

A network of interconnected nodes and lines in shades of blue and teal, with a large, stylized # symbol overlaid on the right side.

**Delivering social
impact through
your business
events**

Best practices for the
event industry

**#MEET
4IMPACT**

Delivering social impact through your business events

Best practices for the event industry

This research was carried out as part of a project led by #Meet4Impact, whose aim is to create collective knowledge on the social impact of business events and on the strategies undertaken to create and maximize these impacts.

#Meet4Impact is a non-profit organization based in Montreal, and whose mission is to develop knowledge on social impact, as well as to provide support to organizations and associations in the creation, measurement and communication of social impact through their business events.

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Fernandez-Aubin Lyla

Graduate student at UQAM,

Intern-researcher for #Meet4Impact

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Scenarios

The event industry has been in constant evolution since the 1980s (Piriou et al., 2017). Integrated into metropolitan logic in various forms (cultural, sporting events, conferences, etc.), this industry represents nowadays a real development resource for the territories (Guala, 2009; Piriou et al., 2017; Christofle and Massiera, 2009). As a matter of fact, events, and more particularly large events, have been recognized for their positive effects, more specifically on the image and visibility of host destinations (Piquerey, 2017; Pirou, 2017 et al.). They were also discussed in relation to the economic benefits, resulting among other things from tourism expenditures, and the urban regeneration that some of them generate (Davis and Thornley, 2010; Piriou et al., 2017; Christofle and Massiera, 2009).

Events require structures that not only allow them to take place, but also to be accessible and to receive participants (hotels, etc.). Hosting an event therefore presupposes the development, or even restructuring, of the spaces in which they take place (Gravari Barbas and Veschambres, 2005; Gravari Barbas and Jacquot, 2007). In this sense, each event contributes in some way to the urban regeneration of the cities in which they take place. The Olympic Games are the perfect example, and certainly the most discussed in terms of urban regeneration, since the hosting of these games is often accompanied by the creation of major infrastructures (roads, accommodation, etc.) (Liao and Pitts, 2006; Gold and Gold, 2009). Events thus appear both as a development strategy and as a demarcation strategy for destinations, which in a context of intra and international competition are engaged in a race for distinction in order to attract human and financial capital.

Nowadays, the importance of a city is measured in relation to its capacity to stand out on the international scene, not only because of its influence, but also because of *"the diversity and the level of its functions, economic, financial, cultural, touristic, its attractiveness and openness [...]"* (Free translation from Christofle and Massiera, 2009). MICE tourism, through the organization of international events bringing together high-level professionals and intellectuals, and relying on the higher urban functions of the destination (research, business, etc.), acts *"both as an agent and a result in the processes of internationalization and metropolization"* (Free translation from Christofle and Massiera, 2009). The MICE tourism therefore makes it, not only possible to strengthen these different functions, but also to publicize them on the international scene. In this context, business events are becoming a key element within the strategies implemented by many metropolises in order to position themselves favorably on the world stage and thus make it possible to attract investors and ensure development (Christofle and al. Massiera, 2009). But business events are also recognized for the tourism benefits they generate, particularly in relation to delegate expenses but also as an image enhancement agent. These events therefore have a significant economic and communicational impact and become strategic tools for destinations.

For some authors (Dwyer and al., 2000; Carlsen and al., 2001; Edwards and al., 2011, 2017; Deery and Jago, 2010; Teulan, 2010; Foley and al., 2010, 2013; Mair, 2013; Richards and al., 2013; 2014; Du Cros and al., 2017; Hansen, 2020) these events have, for too long, been valued solely in relation to their economic impact, and more particularly to the tourist benefits they generate. According to them, these events are also a source of diverse impacts.

Beyond tourism benefits

The 2000s marked a turning point in the way the literature and industry approached the impacts generated by business events. In fact, a growing number of researchers in academia (Dwyer and al., 2000; Carlsen and al., 2001; Edwards and al., 2011, 2017; Deery and Jago, 2010; Teulan, 2010; Foley and al., al., 2010, 2013; Mair, 2013; Richards and al., 2013; 2014; Du Cros and al., 2017; Hansen, 2020) noted that the social value of these events and the wider impact they generate has too often been overlooked in the literature in favor of economic impacts. This approach also appears within the industry. The reports and articles produced by The Joint Meeting Industry Council and published on their platform "the Iceberg: legacies of business events", the "Incredible Impact" program created by ICCA in collaboration with BestCities, as well as the various articles published by Boardroom and other professional journals, demonstrate a real desire on the part of the industry to promote the social value of business events, both for participants, for the business sectors and host communities.

01

Beyond economic benefits

According to Foley and al. (2013: 3) “the implicit connection between the tourism industry and business events has led to the value of business events being largely determined by directly measurable, economic benefits that relate, almost exclusively, to the tourism industry”. As a result, business events have primarily been viewed as sources of economic benefits for destinations, and the literature has therefore focused on how to measure and justify them. However, as a space for social relations and knowledge sharing, these events are sources of impacts that go far beyond the traditional economic impacts.

As a matter of fact, some studies (Jago and Deery, 2010; Foley and al., 2013; Edwards and al., 2010, 2017) have demonstrated the different opportunities generated by these events. According to Jago and Deery (2010), business events not only allow the dissemination of knowledge, the development of intra and international collaboration, education and the creation of business opportunities but also the strengthening of B2B relationships.

Foley and al. (2013) reinforce these results by arguing that business events are indeed at the origin of a number of tangible and intangible legacies going beyond economic benefits. According to the authors, these events promote the dissemination of new knowledge, both practical and theoretical, which in turn affect the condition of the host populations. “This transfer of knowledge has implications for the local community, evidenced in the implementation of new knowledge, techniques, or material into professional practice in the relevant sector” (Foley and al., 2013: 315). In addition, these events not only promote the development of professional relationships and therefore at the same time new collaborations - which in turn stimulates innovation, both in the professional and academic environment - but they also offer a number of benefits for the education sector of the host destination. Business events provide students with the opportunity to build relationships, but also the opportunity to obtain validate their work and to strengthen their confidence in their professional activity. In addition, these events also act as exhibition spaces for the education sector of the host destination, thereby enhancing its attractiveness and capturing of new students, professors, and other academics.

Another opportunity generated by business events is the possibility of accessing additional funds and thus fostering the development of research in various sectors. The various associations, organizations, research centers, and all other stakeholders, “through the event, have increased access to additional sources of funds, which in turn can have implications for the sector in terms of growing future research capacity” (Foley and al., 2013: 318). These funds can derive not only from private sector actors but also from government institutions.

Finally, the media coverage offered by business events not only makes it possible to expose the different organizations that are associated with the event, and therefore the characteristics and strengths of the different sectors present at the destination, but also to increase the consideration of specific problems in a given sector, or on more general social issues. Indeed, “business events are capable of raising both public and government awareness of sector specific issues” (Foley and al., 2013: 319), but they are also awareness tools for more general social issues. These events thus act as catalysts for change, as the media attention, the increased awareness of the public, the private sectors and the government make it possible to act as a lever to deploy more government financial support, or even sometimes, to modify certain policies. But the media coverage generated by these events also acts as a promotional tool for the destination. The exposure of local talents within these events helps develop the reputation of the host destination as a “place of highly skilled, capable, world leading researchers, educators, and practitioners in a specific sector” (Foley and al., 2013: 320), while the media coverage of the event makes it possible to affirm the capacity of the territory to host this type of event, thus strengthening its reputation as a business destination.

Business events are therefore catalysts for impacts that go far beyond economic impacts. Their hosting and organization generate changes for the participants, as well as for the organizations, the destination and the host community. According to Edwards and al. (2107), if these opportunities or legacies are generated directly after the event, their effects can be felt long after the event is over. Indeed, certain “outcomes [...] come to fruition years, and even decades, after the event has taken place” (Edwards and al., 2017: 9). For example, the awareness generated by the media coverage of an event dealing with a particular issue in the community, increases the consideration of governments on these subjects and their financial support, ultimately promoting policy developments and positive changes in the community. Business events, if generating change in the short term, can therefore also cause change in the long term.

We note that the literature, although agreeing that events are catalysts for change in the short and long term, does not seem to agree on a term to associate with them. This phenomenon is thus described by studies as legacies, consequences and impacts, but none really seem to define what is understood by these concepts. In order to establish how these two terms will be understood in this study, it is therefore necessary to define the notions of impact and legacy.

Legacy or impact?

While many academics and professionals have wondered about the question of impact and legacy in the event context, particularly on the question of their measurement, very few have considered the process that led to their creation or the links that could exist between these two notions (Preuss, 2007, 2015, 2019; Preuss and Gratton, 2008; Richards and al., 2014; Getz, 2019). We notice that there is a certain confusion within the literature, both academic and professional. Indeed, there is no common definition of legacy or impact and the literature tends to use these notions inconsistently, either as synonyms or as terms referring to different phenomena.

The study thus proposes to define legacy and impact, in order to understand what they correspond to and apprehend how they are linked together.

What is a legacy ?

The English term "legacy" is defined by the online dictionary Merriam-Webster, as a noun or adjective. As a noun it means "a **gift by will** especially of money or other personal property", or "something **transmitted by or received from** an ancestor or predecessor or from the past", or "a candidate for membership in an organization (such as a school or fraternal order) who is given special status because of a familial relationship to a member "(Merriam-Webster, 2020). We can see that as a noun, the term refers to a legitimate transmission of a tangible or intangible good. By legitimate we mean the fact that this transmission cannot be contradicted. The link between the two donor / recipient entities is logical. The person who receives is linked directly to the one who gives. In the context of an event, one could speak of attribution. As the legacy is transmitted directly by the event to the participants and communities, the event is therefore attributed to the created legacy it is directly associated with it.

It should also be noted that this same dictionary etymologically associates legacy with the Latin term "*legatus*" which designates a position, such as an ambassador, a deputy, a legate, or lieutenant, etc., defined as someone which is **charged or sent** for a **mission** (Dicolatin, n.d.). In its transitive application, this same term refers to the action of "**entrust**", "**send**", "**delegating**" or even "**bequeathing**" (to) someone their **functions**, their **mission** (Dicolatin, n.d.). Here we understand the logical transmission that takes place from one person to another, from one object to another. But above all we notice the existence of a transformation linked to the action of this transmission, on the receiving end (obtaining more power, new possession, etc.).

According to Preuss (2006: 3), understanding the notion of "legacy" used in the event context, as a gift transmitted by will "[...] is not satisfactory for two reasons: [f]irst a property belongs to someone, while an event "Left over", such as an image, motivation or knowledge is not the property of the event organizers, nor is it that of politicians or sport federations ". If we can agree with Preuss to some extent, it is also possible to understand this definition as a voluntary gift, not necessarily linked to a property but rather to a resource. A resource that is transmitted voluntarily and legitimately through the organization and implementation of the event (the transmitters of this resource are therefore the organizers and the event itself).

The Merriam-Webster dictionary also indicates that "legacy" can refer to an adjective, in which case it can be understood by the following terms: "**of**", "**relating to**", "**associated with**", or "**carried over from an earlier time**, technology, business, etc." (Merriam-Webster, 2020). Once again, we can see that the term involves a relational and temporal condition. When a name is associated with "legacy" it therefore invites to see a logical relationship over time, between the name and what it leaves or offers.

In the French language this term can be translated under the name "legs", or "héritage" or even under the adjectival name "hérité" ("inherited") (linguee, n.d.). From the verb "lais" meaning "to leave", the term "legacy" is today associated, following a false comparison, with the Latin verb "legatum" ("to bequeath"), which means "to give by will or by an **act** of last **will** " (Littré (a), n.d.). Once again, if the first root does not suggest any will or obligation within the action, the comparison to "legatum" leads to see the concept in a completely different way. In this second case, it involves the voluntarist and procedural aspect of the action as well as the legitimate dimension of the transmission.

The term "inheritance" refers to "What **comes by succession**", it is said of "a throne which passes from kings to kings in the same family" or in relation to real estate, "buildings, land, houses". But it can also designate "what happens", as the very fact of receiving something tangible or intangible and positive or negative, following an event of daily life, which can change the life of the one who undergoes the actions of the event in question (Littré (a), n.d.). The online dictionary *La langue française*, provides more information on the term by distinguishing its definition from a material or symbolic/social approach (La langue française, 2020). Taking the material approach, the term is defined as "the act of inheriting", or as a "patrimony that a person leaves on his death; inheritance collected by succession ", such as "collecting someone's succession ". Using the term as "a physical and/or moral character, [...] a character trait, [...] behavior, etc. ", it designate " what is transmitted by ancestors or more directly by parents "or "what is transmitted by previous generations, what is received by tradition ". In a religious context the term also refers to "the object of the believer's hope (kingdom of God)", it thus designates what is expected and awaited (La langue française, 2020).

We note that the different meanings attributed to the terms "legs", "héritage" and "legacy" all lead to see the **voluntarist**, **legitimate** and **logical** (relational) aspects, as well as the **temporal** aspect, linked to the action of transmission of one or more resources (tangible or intangible), that when is **obtained**, will generate one or various **changes** on the receiver. In addition, the association of the term "héritage" (legacy) with the religious context leads us to see another dimension of the concept, that of expectation in relation to the resources that will be obtained. The concepts are therefore associated with **specific expectations**, which are themselves linked to the resource that will be transmitted and obtained.

It is also important to note that in its adjectival form, the term legacy rather refers to all the consequences and effects that it has generated over time. Therefore, in this form there is no reference to legacy as such, but rather of the transformations observed over time that result from the creation of this legacy.

In order to understand this term within the context of events, it is essential to understand how it has been used in the literature.

If we observe the literature on the event and the "legacy", one notes that, the discussions take place in a broader context of the event. Indeed, literature is primarily concerned with natural and historical events that take place in societies (Bredendiek, 1962; Gash, 1978). These studies question and reflect on the consequences and changes engendered by these events, both on society in general (societal dynamics) and on individuals. The first form of the definition of "legacy" is taken into account here. We are talking about what is left by these events without real primary intentions, but which have consequences causing changes in the territory where they have taken place. Although there is no mention of the organized event, we see that the event, in its broadest sense, is already questioned in relation to the consequences it generates and the changes it can produce both on individuals, a specific group, a population or a society. Within the "event" context, it's with the Olympic Games that we begin to see an interest in "legacy" (Gold and Gold, 2009). Gold and Gold (2009), speak of an implicit reference to the term in the literature; long before the term "legacy" was used officially in bidding documents, there was an interest in what the organization of this type of event could bring to the host territory.

