

BestCities
GLOBAL ALLIANCE



Today's cities shaping tomorrow's world

Advancing Event Legacies Through Impact Measurement

Executive Summary – August 2020

© BestCities 2020

In partnership with



Contents

Introduction	03
Key Learnings	05
The Fundamentals of Meeting Legacy Measurement	08
Establishing the Framework for Meeting Legacy Measurement	17
The Future of Meeting Legacy Measurement	22
Glossary of Terms	24
Contact	25

Introduction



Introduction

The BestCities Global Alliance is the most established and respected network of international convention bureaus. We're firmly focused in our pursuit of harnessing the power of collaboration and community to create positive impact through business events. Through programs such as Incredible Impacts, which recognizes associations that have proven legacy initiatives, BestCities is committed to advancing the cause of the industry.

The topic of Legacy impact has recently been gaining greater attention in the business events community, with governments, universities, NGOs and society overall contributing to the conversations around it. Whilst it is recognised that legacy impact has a broad-reaching narrative on the true value of business events, few established indicators and measurement tools are actually in place. BestCities, having identified this gap, undertook this study to help associations and destinations create a more strategic and planned approach to legacy – while contributing to economic and societal benefits generated through events in the process.

In 2019, BestCities engaged GainingEdge in a project to develop indicators to evaluate legacy impact for destinations and associations through conventions and congresses, and a 'how-to' paper to assist entities to incorporate and implement these indicators into their operations.

This highly ambitious and innovative project involved an extensive study with over 50 interviews and surveys conducted with destinations from across the world and associations from a broad spectrum of sectors and disciplines.

What became evident from the research is that the study and analysis of legacy measurement, while holding a lot of potential, is in its early stages and would benefit from an uplift in the interest of theory, the use of evidence and a more strategic approach.

It's clear from the study that measuring meeting legacy is extremely important, particularly for associations, making meeting planning and implementation more strategic, while providing trackable evidence on their overall value.

The evidence suggest there needs to be a move away from the common practice of simply measuring meeting outcomes, as opposed to legacy, with this study clearly showing the distinction between the two methods.

Distinguishing between outcomes and legacy is essential for meeting planners and destinations in how meetings are planned and what type of variables which should be monitored to assess calculate long term legacy goals.

The learnings from this study will be used as the building blocks for future research. In 2020/21, BestCities aims to inform further advancements by conducting a feasibility analysis on the development of a legacy impact framework and model that can be widely adopted by associations and destinations.

By sharing the outcomes of this study BestCities hopes it will help strengthen the ability of destinations and associations to measure meeting legacies – ultimately for the greater good of society overall.

