
MeetDenmark

Meeting Legacies

Innovating for
Enhanced Value Creation

Partners



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MeetDenmark's Legacy Vision

Denmark a global leader in enhancing meeting legacies for destinations and associations.

MeetDenmark wants to create a new model of strategic orientation for the meetings industry. In Denmark destinations and associations will define innovative partnership models aimed at creating value for both international participants and local stakeholders.

Leadership in legacy and meeting outreach is a powerful value proposition. Leveraging that leadership position will increase success securing meetings and the benefits they provide. The result will be more extensive international knowledge exchange with strengthened profiling of Denmark and its destinations, business opportunities, business solutions, talent acquisition and strengthened international collaboration and global networks.

MeetDenmark's overall vision:

Denmark is internationally recognized as one of the most innovative countries for business tourism.

Innovation in business tourism requires industry leaders and governments to look beyond the tourism spend generated by meetings to focus on long term meeting legacies.

MeetDenmark wants to innovate

MeetDenmark partners recognise the increasingly challenging competitive environment Denmark faces in hosting international association meetings. Price competition is becoming more intense and Denmark wants a strategic response to address the fact it is generally a higher cost destination. Denmark wants to demonstrate "value" over cost and developing unique value propositions is part of that response.

MeetDenmark wants to lead

Associations are seeking destinations with a greater commitment to helping achieve their goals - destinations that understand their vision and how meetings can enhance their mission. A key method is to forge closer links between association outcomes and community outcomes. MeetDenmark wants to create a world leading offer to associations that forges those links - and to brand Denmark for meetings, to make a point of differentiation and to create a compelling customer benefit.

"Outreach" is the key

MeetDenmark wants to create a closer connection and greater interaction between congress and the Danish host destination. Working with legacy and outreach is a key part of our strategy to create value for Danish communities.

The benefit is shared

When Danish destinations facilitate legacy outcomes for associations, they facilitate association success. When those outcomes relate specifically to positive effects for local citizens, businesses, institutions and authorities, the effects can be transformative for Denmark - dramatically developing Denmark's knowledge and creative economy. A solution that drives effective outreach to external customers (foreign associations) as well as internal customers (Danish governments, businesses and professional communities).

Project Objectives, Approach & Methodology

How can destinations best encourage, plan, organize and finance outreach activities?

MeetDenmark partners each selected one congress held in 2019 to use as case studies.

Engagement with the selected case studies was established through pre-event and post-event surveys and interviews with key stakeholders: the meeting planner, the local host lead and supporting committee members, strategic partners and the destination convention bureau.

The engagement aimed primarily to establish a “legacy intervention” in advance of the meeting commencement date, i.e. to facilitate key stakeholders in adopting a more strategic approach to how they were planning and conducting existing outreach and to potentially identify new activities which would enhance the long term impact of the meeting.

The depth of engagement varied across all 4 case studies and was significantly influenced by the time between the legacy intervention efforts and the start date of the event. Whilst we may not have achieved the depth of engagement for all events that we had initially hoped to secure, each touch point provided a range of insights to deepen understandings of how best to plan, organize, finance and implement a legacy program.

Key Project Objectives

1. New model for Danish Outreach Programming
2. Strategies for enhancing future outreach programming and promotion in Danish destinations
3. Outreach Framework consisting of a development, implementation, promotion, organization and financial model for outreach programs
4. Guidelines for applying tailored approaches to the Danish Outreach Model based on different types of congresses with different characteristics.

IOT Week Aarhus

June 17 – 21, 2019
VisitAarhus



Offshore 2019

November 26 – 28, 2019
Wonderful Copenhagen



RE:Sound

August 20 – 23, 2019
VisitAalborg

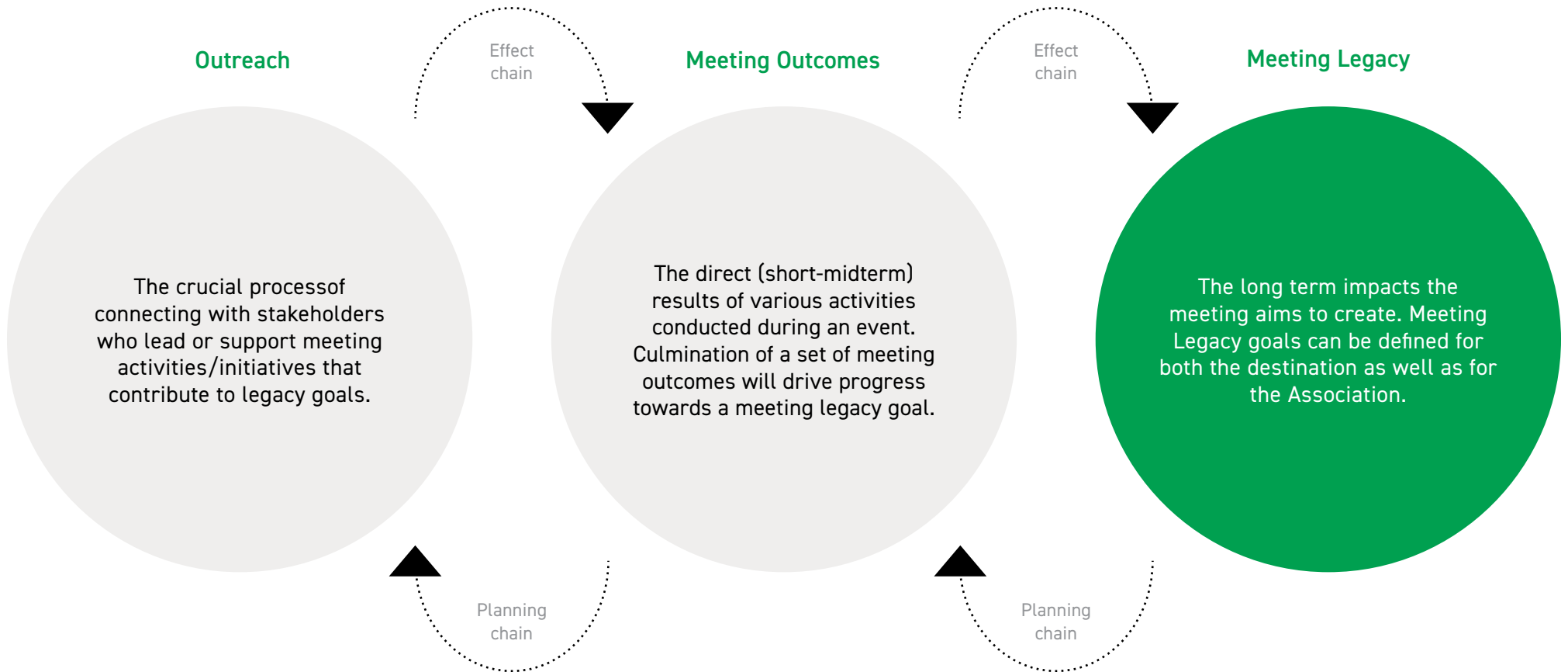


100% Climate Neutrality

October 4 – 5, 2019
Inspiring Denmark



Report Terminology



The Meeting Legacy Strategic Pathway



The pathway is a strategic approach to planning, implementing and evaluating meeting legacy and the activities driving these legacies. The pathway should be followed for each relevant congress to embed a focus on legacy across the entire life cycle of the event (and beyond).

Danish Legacy Mobilization



Refers to actions taken by Danish destinations to stimulate development of a meeting legacy. The entire process is referred to as Legacy Outreach.

The Legacy Ecosystem



The network or interconnections that create an environment conducive to legacy taking hold.

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Introduction

MeetDenmark has a vision to be recognized as one of the most innovative business tourism destinations in the world and our mission is for business tourism to be actively used as a lever for the development of Danish businesses and society. This study seeks to inform the optimal approach to planning, implementing and validating meeting legacies and thereby creating a framework that will help broaden the contribution to society from the meeting industry.

The study builds on the 1st MeetDenmark Meeting Outreach and Legacy Study via an in-depth legacy discovery and exploration of 4 meetings held in MeetDenmark's 4 partner destinations in 2019: VisitAarhus, Wonderful Copenhagen, VisitAalborg and Inspiring Denmark.

The 4 events selected as case studies were: IoT Forum's IoT Week 2019 held in Aarhus and organized by IT Forum as the local host; MediaArt-sHistory Society (MAH) RE:Sound event in Aalborg hosted by Aalborg University and its Research Laboratory for Art & Technology (RELATE); 100% Climate Neutrality 2019 in Sønderborg hosted by the University of Southern Denmark; and, WindEurope's Offshore 2019 event in Copenhagen with WindDenmark as the local host.

Insights from the challenges and learnings of the case studies have helped inform a significant evolution in legacy thinking since the initial study. Structured across four key programme pillars and supported by the implementation of a strategic meeting legacy plan, these insights have also contributed to the development of a robust model to further develop the legacy capabilities of MeetDenmark and our partners. Denmark will pursue the legacy objectives through a sophisticated outreach implementation process, supported by an outreach toolkit, to guide MeetDenmark partners and stakeholders through legacy planning, implementation and validation.

At the highest level, this study provides an in-depth and comprehensive knowledge of meeting legacy and can help to define what it is, why it is important and how it can be achieved.

This study seeks to inform the optimal approach to planning, implementing and validating meeting legacies and thereby creating a framework that will help broaden the contribution to society from the meeting industry.

MeetDenmark’s Legacy Model

A 4 pillar model establishing Denmark’s Legacy approach.

With this model MeetDenmark will seek to create a unique and world-leading approach to building stronger meeting legacies for the benefit of both destinations and associations



MeetDenmark’s Legacy Model

1 Create a common global language for legacy

Pillar 1 addresses a significant bottleneck identified with regards to strategic legacy planning across the spectrum of stakeholders – the lack of clarity as to what “legacy” entails, how legacy could add value to stakeholders and finally, and how to efficiently and effectively pursue legacy to realize and optimize its value.

The first pillar centers on 3 building blocks that MeetDenmark wants to take a leadership role in establishing:

- a. A common global legacy nomenclature to support the development of a coherent and unified legacy narrative.
- b. A legacy value proposition “elevator pitch” tailored for legacy

stakeholders to enhance and accelerate engagement efforts. Prominent articulation of meetings as vital contributors to economic and societal development will play a pivotal role in enhancing awareness across the global meetings industry, business community, governmental institutions and the public regarding the true value of meetings.

- c. A clear process to deliver successful meeting legacies. Demonstrating the legacy planning & effect chain will enhance understanding and alignment across stakeholders as to how to plan for legacy and to illustrate the connection between a meeting, its short term outcomes and its long term legacies.

2 Build a Legacy Ecosystem

Pillar 2 is the creation of a legacy ecosystem to enable and mobilize capacity development, support and resourcing amongst all key legacy stakeholders in Denmark.

This ecosystem comprises MeetDenmark, National Associations, Public Sector entities and the private sector. Each part of the ecosystem brings their own unique attributes and strengths to support legacy development.

3 Activate Outreach

Pillar 3 defines the crucial processes to activate outreach for legacy. All meeting legacy planning and implementation efforts should be guided by the Meeting Legacy Strategic Pathway. This Pathway ensures the destination and the meeting planner initiate their event planning process with a long-term legacy goal in mind, in contrast to the traditional approach which focuses on meeting outcomes.

Via the Strategic Pathway the meeting is designed specifically to deliver on outcomes that are most conducive to long term legacy goals. Implementation of this Pathway is through a continually evolving outreach process which diffuses legacy efforts across a wide range of stakeholders to ensure broad support, whilst also streamlining decision making to ensure continued alignment to the legacy goals. Finally, this process prescribes legacy monitoring and validation as a crucial step to all legacy efforts.

4 Strengthen the Danish Legacy Brand

Pillar 4 is focused on strengthening Denmark’s global legacy brand through the promotion of legacy successes and sharing of knowledge to help develop a global legacy movement.