Above all, the concept is found in the very desire to revitalize the Games internationally (Liao and Pitts, 2006; Gold and Gold, 2009; Leopkey and Parent, 2011). Although the consideration of the consequences of these events on the host cities and on their population was not directly included in the approach of the organizers, the desire to bring improvement through the implementation of the event, has been present from the start. The objective was to use events to revitalize the practice of sport and participation, both at the professional level and at the amateur level, but also to allow the development of the hosts countries' sports administrations:

"They were a vehicle that might leave a tangible legacy, in the senses of the development of sports administration in the nations where the Games were held, encouragement of spectatorship and promotion of participation in sport at both elite level, where they promoted excellence, and at grassroots level, where they encouraged health and well-being "(Gold and Gold, 2009: 11).

The term explicitly began to be used between the 1980s and the 1990s and the legacy became a concrete project integrated into the preparation of the Games (Gold and Gold, 2009). In this context, the legacy appears as a tangible object; it refers to the creation of new infrastructures (stadiums, roads, accommodation, etc.) and direct economic benefits. But it also appears as an intangible structure, in this case referring to the dynamics generated by the event having the potential to transform the condition of participants and host communities (production of ideas, media coverage of the territory and its community, urban regeneration, etc.) (Gold and Gold, 2009).

According to Preuss (2015), legacies can be distinguished as follows: the "'placebo' legacy", referring to a legacy that has finally become part of the development logic of the territory; the "retro legacy", produced by a change in a structure already present within the territory but which is renewed; the "reuse legacy" which is produced by the reuse (under a new use) of an infrastructure created by the event; and "after-use legacy", which is produced by the reuse of this infrastructure created but this time with the same initial use (Preuss, 2015; Elo, 2016: 57). Elo (2016: 58) points out that "each event requires its own particular structures and cities differ in the structures they have available, thus every legacy is different for each host, even if the event is hosted in the same place again".

Although different researchers have been interested in the question, there seems to be an epistemological deficit in the notion of legacy and no common definition of the term can be found in the literature but rather attempts at definitions:

English literature :

- "[...] *irrespective of the time of production and space, legacy is all **planned and unplanned, positive and negative, tangible and intangible structures created for and by a sport event that remain longer than the event itself***" (Preuss, 2007: 211).
- "'Legacy' also includes a **wider range of phenomena** than is the practice with alternative terms. Central to categorising the inclusiveness of phenomena is the distinction between '**tangible**' ('hard') and '**intangible**' ('soft') legacy" (Gold and Gold, 2009 :10)
- "[...] *early references to legacy were commonly discussed as **benefits** or as **motivation** to host the Games and **emphasized the successful organization** of the Games through the provision of necessary competition venues with the eventual inclusion of their **expected post-Games use***" (Leopkey and Parent, 2012 :3)
- "[...] many aspects and dimensions, ranging from the more **commonly recognized aspects** – architecture, urban planning, city marketing, sports infrastructures, economic and tourist development – to others [...] that are less well recognized [...] the **so-called intangible legacies**, such as production of ideas and cultural values, intercultural and non-exclusionary experiences [...] popular memory, education, archives, collective effort and voluntarism, new sport practitioners [...] experience and know-how" (Gold and Gold, 2008: 1923).
- "While many festivals and events are focused on generating **short-term, nonpermanent activities (impact)**, others specifically seek to generate **longer-term** and often **less tangible outcomes** such as new identities for localities, enhanced social capital, and improved community well-being (**legacy**)" (Davies, 2015: 435).
 - "A legacy is that which:
 - Remains **longer than an impact** and can be **long or short in duration**.
 - **Develops new opportunities out of an initial impact**, and with time as the environment changes may obtain its own dynamic.
 - Can be **cause indirectly by the event impact**.
 - Can be **both positive and negative and tangible and intangible**.
 - Can **operate at the individual, local, international, or global scale**" (Davies, 2015: 435).
- "[...] legacy itself is **not the structural change**, but is rather **the consequence of this change**" (Preuss, 2019: 106)
- "Legacies **are also impacts**, but **only those that are caused by the structural changes** that were previously made by the Olympic Games. Legacies last much longer because the structural changes create ever new consequences" (Preuss, 2019: 107)
- "Legacy can be regarded as a **process** and/or as an **outcome**. If legacy is **defined as outcome, it must refer to a certain time span**. Even though this enables us to measure a legacy, we need to accept that a given time span limits including the entire picture of a legacy" (Preuss, 2019: 107)

While in the French literature, although mentions are made of the notion of legacy or rather of inheritance in certain studies on the Olympic Games, it would seem that the subject is approached more implicitly.

French literature :

- « Un festival fait prioritairement le **bilan de sa réussite** (en termes de **retombées culturelles, économiques, sociales**, etc.) sur la **base de ce qu'il a offert ou généré** pendant les quelques jours de son déroulement. Mais les **retombées à plus long terme** ne sont pas négligées. Bien que fonctionnant sur des temporalités différentes, les **différents acteurs qui gravitent autour d'un festival** (organisateurs, municipalités, associations, acteurs économiques...) ont tendance à **vouloir le pérenniser** [...] » (Gravari-Barbas and Veschambre, 2005: 286)
- « Le temps festif ne constitue qu'une des dimensions temporelles de l'événement urbain, qui s'appuie sur l'attente, l'urgence, la **volonté de durer** et la mise en récit pour **légitimer les actions menées**. Cette maîtrise de temporalités permet une maîtrise de l'espace et la construction d'un projet urbain, qui s'appuie sur une **vision de la ville, que l'événement urbain est appelé à renforcer**. » (Gravari-Barbas and Jacquot, 2007 : 18)
- « Bien qu'éphémère, un événement tel qu'une Exposition internationale **laisse des traces matérielles et immatérielles** dans la mémoire collective. Comment appréhender, dans une perspective géographique, la **postérité d'un événement** dont l'essence même est d'être inscrit dans le temps restreint de la célébration ? » (Clarimont and Leichnig, 2014: 3)

Several observations can be made following an analysis of these definitions and passages relating to the concept of legacy. First, we note that the concept is associated with a motivation or the benefits of hosting an event, prompting different actors to take action. As we have observed above, the legacy is therefore associated with particular expectations and hopes that are linked to the potential use of the resources that will be transmitted. The notion thus refers to a desire to perpetuate what is generated by the event, since we want to be able to use the resources following their transmission. This sustainability is achieved through the integration and use of these legacies within the structures and dynamics of the host destination.

Resources or legacies are considered in the literature as tangible and intangible productions, which can be planned, unplanned, positive and negative. According to the literature, the legacy appears to have a broader scope and a longer duration than the impact. Indeed, Gold and Gold (2009: 10) indicate that while the term is associated in the literature with "a series of similarly loosely defined concepts, which include 'effects', 'consequences', and 'impacts'. Legacy shares a common focus with these other terms in identifying and, if possible, measuring outcomes, but differs from them by virtue of the types of outcomes analyzed and the time frames that are considered". However, we have observed that the temporal aspect of the term legacy comes rather from the act of transmission. Thus, the legacy seems to have a longer temporality not in the action of its creation but rather in the sustainability of its existence through the use of what it has generated. That is to say that the temporality associated with legacy comes rather from the consequences and changes it generated, which have been endured over time. We are therefore talking about the process that was generated by the transmission of the legacy but not of the legacy as such. Indeed, as we have seen, in its adjectival form, the term legacy does not refer to the resources transmitted but rather to the changes generated by the acquisition of these resources. Thus, when the literature speaks of legacy it refers to the changes that have been generated by the resource, we are therefore talking about the action of bequeathing; of the transmission process. The etymology of the term reinforces this point since it shows that legacy corresponds to an object transmitted in a direct way but has a long-term repercussion following its transmission. It is the latter that has a long temporality, since following the acquisition of the resource (first transmission), what is transmitted are the consequences and changes that have been generated. Moreover, Elo (2016) argues that legacy can also be produced by the organization of the event. Referred to it as "pregnancy effect", as presented by Weed (2008, 107); the legacy is not of the event itself but of the preparation phase of the event. The legacies can be felt long after the event. Legacies become active only when other circumstances occur from the opportunities the event creates. Until the opportunity is used, the legacy remains latent" (Elo, 2016: 61).

The legacy is therefore included in this study as a tangible or intangible resource produced by and transmitted following the event or during the organization of this event. The acquisition and use of this resource then generate short, medium- and long-term changes within the territory in which the event takes place. If the resource is not used, it remains latent and so do the changes it can generate.

What is an impact ?

From the Latin “impactum”, past participle of the verb “impingere” which means “to strike, strike against, throw against, throw against” (CNRTL, 2012), the term impact refers to “the fact, for a body, a projectile to come in strike another”, therefore to a “shock” (Le Larousse, nd). The term can also define a “place hit by a projectile”, a “trace left by a projectile where it struck” or the “drop point of a meteorite”. Impact therefore refers to a process of change in the condition or state of an object, generated by a rupture or a shock following an action. It thus defines not only the resultant of the shock, the transformation of state/condition between the initial state of the object and that following the rupture, as the rupture itself.

Figuratively, impact also refers to the “effect produced by something”, a “backlash” or “influence exerted by someone, by their ideas” (Le Larousse, n.d.). As an expression, the Larousse defines it as such:

- “Impact study, a study that accompanies any bill and which aims in particular to assess its legal, financial, social and environmental consequences”
- “Environmental impact study, a procedure which aims to predict the consequences of a development (road, industrial facility, etc.) on the environment and which is mandatory in certain cases”

Here, impact is associated with the term “consequences”, so there is an accentuation of the logical link between the action and the result. But we also find in this context, the aspect of transformation attributed to impact, since the action by acting on a given context or object causes its change.

In the event literature, this term has often been considered according to this approach, i.e. as consequences or results of the organization and reception of an event in a territory or a population (group) given. Although this literature has been largely interested in the question of event impact, there seems to be a significant epistemological deficit in the notion of impact. It is thus possible to find attempts to define this notion without however finding a common conception of it.

- “[...] event impacts vary in their polarity (positive or negative) and in their duration (short or long term). Many events impacts are short term for the duration of the event only – examples might be increased noise, traffic congestion and waste – however, events can have more significant and longer lasting impacts – examples could include job creation, economic regeneration or pollution” (Mair, 2013 :59)
- “an impulse [...] which affects the economy [or other areas] directly through the event” (Elo, 2016: 60).

What emerges from these definitions is that the impact is considered as a consequence or effect of the event on an individual, as well as on a group of individuals (community, population, etc.) or even on a territory, and within a specific area (economy, environment, education, etc.). In addition, the impact is seen as a consequence which can be positive or negative.

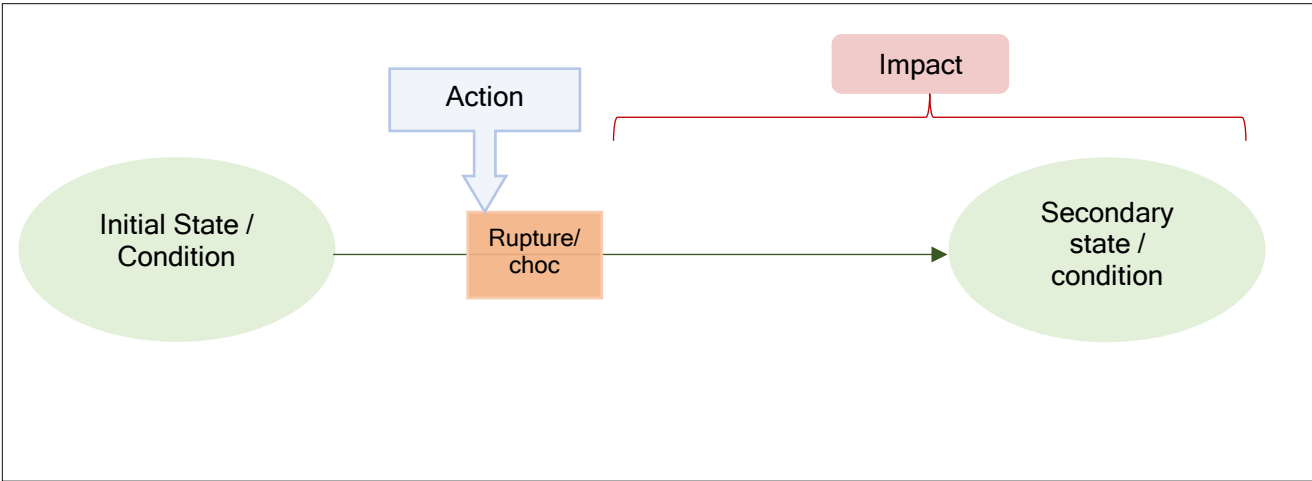
The impact thus corresponds both, to the changes resulting from the impulse and from the shock, generated by an action, or in our case by an event. In the literature, this shock or impulse comes most usually from the creation of new "productions" within the environment (population, territory) in which the event takes place. This is understood to mean that the event, through its organization and its reception, generates a significant number of "products" (Outputs) which come to act on the pre-existing conditions - examples can be x number of participants, the creation of infrastructures, x number of published searches, etc.

Although these outputs can have negative consequences, they can also be understood as long as they appear to be of some use to the individual, group of people or territory that receives them. However, they can have either positive or negative consequences depending on the actor - for example, a high number of participants can be considered as the source of positive consequences for the destination, since it indicates an increase in expenses, etc. ; but this can also be considered as the source of negative consequences for residents since it can be accompanied by a certain degradation of their living environment.

The impact thus corresponds to the entire process of change triggered by an action; that is to say, the consequences generated by the rupture, itself caused by the organization and reception of an event, on the individual, the group of individuals, or the territory that receives them.

It is also important to note that the creation of a secondary state can also be considered as a disruption, as you get a new resource (the object being transformed), at the same time it creates a new impact. The resulting impact can therefore be considered as a short, medium- or long-term impact. However, the further the impact generated is in time from production, the less it is possible to attribute this impact to the event. We will then speak of contribution (Appendix A). The event having contributed in part to the creation of this impact.