Key Learnings

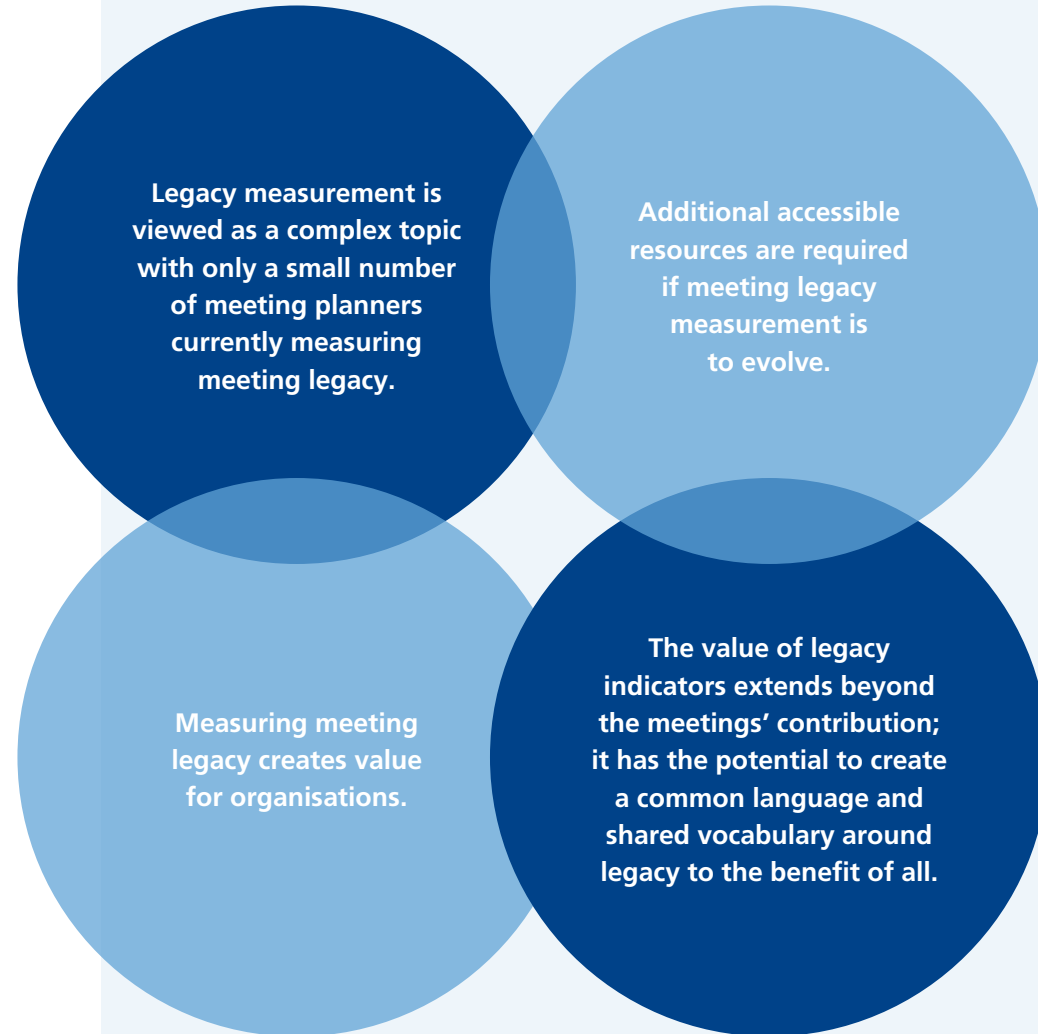
Key Learnings

MeetDenmark 2018 & 2019 Studies

In addition to the findings of this study, insights and learnings from previous studies carried out by MeetDenmark were included which helped to provide a broad understanding of the framework and current practices relating to meeting legacy planning.

BestCities 2020 Report

Through our own study an extensive selection of interviews with meeting planners from many different sectors were conducted, and from that the following key learnings were identified:





Report Recommendations

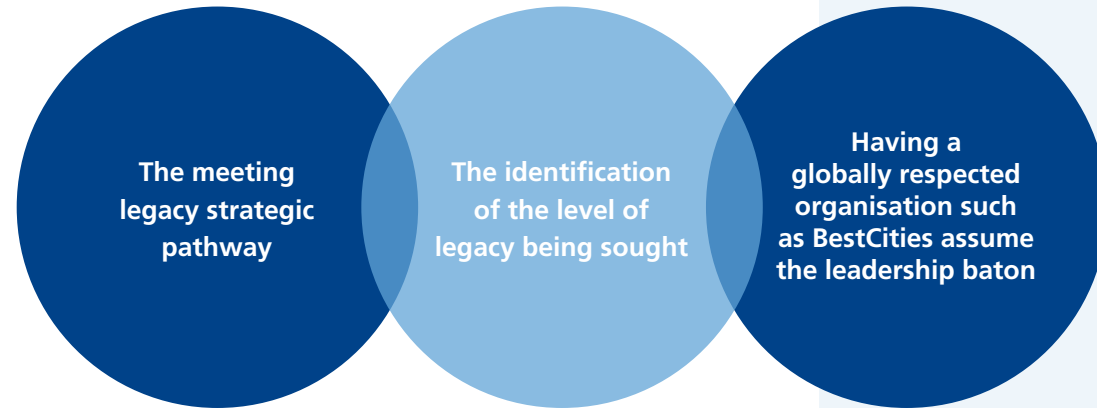
The report sets out several recommendations to the overall advancement of meeting legacy which will be explored in more detail throughout this synopsis.

During the research it became apparent that the identification of an appropriate measurement approach applicable to various sectors is not practical for 3 reasons:

1. The variables affecting the types of legacy goals pursued by associations, the processes followed to pursue a legacy goal and the types of indicators followed are broad and complex.
2. There were no significant commonalities identified between associations in the same sector in terms of their focus and understanding of legacy.
3. Different associations, no matter their sector, are at different levels and follow different directions when it comes to legacy.

The conclusion drawn was that levels of legacy impact shown by diagram (reference to location of diagram) are a better way to explore common traits between association legacy goals and measurement processes than by focusing specifically on industry sectors. This is further elaborated upon in the approach to legacy section.

This fundamental shift in understanding of how to measure legacy resulted in the definition of 3 key enablers crucial to the advancement of measuring meeting legacies:



The Fundamentals of Meeting Legacy Measurement



But first – The Fundamentals of Meeting Legacy Measurement

Why Should We Focus On Meeting Legacy?