The Strategic Pathway

MeetDenmark will continue to use and develop the Meeting Legacy Strategic Pathway to strengthen the legacy planning process and drive achievement of greater meeting legacy goals. When meeting planners and local hosts align on goals and discover opportunities to work together it is to mutual benefit.

The Pathway seeks to build stronger meeting legacies through structured planning and evaluation processes.

Danish bureaus can use the Pathway to build support for bids in their local communities, and to develop value adding propositions to strengthen and differentiate their bid proposals.

For conventions already secured, Danish host committees can engage in a process with the association to identify opportunities to collaborate on pursuing meeting legacy goals.

The Meeting Legacy Strategic Pathway



MeetDenmark's Meeting Legacy Strategic Plan

Supporting meeting legacies and community outreach are seen as critical to MeetDenmark's mission. However, resource constraints and competing demands mean prioritization at a strategic and operational level will be key to MeetDenmark legacy success. To operationalize MeetDenmark's vision the focus will be on developing a meeting legacy strategic plan which aligns with Denmark's national development priorities. This strategic planning process would cement innovative thinking around legacy and help prioritize efforts where meeting legacies are most conducive.

The Strategic Plan informs the Danish Legacy Model. It serves as the guiding hand to help focus, coordinate and streamline efforts across MeetDenmark partners.

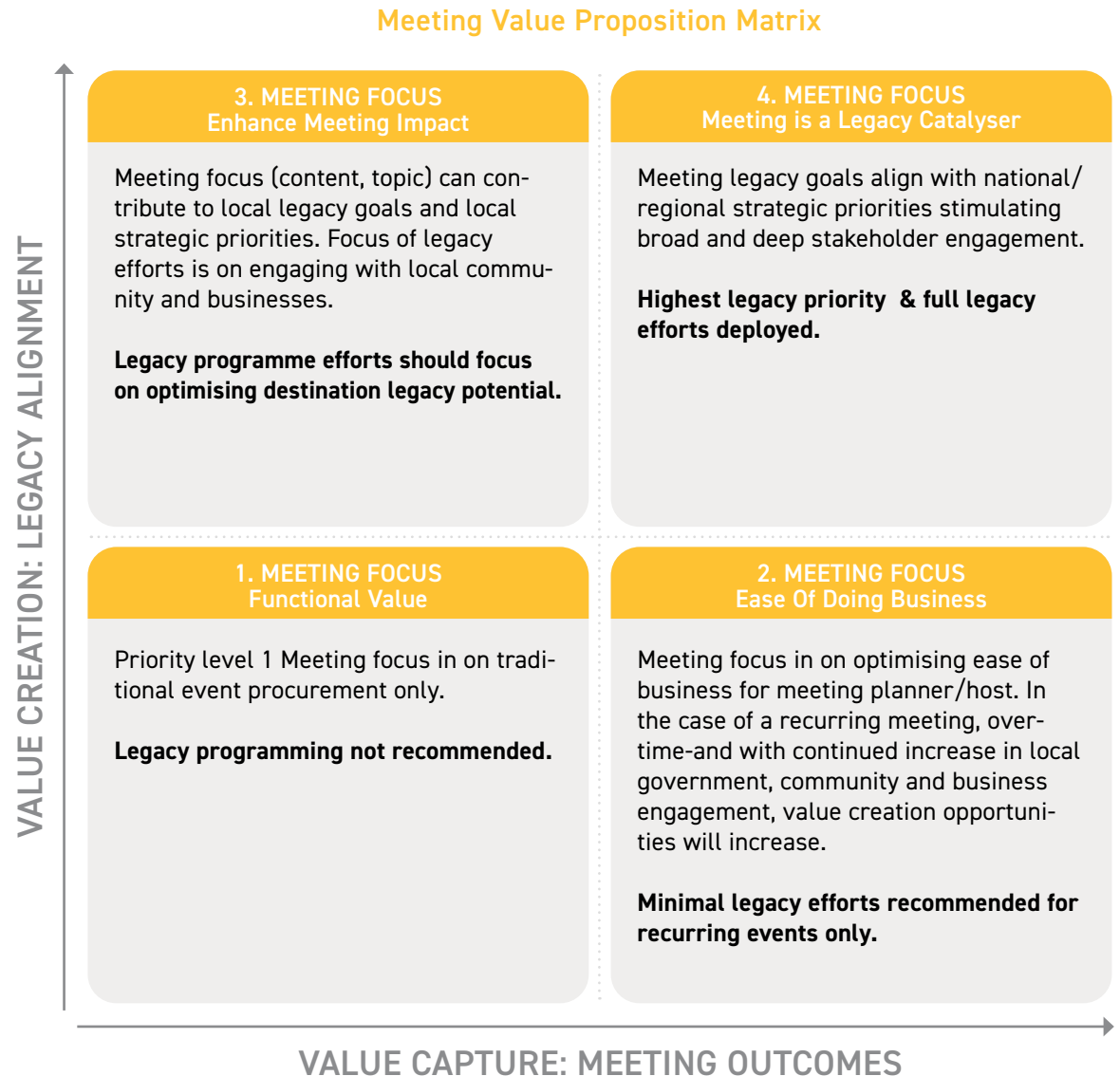
MeetDenmark's Meeting Legacy Strategic Plan's 5 objectives are:

MeetDenmark's Meeting Legacy Strategic Plan



MeetDenmark's Meeting Value Proposition Matrix

MeetDenmark wants to enhance the ability to bring meetings to Denmark by demonstrating value-add as part of the bidding process. The Value Proposition Matrix will help MeetDenmark destinations in providing their customers with insights into opportunities that exist for them to capture additional value and/or create new value for their meetings (not only through legacy programming). The Meeting Value Proposition Matrix can therefore be a crucial tool to successfully deliver on the vision and mission of MeetDenmark and as such it complement the meeting legacy strategic plan proposal.



Key Observations and Recommendations

Use pathway to strengthen efforts

Adopting a strategic legacy planning pathway, and the associated outreach, stimulates efforts by destinations and meeting planners to enhance the value of an event through legacy initiatives.

Start early

Introducing legacy as part of the event bidding process (or early in the event planning process) can ensure a strategic focus is embedded in the event planning. Legacy intervention efforts initiated 6-12 months before an event are likely to encounter significant resistance from meeting planners and local hosts. Local stakeholders seeking to leverage an event to further community outreach should initiate discussions with meeting hosts at a minimum between 1 and 2 years prior to the event.

Use exploratory workshops to establish legacy goals

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 to 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.

Add value through national collaboration

There were opportunities where a collaborative approach between destinations could have added value to the event, improved outcomes for the host community and also provided opportunities for the other Danish destinations.

Establish a common understanding

Establishing a common understanding of the meeting legacy vision (versus the meeting outcome goals) accelerates the shift towards a more strategic legacy planning and evaluation approach for all stakeholders. Meeting legacy goals and appropriate measurements should ideally be articulated by the meeting host and/or the meeting planner in the first instance (prior to broader stakeholder engagement). 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.

Stimulate relationship building through process design

Meeting legacy design stimulates relationship building across stakeholders, deepens stakeholder engagement in meetings and can generate new resourcing opportunities- e.g. new sponsors and event partners.

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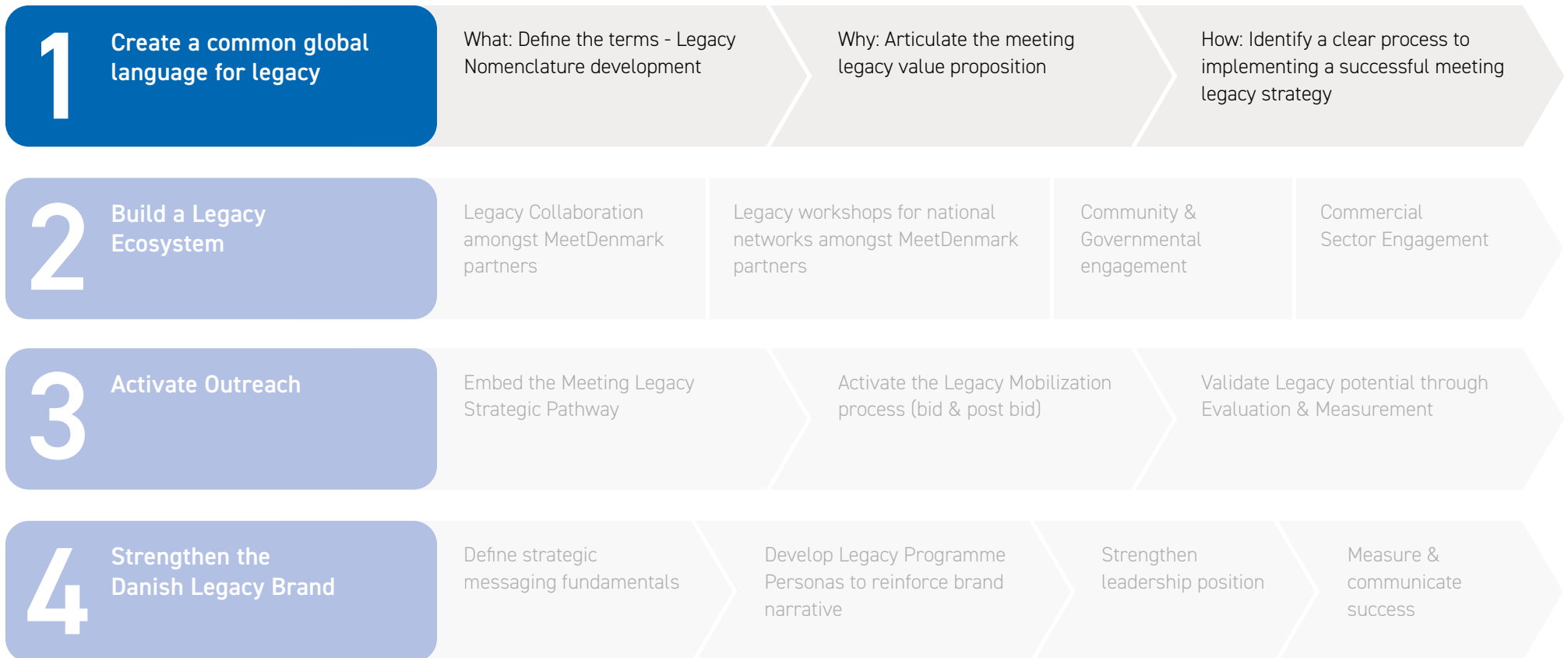
MeetDenmark's Legacy Model

A 4-pillar model establishing Denmark's approach to building strong meeting legacies.

Success for Denmark's Legacy efforts will require four core elements be developed. As each component develops, legacy capabilities will be enhanced.



Pillar 1: Create a Common Global Language for Legacy



Introduction

Pillar 1 functions to develop a global language for meeting legacy, articulation of a clear framework for implementing meeting legacies and a shared understanding of its value.

A primary challenge in pursuing a successful legacy programme is there globally is limited understanding of what meeting legacy actually entails, why it is important and how meeting legacies can be accomplished.

MeetDenmark wants to help fill this gap in understanding by contributing to the creation of a global language, which in turn will drive a global meeting legacy culture. This will be achieved through:

Adoption of a legacy nomenclature throughout all of MeetDenmark's destinations and used consistently in all external and internal communications. As part of developing a language, MeetDenmark will develop a repository of potential meeting legacy goals. Such an overview will provide potential meeting legacy stakeholders with **specific examples of what meeting legacy goals** could be sought and further strengthen alignment across local stakeholders and meeting planners.

Adopting a meeting legacy framework enhances the potential for international meetings to be conduits of value creation as well as value capture. **Articulating the potential value creation** established through meeting legacies helps lower resistance and encourage engagement in legacy programmes by international meeting planners and local stakeholders.

Articulating a set of clear definitions will also create a **pathway for meeting planners and stakeholders to better understand the process required to ensure a strategic meeting legacy approach** is adopted. Over time this articulation of a clear legacy planning & evaluation process will play a significant role in the development of a global meeting legacy culture as more destinations and meeting planners seek to develop capacity in delivering meetings with beyond-tourism impacts.