Figure 2.1 : The impact process



Source : author's creation

What is social impact?

As is the case with legacy and impact, there is an epistemological deficit around the notion of social impact. Although the event literature has considered the question, few studies have looked at the social impact of business events. Indeed, according to Mair (2013: 65), “There is a relatively substantial body of literature on the socio-cultural impacts of events (e.g. Delamere 2001; Delamere and al. 2001; Fredline and al. 2003). However, very little of this literature has considered the role that conferences, and conventions play in the community and society”. Also, according to the author, the social impact can be defined as any impulse creating a change in the quality of life of residents, such as the improvement of infrastructure and transport, etc. In addition, she also mentions that:

“It is also true to say that, as discussed, the lines between economic and social impacts can become a little blurred, so that the positive economic contribution that business events make to many destinations (such as job creation and security, and improved infra- structure and transport) may also result in improved living conditions for local communities. This may include new leisure centres, new train services or improved cityscapes. This is an example of where a holistic analysis of the sustainability of the conference and convention sector may be a more fruitful way of examining the industry than the compartmentalised view of sustainability as having three separate pillars of economic, social and environmental impacts” (Mair, 2013 :67)

But the social impact has also been considered in other contexts that are interesting to observe:

Corporate context:

- “The social impact consists of all the consequences (evolutions, inflections, changes, ruptures) of the activities of an organization both on its external stakeholders (beneficiaries, users, customers) direct or indirect in its territory and internal (employees, volunteers, volunteers), than on society in general.

In the social and solidarity economy sector, it stems from the ability of the organization (or a group of organizations) to anticipate unmet or poorly satisfied needs and to respond to them, through its prevention missions, repair or compensation. It is reflected in terms of individual well-being, behaviour, capabilities, sectoral practices, social innovations or public decisions.” (CSESS, 2011)

- “The impact of a company consists of the impact that can be attributed to the **activities** of that company. It can be **positive, negative, intended, unintended, direct or indirect.**” (Avance and al., n.d.)
- “The social impact works here on a vast and fluctuating scope: that of the short, medium- and long-term effects of one or more actions on its stakeholders and on society as a whole.” (Sibieude and Claverie, 2011: 7)

Governmental context:

- “Impacts are defined as changes (positive or negative) in social, environmental or economic outcomes that are directly attributable to an investment.

To build on the example of labor market participation cited above, the impacts could be assessed using the following question: to what extent has a vocational training program changed the labor market participation rate? labor market for trained citizens? In this case, a rule of thumb would be to think of results as a noun, and impacts as a verb.” (Mendelsohn and Ghali, 2019: 15)

The literature thus seems to agree on these points:

We are talking about one or more actions (or projects) of a specific actor (an organization, association, etc.) undertaken in order to respond to a defined problem, which will generate consequences (change) on an individual or a group identified individuals (stakeholders, society, etc.). These consequences can occur at different times (short, medium, long term) and are specific to the action (or project) undertaken.

The impact is therefore understood in this study as a process of change generated by the event (its actors) and more particularly what it produces. This production causes a rupture (physical or immaterial) which will transform the initial conditions of the person (s), or even of the territory, who face the rupture. The materialization of the impact thus appears as the result of this change (secondary state / condition).

As the study focuses on the generation of planned positive impacts, the social impact will therefore be understood as the voluntary action put in place by given actors, during the organization and hosting of an event. This action is undertaken with the aim of responding to an identified social problem, through the impact generated.

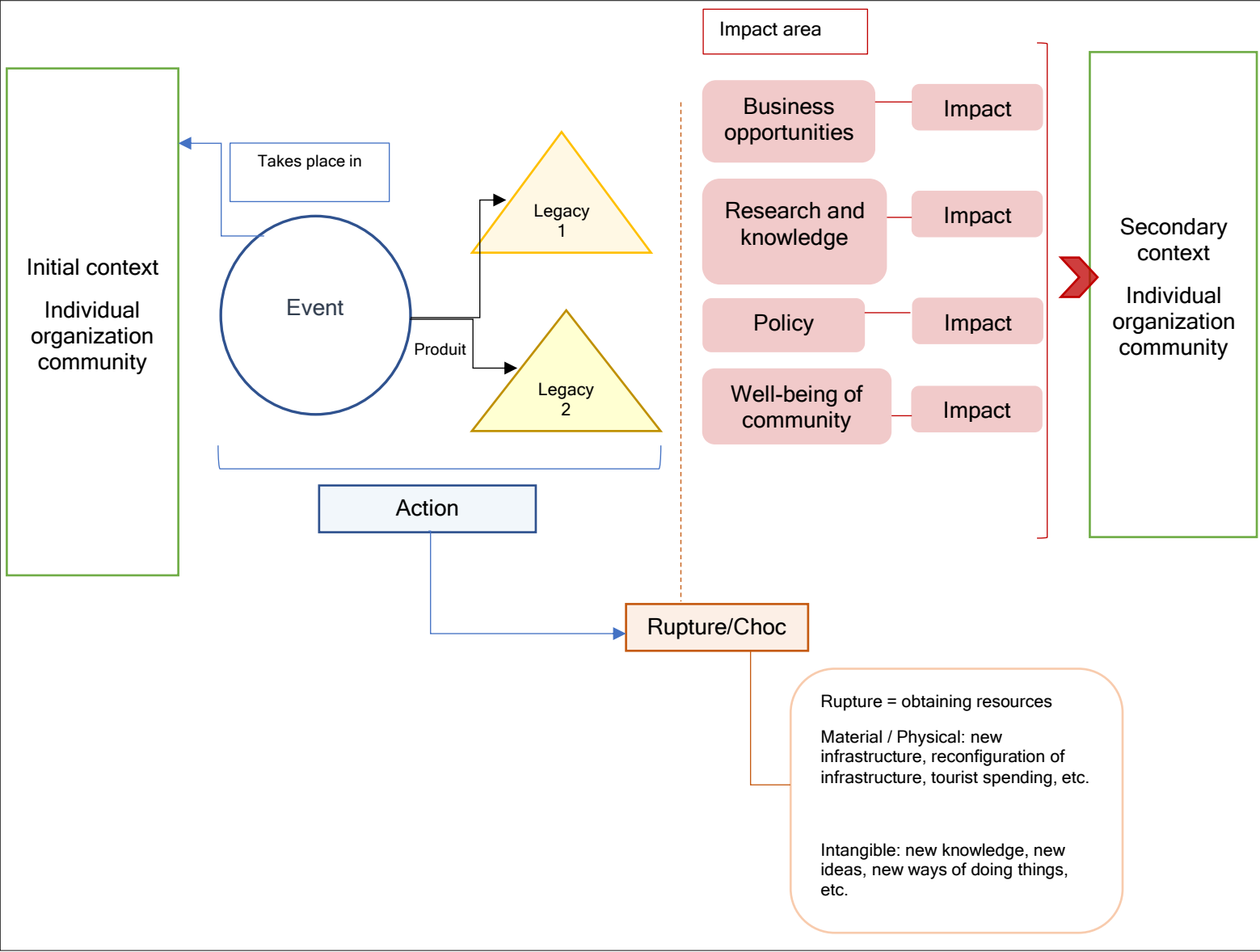
The impact can be individual (acquisition of knowledge, development of new practices, etc.), organizational (development of the sector, new business opportunities, etc.) or even create a change within the community (better living conditions, decrease in death rate caused by disease x, etc.). The term community “has the connotation of shared interests of some kind, perhaps shared values (as in a religious community), or leisure, or lifestyle interests (as in foodies or amateurs distance runners)” (Getz, 2019: 96). In the context of this study the community refers to the residents of the destination hosting the event, it therefore refers to “places in which people live, from small neighborhoods to entire cities, and at a minimum there is a shared interests in the various components that makes places safe, healthy, livable and attractive ”(Getz, 2019: 96).

However, the notions of legacy and impact, even if they correspond to different phenomena, are linked together within a very particular process; the primary motivation of which is to create one or more lasting changes in order to produce added value in different contexts and different areas of society (Preuss, 2006, 2008, 2015, 2019; Davies, 2015; Edwards and al., 2011, 2017). This process is integrated into the planning of the event, by propelling the reflection and the engagement of the various stakeholders upstream of the organization of the event.

Legacy refers to what is produced in a tangible or intangible way by the organization and the unfolding of an event. In the context of this study, all of these products are considered to be resources voluntarily transmitted following the event. Nonetheless, It is important to note, that these resources can also be created through the planning and organization of the event, which is referred to as “pregnant legacy” (Elo, 2016: 61). These legacies are the work of decisions and projects put in place upstream of the event - for example pre-events, the development of new collaborations, etc. The acquisition and use of these resources then generate short, medium- and long-term changes within the territory in which the event takes place. The legacy thus generates impacts. Moreover, if the resources are not used, they remain latent, as do the changes they generate.

The legacy, as a transmitted resource, can thus be understood as the rupture created by the event and generating impacts. In this context, the rupture is understood as the acquisition of physical or intangible resources, operating a transformation of the initial condition of the individual, of the group of individuals or of the territory that receives it. The secondary state obtained as a result of this transformation can also be considered as a new resource generating impact - if we take the example of an individual impact; the acquisition of knowledge about a new practice in a profession x transforms the professional (the individual / resident of the host destination) by bringing him new knowledge (secondary status - short term), this allows him to develop his self-confidence to use this practice (secondary state - medium term), which ultimately allows it to integrate it into its activity (new resources which can create a wider impact in the host society).

Figure 2.2 : Event’s impact process



Source : author’s creation

Why measure social impact?

Today, more than ever, the ability to demonstrate and share the impact of an event is a major issue for all industry players. Indeed, the consideration, even sometimes the “denunciation”, of the negative effects generated by the events in general, encourage the organizers and associations, as well as the destinations to integrate within their planning and collaboration strategies allowing to mitigate these effects, all the while emphasizing the positive effects of events. In addition, various factors influence this movement. Whether it is increasing attention of participants for events that are more rooted and more pertinent to current issues (environmental, economic, social), or even taking into account the legitimate place of stakeholders and therefore justifications which are due to them, financially or socially, the destinations and associations find themselves obligated to legitimize the business events in order to prove that these have a real added value, through the economic as well as social effects generated by the dynamics of the event (Piriou and al., 2017 et al .; Getz 2019).

03

Social impact assessment

Several reasons are evoked concerning the will and the need to generate and measure the impact and the legacy of the events (Edwards and al., 2011, 2017; Leopkey and Parent, 2011). On the one hand,

- Need to differentiate itself (organizers / host territories)
- Allow to prove the added value of events and therefore foster social acceptability
- To justify the significant costs injected into the bidding process as for the organization and hosting of the event

In the case of business events, two specific reasons can be cited (The Hague Convention Bureau, 2017):

1. "Competition for the attention of the delegate is fierce"
2. "Increasing pressure from over arching global issues"
3. "delegates expect commitment and involvement"

Evaluating the social impact of business events can thus serve as a tool for legitimizing and differentiating, both for destinations and for associations. It demonstrates the value of business events as a lever for social change, and therefore the importance of this industry and the need to make it prosper.

Evaluating the impact of events is usually associated with tools and methodologies derived from organizational strategies such as ROI, logic models, theories of change, etc. (Sibieude and Claverie, 2011; Durquety and Baudet, 2018) or even government strategies such as the results management methodology (GAR), which makes it possible to understand and assess the impact generated according to the expected results in terms of activities and actions previously established. The measurement can also be carried out qualitatively by taking into account the perception of change felt by the participants. However, the literature agrees on the fact that to obtain a valid measurement of the impact, it is recommended to combine these methodologies (quantitative and qualitative) and tools according to the initial impact objectives (Sibieude and Claverie, 2011).

#Meet4Impact's methodology

The International Association for Impact Assessment (IAIA) defines assessment as follows:

“Social impact assessment includes the processes of analyzing, monitoring and managing the intended and unintended social consequences, both positive and negative, of planned interventions (policies, programs, plans, projects) and any social change processes invoked by those interventions. Its primary purpose is to bring about a more sustainable and equitable biophysical and human environment” (IAIA.org quoted in Getz, 2019 :87)

The assessment is thus broken down into stages, defined in various ways according to the authors, but always according to similar objectives. The #Meet4Impact methodology deconstructs the social impact creation strategy into to 4 stages:



Source : Meet4Impact, 2019

The first step is to define the intent and the impact strategy. It is about understanding and defining the desired impact in order to establish impact objectives that can be verified and measured. It is also a matter of identifying the different actors who will make it possible to influence the generation of impact as well as their own interests in the project.

The second step concerns establishing the action plan and the strategy that will lead to the impact. Here, it is a question of establishing a logic model, as well as of identifying the various activities that will be implemented in order to generate the impact and the indicators to measure it. It also involves carrying out risk analysis and mobilizing and training stakeholders as well as assigning them to specific roles.

The third step looks at measuring the impact. According to #Meet4Impact, the measurement should not be considered as the final objective but rather as a tool to understand the impact that will be generated and thus be able to share it. It is therefore a matter of establishing a collection methodology, namely what type of information is relevant to the project and where we can go to find it. This part also encourages stakeholder mobilization in the data collection process and continuous analysis of the data.

Finally, the fourth step concerns the actions to amplify the impact that has been generated. It is about communicating the impact created through the establishment of an impact report, allowing not only the industry but also the stakeholders and the host population, to understand what has been achieved and the most- value that the event generated for each. This step also makes it possible to reflect on the strategy developed and how to reproduce it in future projects.

Best practices for the industry

The awareness of the negative effects that can be caused by events on societies, as well as the significant expenses that their hosting entails, leads us to see the need to legitimize their value, in economic terms and especially in terms of sustainable development framing the three poles of economy, social and environment. The event must therefore demonstrate its value and its role within societies. In this context, the ability to generate, assess and share the positive social impact created by an event becomes a major issue for destinations and associations.

#Meet4Impact thus proposes to identify existing best practices in generating social impact in order to equip industry players in the development of their strategies.

The study thus seeks to understand:

What are the best practices for generating positive social impact through a business event?

05 Research and methodology

The objective of this research is to identify the most relevant practices in the context of generating social impact through a business event.; it is about understanding what is currently being put in place by different business events in order to create a social impact in the host destination.

