	Strong	Low	Medium	Priority Level: <b>High</b> Engagement Assessment: <b>Strong</b>	Priority Level: <b>High</b> Engagement Assessment: <b>Strong</b>	Priority Level: <b>Low</b> Engagement Assessment: <b>NA</b>	Priority Level: <b>-High</b> Engagement Assessment: <b>Strong</b>
ESPGHAN	European	Healthcare	III	Sectorial Social	3, 4, 9	Strong	Low	High	Priority Level: <b>High</b> Engagement Assessment: <b>Strong</b>	Priority Level: <b>High</b> Engagement Assessment: <b>Strong</b>	Priority Level: <b>High</b> Engagement Assessment: <b>Weak</b>	Priority Level: <b>Low</b> Engagement Assessment: <b>N/A</b>
ICIC	Global	Healthcare	III	Sectorial Social	3, 4, 4, 9, 17	Strong	High	Low	Priority Level: <b>High</b> Engagement Assessment: <b>Strong</b>	Priority Level: <b>High</b> Engagement Assessment: <b>Strong</b>	Priority Level: <b>Low</b> Engagement Assessment: <b>NA</b>	Priority Level: <b>Low</b> Engagement Assessment: <b>N/A</b>