To develop a leadership position, each component of the Pillar should be **applied locally** (within Danish destinations) and **show-cased nationally and internationally**. By adopting a consistent use of meeting legacy nomenclature and demonstrating the difference between meeting legacies and meeting outcomes through case studies, articles and meeting reports, MeetDenmark will differentiate from other destinations.

Nomenclature Development

Legacy has different meanings for different stakeholders, languages and cultures, causing confusion regarding what legacy encompasses.

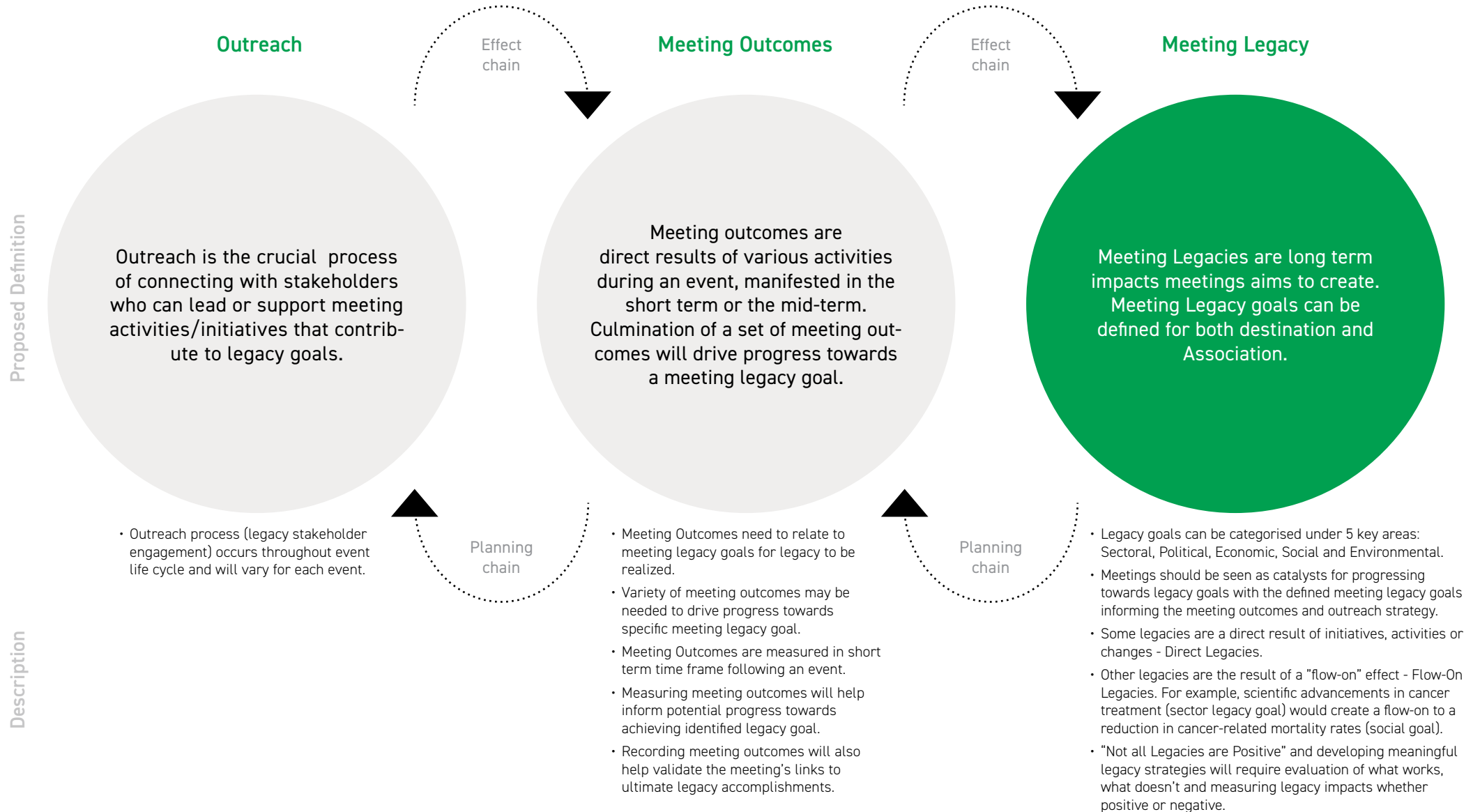
- Observations collated throughout this study demonstrate confusion as to how meeting legacies differentiate from meeting outcomes and activities. Establishing a global language for Meeting Legacies could help create a surge in the advancement of the role international meetings can play in societal development. A common understanding of what we mean by meeting legacies, outcomes and activities will lower barriers to collaboration. As more stakeholders can communicate with each other, it allows stakeholders from across sectors to come together and create ideas to advance legacy goals and meeting outcomes.
- For the adoption of a common language to develop, MeetDenmark will embed this language across all communications, internally and externally, and use this language consistently moving forward. As the literature from Denmark's Legacy Case Studies accumulates, the nomenclature of legacy will be strengthened.



This word cloud captures the varying understandings the study targets had of "legacy". It reflects the challenge in aligning stakeholders around a common purpose.





Establish Definitions & Scope

Establishment of a legacy nomenclature for the global meetings industry and to serve as a tool for alignment within the Danish Legacy Ecosystem.



Identify Legacy Goals

Each legacy area has a range of legacy goals distinct from a meeting outcome. Defining specific meeting legacy goals will help ensure stakeholders focus on the long term vision they are aiming to achieve and to which the meeting can contribute. This Meeting Legacy Goal chart can integrate into MeetDenmark's toolkit to guide meeting planners and stakeholders in defining their meeting legacy goal(s).

Economic 	Political 	Social & Environmental 	Sectorial 
<ul style="list-style-type: none"> Business Growth Exports / Trade Industry Development Foreign Direct Investments (FDI) Talent Attraction 	<ul style="list-style-type: none"> Impacts of policy reform Voter turnout (Civic Engagement) Improved Government services outcomes Political accountability Reduced corruption 	<ul style="list-style-type: none"> Impacts of public awareness, acceptance and engagement Improved health outcomes Food & Water Security Carbon Neutrality / Green Energy Transition Enhanced sustainability in Cities Reduced mortality Lower unemployment Justice Improved cultural and heritage preservation Enhanced education outcomes Social inclusion/ accessibility Protection of human rights Improved public welfare Improved living standards Enhanced protection of ecosystems Improved infrastructure Improved quality of life 	<ul style="list-style-type: none"> Measured effects of global knowledge transfer HR Capacity Development Quantity & Skill set HR Capacity Development Inclusivity & Accessibility e.g. women professionals, minorities, developing country professionals etc Resilience: mitigation, adaptation, innovation Cluster development Technological innovation Global leadership Applied Best Practice.& Management Resource mobilization Scientific advancement

Articulate the Value Proposition

By articulating the value proposition of legacy programmes, MeetDenmark can overcome resistance and enhance engagement in legacy programmes. Doing so will help MeetDenmark destinations move beyond engaging their local stakeholders on short term or one-off meeting activities, and pursue opportunities to drive impact by engaging for the long term on challenges of mutual concern.

International meeting planners can enhance value capture and value creation opportunities through legacy initiatives and outreach. (MeetDenmark Outreach and Legacy Report, 2019).

Participants in this study displayed minimal understandings of how this concept of value creation and value capture translates into demonstrable benefits for destinations and/or for meeting planners, which can result in resistance by stakeholders to lead or engage in legacy programmes. Conversely, once the potential value was articulated and a clear process presented through which the stakeholders could realize a successful legacy plan, resistance was lowered, engagement increased and creative thinking enhanced.

For full stakeholder potential and legacy resource mobilization to be achieved, it will be necessary to create a compelling value proposition to appeal to the strategic objectives of the varying legacy stakeholders targeted to participate in a given meeting's legacy programme: meeting planners, local hosts, corporations, and communities or governmental entities.

A legacy elevator pitch tailored to the differing stakeholder communities would be a good starting point and would help create a coherent narrative for MeetDenmark destinations to use when engaging with stakeholders.

For example:

- When targeting governmental institutions, foundations or philanthropic investors, the focus of the legacy value proposition should connect to national/regional socio-economic priorities or challenges;
- For commercial stakeholders, successful engagement will require value proposition statements that connect the meeting legacy aim with organization's strategic wants and needs. Most significantly, such value statements articulate how engaging in a meeting's legacy programme can in turn create value for the business.

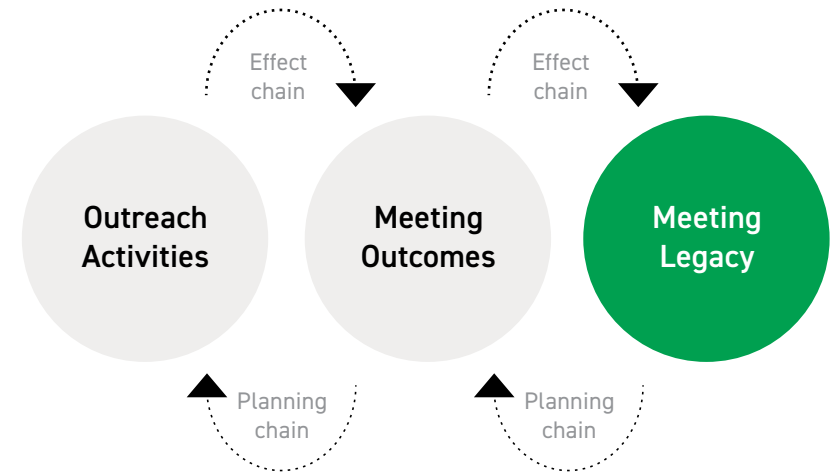
By clearly articulating the value of meetings as agents of change, and aligning the organizational priorities with the meeting content, there exists a significant opportunity to broaden stakeholder engagement in a more collaborative, inclusive, and strategic manner. Engagement with local stakeholders could in turn evolve from a limited, time-bound exercise with a limited set of stakeholders to an ongoing collaboration and involvement of a wide variety of stakeholders across - and beyond - the meeting life cycle.

A Clear Process Requires Alignment of Legacy Goals

Clearly differentiating meeting outcomes from meeting legacies is a crucial step for determining appropriate measurement indicators that could be established to monitor progress towards achieving the meeting legacy goal.

Observations of stakeholders has demonstrated that even in instances where meeting planners and/or local hosts and stakeholders are intending to focus on creating a meeting legacy, such ambitions stall when there is no consensus or alignment as to what their meeting legacy goal is. The lack of alignment stifles legacy planning attempts by keeping the focus of both planning and measurement on short term meeting outcomes.