This study will not only provide an understanding of the process of creating a social impact but can also serve as a tool for the industry and its various players, by identifying best practices to be incorporated into each step of the process.

Methodology

In order to answer this question, the research proposes to carry out a comparison between twenty academic and professional articles - on subjects encompassing the impact and legacies of business events, the social impact of events, evaluation of the social impact of events - and ten case studies (Appendix B and C), with the aim of identifying recurring practices that emerge from theory and from the field. The case studies are composed of business events recognized as having achieved a social impact, or whose association has been recognized as having achieved a social impact, either within the ICCA program “Incredible Impact”, or mentioned in industry magazine such as Boardroom or The Iceberg.

These practices have been identified according to the steps defined by #Meet4impact: define, manage, measure and maximize. Thus, for each step of the process, different practices have been identified. However, it is important to note that the practices identified are not the subject of an established order but rather refer to a set of initiatives to be integrated into each of the stages in order to ensure that they are implemented in order to generate a strong social impact.

For example: in the define step, which relates to establishing an intention for the desired impact; In order to establish a coherent intention leading to a social impact, it must be clear and relevant, but this also requires taking into account the context of the destination and collaboratively involving the stakeholders.

The comparison will also highlight recurring characteristics that ensure and maximize the success of the implementation of a social impact strategy.

STEP 1

DEFINE

AIM

Define the social legacy project and the impact process

WHAT IMPACT DO I WANT TO MAKE AND WHOM SHOULD I ENGAGE WITH?

STEP 1: DEFINE

In order to define the legacy project leading to strong social impact, it is necessary to establish an intention of impact. It is about understanding what change we want to bring and which actors can intervene to help generate it. Therefore, the first step concerns the establishment of the desired impact vision as well as the identification of the objectives to be achieved in order to allow its generation. This part also requires the identification of various key stakeholders, "including political and community leaders" (Elo, 2016: 95) who will allow this impact to be generated.

This step is crucial as it allows you to better understand the impacts that will be caused by the event, but most importantly, it allows you to more precisely define the change that will be generated in the host community. This step is all the more crucial as it makes it possible to establish a common ground between the various stakeholders as to the impact that will be generated and its consistency for the host environment.

1. Find your project
2. Formalize your intention and establish objectives
3. Identify and establish collaborations with key partners

Four practices should be taken into consideration for this first step:



In order to define an impact intention which enables to establish a valid strategy and generating powerful impacts, it is necessary to ensure that it is clear and relevant.

The intention must therefore be defined explicitly; that is to say that it must be understood by each of the actors involved in the generation of impact or being impacted, as well as by all those who find an interest in it. The impact generated must be able to respond to a specific problem and have a defined scope. It is recommended to establish a broader impact intention to ensure that the change created by the event is sustainable. It is necessary to identify and specify the problem to which we wish to answer through the generation of impact, the context in which it takes place (see Appendix C) and the community that will be impacted.

The intention must also be relevant so that the impact generated can really bring added value within the community. Therefore, it is necessary to ensure that the intention is developed with a bottom-up approach so that the desired impact is consistent with the context of the destination and answers a problem considered as such by the affected community. To establish the intention, it is then essential to take into account the opinion of stakeholders and the community.

This will not only ensure that the impact created responds to a concrete problem but also help legitimize the change created by the event and therefore its value for societies. It is also recommended to define the intention based on the Sustainable Development Goals (SDGs). This helps to establish an intention anchored in a sustainable approach, but legitimize the relevance of the impact and therefore the value of the event.

**HAVE A CLEAR
AND RELEVANT
PURPOSE**

For example ...

The 29th World Congress of the International
Association for suicide prevention in
conjunction with the 21st Malaysian Conference
of Psychological Medicine
(Sarawak, 2017)

The impact intention of these congresses was to "educate and advocate the removal of negative connotations towards mental health issues as well as highlighting its prevalence in the 21st century" (Business Event Sarawak, 2020). It focused on answering a concrete problem for the host community, understood by all and aimed to transform the condition of this community. Likewise, this intention was relevant as it aligned with the internal mission of the associations and anchored in the reality of the host destination.

UNDERSTANDING A DESTINATION'S CONTEXT

Understanding the context of the host destination is essential in order to define a coherent intention anchored in the reality of the territory in which the impact will be generated. This will help identify a concrete need within the destination and to understand how it fits into the social, economic, historical context, etc. of the territory. It is therefore a question of analyzing the characteristics of the destination and establishing in which area the event could generate a relevant impact. It is also a way to determine more precisely the key players who will be able to help undertake the impact generation.

In addition, in order to create a legacy to generate strong social impact, it is essential that the impact goals of the association and the host destination are aligned. Understanding the context of the destination, its strengths and weaknesses as well as its development plan makes it possible to ensure that the intention expressed falls within the development objectives of the destination which in turn will promote the generation of a powerful and lasting impact.

For example ...

The International Society of Child Abuse and Neglect
(ISPCAN) II Caribbean Regional Conference Child
Protection Realities in a Changing Caribbean and World
(Jamaïque, 2018)

The second edition of the ISPCAN Caribbean Regional Conference, “Child Protection Realities in a Changing Caribbean and World”, aimed to impact the reduction of cases of child violence and the increase of preventive measures, by allowing local associations to understand the different forms of violence that exist against children and to explore best practices to prevent and answer it.

According to the PAHO (Pan American Health Organization), “the Caribbean sub-region documents some of the highest levels of violence against children, in particular, of violent discipline” (PAHO, n.d.). In addition, Jamaica had shortly before the conference started developing a national action plan to address forms of violence against children (The Iceberg, 2020B). The intention established in this conference was therefore very relevant to the context of the host destination, since it made it possible to answer a concrete and valid problem for the community.

In order to establish a coherent intention, it is necessary to identify and involve the different stakeholders and the community in the reflection process. Defining the intention and the impact objectives in collaboration ensure understanding of the context of the host destination but also helps the identification of a problem or concrete need by validating the intention with local stakeholders. Indeed, “events need to work actively with a wide range of stakeholders and make sure that the event is designed around them and designed to change them. In this sense the ritual can move from the simple production of emotional energy into the harnessing of that energy to induce change” (Richards et al., 2014: 23). In this context, the targeted community is also a stakeholder to involve since it is them who are directly targeted by the desired change. Their involvement validates the problem identified and the intention established. However, other actors in the field must also be considered in order to establish the intention: associations, host cities convention bureaus, governments, universities, professionals, community leaders, inspiring personalities, celebrities, etc. These help obtain multiple types of data on the problems within the host destination and thus ensure the apprehension of its specificities. It also enables obtaining data on the need, before the event has started and which may prove useful when measuring the impact. It is therefore important to identify a wide range of actors.

DEFINE THROUGH COLLABORATION

Defining the intention by collaborating with these actors allows to identify their interests within the impact project, the way in which the project aligns with their own interests, and the way in which it will be possible to mobilize them in order to generate the impact.

For example ...

Ecocity World Summit

(Melbourne, 2017)

As part of the "Ecocity World Summit" conference, organized in Melbourne in 2017 and whose intention was to promote the city's commitment to being a player in sustainable growth, the various stakeholders, including the tourist office and Melbourne Congress (MCB), the “Melbourne Sustainable Society Institute, led by Professor Brendan Gleeson, [...] Club Melbourne Ambassador and Director of the Institute for Culture and Society, Professor Paul James and WALDRONSMITH Management” as well as the association “Ecocity builders” have joined forces to produce an event that will meet not only the expectations of the host destination but also those of the various actors involved. Indeed, “MCB worked closely from bid phase through to delivery with Ecocity Builders, University of Melbourne, Western Sydney University, WALDRONSMITH Management, the Government of Victoria, and the City of Melbourne to ensure the successful completion of the Summit” (Melbourne Convention Office, nd). The impact strategy was therefore based on a set of local key players making it possible not only to promote the mission of the “Ecocity builders” association but also to strengthen Melbourne's commitment in its sustainable development strategy.

GETTING AHEAD TO OPTIMIZE YOUR LEVERAGE

The impact is generated if the legacy created by the event is viewed as a resource by the individuals who receive it. However, it is the context in which the event takes place that makes it possible to consider the legacy as a resource or not. Therefore, the context acts more or less significantly on the generation of impact, which is why it is important to establish an intention relevant to the context of the host community, so that the impact generated can have a significant effect. This is also why it is necessary to implement a leverage strategy. It is important to think about how to optimize the generation of impact - that is to say, think about and plan the means and actions that can be implemented upstream or around the event in order to influence the generation. The earlier this reflection is initiated, the more it will be possible to influence the generation. It is ultimately essential to start the "define" phase well before the organization of the event in order to be able to quickly identify and involve the stakeholders in the project and to develop actions to amplify the social impact.

These actions could be introduced as activities put in place upstream of the event, such as pre-events open to the public to raise awareness of the problem raised by the business event; awareness campaigns in which the event will be integrated, etc. They can also be set up around the event, by inserting the business event within a set of public events thus allowing to invite and involve the community that one wishes to impact; By bringing together different business events with a common impact objective; or by using the activities offered to the participants of the event, to foster an approach of discovery of the destination based on the apprehension and the reflection of the problem the event wishes to address in delivering the desired impact - for example within the framework of a conference on an environmental issue X, it would be possible to organize a visit at companies or associations involved in initiatives that fight against this issue.

STEP 2

MANAGE

AIM

Understand what to do to create the desired impact and establish an action plan while involving stakeholders in the process

HOW AM I GOING TO CREATE THE IMPACT?

STEP 2: MANAGE

This step helps to understand and establish the different activities and actions that will be undertaken in order to create the impact. We thus proceed to create an action plan, making it possible to transpose the reflections initiated in the defining part, towards tangible actions and activities as well as methods allowing to subsequently establish indicators in order to measure the desired impacts. to their generation.

This action plan notably involves the establishment of a theory of change specific to the objectives as well as the creation of a logic model linked to this theory, in order to assess the necessary resources and establish realistic actions. This step is also associated with the training and further mobilization of stakeholders to ensure the role of each in the process and to allow them to obtain the necessary resources to continue the generation of legacy once the event is over.

**UNDERSTAND AND
DEFINE THE
LOGICAL PATH TO
CHANGE**

**THINK AND WORK
TOGETHER**

**INVOLVE THE
COMMUNITY**

To establish which activities to implement in order to trigger a coherent and powerful impact, it is important to understand how those impact are going to be generated and what needs to be done to trigger them.

The objective is to understand the logical links existing between the different stages of change - that is to say between what is provided and what will be produced, between production and short-term impact, between short-term and medium-term impact etc. - and thus to be able to determine the activities that needs to be implemented in order to generate this impact.

It is essential to establish this logical path in order not only to be able to establish the impact objectives, what should be measured as well as the relative indicators, but also in order to reinforce the legitimacy of the logical link between the impact created and the event.

UNDERSTANDING AND DEFINING THE LOGICAL PATH TO CHANGE

In this context, the social impact literature recommends building an impact pathway using a logic model and theory of change (TOC). “The TOC approach ensures that impact assessors know what desired changes to look for, and the actions assumed or believed to generate those impacts” (Getz, 2019: 57). The logic model and the TOC model must be built according to the desired social impact and following a bottom-up approach – first with the long-term social impact to go back to the activities and what needs to be provided in order to generate it. In return, the logic model and TOC will strengthen the attribution of the impact as a direct effect of the event.

THINKING AND WORKING TOGETHER

Stakeholders are key elements in generating long-term social impact, as they are the ones who will continue to develop and measure it once the event is over. Thus, it is fundamental that these stakeholders be involved and mobilized in the construction of the action plan, the logic model and the theory of change.

They should be sufficiently comfortable with the strategic impact creation process, that is, they should understand the project goal, impact objectives and methodology, so that they can understand their role in the process and fully engage in the project.

In this sense, it is subsequently necessary to provide them with training enabling them to integrate the impact creation process, so that they can not only engage proactively throughout the project but also have the capacity to continue working on it after the event is over.

For example...

World Congress in Paediatric Cardiology and Cardiac Surgery (Cape town, 2013)

The mission of the "World Congress in Pediatric Cardiology and Cardiac Surgery" is to decrease the number of children suffering from heart disease. Within the strategy of this conference, the society of pediatric cardiology and the association "Africa heart" worked in collaboration with the South Africa health minister, to establish how the mission of the congress could be aligned with the context of the destination, that is to say to understand the situation of childhood heart disease in South Africa and thus to identify a concrete need. The minister was strongly involved in the impact strategy and was also invited to participate in the event by taking part in the discussion through certain sessions. In addition, following the congress, several meetings were set up to discuss how to pursue the commitment, which made it possible to create a strong relationship between the three actors and thus ensure the generation of impacts on the long term. (The Iceberg, 2019)

INVOLVING THE COMMUNITY

In order to establish long-term social impact, it is essential to involve the target community in the event. The activities must therefore be thought out in such a way that they can mobilize the community concerned by the identified need, to participate more or less actively in the event.

Allowing the target audience to get involved in the event not only maximizes the sharing of information about the problem the event wish to answer, but also allows participants to get closer to people who may be affected by their actions (research, practices, etc.).

Several means can be implemented to integrate the community. It is possible to organize public sessions in which the public would be invited to ask questions or share their experience; some members of the community may also be invited as speakers; awareness-raising activities in public spaces can be implemented, etc.

For example...

QualityofLife4OI
(Amsterdam, 2019)

The conference focused on the conditions of people with Osteogenesis Imperfecta. Of 330 participants, 1/3 were patients affected by the disease. This allowed to redirect questions to subjects affecting the target community and to refocus research on OI towards concrete issues, thus promoting the development of research more rooted in practice.
(Boardroom, 2020)

Diabetes UK
Professional conference
(Glasgow, 2012)

The conference resulted in the setting up of diabetes testing stations all over central Glasgow as part of the "Healthy lifestyle Roadshow". This helped mobilize the Glasgow community and included them in the discussion. Indeed, "this provide delegates with the opportunity to chat with locals about their health" (Glasgow Convention bureau, 2020) whilst it also increased awareness on the subject of diabetes at local and national level.

STEP 3

MEASURE

AIM

Assess the impact and monitor the change created by the planification by the event itself

DID I CREATE THE DESIRED IMPACT?