Measuring meeting outcomes that contribute to an overall legacy goal can bring a range of benefits for different stakeholders:

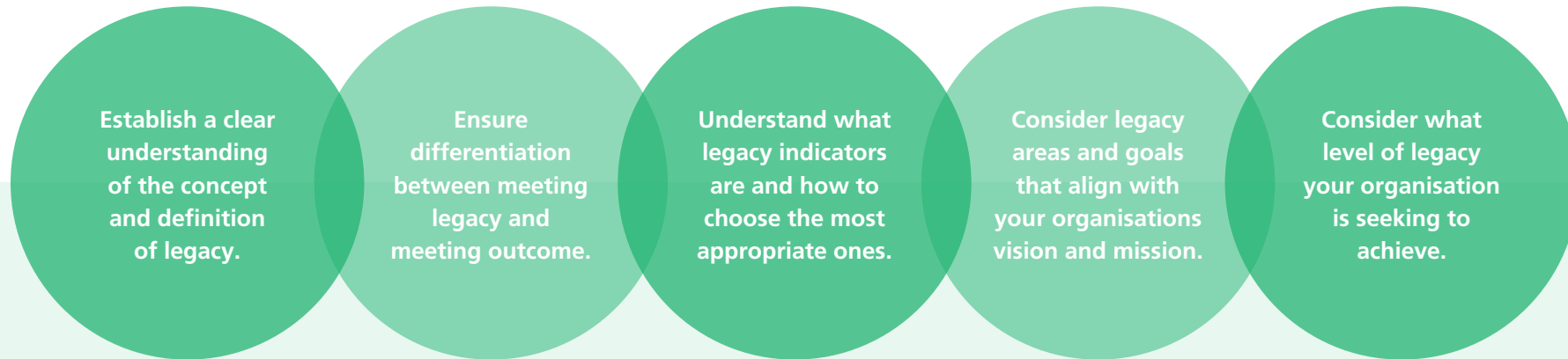
- Meeting organisers and local hosts can use metrics to measure progress towards their organisation’s vision and improve their impact.
- Event stakeholders with a vested interest in legacy can monitor progress and discover the extent to which their actions are helping or hindering legacy goals.
- International event attendees, as well as the local community, can all get involved to help progress towards legacy goals.

Overall, measuring meeting legacy will:



Measurement Fundamentals Overview

In order to progress legacy measurement efforts certain key steps are important to establish a more comprehensive and strategic approach to legacy measurement.



Definitions

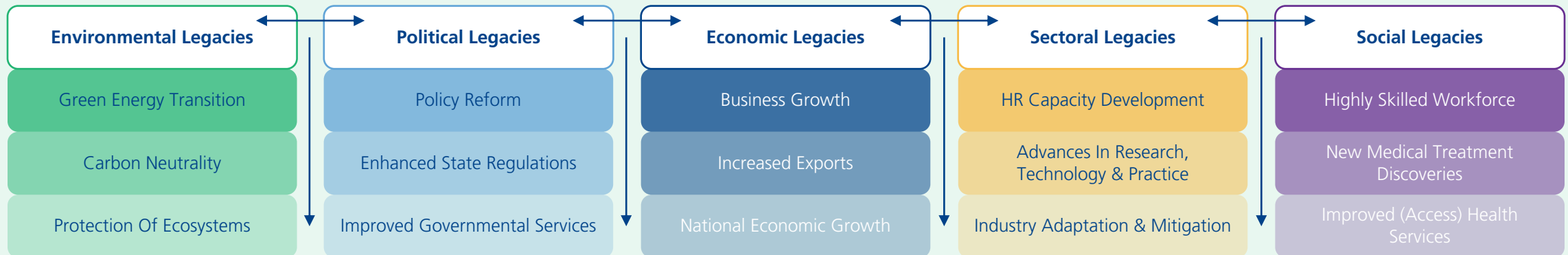
Meeting Legacies are the long-term impacts which a meeting has on wider society. Meeting legacy goals can be defined for both the destination in which the meeting is held as well as for the Association.

Goals can be split into 5 key areas:

Environmental, Political, Economic, Sectoral & Social

Some legacies are a direct result of initiatives, activities or changes known as Direct Legacies (e.g. a meeting outcome of scientific advancements in cancer treatment would contribute to reduced mortality rates – a direct legacy).

Other legacies are the result of a “flow-on” effect, referred to as Flow-On Legacies. So, following on from the above example, reduced mortality rates would create a flow-on legacy to a reduction in the economic cost of cancer. Flow on legacies can transition across legacy areas as well as within legacy areas, as shown by the example opposite.





Definitions

Meeting outcomes are the results of activities conducted during an event and usually measured in a short time frame after a meeting ends. Meeting outcomes become the drivers for a meeting legacy.

Differentiating meetings outcomes from meeting legacies is a crucial step towards determining appropriate measurement indicators to monitor progress towards achieving meeting legacy goals.

The research for this study further validates findings from MeetDenmark which show there is a tendency for meeting planners and meeting stakeholders to misinterpret a meeting outcome as a meeting legacy and to focus on meeting outcomes as the sole measurement indicator.