Legacy Outreach Process



Post Meeting Measurements

- Local audience attendance
- International audience
- Media attention
- Policy support
- Improved practices
- Business opportunities
- New Investment
- Enhanced Professionalism
- Improved Standards

Meeting Outcomes (Legacy Drivers)

- Local product/service showcase →
- Policy reform →
- Knowledge exchange →
- Improved medical treatment →
- Community awareness →
- Improved standards →
- Business partnerships →
- Cluster development →
- Global visibility →

At end of meeting

Meeting Legacies

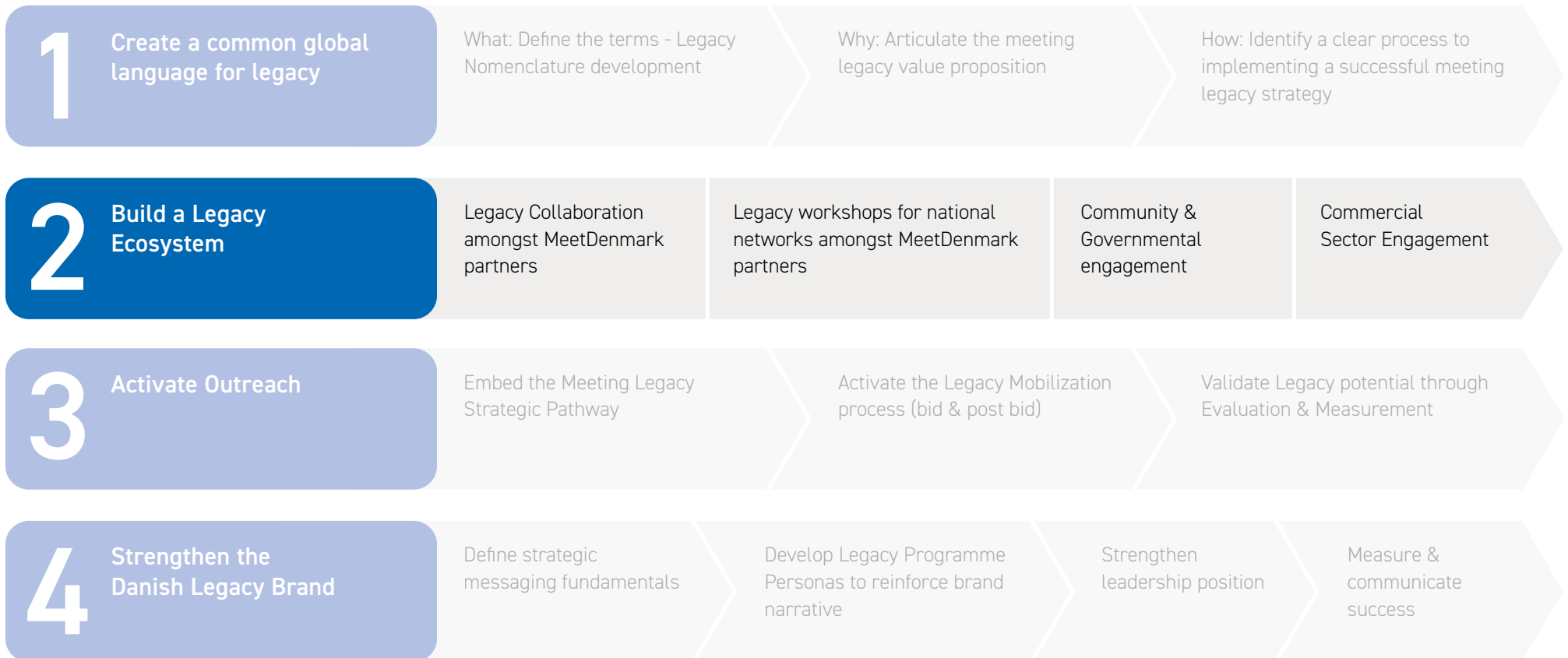
- Exports/Trade
- Policy impacts
- Applied knowledge outcomes
- Health outcomes
- Quality of life
- Quality and scale of benefits
- Industry scope or scale
- Economic/social outcomes
- Investment or talent attraction

Over time

Follow Up Measurements

- Policy Outcomes
- Brand Strength
- Public health gains
- Social gains
- Export values
- Cluster growth
- FDI – foreign direct investments
- Patents issued
- Positive change in indices

Pillar 2: Build a Legacy Ecosystem



Introduction

To obtain equity in the Danish legacy brand, the development of a national legacy ecosystem is key.

Pillar 2 is the creation of a legacy ecosystem in Denmark to enable and mobilize capacity development, support and resourcing amongst all key legacy stakeholder groups in Denmark. Each part of the ecosystem brings their own unique attributes and strengths to support legacy development within Denmark and when combined become the backbone support system of Denmark's legacy efforts. The legacy ecosystem will seek alignment with the wider, national or regional agenda for social and economic development, and aims to foster a culture of legacy by focusing on building partnerships, knowledge and resources to boost the competitive strength of Denmark.

There are four mutually reinforcing components of Denmark's Legacy Ecosystem:

1. Legacy Collaboration Across Danish Destinations:

Denmark's Legacy Strategy circumvents the traditional focus on destination competition. Instead, MeetDenmark works collaboratively to leverage existing strengths across all destinations to maximize meetings' legacy potential. Through MeetDenmark, legacy mobilization efforts are seen as a national effort not local. Host destinations benefit when other destinations add value to a meeting, and other destinations benefit when they have an opportunity to derive value from a meeting, even if not the host.



2. MeetDenmark proactively elevating legacy at the national association level:

Establishing an Association development programme with legacy the core focus. Denmark's Association programme is going to prioritise capacity development via a range of initiatives:

- a. In-house workshops and trainings – Target audience: senior staff and executives of national networks and associations. Objective: Develop knowledge and understanding of legacy thinking; Advance potential future meeting bids;
- b) Legacy Lectures – invite expert speakers to lecture on meeting legacy case studies and best practice. Target Audience: National Associations and (potential) future local hosts; Objective: Provide inspiration, share know-how; build national momentum; brand MDK as driver of national legacy programme.
- c) Legacy Summits – host series of 1 day summits to bring together the legacy ecosystem. Target Audience: Associations, Ministers, Corporates, Academia & Research Leads etc. Objective: Share knowledge, accelerate uptake, identify opportunities for collaboration & innovative partnerships.

3. MeetDenmark Community & Governmental Stakeholder Outreach:

Active engagement with Danish community and local, regional and national government is reinforced through alignment with national priorities and interests.

4. MeetDenmark Commercial Sector Partnerships:

Danish legacies are accelerated through collaboration with diverse partners in the commercial sector who provide financial and in-kind support to meetings- during, at or post event.

Legacy Financing Opportunities

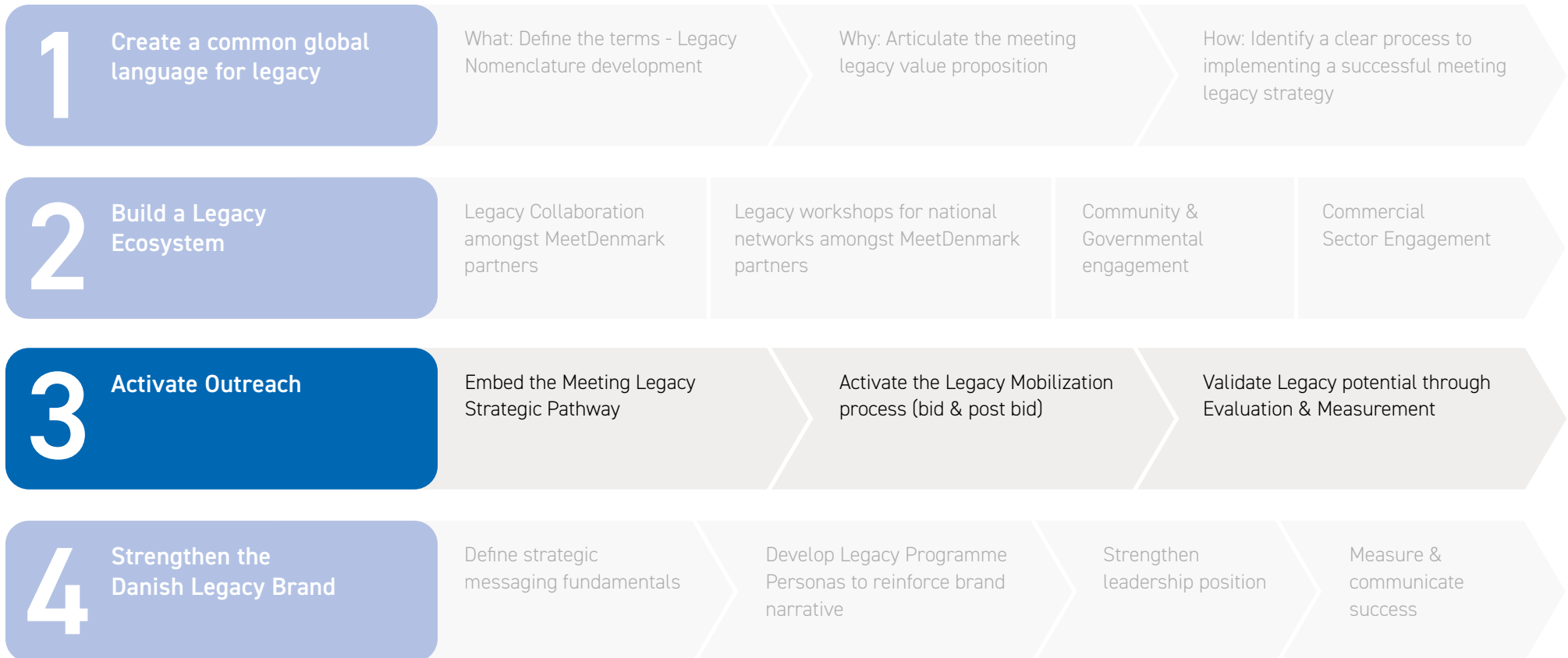
Denmark's legacy ecosystem fosters the mobilization of resources and financing to support legacy programmes and ensure the long-term success of Denmark's meeting legacy ambitions.

A common legacy vision creates the potential to unleash a productive dynamic for the efficient leveraging of corporate, subvention and philanthropic funding for legacy activities. In this way, financing for legacy becomes problem-focused and solutions-oriented, innovating the way to tackle societal challenges and placing the final beneficiaries at the center of the solutions. In addition, financing is tailored to the anticipated commercial, economic or social gains to various beneficiaries, ensuring legacy stakeholders are highly engaged for the long term, striving for lasting impact.

From this, the measurement of success, and ultimately value, is aligned to the meeting legacy goals and not just on immediate financial gains.

ECOSYSTEM ENTITIES	SOURCES	CHARACTERISTICS
Ministries, foundations, International Organizations	Subvention, grants	Usually restricted, project-based, time-bound, short- to-medium-term funding
Participation fees, fees for services, community engagement	Earned income	Unrestricted, short term funding
Commercial sector- corporates	Sponsorship	Time-bound, short-to-medium term, potential to renew/prolong
Philanthropic investors	Impact Investment	High level legacy focus, long term commitment, focus. Focus on Social not financial returns

Pillar 3: Activate Danish Outreach



Introduction

Legacy is becoming increasingly important and yet adoption of a strategic approach to meeting legacies remains challenging and rare. MeetDenmark's focus on implementation of a comprehensive meeting legacy model, strategy and intervention methodology will help create tangible impacts and differentiate the Danish destinations.

Pillar 3 defines the crucial processes to activate outreach for legacy. All meeting legacy planning and implementation efforts should be guided by the Meeting Legacy Strategic Pathway. This Pathway ensures the destination and the meeting planner initiate their event planning process with a long-term legacy goal in mind. Through the Strategic Pathway, the meeting is designed to enhance meeting outcomes most conducive to contributing to long term legacy goals.

Implementation of this Pathway is through a continually evolving outreach process which diffuses legacy efforts across a wide range of stakeholders to ensure broad support, whilst also streamlining decision making to ensure continued alignment to the legacy visions articulated. As much as possible, much of the important work in establishing effective legacy programmes and structures needs to happen at the bid stage of an event. However, experience from the current case studies demonstrates legacy tends to fall off the radar and be overridden by operational imperatives during the intensive phase of event preparation. This is where MeetDenmark and the Danish destinations can play an important supporting and guiding role in activating legacy by creating and maintaining local legacy management structures, both during the bid stage and post bid stage. Lastly, this Pathway and corresponding outreach process prescribes legacy monitoring and validation as a final crucial step to offer compelling proof of impact.

Denmark's unique approach to legacy can be summed up in the following 3 key elements:



Meeting Legacy Strategic Pathway

The optimal journey to ensuring the creation of meeting legacies.



Legacy Mobilization

Legacy goals are realized through a process of horizontal engagement across event stakeholders and Danish destinations. In the creation of a legacy ecosystem, Denmark has a unique ability to leverage Danish outreach with national, regional and local networks of industry, governmental, research and community stakeholders – providing financial and in-kind support to a meeting for the purposes of legacy.



Legacy Validation

Validation of meeting impacts helps to legitimize claims that the meeting had a significant effect on the ultimate legacy outcomes.