STEP 3: MEASURE

This step refers to the measurement of the expected changes results; understanding and measuring what the generated impacts produce in the short, medium and long term. It is therefore a question of establishing indicators for each of the expected results, and of preparing a methodology which will allow the measurement of each of them, and ultimately of the impacts generated.

It is necessary to determine the relevant information needed to be collected in order to allow a better understanding of the impacts achieved, and analyze the data collected in order to develop a relevant communication strategy. This step allows a better understanding of the impacts generated.

**BUILD A
FRAMEWORK
SPECIFIC TO
YOUR PURPOSE**

**RALLY
STAKEHOLDERS**

**MONITOR THE
EVENT**

**ENGAGE IN
LONG-TERM
MONITORING**

In order to ensure a valid measurement of the impact, it is necessary to develop a specific grid for the project. Since this intention is developed according to the identification of a particular problem within a defined host destination, which has specific resources, the impact project is therefore unique (destination context, involved stakeholders, etc.) and it is important to create an analytical framework specific to this one.

As the impact objectives are related to the project, so will be the indicators and the methodology used to measure them. However, it is essential to use both quantitative and qualitative indicators that will strengthen the analysis and subsequently obtain meaningful results. Likewise, the indicators must correspond to the objectives set for each result and according to the actor affected.

BUILDING A FRAMEWORK SPECIFIC TO YOUR PURPOSE

For example...

Woman Deliver
(Vancouver, 2019)

Woman Deliver's mission is to improve legal equity, health, and the well-being of women and girls. In order for the conference to allow for change, different objectives had been established such as: to connect different supporters and supporters of gender equity with decision-making actors, to stimulate the implementation of actions at the global and national level centered on problem solving, but also influence the global agenda. In order to meet these objectives, the strategy focused on how the conference could enable participants to acquire knowledge on gender equality issues, create opportunities to engage with decision-making actors and develop new relationships, in order to inspire local, national and international actors to act and implement action plans to promote gender equity. (Woman Deliver, 2019).

RALLING STAKEHOLDERS

In order to facilitate data collection and obtain reliable and differentiated data, it is necessary to involve stakeholders in measuring impact. Indeed, these actors are considered as resources which can help facilitate the collection since, according to their occupations, they will have access to more or less relevant data for the project. According to Getz (2019: 106), “Local authorities and other government agencies collect a lot of data that can be useful in SIA, such as: census data [...], leisure data [...], transportation data [...], crime statistics [...] health [...]”. Thus, depending on the indicators and the context of the impact, different stakeholders may be responsible for the collection. In addition, as collection requires the use of specific tools and methods, it is therefore necessary to ensure that these are understood and adopted by all stakeholders.

Involving stakeholders in the measurement is essential because they are the ones who will continue the evaluation after the event is over and who will witness the social change created or not. It is therefore important that these actors are mobilized and proactively integrated into the process to ensure that the impact is generated over the long term. Stakeholders must therefore be involved so that monitoring and evaluation are guaranteed, and the social impact created can be exposed.

It is possible to mobilize stakeholders in different ways, seen within the One Young World conferences, where each participant automatically becomes an ambassador once the conference is over. The impact intention of this association being the inspiring and promoting the development of projects of young individuals with the objective of creating change, to measure the impact of the One Young World conference the association thus focuses on how the conference influenced these young participants by monitoring the development of their projects. Each year some of them are selected to coordinate the activities of other ambassadors in their region. They are then mobilized and supported by One Young World in order to monitor the impact generated by these former participants and have the mission of "communicating [e] regularly with One Young World Headquarters in London on the impact of Ambassador- led initiatives in their region "(One Young World, 2017A). This not only allows the collection of data on the changes generated as a result of participation in the event, but also allows for long-term monitoring.

In order to ensure the smooth running of the project that the desired impact can be generated, it is necessary to monitor the event and the desired changes to be able to check if the objectives set have been achieved and if adjustments are necessary.

It is therefore a question of monitoring the data collected throughout the event in order to identify whether the change process does indeed generate the desired impact, i.e. whether the logical process of change identified is carried out in a concrete way and, if not make adjustments. It is therefore a matter of collecting and analyzing data according to the indicators identified according to the impact objectives.

MONITORING THE EVENT

Different methods can be used to monitor the event, but the literature agrees that a methodology based on a qualitative and quantitative approach allows the collection of more salient results. Data collection can be carried out using a questionnaire, distributed on site, by email or even from interactive applications offered within the event. It can provide data on a particular objective and can also be used to collect “resident and stakeholder [’s] input on perceived impacts, their direction (positive or negative) and importance, to the individual responding and their family. There are numerous possible impacts, and the lists should be customized on the basis of consultations and / or available information about the people and community in question” (Getz, 2019: 103). It is also possible to carry out a socio-cultural analysis, such as for example “detailed analysis of housing, mobility, employment, voting patterns, media content, leisure opportunities or community life before, during and after a [n] [...] event or construction of a new venue”(Getz, 2019: 103). This type of analysis should use "a wide range of data and analysis from all levels of government, social agencies, not-for-profit groups and other sources" (Getz, 2019: 103).

ENGAGING IN LONG-TERM MONITORING

Engaging in long-term follow-up when creating a social impact is fundamental, as the desired social change can appear long after the event ends. Indeed, if the event generates impacts in the short and medium term, these changes in turn produce new conditions allowing to achieve a change of greater intensity and scope over the long term. Other external factors playing on this one, we will in this case consider that the event contributed to this change.

The main objective is therefore to understand how thanks to the promotion of the creation of legacies (collaboration, dissemination of knowledge, etc.), the event can gradually contribute to the creation of the desired change within the identified host community and help measure and communicate the latter. In itself, this involves identifying whether the event contributed to changing the situation of the initial problem. It is therefore necessary to develop specific indicators relative to the desired broader impact.

The indicators should be able to measure the change within the community, in relation to the larger social problem identified when establishing the impact intention. As long-term changes are specific to the impact project, different indicators can be used, and it is therefore necessary to identify the indicators that best match the desired change.

Some of these indicators may therefore focus on policy reviews related to the problem identified, the death rate, the number of people with a certain disease, the number of people with access to a certain service, etc. Monitoring long-term change in the community helps to understand if the impact strategy put in place really worked and reinforces the value of the event in communications by demonstrating how much the event has “contributed”. To the change of condition of the community.

STEP 4

MAXIMISE

AIM

Report your impact and legacy, improve and share your impact strategy, sustain your efforts

WHAT IMPACT DID I CREATE AND WHAT COMES NEXT?

STEP 4: MAXIMISE

This step refers to the communication strategy implemented following the collection and analysis of data. In other words, this step is about the establishment of reports or other forms of communication in order to share the results and the impact created so that the value of the project is understood by all.

Societal problems are fluid, they can change more or less significantly over time and the objectives set at the beginning must be readjusted. It is therefore necessary to constantly revisit the initial objectives, taking into account the new realities and the interests of key stakeholders. It is necessary to establish and strengthen collaboration with stakeholders so they can allow a continuity of the impact generation. Indeed, “after the event is over and the organization behind it is dissolving, the legacy programs are transferred fully to the proper authority, local communities and stakeholders, to continue with the legacies without the support of the event organization” (Elo, 2016: 99).

**SHARE THE
IMPACT WITHIN A
REPORT**

**COMMUNICATE
WITH
STORYTELLING**

**SHARE LESSONS
LEARNED**

**IMPROVE SOCIAL
IMPACT
STRATEGY**

It is essential to write a report including key information of the completed project. This not only legitimizes the value of the event by clearly communicating the change it has generated within the community, but also serves as a report for the various stakeholders of the project. The impact report should allow everyone to understand what has been achieved and the process put in place to deliver the impact. It is highly recommended to make it visual, by integrating tables, infographics and other graphics.

The report should consist of a description of the desired change intention, the problem identified and the target community, the impact objectives and the details of the impact strategy, such as the stakeholders who participated or the activities implemented, successes, challenges, etc. must also be present.

SHARING THE IMPACT WITHIN A REPORT

For example...

Woman Deliver
(Vancouver, 2019)

The Woman Deliver association provides each of its conferences with a summary report, allowing the communication in a clear and visual way of what was produced following the events and how these conferences allow, each in their own way, the achievement of its internal mission through an intention of impact relative to the host destination.

The report, following up on the 2019 conference, helps communicate how the event succeeded in generating the desired impacts. It describes the intention of impact which aims to promote gender equity and encourage the development of action to improve the conditions of women in different spheres of society (health, professional, etc.), but also details the underlying objectives, the various stakeholders mobilized (some international but also local stakeholders) and the way in which they got involved. The report then goes on to outline what was produced by hosting the conference and the changes that were generated, as well as the methodology undertaken to identify these impacts. (Woman Deliver, 2019).

COMMUNICATING THROUGH STORYTELLING

The presentation of the social impact through storytelling communication allows to clearly expose the change generated by the event and to engage readers more strongly. Indeed, this communication promotes self-identification with the message (experienced, felt) communicated. Likewise, the narration also helps to describe the change through the testimonies of those who have lived and felt it, and therefore to demonstrate the materialization of the impacts generated.

It is a matter of establishing a communication based on success stories, from personal testimonies of those who participated in the event and / or coming from the targeted community, in order to demonstrate the way in which these people have been impacted - what change was noticeable in their life, how the event transformed their thinking, way of doing, etc.

It is also important that these success stories are shared by all stakeholders, according to their specific objectives, in order to expose the impact created through different communication channels.

For example...

One Young World Summit

(Bogota, 2017)

The One Young World association uses narrative communication to demonstrate the impact its conferences generate on the target community (in its case, young entrepreneurs). It is based on the fact that each participant becomes an ambassador, once the conference is over; that is, they are integrated into the network of the association and are supported by it. Each year, some of these ambassadors are selected in order to be able to coordinate and monitor projects developed by other members of the community living in their respective regions. “These Coordinating Ambassadors are supported by the One Young World Headquarters in London, who work year-round to track community impact, provide opportunities for local networking and spark opportunities for collaboration” (One Young World, 2017A). Some of the projects are ultimately reused within OYW's impact reports to demonstrate how the conference has enabled the Ambassador to develop his project and create concrete change within his region. For example, thanks to the visibility provided by the 2017 conference in Bogotá, one of the participants, co-founder of a foundation called “*Fundación Aspirantes*” whose aim is to improve access to higher education for young underprivileged Colombians - particularly through the development of their social and emotional skills, as well as their academic abilities - has developed, with his team and the help of other social enterprises, a course allowing the reintegration of ex-combatants so that they can develop their academic competence and access higher education. Indeed, “due to the visibility provided at the One Young World 2017 Bogotá Summit, *Fundación Aspirantes* was profiled by a range of media and news outlets within Colombia. As a result of this, more than 500 young people reached out and expressed interest in enrolling in their college preparation program” (One Young World, 2018: 152). In addition, “Felipe also joined forces with other Colombian One Young World Ambassadors to design *Lidera el Cambio*, a new platform to inspire, boost and connect initiatives of emerging leaders in Colombia” (One Young World, 2018: 152).

In order to maximize the creation of social impact and improve the initial impact strategy, it is necessary to share what has been learned throughout the generation process.

It is therefore a matter of sharing with other members of the industry and academics, the strategy, tools, methodology developed as well as the knowledge acquired within the framework of the project. This will not only promote the impact generated and the efforts put in place for its creation, but also stimulate research on the legacy and impact of business events, at the same time promoting the establishment of a common understanding of these concepts and the development of a common analytical framework.

SHARING LESSONS LEARNED

For example...

XV International AIDS conference

(Bangkok, 2004)

One of the major initiatives implemented within the framework of the XV International AIDS Conference, held in Bangkok, was the leadership program which aimed to encourage the participation of decision-making actors (organizations, government, etc.) in developing concrete projects in the fight against AIDS, and this on an ongoing basis. The program, set up by “the Government of Thailand, the UNAIDS family, and the International AIDS Society” (IAS, 2004: 53), consisted of a set of sessions in which “leaders from the fields of religion, science, industry, media worked hand in hand with courageous AIDS champions from the most heavily affected communities to explore the importance of leadership and to identify key elements for a successful response” (IAS, 2004: 54).

Following the conference, this program was evaluated and communicated within the IAS report, making it possible to relay not only what had been accomplished through the implementation of this program but also the various lessons learned in this process. These include the importance of involving a wider variety of stakeholders in the preparation of the different sessions - especially from a mailing list which offers “an excellent opportunity to expand the scope of the Leadership Program and engagement of the civil society in better design of sessions. It also significantly improved the session content and more directly addressed the expectations of a wider audience” (IAS, 2004: 59) - but also the need to establish a strategic assessment well before the start of the conference, the proactive role of the host government, etc.

Social issues are not static – they are constantly changing. It is therefore necessary to continuously rectify, readjust and improve the impact strategy and objectives in order to be able to readjust them to new realities and to the interests of stakeholders.

Following the generation of impact, it is essential to make a summary of the successes and challenges relating to the strategy previously established for the project. It is about understanding the strengths and weaknesses of the impact strategy, identifying what worked and what did not work well. This will improve the strategy put in place in order to be able to generate impacts of greater intensity in the future.

IMPROVING SOCIAL IMPACT STRATEGY

Different processes can be used - for example following the Woman Deliver 2019 conference, held in Vancouver, in addition to the data collection implemented through questionnaires, once the event was over, members of the association as well as the various stakeholders involved, in particular leaders of the local indigenous community, and representatives of various organizations and associations in the world, were mobilized in order to set up memos recapitulating what had been achieved during the event. These memos were then shared and discussed in meetings to establish what had been successful and areas that were important to improve (Woman Deliver, 2019: 22).

Planification legacy

UNDERSTAND AND USE PLANIFICATION LEGACIES

As noted above, the legacy produced by the event can also be created upstream during the organization and planning of the event.

The construction of an impact strategy and the organization of the event thus form a context for creating legacies upstream of the event as such. We are talking here about a “pregnant legacy” or as we present it in this study, a planification legacy - for example the creation of collaboration, the implementation of activity before the event, new logistical knowledge, the creation infrastructure so that the event can take place, etc. These legacies can be active or latent depending on whether they were found to be useful following their creation - for example the use of logistical knowledge acquired during planning that can be reused for another event.