Post Meeting Measurements

- Local Audience Attendance
- International Audience
- Media Attention
- Policy Support
- Improved Practices
- Business Opportunities
- New Investment
- Enhanced Professionalism
- Improved Standards

Meeting Outcomes (Legacy Drivers)

- Local Product/Service Showcase → Exports/Trade
- Policy Reform → Policy Impacts
- Knowledge Exchange → Applied Knowledge Outcomes
- Improved Medical Treatment → Health Outcomes
- Community Awareness → Quality Of Life
- Improved Standards → Quality And Scale Of Benefits
- Business Partnerships → Industry Scope Or Scale
- Cluster Development → Economic/Social Outcomes
- Global Visibility → Investment Or Talent Attraction

AT END OF MEETING

Meeting Legacies

OVER TIME

Follow Up Measurements

- Policy Outcomes
- Brand Strength
- Public Health Gains
- Social Gains
- Export Values
- Cluster Growth
- FDI – Foreign Direct Investments
- Patents Issued
- Positive Change In Indices

Definitions

By establishing a clear differentiation between Meeting Legacy and Meeting Outcomes, stakeholders are better able to identify meaningful and appropriate measurement indicators for both their meeting outcome goals and meeting legacy goals.

Different types of indicators are required to assess progress towards legacies:

CRITERIA	ATTRIBUTES TO CONSIDER
VALIDITY	Does the indicator measure the result?
PRECISION	Do stakeholders agree on exactly what the indicator measures?
FEASIBILITY	Is information actually available at a reasonable cost/ Will it be easy to collect and analyse?
RELIABILITY	Is it a consistent measure over time?

	Meeting Legacy Indicator	Meeting Outcome Indicator
Definition	Legacy Indicators are used to measure implementation progress and achievement of legacy goals.	An indicator used to measure and verify the success of a desired meeting outcome goal.
Description	<ul style="list-style-type: none"> • Legacy indicators require a baseline, goal and timeframe in order to be useful in verifying the results of legacy intervention, making it possible to demonstrate change over time. • The baseline is the situation before the meeting takes place and the starting point for results monitoring. • The goal is the desired situation in the long term which the meeting is aiming to contribute to. • The timeframe refers to observations taken at specified points in time or within a given period of time including the period after a meeting in which the meeting outcomes may continue to contribute to a legacy goal. 	<ul style="list-style-type: none"> • Meeting outcomes are tangible results that can be delivered within a short timeframe. This means the outcome itself is measurable. • Outcome indicators help meeting organisers and stakeholders think strategically about the key results or outcomes they want to achieve.

Legacy Breadth – Legacy Types & Goals

Defining specific meeting legacy goals will ensure meeting legacy stakeholders focus on the long-term vision they are aiming to achieve and for which the meeting can be leveraged.

Economic

Business Growth
Exports / Trade
Industry Development
Foreign Direct Investments (FDI)
Talent Attraction

Political

The Impacts of Policy Reform
Voter Turnout (Civic Engagement)
Improved Government Service Outcomes
Political Accountability
Reduced Corruption

Social

Reduced Mortality
Lower Unemployment Justice
Cultural & Heritage Preservation
Enhanced Education Outcomes
Social Inclusion / Accessibility
Protection of Human Rights
Improved Public Welfare
Improved Living Standards
Improved Infrastructure
Improved Quality of Life
Improved Health Outcomes
Reduced Inequalities

Environmental

Enhanced Protection of Ecosystems
Food & Water Security
Climate Targets Reached
Carbon Neutrality / Green Energy Transition
Enhanced Sustainability in Cities

Sectoral

Measured Effects of Global Knowledge Transfer
HR Capacity Development Quantity & Skill Set
HR Capacity Development
Inclusivity & Accessibility (e.g. Women Professionals, Minorities, Developing Country Professionals etc.)
Resilience: Mitigation, Adaptation & Innovation
Cluster Development
Technological Innovation
Global Leadership
Applied Best Practice & Management
Resource Mobilisation
Scientific Advancement



Identification of Legacy Levels Being Sought (Legacy Depth)

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

These varied approaches have been condensed into 4 levels to help associations identify their legacy depth - each level will directly inform the type of measurement indicators which can be used to measure progress to a legacy goal.