The Strategic Pathway

MeetDenmark will continue to work on developing and implementing the legacy pathway to strengthen the legacy planning process and drive achievement of greater meeting legacy goals.

The Pathway seeks to build stronger meeting legacies through structured planning and evaluation processes.

Danish bureaus can use the Pathway to build support for bids in their local communities, and to develop value adding propositions to strengthen and differentiate their bid proposals.

For conventions already secured, Danish host committees can engage in a process with the association to identify opportunities to collaborate on pursuing meeting legacy goals.

The Meeting Legacy Strategic Pathway



Initiate Legacy Mobilization 1/3

Guided by the Strategic Pathway, legacy mobilisation will likely evolve in different forms and to different degrees depending on the meeting legacy phase. However, as a point of departure, legacy mobilisation efforts can be split into 2 key phases:

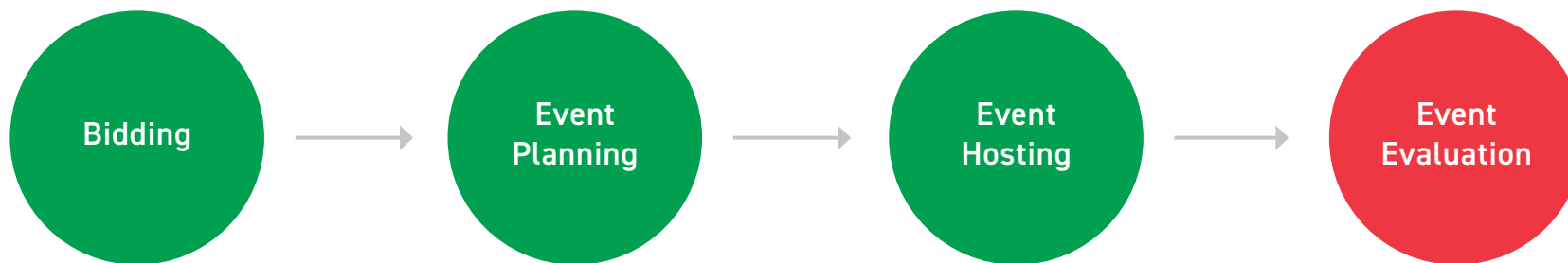
Bid stage:

Here the CVB is focused on securing the meeting by demonstrating added value. It should seek to activate local networks and stakeholders to support the meeting and present an aligned vision on legacy goals that align to, or complement the vision of, the international meeting planner.

Event Planning, Event Hosting & Event Evaluation stages:

After a successful bid, the CVB can support the local host in accelerating and maximising legacy success by building on the legacy vision established in bid stage. For example, use a bid-win celebration to galvanise support for legacy ambitions and identify legacy champions for the local stakeholder community.

The key is to keep the organization as simple as possible. The following slides provide a breakdown of possible steps that can be followed in the legacy mobilization process.



Initiate Legacy Mobilization 2/3

Destination Driven Outreach Process and the Meeting Legacy Strategic Pathway

The Meeting Legacy Strategic Pathway: Bid Stage



Initiate Legacy Mobilization 3/3

Destination Driven Outreach Process and the Meeting Legacy Strategic Pathway

The Meeting Legacy Strategic Pathway: Pre-Event, Hosting and Post-Event Stage



Legacy Validation – through a measurement framework

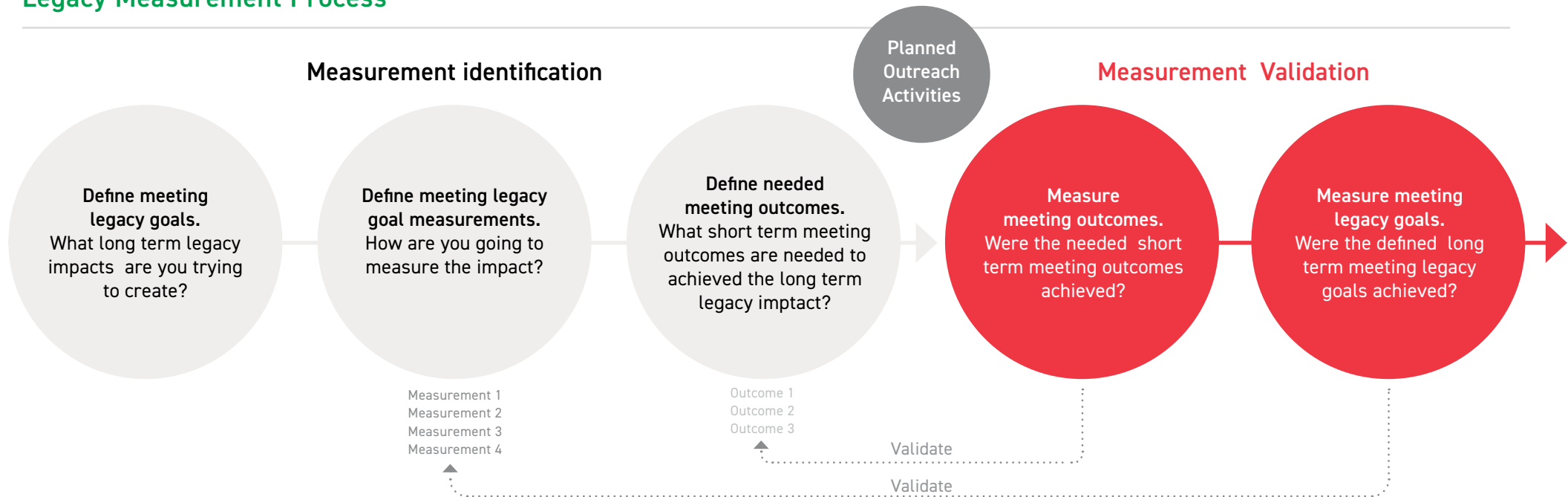
A key differentiator for Denmark's Legacy Programme will be a focus on the process of evaluation and measurement to help demonstrate ROI for both local stakeholders and international meeting planners.

While the broader value of business events is increasingly recognized within the meetings industry, there is currently only minimal practice of ongoing measurement of the longer-term impact of events. This lack of measurement has been confirmed in the initial insights gathered via our qualitative and quantitative data collection and presents a significant hurdle to adopting a comprehensive event legacy evaluation strategy. However, validating a meeting's contribution to the desired legacy goals is crucial to determine whether and where corrections in the strategic pathway need to be implemented.

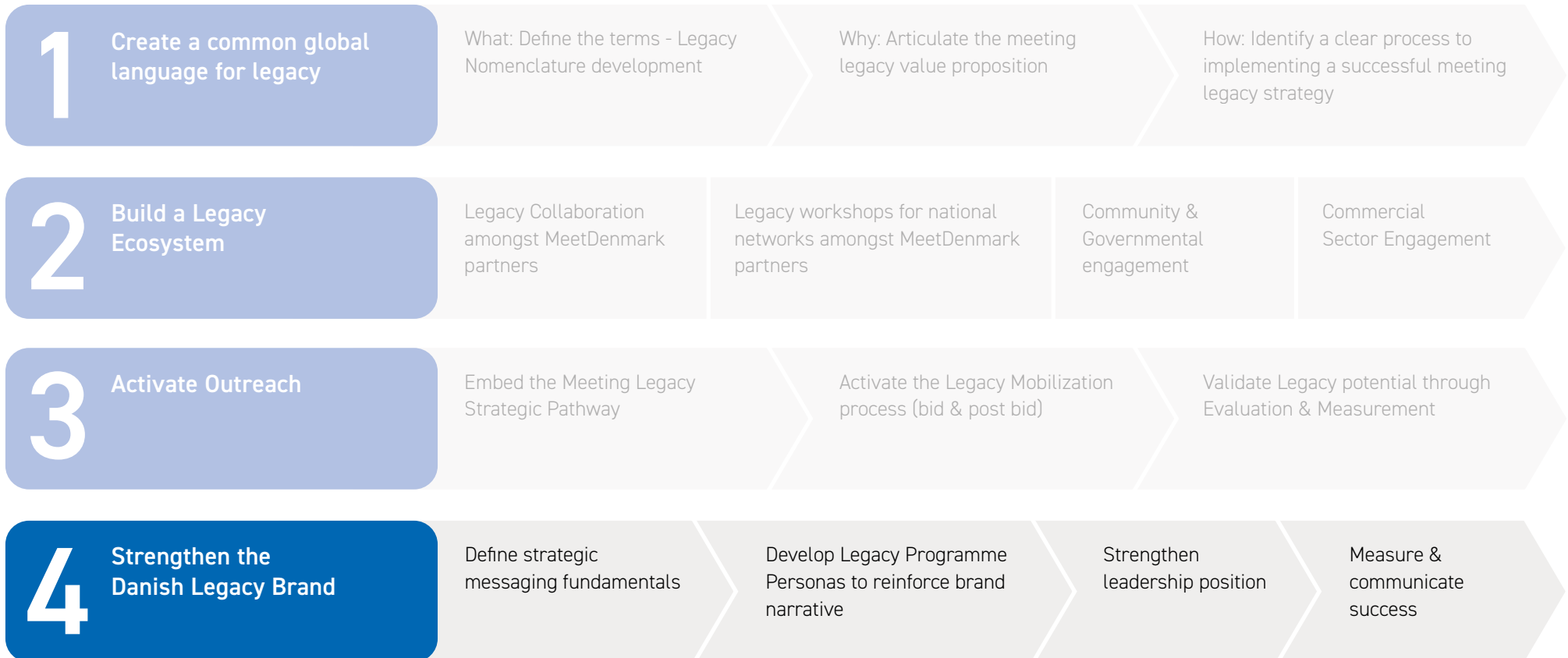
Progressing towards a meeting legacy goal is a long-term process dependent on the cumulative success of a series of activities and meeting outcomes. The measurement of success should be based on a set of legacy performance indicators (determined by the event stakeholders) which will validate the meeting's contributions to the desired meeting legacy goals. Identifying the measurement indicators needs to be done as part of the early event planning process to ensure an appropriate data collection strategy and plan can be implemented.

While legacies can result in ad hoc or organic ways, achieving greater legacies requires vision, planning, coordinated action, monitoring and reporting.

Legacy Measurement Process



Pillar 4: Strengthen the Danish Legacy Brand



Strengthening Brand Narrative

To achieve Brand Equity, MeetDenmark will work to develop a strong and consistent legacy narrative. The fourth pillar of Denmark's Legacy Model will be the continuous development of Denmark's Legacy Brand.

MeetDenmark's Legacy Programme Brand Strategy is going to build off the existing Brand Wheel developed as part of the 1st study in 2018 in which the brand essence of Denmark's Legacy programme was identified. Achieving brand equity will require MeetDenmark develop its brand in 4 key steps:

I. Identify MDK Legacy Programme strategic messaging fundamentals	II. Developing MDK Legacy Programme Persona	III. Strengthening MDKs Positioning	IV. Measuring Success
<p>Work with a creative/branding agency to distil the vision, mission and core elements of the Danish Legacy Approach to form the backbone of strategic messaging going forward.</p>	<p>MeetDenmark's vision can be reinforced through the establishment of specific personas to help build a communication strategy to appeal to the wide range of stakeholders with a vested interest in engaging with MeetDenmark's Legacy Programme. Using MeetDenmark's vision as the starting point, a variety of personas can be identified as forming the core of MeetDenmark's Legacy Brand. Possible personas could include MeetDenmark as the Connector, the Innovator, the Educator and the Thought Leader. Each persona with its unique set of characteristics would allow nuance to evolve in the MeetDenmark communication strategy, e.g. MeetDenmark- the Connector- would be characterized through the novel partnerships enabled through MeetDenmark's Legacy Programme to appeal to the business and scientific community in both the Destinations and International Associations. MeetDenmark- the Thought Leader- would be characterized through the publication of thought leadership articles. MeetDenmark- the Educator- would be characterized through the Legacy Ecosystem development work with local networks (such as national associations). MeetDenmark- the Innovator- would be characterized through the disruption of the competitive environment through a novel approach to legacy.</p>	<p>Identify the opportunities to reinforce and strengthen messaging through the capture and regular reporting of meeting legacy success stories. This includes adopting a proactive approach to celebrating meeting legacies in Denmark with the event stakeholders and wider community. An additional revenue generating initiative could be the compilation of MeetDenmark's Legacy Programme Best Practice Case Studies into a publication.</p>	<p>MeetDenmark will closely track progress towards achieving Brand Equity through the establishment of a specific set of legacy programme KPIs including social media and press articles (media profile) and perceptions of Danish efforts among association meeting planners.</p>

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MeetDenmark’s Meeting Legacy Strategic Plan

To ensure focus, coordination and streamlining of legacy efforts across MeetDenmark destinations, MeetDenmark will look to establish a Strategic Plan for MeetDenmark as a whole (to align/complement individual destination Strategic Plans). Primary objective of the Strategic Plan is to ensure legacies are stimulated through alignment with Denmark’s national strategic objectives and the vision of a given international meeting.