Furthermore, if these legacies are not necessarily directly linked to the social impact created by the event, they can become resources in a later context and thus generate social impact in return. During the Covid-19 crisis, various convention centers and associations around the world took the initiative to use their resources - partners, infrastructure, logistics techniques, etc. - in order to pivot their activities to meet the social needs generated by the crisis (saturation of hospitals, lack of masks and basic necessities, etc.) (Quebec City Tourism, 2020; The Iceberg, 2020A). These resources - which are in fact the product of the planification of previous events, created to host these events - find new uses within the context of Covid and thus generate new social impacts.

It is essential to understand the formation of these legacies and to identify them, in order to understand how they can be used in a context other than that of the event to generate new impacts. This will not only enhance the value of business events, but also build the resilience capacity of the industry.

For example...

QualityofLife4OI
(AMSTERDAM, 2019)

As part of the conference organized by the QualityofLife4OI association, whose mission is to improve the living conditions of individuals suffering from Osteogenesis Imperfecta (OI), a third of the participants were none other than people affected by this disease.

In order to welcome them within the conference, the association and RAI Amsterdam collaborated to ensure that the reception area of the conference was arranged according to the particular needs of these participants (some participants had reduced mobility whilst others were wheelchair users). The RAI Amsterdam was thus transformed within this conference in order to be able to accommodate a large number of people with disabilities and has since benefited from better accessibility, allowing other future conferences to use them.

SUCCESS FACTORS

SUCCESS FACTORS

**STRATEGY BASED ON
LONG-TERM CHANGE**

**COMMUNITY AND
INNOVATION DRIVEN
STRATEGY**

**CREATION OF A SOCIAL
IMPACT ECOSYSTEM**

**SUSTAIN
COLLABORATIONS**

**CORPORATE CULTURE
FOCUSED ON
SUSTAINABLE
DEVELOPMENT**

**MOBILIZATION OF
ECONOMIC AND
KNOWLEDGE CLUSTERS**

The comparison between the case studies and the literature also allowed to identify different factors favoring the success of the impact generation process. Indeed, we can highlight different characteristics within the case studies and the literature on the impact of business events, which allows to ensure the implementation of best practices and to maximize the generation of impacts. social.

- A strategy based on long-term change
- A strategy focused on community and innovation
- The creation of an "ecosystem" focused on generating social impact
- The sustainability of collaborations
- The establishment of a corporate culture focused on sustainable development
- Mobilization of economic and knowledge clusters of host destinations

STRATEGY BASED ON A LONG-TERM CHANGE

Strategic thinking based on the long-term is one of the key elements to ensuring the success of creating social impact. In order to generate a powerful and lasting impact, it is essential to think of the event as a source of social change and not simply as a space for activities allowing this change. It is therefore about going beyond organizational goals and CSR activities to understand how the event creates change for the host community. The impact strategy must therefore be based on a long-term vision, as a response to a problem identified within the host community.

CREATION OF A SOCIAL IMPACT ECOSYSTEM

By "social impact ecosystem" what is meant here are a set of actors, stakeholders of the business events industry (DMO, organizations, research center, associations, etc.) grouped together and collaborating in synergy with a common impact strategy. It is therefore a matter of creating continuous cooperation between these actors, based on a common understanding of the social impact and the objectives to be achieved, in order to strengthen the generation of social impact in the long term.

This type of organization can be established both at city level – whether individually or in collaboration with others – and at the national strategy level. Creating such an ecosystem improves social impact generation not only by strengthening collaboration among stakeholders, but also by providing common ground on which to build and measure the social legacies and impacts of

COMMUNITY AND INNOVATION DRIVEN STRATEGY

One of the keys to success is to realize the role of events in the development of societies and implement strategies that are driven by the need to foster innovation for their communities. Meeting planners, hosting facilities, suppliers and all stakeholders need to understand the social role of events and how they are levers for change in society. Business events should no longer be organized simply as activities focused on business development and career advancement but be seen for their role in society. In order to establish an event generating high intensity social impacts, it is necessary to establish a strategy focused on community and innovation.

COLLABORATIONS SUSTAINED

The sustainability and development of relationships built through impact projects allows for the creation of new impact projects and to further pursue already established projects. It is therefore essential to maintain and develop the relationships formed in order to build on and re-use collaborations.

Perpetuating your collaborations and relationships allows you to strengthen the social impacts already created and generate new impacts in other areas. In return this helps to support social change in communities in a sustainable way.

CORPORATE CULTURE FOCUSED ON SUSTAINABLE DEVELOPMENT

Developing a corporate culture focused on sustainable development fosters the establishment of cohesive and community-oriented impact strategies. This in turn helps generate significant changes within host communities. Indeed, an organizational culture of sustainable development is based on collaboration and a common understanding of development as a balance between social equity, economic efficiency and environmental accountability. This type of corporate culture thus helps to establish a strategy based on objectives and an intention that are shared by each of the players involved.

This corporate culture also allows to reflect on the way in which the resources available - within the organization, the association, the destination, etc. - can be deployed and redeployed depending on the context in order to create long-term social change.

MOBILIZATION OF ECONOMIC AND KNOWLEDGE CLUSTERS

Map and create strong relationships with different economic and knowledge clusters - we are talking here about networks, formed of organizations, research centers, governments, etc., which promotes innovation and the development of knowledge within different fields (health, technology, energy, etc.). - ensures the generation of high intensity social impact. Indeed, the identification and creation of collaboration with these clusters, facilitates access to local expertise and knowledge, as well as their sharing. This makes it possible to understand the context of the destination but also helps to promote networking, the dissemination of knowledge and innovation, and therefore to generate a stronger impact. Relying on these networks, these poles of knowledge and innovation, ensures the generation of significant social impacts within the host communities.

**MOBILIZATION OF
ECONOMIC AND
KNOWLEDGE
CLUSTERS**

**STRATEGY BASED ON A
LONG-TERM CHANGE**

**COLLABORATIONS
SUSTAINED**

**CORPORATE CULTURE
FOCUSED ON
SUSTAINABLE
DEVELOPMENT**

**CREATION OF A
SOCIAL IMPACT
ECOSYSTEM**

**COMMUNITY AND
INNOVATION DRIVEN
STRATEGY**

SUCCESS FACTORS

BEST PRACTICES

Define

Have a clear and relevant purpose

Understanding a destination's context

Define through collaboration

Getting ahead to optimize your leverage

Manage

Understanding and defining the logical path of change

Thinking and working together

Involving the community

Measure

Building a framework specific to your purpose

Rallying stakeholders

Monitoring the event

Engaging in a long-term monitoring

Maximize

Sharing the impact within a report

Communicating through storytelling

Sharing lessons learned

Improving social impact strategy

Understand and use planification legacies


SCENARIOS

Scenarios

06

The study finally proposes the analysis of four scenarios to illustrate how these best practices can be integrated by business events in order to generate social impact. These four business events, which took place between 2017 and 2019, each have a different impact intention and therefore allow us to observe how some of these practices are implemented according to different impact projects.

In addition, these scenarios will highlight the success factors on which these events were based to develop their strategy.



International Ornithological Congress Vancouver, Canada 2018

Clear purpose: Strengthen the preservation of terrestrial ecosystems by raising awareness and informing the local community about environmental issues concerning avian species.

SDG: Life on land (15)

What was produced by the event

- Creation of the first International Bird Festival, led by First Nations artists - throughout the congress and continuing annually
- Creation of bird species discovery tours in different parts of the city, in collaboration with the Indigenous Tourism Association of British Columbia to create an opportunity to connect with nature in Vancouver and develop a local commercial activity around bird protection (Kerr, 2018).
- Setting up of various public presentations including a presentation of writer, artist and environmental activist Margaret Atwood” (Purhar, 2018).
- Public exhibition of an international collaborative mural featuring the 678 endangered bird species of the world

SUCCESS FACTORS

STRATEGY BASED ON LONG-TERM CHANGE: At the 2018 congress in Vancouver the topic focused on environmental issues concerning avian species. The internal mission of the international union of ornithologists being to promote the dissemination of knowledge on avian species, collaboration between scientists and the transmission of knowledge from theory to practice (in particular the conservation of species), the intention of the impact was to promote the preservation of avian biodiversity within the host destination by raising awareness and educating the local community on environmental issues concerning birds. The impact strategy was therefore based on a long-term social impact that was not aimed simply at raising awareness among individuals but rather at using it to preserve the ecosystem and thus establish a better quality of life.

COMMUNITY AND INNOVATION-FOCUSED STRATEGY: The impact strategy was community-centered since the intention favored the improvement of the quality of life of the local community through the preservation of the ecosystem. The event was therefore intended to be a lever for change for the community.

USE OF ECONOMIC AND KNOWLEDGE CLUSTERS: The event and strategy was based on the collaboration with various stakeholders in the host destination, including Tourism Vancouver, the City of Vancouver and the Province of British Columbia, Simon University Fraser, Environment Canada and Bird studies Canada, thus making it possible to understand the context of the destination and influence the generation of impact within the host destination.

IMPACT

- The event allowed participants to share their discoveries and develop their networks, whilst also sharing their knowledge and their vision with the population by including the public in several activities of the congress.
- Collaboration with cabinet ministers from federal and provincial governments has opened up a discussion with the community and researchers on the role of science in government policy in Canada.
- The participation of the public and the involvement of the First Nations made it possible to promote awareness and the dissemination of knowledge, by allowing participants on the one hand to be able to share their ideas and knowledge but also by allowing the public and the First Nations to take part in discussions.

BEST PRACTICES

Relevant Intention: Vancouver has seen these migration patterns change as a result of forest fires. It was therefore an ideal place to deploy this intention.

Destination Context: Vancouver is located on a major migratory route and the city has a bird protection strategy.

Defining Collaborating / Think and Work Together: Key stakeholders including Tourism Vancouver, the City of Vancouver and the Province of British Columbia, Professor Robert Elner at Simon Fraser University, Environment Canada and Bird Studies Canada, were strongly involved in the conference and their collaboration helped to create a favorable context to create impact.

Understand and define the logical path of change: In order to establish the long-term impact, the conference had the short-term objective of promoting the awareness of host communities towards environmental issues in relation to avian species and the importance of conserving their ecosystem. This made it possible to achieve in particular the sharing of information and knowledge between the participants and the public, but also through the various activities making it possible to involve the community (festival, tours, etc.)

Involve the community: Various activities allowed the public to participate more or less actively in the event (international bird festival, discovery tours, mural, etc.) but also upstream of the event in relation to the creation of the festival (workshops to walk with stilts, to learn the movements of birds, etc.)

Communicate the impact in a report: Although the report has yet to be released by the International Union of Ornithologists, Tourism Vancouver has however published an article and video to summarize what was delivered by the event by describing the various activities and successes achieved by it.

WHAT COULD HAVE BEEN DONE

- **Communicate the impact in a report:** it would have been relevant to give more details about the indicators used during the measurement stage - how the conference raised awareness - number of people with knowledge of the issues or the policy in place before and after the event, etc. This would also have made it possible to be able to communicate in a clear way, not only the change created by the event, its process, but also what was learned during the implementation of this impact strategy in order to be able to share its knowledge with industry.
- **Communicate with storytelling:** highlight the experiences of certain participants or members of the host community and on how the event created a change in their life would have been relevant in order to show how the change generated by the event materialized according to individuals.
- **Long-term monitoring:** follow up on the long-term change generated in the host community following the event (new policies, strengthening of the Vancouver avian species policy, mortality rate of avian species in the region, etc.)



2019 SACNAS – The National Diversity in STEM Conference

Honolulu, Hawaii 2019

Clear purpose: Develop inclusiveness in the STEM (science, technology, engineering and mathematics) sector, fostering the professional development of Indigenous and second-generation individuals and their knowledge within STEM research.

SDG: Reduce inequalities (10) and decent work and economic growth (8)

What was produced by the event

- Around 5,000 participants including 2,069 first generation participants
- 2903 individuals participated for the first time in the SACNAS conference
- 838 student posters and oral presentations by graduate students
- Presentations by 6 speakers (researchers and local leader) from Hawaii, who shared their personal experiences, thoughts, advice
- 430 exhibition booths made up of student research and Indigenous or second-generation professionals.
- A day focused on Hawaiian students from local community colleges
- A participation of indigenous people which increased by 85.5%

(Hawaii Convention Center, 2019 ; SACNAS, 2020)

SUCCESS FACTORS

LONG-TERM CHANGE STRATEGY: The impact strategy was based on long-term change that aimed to establish greater inclusion within STEM research, fostering the professional development of Indigenous populations and people of second generation.

COMMUNITY AND INNOVATION-FOCUSED STRATEGY: The impact strategy was focused on community and innovation since the impact intention was to develop inclusion in STEM research by increasing the visibility and recognition of the work of Indigenous STEM students and researchers, especially young and future researchers in Hawaii.

IMPACT

- The “Graduate School and Career Expo” allowed students and other delegates to increase their networks and access new opportunities, through the setting up of 430 stands representing agencies, institutions and companies recognized as leaders in the STEM sector. (SACNAS, 2020)
- Presentations from 6 speakers from Hawaii inspired students and other attendees through sharing their personal experiences and journeys.
- Students at the University of Hawaii had the opportunity to present their research for the first time, which made them feel more confident in their academic careers.
- As a result of the event, the University of Hawaii also received approximately 200 requests from Indigenous and second-generation students relating to graduate programs offered by the university. (SACNAS, 2020)
- 90% of participating students have formed relationships that can help them advance in their academic path or professional career (SACNAS, 2020)
- 90% of participating professionals felt energized and inspired (SACNAS, 2020)

BEST PRACTICES

Relevant Intention / Context of the Destination: The University of Hawaii campus, located in Honolulu, is recognized as one of the most diverse campuses in the United States (Diversity in STEAM Magazine, n.d). Additionally, Hawaii has a large indigenous population. Since the intention is to promote the inclusion of indigenous people in STEM, it therefore aligns perfectly with the context of the destination and becomes highly relevant.

Define by collaborating / Think and work together: The objective of the University of Hawaii goal was to “showcase the work of our faculty bringing together Hawai‘i’s traditional indigenous knowledge and practice with modern science to better understand and address the challenges and opportunities we all face” (Diversity in STEAM Magazine, nd). There is therefore an alignment between the mission of SACNAS and that of the University which is anchored in the intention of impact and in the strategy.