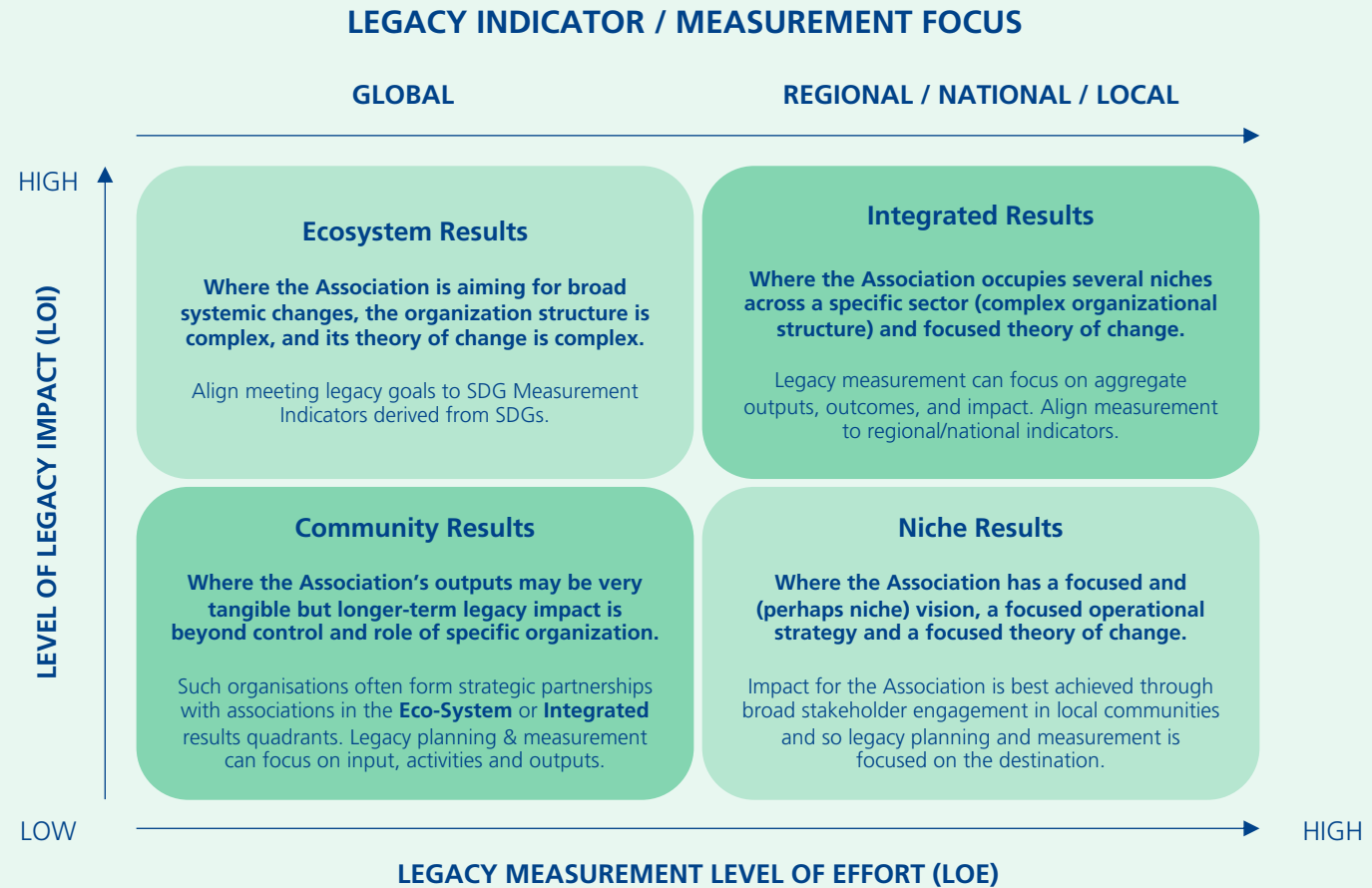
Approaches to Legacy

There are two key factors influencing legacy approaches adopted by an organization – the complexity of the organization’s theory of change and the complexity of the organization’s operational strategy.

Both these factors will also impact on the level of effort (LOE) required to measure legacy and the level of legacy impact (LOI) generated by the organization. Research also identified patterns of the different ways in which legacies are pursued by associations.

Condensed into four key groups, these reflect the most prevalent factors influencing the reach of legacy being pursued and the ways in which it is measured:

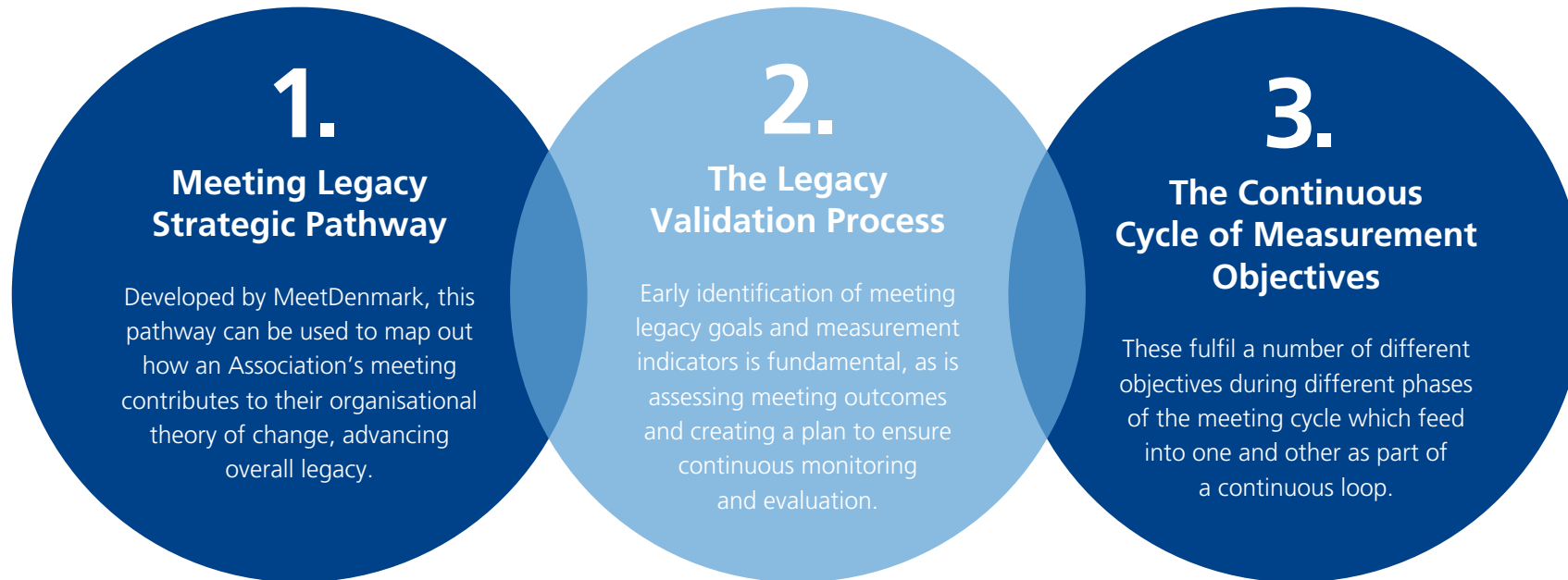
- Ecosystem results
- Integrated results
- Community results
- Niche results



Establishing the Framework for Meeting Legacy Measurement

Establishing the Framework for Meeting Legacy Measurement

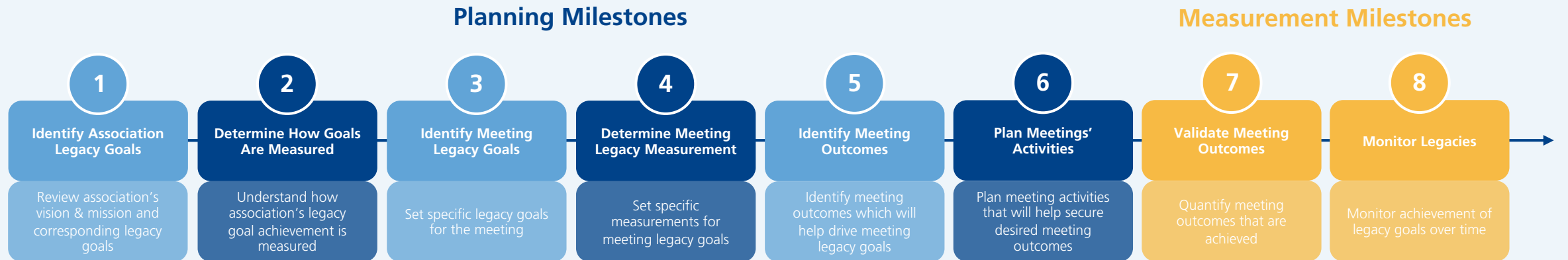
Key components are needed to ensure robust measuring of legacy:



Meeting Legacy Strategic Pathway

Our proposed approach is to identify and measure the factors which help drive the legacy outcomes and then highlight the relationship between the meeting, those factors and the legacies.

This is the Meeting Legacy Strategic Pathway, established by MeetDenmark. The legacy pathway includes 8 key steps from planning, implementation to measurement and valuation and seeks to build stronger meeting legacies through structured planning and evaluation processes.



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

Association and host community collaborate on the shared meeting legacy goals

Host Community follows pathway to pursue community meeting legacy goals



Legacy Validation Process

Within the Legacy Pathway there are 4 key steps which relate to the measurement and evaluation of a meeting legacy goal – this is the legacy validation process.