The 5 objectives of MeetDenmark’s Meeting Legacy Strategic Plan are to:



Each objective of the strategic plan is elaborated on the following slides.

Strategic Plan

Objective 1: Target Legacy Meetings

The Legacy Value Proposition Matrix (see page 42-44) guides the decision-making process to select events MeetDenmark destinations should target to channel into the meeting legacy strategic pathway.

Strategic Plan Objective 1: TARGET events for legacy

The central premise of the model is to strategically select which international meetings that are going to be pursued as a Danish Legacy Meeting. The strategic decision-making process can be guided by the priority development areas identified by Denmark’s national government. In this way, MeetDenmark destinations will be able to prioritize and focus their legacy programme on events which meet a specific set of criteria rendering them most likely to be successful in their pursuit of a specific set of legacy goals.

To ensure the legacy programme fits into a wider national or regional agenda for social and economic development, guiding questions to consider at the outset are:

- What are our areas of strength (nationally/locally)?
- Which sectors do we want to develop leadership?
- Which sectors are key to the social and economic development strategy?

From here MeetDenmark will work to develop a Danish Meeting Legacy Strategic Plan which identifies the international meetings to proactively target to bring to Denmark.

The Value Proposition model, initially presented as part of the previous MeetDenmark Legacy Study, remains a key reference point in MeetDenmark Meeting Legacy Strategic Plan. Converted into The Meeting Legacy Value Proposition Matrix it can provide a reference point for MeetDenmark to assess a meeting’s legacy potential.

The Matrix groups meetings into 4 categories:

1. **Functional Value** – where the meeting planner is focused on volume business and the CVB focuses its bid on its traditional range of services.
2. **Ease of Doing Business** – where the meeting planner is focused on the value add of engaging with local destination and CVB can leverage its networks to raise additional sponsorship, local expertise engagement and local media profiling of the meeting.
3. **Meeting Impact** – where the local host organization has a clear vision for local / regional legacy goals and the CVB can leverage its local, regional and national networks to encourage development of a meeting legacy.
4. **Meeting Legacy Inspirational Value** – where both the meeting planner and the local host have a clear legacy vision/s – and legacy goals which align. Here the CVB will deploy its full range of legacy programme services to support and encourage the fulfillment of these legacy ambitions

The goal of categorizing is two-fold:

1. Sharpen the focus and the competitive edge of Danish bids
2. Concentrate focus of MeetDenmark’s destination’s legacy resources on meetings in which value creation and value capture can be optimized because of clear alignment in legacy ambitions between the association and the destination.

Strategic Plan Objectives 2-5

International Meetings aligning with Denmark’s strategic objectives will be funneled into Denmark’s Strategic Meeting Legacy Pathway to ensure a legacy approach is embedded across all event components - so a meeting’s legacy potential can continue well beyond the traditional event lifecycle.

Strategic Plan Objective 2: Embed legacy throughout the meeting lifecycle

- Exploration - Legacy is discussed with key event stakeholders in the destinations as early as the Dialogue Stage, and is fully embedded in the Bidding Process.
- Legacy vision and objectives are an integral element of the event management, coordination and decision-making process.
- Legacy as part of event management - The alignment between the Legacy Strategic Approach and event management process aims to ensure legacy aspects will form a more tangible part of the support services provided.
- Process monitoring - Legacy planning and delivery are regularly monitored in a transparent way and corrective measures are proposed.
- Legacy governance in the host destination is operational early in the lifecycle, and is made resilient to operational pressures (consider review of KPIs)
- Funding of legacy is ensured through early definition of the roles and responsibilities of local authorities as regards the long-term financing of the overall legacy programme.

Strategic Plan Objective 3: Partner for outreach

- The CVB can leverage its connections with existing local and national networks to strengthen outreach process pursued by the Local Host and/or the other event stakeholders..
- Pursuing a legacy strategy will also create an opportunity for the local host organization to build other (new) partnerships with expert organizations on specific themes.

Strategic Plan Objective 4: Document, analyze and proactively communicate the legacy of the meetings

- Report on the legacy goals of upcoming meetings as a means through which to secure broader stakeholder engagement.
- Capturing the legacy impacts through a process of evaluation and measurement will help demonstrate ROI for both the local stakeholders as well as the international meeting planner.
- Development of Danish Legacy Online Portal & variety of options for overviews/consolidated information, such as quick-reference guides, short case studies, storytelling resources, facts and figures and dashboards.
- This will be the basis for MDK destinations to proactively communicate to a wide audience the benefits of hosting international meetings. A dedicated plan on legacy communication would follow the adoption of this Legacy Strategic Approach.

Strategic Plan Objective 5: Encourage meeting legacy validation, reporting, & celebration

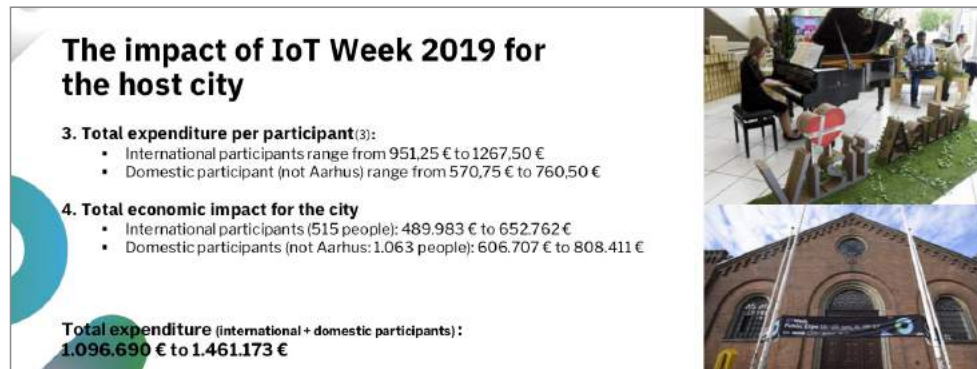
- The CVB to proactively engage with Local Host and event stakeholders regarding the legacy validation process, reporting mechanisms and celebration opportunities for their meeting legacy in the destination.
- Event reporting & celebration moves beyond reporting on meeting outcomes to include focus on legacy which is likely to generate more media interest (ref. following slide)
- These plans will in turn create opportunities for media profiling both for the CVB as well as for the event stakeholders.

Strategic Plan Objective 5: Event Legacy Reporting (additional note)

MeetDenmark will seek to corroborate its meeting legacy success stories by capturing and reporting on meeting legacy achievements, encouraging clients to move beyond traditional focus on only reporting on meeting activities and meeting outcomes.

The current focus of reporting and evaluation of most industry events, even those who pursued a legacy goal, tends to be on meeting activities and not on how meeting outcomes are driving meeting legacies. This focus on meeting activities appeals to the traditional motivations for participation in an event, professional development and profile enhancement. In clearly differentiating between a meeting outcome and meeting legacies, MeetDenmark will seek to encourage their clients to leverage their meeting’s success to further strengthen their legacy ambitions, thereby reinforcing potential for continued engagement by local and international stakeholders beyond the natural life cycle of a meeting.

Adjusting the event reporting and profiling to include more reflection on meeting outcomes and meeting legacies will also align with recent shifts observed in the Association sector, where the key motivations for event participation increasingly include consideration of broader event outcomes beyond professional development.



Focus on Meeting Impacts as reported in this Event Report was on the tourism impacts of IoT Week and not on the impacts of the meeting on their legacy goals

Focus of traditional reporting to attendees is on meeting activities or exhibition highlights and not on the outcomes of those activities



From Value Capture to Value Creation: Meeting Value Proposition Matrix

As part of the first MeetDenmark Study, the significant new role and powerful value proposition for Danish Bureaus was premised on their ability to demonstrate competitive advantage through the creation of a new Outcomes & Legacy Programming approach. This was to move away from their traditional focus on creating value in the event procurement segment.

As part of this process, it was proposed Associations be assessed on their need to maximize the event procurement component (or not) and their need to focus on outreach and/or on individual value for the participants.

Further to this model, MeetDenmark will try to provide customers with a vision of how to shift around the quadrants - in effect enhancing opportunities to capture additional value and/or create new value for their meetings. The Value Proposition Matrix will help MeetDenmark destinations in providing their customers with insights into opportunities that exist for them to capture additional value and/or create new value for their meetings (not only through legacy programming). The Meeting Value Proposition Matrix is going to be a crucial tool for MeetDenmark to successfully deliver on the vision and mission and as such complements the Meeting Legacy Strategic Plan proposal.

Categories 3 & 4 are going to be the priority categories from which Denmark will consider funneling a meeting into the Meeting Legacy Strategic Pathway.

Category 3: potential exists for the destination to pursue a legacy agenda due to the meeting's alignment with national socio-economic strategic priorities or sector/niche strength areas but where the client association is focused only on pursuing the functional value or ease of doing business in the destination. This is likely to be the most prevalent situation arising given current industry norms.

Category 4: the optimal situation with alignment in the legacy programmes (as opposed to diverging ones) between the association and the destination.