Understand and Define the Logical Path of Change: With the intention of fostering inclusiveness in the STEM sector, the conference was intended to empower Indigenous and second-generation students and professionals to develop their careers. For this, it was necessary to offer the possibility of creating new relationships, but also to be able to share their ideas and research in order to promote their work and skills.

Involve the community: The event to involve the target community, indigenous STEM students and professionals and more particularly Hawaiian participants, by allowing them to have access to workshops, by offering them a platform to share their research, but also through the establishment of a day for Hawaiian students from local community colleges.

Build an analysis grid specific to the intention of impact: The intention being to promote the inclusion of indigenous populations in STEM research, this was achieved through the promotion of research and student work, the creation of networks, etc. The grid used therefore looked at indicators such as the number of students who formed new relationships, whether they were inspired or not, etc.

Monitor the event: The event was followed up by collecting data from questionnaires sent to participants.

Communicate the impact in a report: SACNAS has published a clear and visual impact report of the change that has been made, in which they explain the activities implemented and the results of these activities.

Communicate the impact with storytelling: In order to share the experience of the participants, some tweets have been integrated into the report, thus showing how the participants experienced the conference and the effect it had on them.

WHAT COULD HAVE BEEN DONE

Mobilize Stakeholders: It would have been relevant to engage the University of Hawaii in the process of impact measurement. The university could have acquired data on how the change was observed for the Hawaiian students who participated (new opportunities acquired, new collaborations, internships, positions, etc.) and this in the short, medium and long term.

Communicating with storytelling: Narrative communication could have used the experiences of Hawaiian students or young professionals - how the event affected their careers, what change it caused in their lives.



STESSA '18

STESSA Conference

Christchurch, Nouvelle-Zélande 2018

Clear purpose: Develop better earthquake-resistant constructions using steel techniques in order to strengthen the resilience of cities

SDG: Industry, innovation and infrastructure (9)

What was produced by the event

- 650 participants with more than 150 participants coming from about twenty different countries.
- The conference gave rise to various presentations focusing on the knowledge acquired following the Canterbury earthquakes, as regards the performance of structures.
- Publication of a book bringing together the various presentations and research presented during the conference and which focuses on the development of steel techniques resistant to earthquakes
- An outing allowing participants to learn about the application of innovative seismic designs within Christchurch.

(SCNZ, n.d.; ChristchurchNZ, 2020)

SUCCESS FACTORS

STRATEGY BASED ON LONG-TERM CHANGE: The intention of this conference was to allow the creation of more efficient earthquake-resistant constructions by promoting the development of new steel techniques. It is therefore based on a long-term objective which is to improve the resilience of city infrastructure to ensure the safety of communities.

COMMUNITY AND INNOVATION DRIVEN STRATEGY: Intent is based not only on community but also innovation. Indeed, the intention of impact is to foster the development and improvement of steelmaking techniques for resisting earthquakes in order to strengthen the resilience of Christchurch but also other cities of the world.

USE OF ECONOMIC AND KNOWLEDGE CLUSTERS: Various stakeholders were involved in the process, including New Zealand universities (Canterbury, Auckland), industry companies, as well as the UC Quake Center (New Zealand Government Partnership Zealand, the University of Canterbury and several leading industry groups, working together in the engineering sector to provide world-class knowledge, research and solutions to seismic problems). The impact strategy was therefore established by relying on this network of actors whose internal mission aligns with the intention of impact.

IMPACT

- Promotion of New Zealand expertise (designs, constructions) internationally
- Sharing of information and ideas between participants to promote innovation
- The various presentations and discussions set up by the event as well as the outing in Christchurch allowed participants to be inspired and to collaborate thus promoting new innovations and the development and the installation of new steel techniques.

BEST PRACTICES

Relevant intention / Context of the destination: The impact intention was to promote the development of New steel technologies allowing to build infrastructures more resistant to earthquakes, by offering a platform to researchers and engineers allowing them to share their research and their ideas as well as creating relationships. Christchurch having suffered two earthquakes in 2010 and 2011, the city has thus acquired some expertise in earthquake-resistant constructions but still remains at risk. The intent of impact was rooted in the context of the destination and was relevant to both participants and the community.

Defining by Collaborating / Think and Work Together: The event was organized by the New Zealand steel construction company SCNZ in collaboration with different stakeholders, such as the Universities of Canterbury and Auckland, UC Quake, and New Zealand engineering, design and consultancy firm Aurecon. The internal missions of all these actors aligned perfectly with the intended impact intention. So there was a common understanding of the intent and impact strategy

Understand and define the logical path of change: The intention of impact was to foster the development of new steel technologies to build efficient earthquake-resistant infrastructure for the community. To achieve this goal, the event fostered the development of innovation by providing a platform for sharing and meeting with researchers and engineers so that they can share their research and ideas as well as create new collaborations.

WHAT COULD HAVE BEEN DONE

Involve the community: In order to generate a more intense social impact in the long term, it would have been relevant to involve the community of the Canterbury region in the event, allowing them to participate in the discussions - share their experiences (how they experienced the earthquake within their infrastructures) as well as their questions - or through awareness campaigns concerning seismic risks and infrastructures, prevention methods, etc.

Engage in long-term monitoring: In order to demonstrate the added value of the event for the community, it would have been relevant to engage in long-term follow-up in order to communicate how the event transformed the condition within the host destination - i.e. how it has helped build New Zealand expertise, what new techniques have been developed, but also whether policies have been put in place in relation to the steel techniques used for earthquake-resistant constructions, etc.

Communicate the impact within a report: It would have been relevant to establish a report following the event, within which the intention of impact, objectives, activities, measurement, successes, etc... in order to visually demonstrate the change it has generated.

Communicate with storytelling : It would also have been relevant to present some testimonials from participants and individuals from the community, explaining how they experienced the change brought about by the event - what it brought them, how they used the knowledge acquired, the collaborations they have developed and how this has affected their career, their practice, their research, etc.



Promoting Inclusion Transforming Lives

International Conference 2017

14 -16 June 2017, Dundee, Scotland

The promoting Inclusion – Transforming lives International conference

Dundee, Scotland 2017

Clear purpose: transforming the lives of people with profound and multiple learning disabilities in the community of Dundee in Scotland

SDG: Good health and well-being (3)

What was produced by the event

- 187 participants from 9 different countries
- The establishment of the “Inclusive design day” (Miller, 2017), the aim of which was to create a space for reflection and exchange between people using public and private spaces and suffering from profound learning disabilities and multiple, and the designers of these spaces with the desire to promote inclusion, not only raised reflections rooted in concrete problems for the target community but also to establish connections between these individuals.
- The event also generated greater awareness on the topic of Deep and Multiple Learning Disabilities, not only through open sessions set up within the event and offering “an opportunity to meet and discuss projects and ideas in greater depth, and / or personal / group reflections on implementing learning and ideas to practice” (Dundee & Angus Convention Bureau, 2017), but also through the various presentations of speakers suffering from this situation or having a loved one suffering from disorders learning, and sharing their personal experiences and thoughts.

SUCCESS FACTORS

STRATEGY BASED ON LONG-TERM CHANGE: The impact strategy was based on long-term change as the intention was to improve the quality of life for people with PMLD in the community of Dundee. It is therefore a question of using the event as a lever for generating change which will gradually lead to a change of condition within the community.

COMMUNITY AND INNOVATION DRIVEN STRATEGY: The intent of the 2017 conference was to address a particular community (populations of Dundee with profound and multiple learning disabilities) of a specific issue (little inclusion in the within society). The strategy was therefore community-based with a focus on innovation since it was a question of responding to the problem by promoting, raising awareness, and above all the development of new initiatives to make the city of Dundee more inclusive.

USE OF ECONOMIC AND KNOWLEDGE CLUSTERS: The strategy was developed in collaboration between the PAMIS association, the University of Dundee and TCELT (“Transformative Change: Educational and Life Transitions”) research center, made up of researchers from different national, international universities and charities, whose goal is to advance the inclusion of people with learning disabilities, and health professionals. The Dundee and Angus Convention and Visitors Bureau also proactively participated in the process by providing support and guidance - “holding meetings, and ensuring action points were addressed” (Dundee & Angus Convention Bureau, 2017) - and by promoting the connection between the organizing committee and various local organizations on which the event could rely. In addition, the Convention and Visitors Bureau has aligned with the intention by anchoring their own mission to the goal of making Dundee a more inclusive city.

IMPACT

- The ideas and reflections deployed in the various sessions and presentations have generated collaborations in the development of interdisciplinary work across the globe.
- One of the speakers, Claire D'All, “a wheelchair-bound delegate who presented a keynote speech on how she broke down barriers to attend university” (Dundee & Angus Convention Bureau, 2017), was contacted following the conference by Euan's guide, an organization offering a platform to give its opinion on the accessibility of accommodation and other sites open to the public, in order to participate in their mission.
- Following the conference PAMIS started to work in - collaboration with some participants - on the development of a set of projects based on ideas formulated during the event. For example, the creation of an international mobilization network, to promote the sharing of personal experiences and support the involvement of people with learning disabilities and allow them to be heard at the national level; or the exploration of the concept of "lifelong learning for people with PMLD" (Dundee & Angus Convention Bureau, 2017) presented by the participants during the discussions.
- The conference provided inspiration for the Dundee and Angus Convention and Visitors Bureau. The latter is committed to working with its partners to encourage greater consideration of the accessibility of sites and events, in particular through the creation of an initiative called “Inclusive Ambassador” in collaboration with PAMIS, allowing to offer free training to the staff of its partners “in order to ensure that inclusivity is at the forefront of operators 'and suppliers' minds” (Dundee & Angus Convention Bureau, 2017)

BEST PRACTICES

Relevant intent: The defined intent is relevant since it focuses on responding to a concrete problem rooted in the life of the target population. Fostering the development of a more inclusive city, in this case Dundee, improves the living conditions of people with profound and multiple learning disabilities and their families.

Context of the destination: The strategy took into consideration not only the fact that Dundee was the headquarters of the PAMIS association and the TCELT research center, so that there was a knowledge network around the subject, but also that the Dalhousie Building at the University of Dundee was one of the most accessible host institutions in Scotland, making it possible to best accommodate participants.

Understand and define the logical path of change: In order to improve the living conditions of people with learning disabilities in the community, it was necessary to improve the inclusiveness of the city of Dundee. Therefore it was essential to raise awareness among the various players involved in the problems relating to the inclusion of people with learning disabilities, but also to promote the creation of collaborations and projects to make the city more inclusive. This could become possible by maximizing the sharing of ideas and personal experiences between decision-makers and the community.

Involve the community: The conference invited a wide variety of actors, such as policy makers, city planners, academics, families and people with learning disabilities, to participate in the event, in order to maximize the sharing of information. information and the creation of relevant collaboration to develop a more inclusive city. In addition, the conference also succeeded in involving the community by creating an “Inclusive Design day”, in which different actors with an instrumental role in the development of the city (Scotland Business Tourism, policy makers, architects, transport operators, etc.), we could share their initiatives but also reflect in collaboration with the community, by means of improving the inclusiveness of Dundee (Miller, 2017).

Monitor the event: Although no report has been published to date, the general manager of PAMIS (organizing association) indicates that an analysis of the event is underway (Dundee & Angus Convention Bureau, 2017).

WHAT COULD HAVE BEEN DONE

Engage in a long-term monitoring: Establish a follow-up of the projects developed following the conference and the concrete changes they generated for the community would have helped to promote the event and its impact by demonstrating the logical link existing between

Communicate the impact in a report: It would have been relevant to establish an impact report following the event, in which different elements of the strategy used would have been explained: the intention, the role of the parties stakeholders and how they participated in the process, the objectives and activities put in place to achieve them, the methodology etc.

Communicate with storytelling: In order to enhance the social impact created by the event, it would have been relevant to allow participants and members of the targeted community to explain how they were impacted by the conference - that is to say, the changes that it has generated on a personal or professional level and the way in which these changes materialize according to individuals.

Nowadays, if events are inserted into the strategies of several cities as a lever for development, their role and their value is mostly restricted to the economic benefits, and more particularly the tourism, that they generate. However, several academics and members of the industry have raised the fact that these can also be sources of significant social impacts for host communities. In addition, the "denunciation" of the negative effects generated by events in general, pushes organizers and associations, as well as destinations to integrate into their planning and collaboration strategies to mitigate these effects while emphasizing the positive effects of events. The ability to demonstrate and share the impact generated within society by business events therefore becomes a fundamental issue for the industry, which must henceforth prove the added value offered by these events. In order to equip industry players to establish an effective strategy, # Meet4Impact therefore proposed to identify existing best practices, allowing the generation of high intensity social impacts.

This study thus identified 15 best practices to ensure the generation of positive social impact through a business event. These have been distinguished according to the 4 stages of the generation process - Define, Manage, Measure, Maximize - defined by # Meet4Impact.