Pre-event

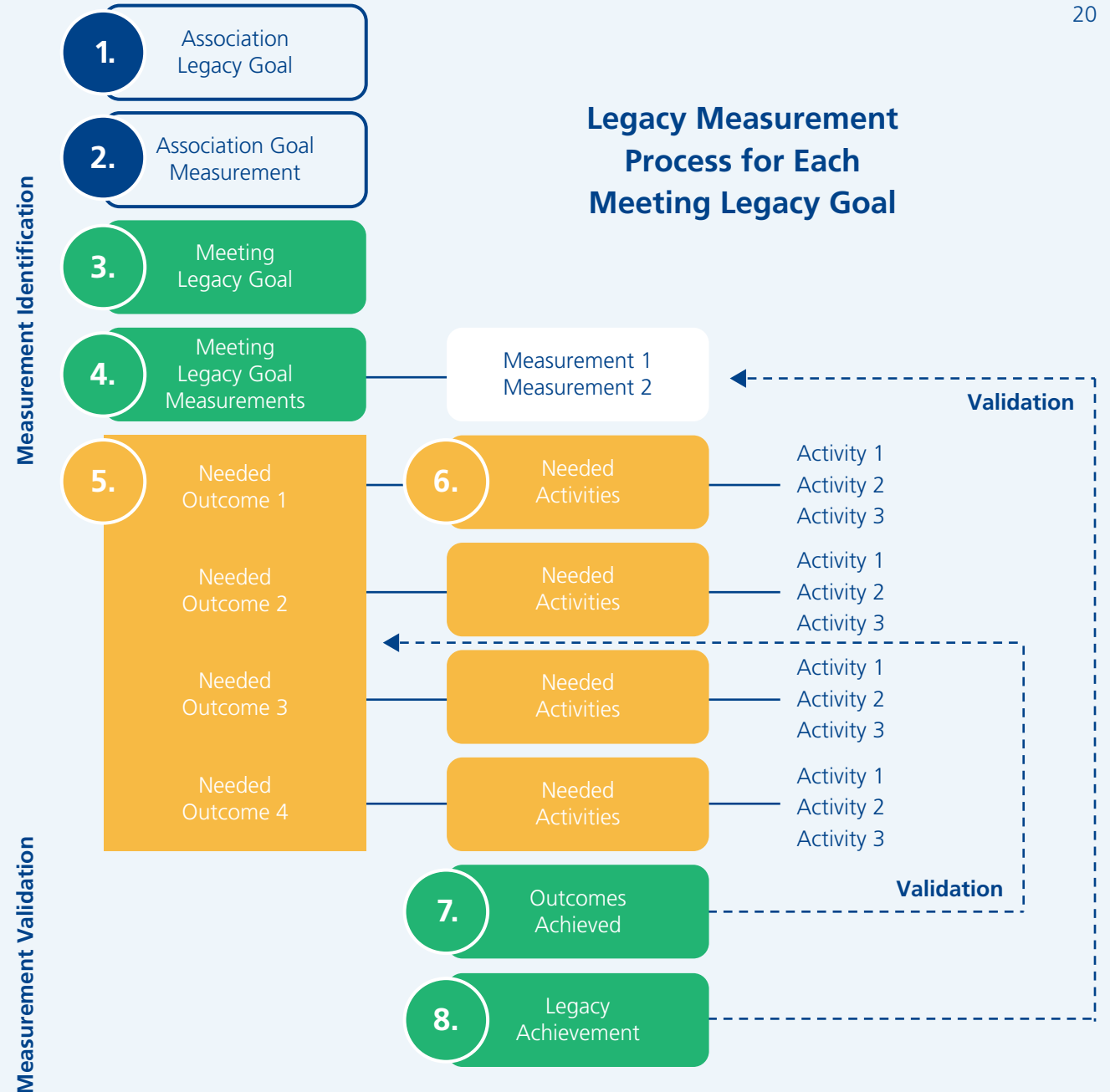
Step 3 (Legacy Goals) Planner identifies and sets goals aligned with their overall mission and vision

Step 4 (Legacy Goal Measurements) Once goals are set the planner identifies relevant measurements to determine success

Post-event

Step 7 (Outcomes Achieved) Validating meeting outcomes achieved is crucial to determine whether any changes in the strategic pathway need to be implemented

Step 8 (Legacy Achievement) Validation of the meeting legacy achievements requires continued monitoring of the change of performance indicators in the years following the meeting’s conclusion. This ensures the meeting’s benefits continue long after the delegates go home.



Continuous Cycle of Measurement Objectives

Building on the Legacy Validation Process, legacy measurement efforts serve a number of different objectives throughout the meeting cycle.

1. Estimating Legacy:

This helps planners to prioritise where to focus meeting activities for the most impact. It also helps with securing the backing of stakeholders from the early stages.

2. Planning for Legacy Measurement

Developing metrics and data collection methods to monitor meeting outcomes and legacy potential, meeting planners can use tools to plan to measure progress for legacy goals.

3. Evaluating Meeting Outcomes

Setting and checking meeting outcomes will affect how the meeting will contribute to overall legacy goals.

4. Monitoring Legacy

Whilst the lifecycle of the meeting has ended, the legacy of the meeting can continue long after its completion. Validation learnings will then provide an important benchmark for future meetings – hence the cycle is continuous.