Meeting Value Proposition Matrix

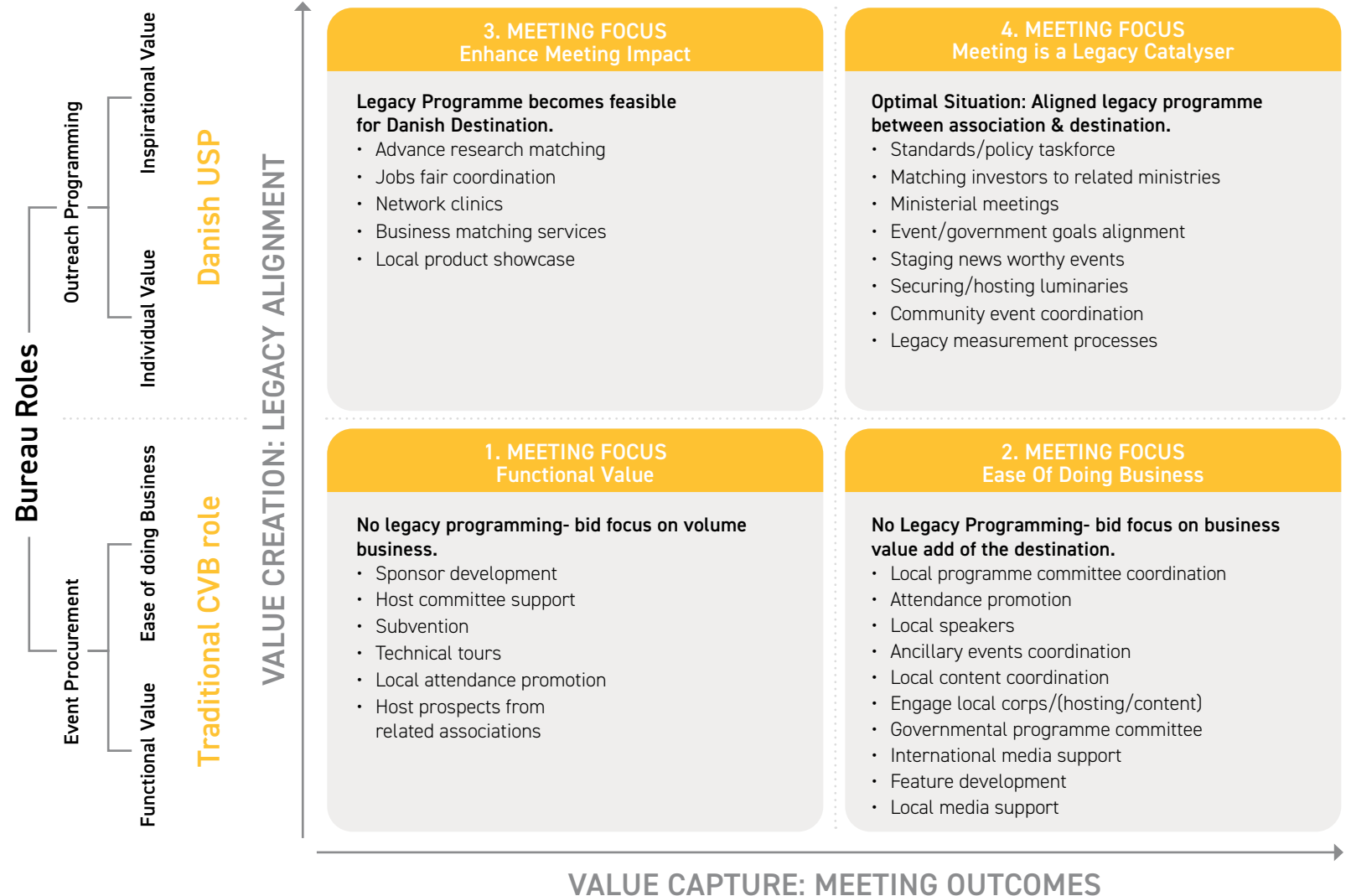


Meeting Value Proposition Matrix elaborated

Referring to the Value Proposition Matrix, Danish Destination's can categorize their meeting legacy focus and efforts.

	EVENT TYPE CLASSIFICATION	EVENT CHARACTERISTICS CHECK LIST:	CVB LEGACY SUPPORT	CVB BID PROPOSAL - DIFFERENTIATED LEVEL OF EFFORT- (examples)
LEGACY PRIORITY LOW TO HIGH	1 FUNCTIONAL VALUE	<ul style="list-style-type: none"> No clear legacy vision articulated by the International Association No clear legacy vision articulated by the local host association No alignment with national or regional socio/economic development priorities Minimal resources available in the local organizing committee Global rotation with no recurrence of event foreseen Minimal potential for engagement with local businesses or ministries 	-	<ul style="list-style-type: none"> Sponsor development Host committee support Subvention Technical tours <ul style="list-style-type: none"> Local attendance promotion Host prospects from related associations
	2 EASE OF DOING BUSINESS	<ul style="list-style-type: none"> No clear legacy vision articulated by the International Association No clear legacy vision articulated by the local host association Local community interest in content Local commercial interest in product focus Existing network of expertise available in destination Potential interest from local government to engage 	-	<ul style="list-style-type: none"> Local programme committee coordination Attendance promotion Local speakers Ancillary events coordination Local content coordination <ul style="list-style-type: none"> Engage local corps/ (hosting/content) Governmental programme committee International media support Feature development Local media support
	3 ENHANCE MEETING IMPACT	<ul style="list-style-type: none"> Strong local stakeholder potential – e.g. national association, university, research institute, businesses, local expertise network but international meeting planner is not engaged in strategic pursuit of legacy. Strong host committee Returning Event Potential 	<ul style="list-style-type: none"> Association Legacy Development Programme 	<ul style="list-style-type: none"> Advance research matching Jobs fair coordination Network clinics Business matching services Local product showcase
	4 MEETING IS A LEGACY CATALYSER	<p>Significant opportunity for value creation to be achieved (in Denmark as well as for the International Association) through legacy programme.</p> <p>Channel Meeting into the Strategic Meeting Legacy Pathway</p> <ul style="list-style-type: none"> The Content focus of the international meeting aligns with national/ regional socio/economic development priorities Local National Association and/or the international association has a clear legacy vision Close alignment between international association and national association in Denmark Strong local stakeholder potential – e.g. center of excellence, research institute situated in one of MDK destinations (not necessarily in the event destination) Strong host committee organization Recurring event 	<ul style="list-style-type: none"> Legacy Development & Monitoring Manager focused on: Proactively researching potential meetings to target Aligning local & national stakeholders- commercial, governmental, community pre bid ad post bid win Optimize legacy potential through MDK coordination Mid Term Post event engagement of stakeholders to track legacy progress Meeting Legacy Reports Association Legacy Development Programme 	<ul style="list-style-type: none"> Standards/policy taskforce Matching investors to related ministries Ministerial meetings Event/government goals alignment Staging news worthy events Securing/hosting luminaries <ul style="list-style-type: none"> Community event coordination Channel subvention funds to legacy activities Annual City/Regional or National theme Philanthropic sponsors/ partnerships Commercial sponsors/ partnerships Legacy measurement processes

Meeting Value Proposition Matrix: Bureau roles



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Value Proposition Enhancement: IoT Week 2019

Opportunities for MeetDenmark to demonstrate additional competitive-edge were tested on the case studies. The key question informing this test was: to what degree did or could the Danish Legacy Model (CVB intervention) enhance value creation and/or value capture for each of the case study meetings? Results for each of the four case studies are presented in this Appendix.

Point A: Meeting Legacy Assessment

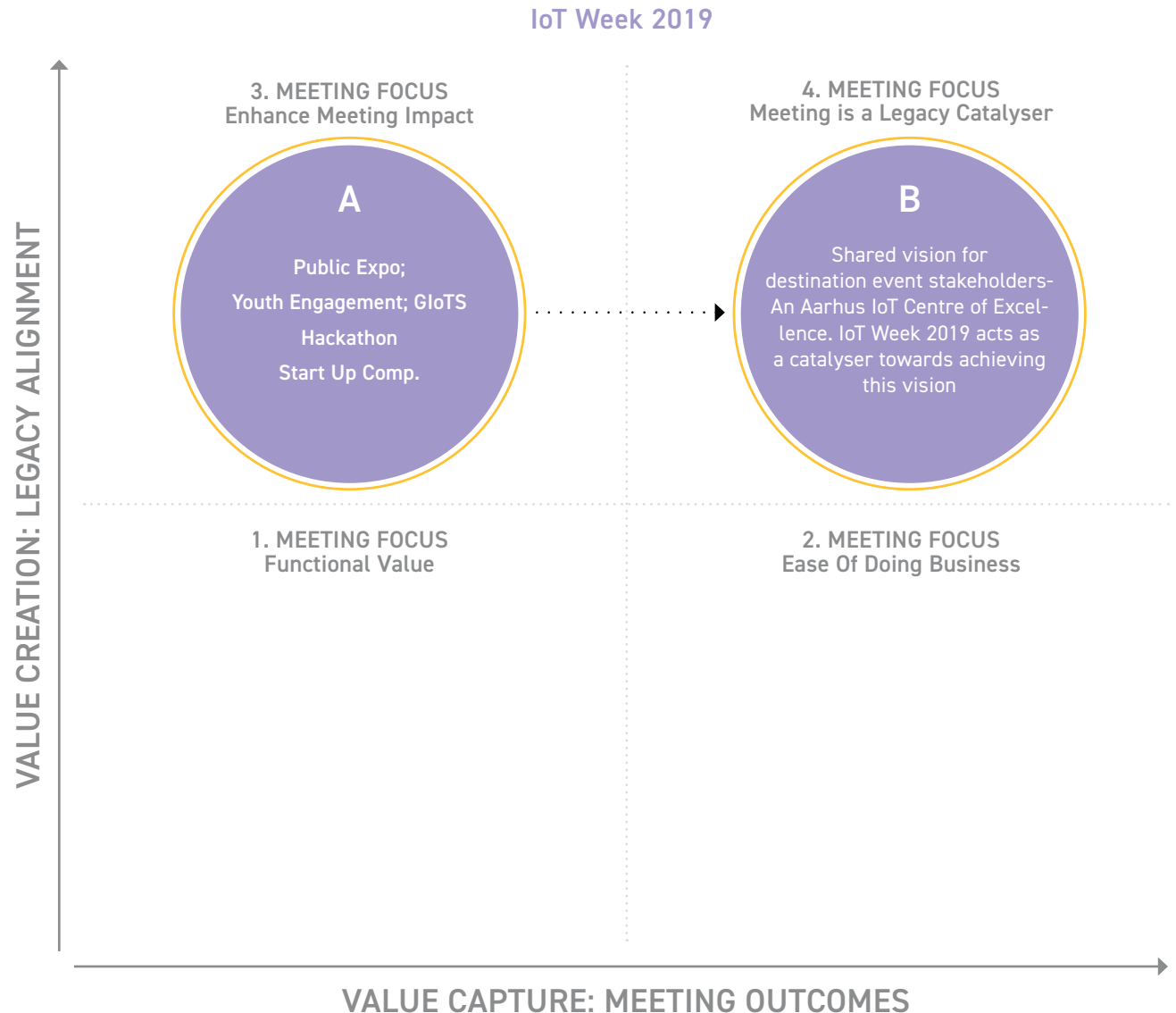
Pre legacy intervention:

- Local host with strategic objectives to significantly grow IoT week.
- International Meeting Planner- 2017 SDGs declaration created a new Legacy Vision for the association but they are not yet proactive in connecting this to their annual meeting.
- Local host seeks to elevate IoT Week by broadening stakeholder engagement to include business community and political decision makers into the target audience.
- Local Host elevates meeting through establishment of several Legacy initiatives aimed at the meeting delegates.
- Local host establishes broad engagement with IoT stakeholder community in Denmark

Point B: Meeting Legacy Assessment

Post legacy intervention:

Alignment between destination stakeholders with a shared vision for the creation of an IoT Centre of Excellence in Aarhus. IoT Week 2019 acts as a catalyzer towards the ongoing pursuit of this vision beyond IoT week 2019. This alignment of vision consolidates the potential for Legacy in Aarhus and creates value beyond IoT Week 2019.