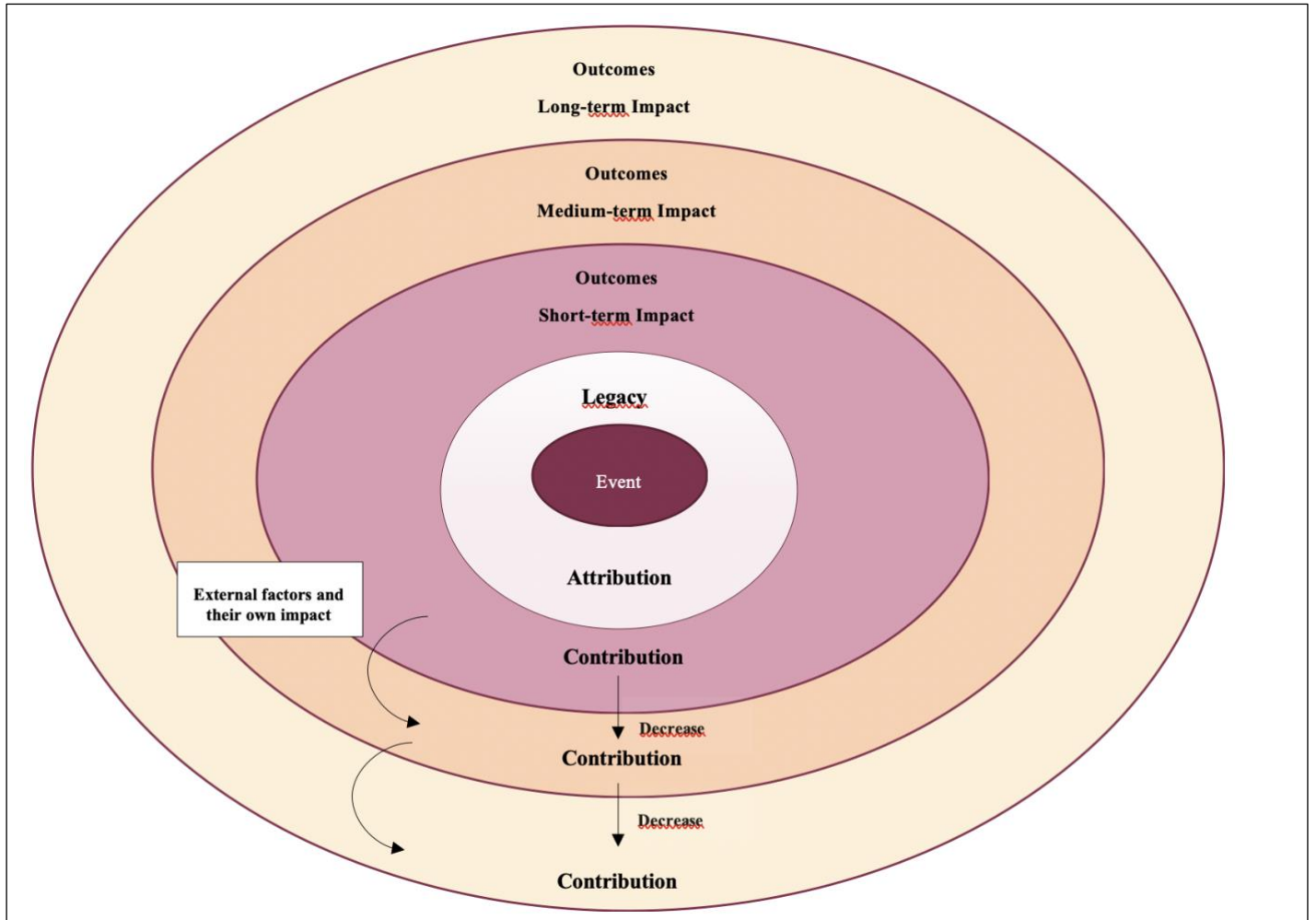
- | | | |
|----------|---|--|
| Define | [| <ul style="list-style-type: none"> - Have a clear and relevant purpose - Understanding the context of the destination - Define through collaboration - Getting ahead to optimize your leverage |
| Manage | [| <ul style="list-style-type: none"> - Understanding and defining the logical path of change - Thinking and working together - Involving the community |
| Measure | [| <ul style="list-style-type: none"> - Building an analysis grid specific to the impact intention - Rallying stakeholders - Monitoring the event - Engaging in long-term monitoring |
| Maximize | [| <ul style="list-style-type: none"> - Sharing the impact in a report - Communicating through storytelling - Improving the social impact strategy - Sharing lessons learned |

In addition to these 15 practices, there are 6 success factors that ensure the implementation of an impact strategy to generate long-term changes:

- Strategy based on long-term change in the company
- Strategy focused on community and innovation
- Creation of an "ecosystem" focused on generating social impact
- Sustainability of collaborations
- A corporate culture focused on sustainable development
- Mobilization of economic clusters and knowledge of host destinations

APPENDIX A

Figure A :



Adaptation of the author from #Meet4impact, 2019; Morton, 2015

APPENDIX B

List of selected articles and books

Name of article / book (Author / Date)	Key words	Reference	Type of literature
« Social impact assessment » (Getz, 2019)	Evaluation, social impact, event.	Getz, D. (2019). « Social impact assessment ». Chapitre 4. Event evaluation and impact assessment: Five challenges. In A Research Agenda for Event Management. Edward Elgar Publishing.	Academic
« The power of Conferences: stories of serendipity, innovation and driving social change » (Edwards et al., 2017)	Conference, impact, business event, legacy, innovation, social change	Edwards, D., Foley, C., & Malone, C. (2017). The Power of Conferences: stories of serendipity, innovation and driving social change. UTS ePress.	Academic
« Social impacts of events and the role of anti-social behaviour » (Deery et al., 2010)	Social impact, event	Deery, M., & Jago, L. (2010). Social impacts of events and the role of anti-social behaviour. International Journal of Event and Festival Management.	Academic
« Conferences: catalysts for thriving economies » (Du Cros et al., 2017)	Impact, conference, innovation	Du Cros H., Foley, C., & Hergesell, A. (2017). « Conferences: catalysts for thriving economies ».	Academic
« A framework for assessing “tangible” and “intangible” impacts of events and conventions » (Dwyer et al., 2000)	Business event, impact, social value, measurement	Dwyer, L., Mellor, R., Mistilis, N., & Mules, T. (2000). A framework for assessing “tangible” and “intangible” impacts of events and conventions. Event Management,6(3), 175–189.	Academic
« A scoping study of business events: Beyond tourism benefits » (Foley et al., 2010)	Impact, legacy, business event, social impact, social value	Foley, C. T., Schlenker, K., Edwards, D. C., & Hayllar, B. R. (2010). A scoping study of business events: Beyond tourism benefits.	Academic
« Determining business event legacies beyond the tourism spend: An Australian case study approach » (Foley et al., 2013)	Legacy, impact, business event, social value	Foley, C., Schlenker, K., Edwards, D., & Lewis-Smith, L. (2013). Determining business event legacies beyond the tourism spend: An Australian case study approach. Event management, 17(3), 311-322.	Academic
« The impact of academic events : Cycles of credibility as an analytical framework » (Hansen, 2020)	Conference, academic event, impact, social value	Hansen, T.T. (2020). The impact of academic events : Cycles of credibility as an analytical framework. Thèse de doctorat. Aalborg university Denmark.	Academic
« Conferences and conventions: A research perspective » (Mair, 2013)	Conference, business event, social impact	Mair, J. (2013). Conferences and conventions: A research perspective. Routledge.	Academic
« Exploring the social impacts of events » (Richards et al., 2013)	Event, social impact, change	Richards, G., De Brito, M., & Wilks, L. (2013). Exploring the social impacts of events. Routledge.	Academic
« Event design: Social perspectives and practices » (Richards et al., 2014)	Event, social value, social impact, strategy	Richards, G., Marques, L., & Mein, K. (Eds.). (2014). Event design: Social perspectives and practices. Routledge.	Academic
« Conferences Driving Innovation, Knowledge and Investment » (Teulan, 2010)	Conference, social impact, innovation, knowledge, social value	Teulan, B., (2010). ‘Conferences Driving Innovation, Knowledge and Investment’. Miles Clarke Business Events Communication Award Winner. Available at: http://www.businesseventscouncil.org.au/	Academic

Nom de l'article (Auteur/Date)	Mots clés	Référence	Type de littérature
« Incredible impacts : making a mark » (The Iceberg, 2018)	Legacy, business events, social value, host destination	The iceberg (2018). « Incredible impacts : making a mark » . Récupéré sur https://www.the-iceberg.org/features/incredible-impacts-making-a-mark/	Professional
« Incredible Impacts: The Beyond Tourism Impact of Meetings » (The Iceberg, 2017)	Business meeting, business event, social impact, legacy	The Iceberg (2017). « Incredible Impacts: The Beyond Tourism Impact of Meetings ». Récupéré sur https://www.the-iceberg.org/features/incredible-impacts-beyond-tourism-impact-meetings/	Professional
« Legacy – a rewarding approach to marketing Congress Destinations! » (Fisher, 2018)	Business event, congress, bequest, social impact	Fisher, J. (2018). « Legacy – a rewarding approach to marketing Congress Destinations! ». Récupéré sur https://www.tmf-dialogue.net/legacy-a-rewarding-approach-to-marketing-congress-destinations.html	Professional
« Who Determines an Association's Legacy? » (Boardroom, n.d.)	Legacy, business event, association, social value	Boardroom (n.d.). « Who determines an Association's Legacy? ». Récupéré sur https://boardroom.global/who-determines-an-associations-legacy/	Professional
« Three Legacy Opportunities for Associations » (Boardroom, n.d.)	Legacy, social impact, association, business event	Boardroom (n.d.). « Three Legacy Opportunities for Associations ». Récupéré sur https://boardroom.global/iapco-three-legacy-opportunities-for-associations/	Professional
« A Toolkit for Medical Legacy » (Boardroom, n.d.)	Business event, legacy, social impact, strategic tools	Boardroom (n.d.). « A Toolkit for Medical Legacy ». Récupéré sur https://boardroom.global/a-toolkit-for-medical-legacy/	Professional
« A Political Perspective on the Legacy of Meetings » (Boardroom, n.d.)	Business event, bequest, social impact, government funds, advocacy	Boardroom (n.d.). « A Political Perspective on the Legacy of Meetings ». Récupéré sur https://boardroom.global/aipc-a-political-perspective-on-the-legacy-of-meetings/	Professional
« Steps for Business Events Success » (Boardroom, n.d.)	Business event, social impact, strategic tools, legacy	Boardroom (n.d.). « Steps for Business Events Success ». Récupéré sur https://boardroom.global/steps-for-business-events-success/	Professional

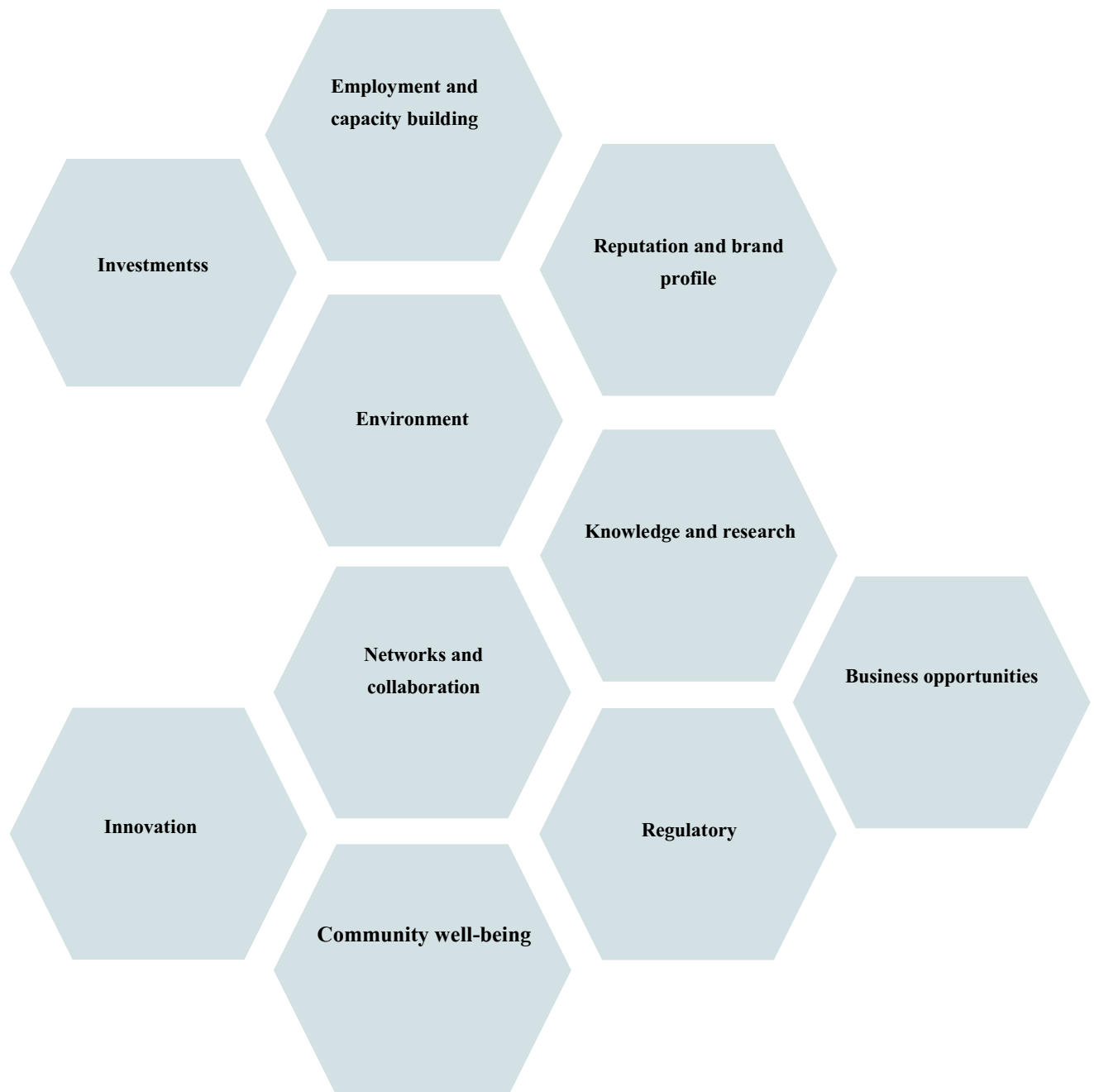
APPENDIX C

Table summarizing the selected case studies.

Event - Date	Town/Country
The XV International AIDS Conference - 2004	Bangkok (Thailand)
The 29th World Congress of the International Association for Suicide Prevention (WCIASP) in conjunction with the 21st Malaysian Conference of Psychological Medicine (MCPM) – 2017	Kuching (Sarawak - Malaysia)
5th World Parkinson Congress (WPC) – 2019	Kyoto (Japan)
QualityOFLIFE4OI – 2019	Amsterdam (Netherlands)
One Young World Summit – 2017	Bogota (Colombie)
Woman deliver – 2019	Vancouver (Canada)
Diabetes UK Professional Conference – 2012	Glasgow (Scotland)
The International Society for the Prevention of Child Abuse and Neglect II - 2018	Jamaica (Caribbean)
World Congress in Paediatric Cardiology and Cardiac Surgery	Cape Town (South Africa)
Ecocity World Summit - 2017	Melbourne (Australia)

APPENDIX D

Areas of impact identified by #Meet4Impact :



Source : #Meet4Impact 2019

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