Value Proposition Enhancement: RE:Sound

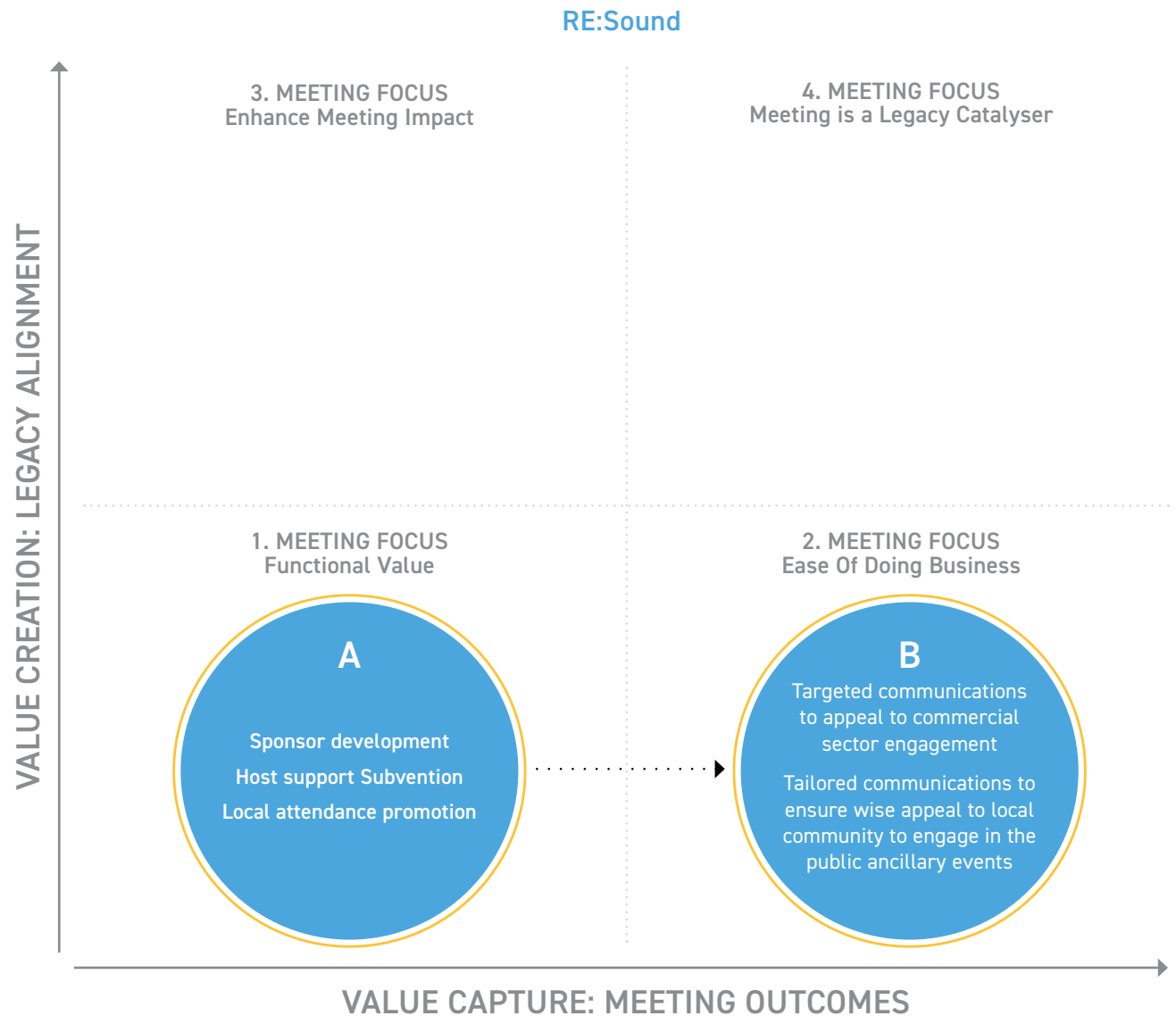
Point A: Meeting Assessment:

- Limited/no legacy intervention.
Focus on: Attendance promotion
- Engage local corps/(hosting/content)
- Feature development
- Local media support
- Promotion of ancillary events

Point B: Meeting Legacy Assessment

Post Intervention (potential suggested):

- Reframing focus of event by proposing tighter alignment to meeting planner's core mission statement.
- Early stakeholder engagement with local host to encourage focus beyond functional value could help identify the niche business sector community locally or regionally who could benefit from engaging in event
- More advanced focus could have rendered better meeting activities and outcomes



Value Proposition Enhancement: 100% Climate Neutrality

Point A: Meeting Legacy Assessment

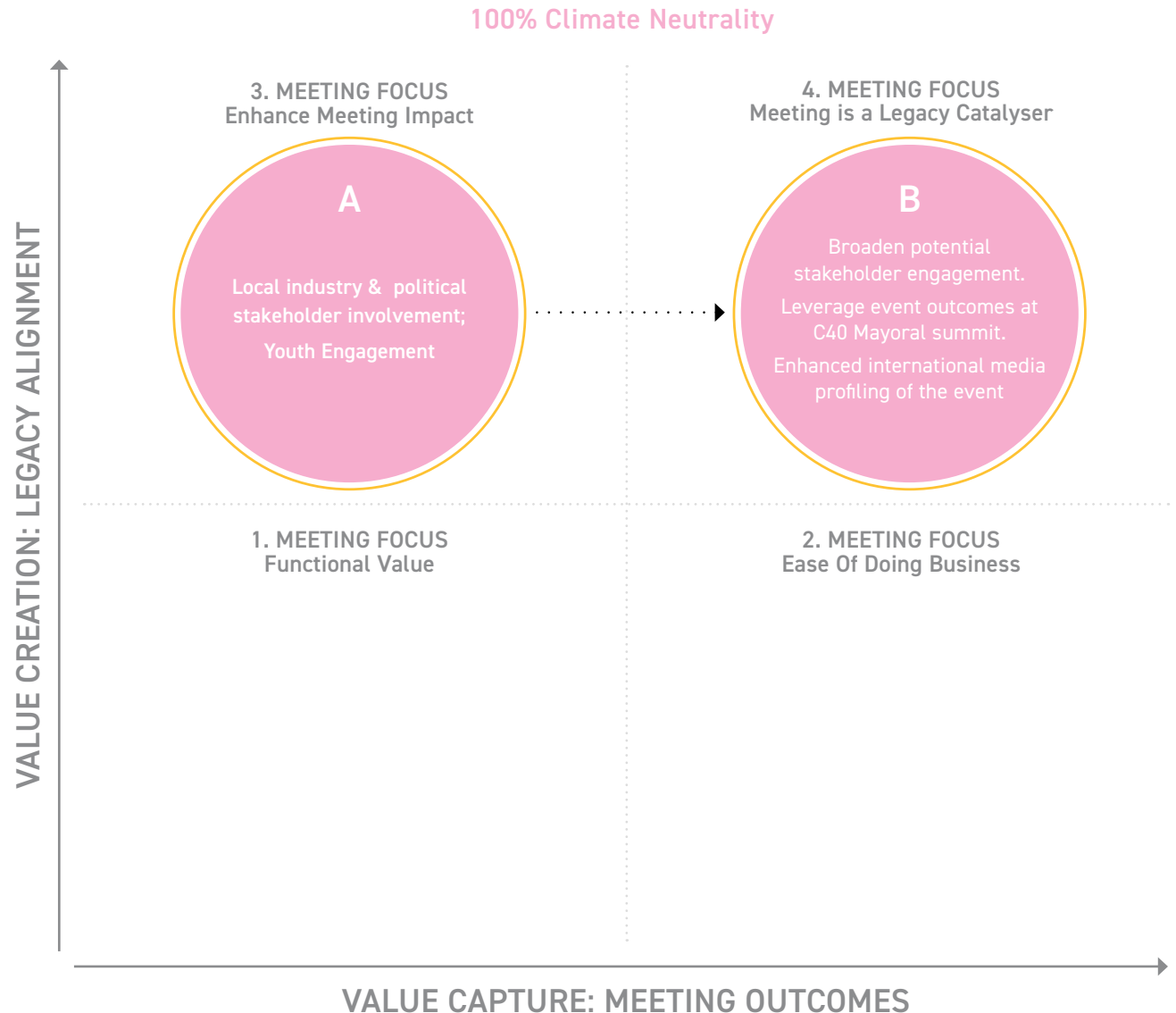
Pre legacy intervention:

- Strong meeting vision established with strong transnational event partnerships between the rotating events in Sonderborg and Flensburg
- Limited available public information on meeting outcomes and legacy validation
- Youth engagement introduced as an element of the meeting programme

Point B: Meeting Legacy Assessment

Post Legacy Intervention (potential suggested):

- Broadening of legacy stakeholder ecosystem
- Alignment with National Green Energy Agenda (from local/ regional focus to national mobilization of efforts)
- Proactive and highly profiled reporting on meeting outcomes and legacy validation (c40 connection)
- Youth engagement is fully integrated and mainstreamed into entire event planning process.



Value Proposition Enhancement: Offshore 2019

Point A: Meeting Legacy Assessment

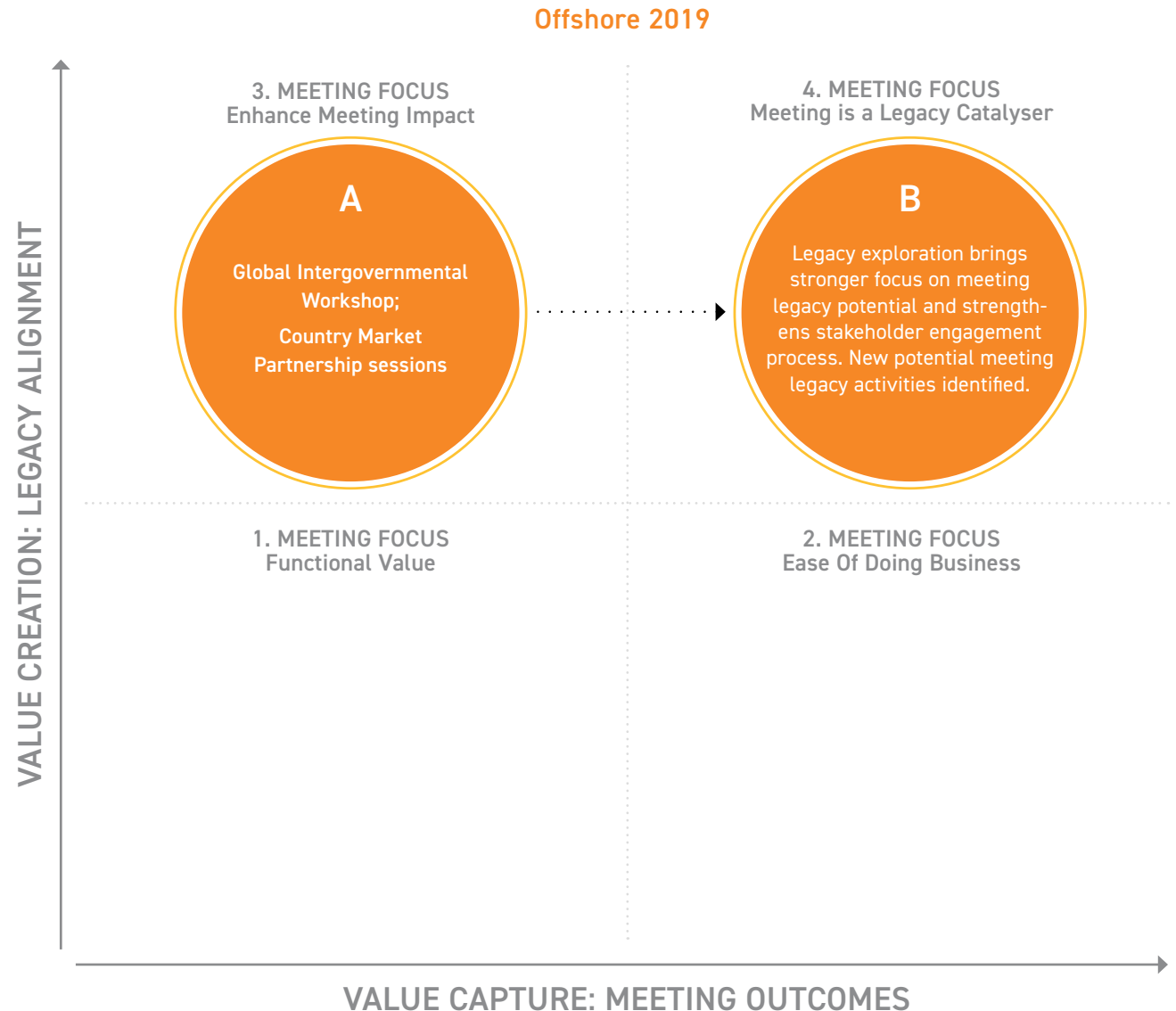
Pre legacy intervention:

- Strong alignment between local host and meeting planner to ensure strong international attendance levels, large exhibition, and diverse programme of activities
- Focus on meeting outcomes- specifically on foreign market exports

Point B: Meeting Legacy Assessment

Post Legacy Intervention:

- Conversion of focus from meeting outcomes to meeting legacy – brings closer alignment between local host and meeting planner
- New ideas for meeting activities to enhance outcomes and legacy goals- (DTU student sponsorship > talent attraction) and community engagement/awareness activities
- Validation of meeting legacies now considered crucial towards long term event trajectory



Partners