The Future of Meeting Legacy Measurement



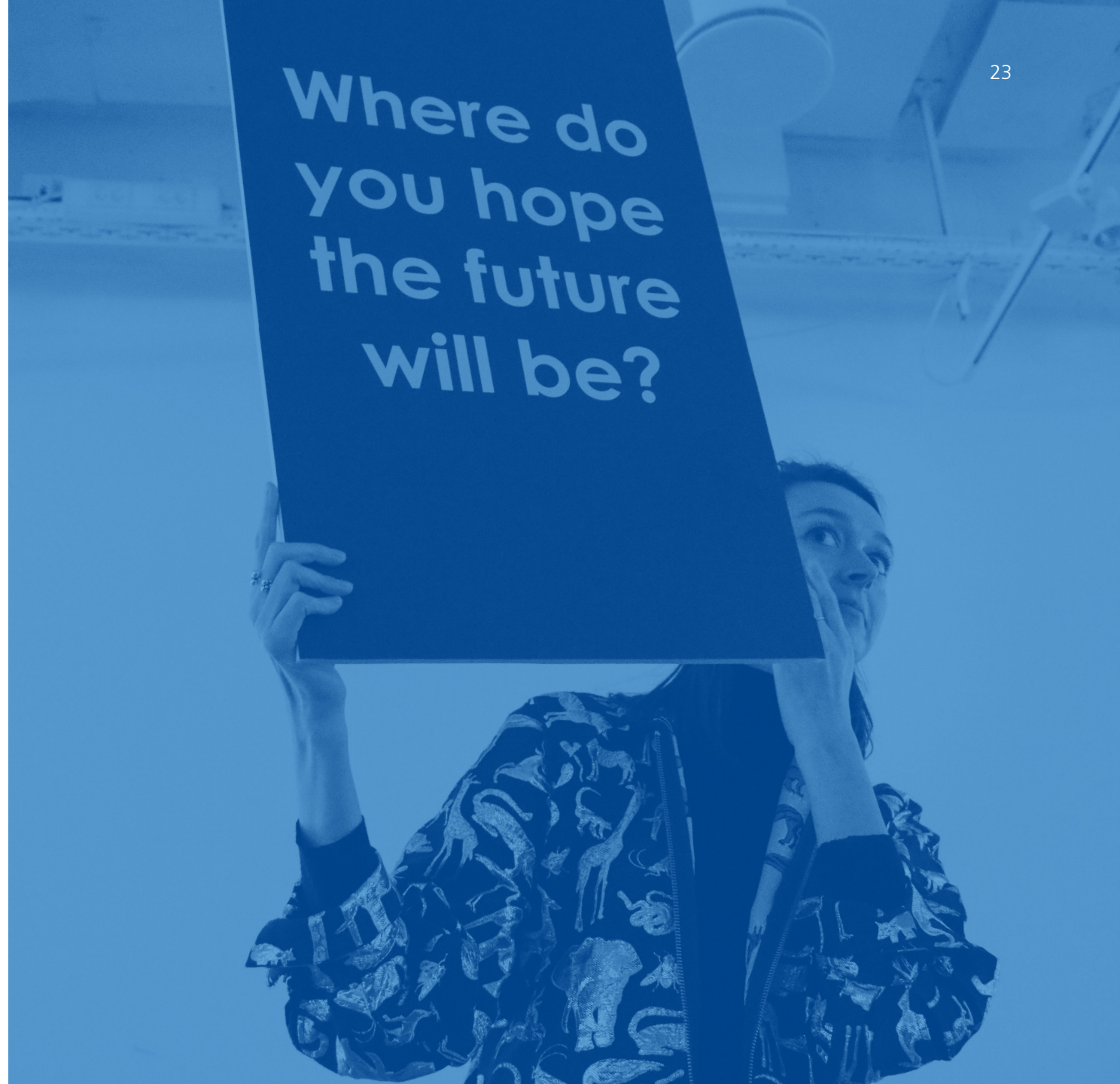
The Future of Meeting Legacy Measurement

This report shows the overall international landscape for meeting legacy measurement is often informal, inconsistent, or non-existent whatsoever.

A fifth measurement objective is the reporting impact which uses the measurement activities to communicate legacy progress with various audiences including beneficiaries, service providers, or funders to help encourage continued engagement in the legacy drive.

Communities of practice around standardised approaches would facilitate more knowledge exchange allowing meeting planners to learn from others and share best practices.

BestCities plans to work with associations and the wider industry to develop models of best practice for measuring meeting legacy, which we believe would benefit wider society. This collaborative model would help to create and define global standards for legacy measurement.





Glossary of Terms

1. Meeting Legacies

The long-term impacts of a meeting on wider society

2. Meeting Outcomes

The immediate benefits of a meeting

3. Meeting Legacy Strategic Pathway

Created by MeetDenmark, this is a model which shows which factors help drive the legacy outcomes, highlighting the relationship between meetings and their legacies

4. Legacy Levels

Different associations no matter what their sector are at different levels with regards to their understanding and focus on legacy. The 4 legacy levels help associations identify which level they are at and their legacy depth.

5. Legacy Depth

The legacy depth represents the level of the legacy ambition eg from global, world changing legacies to organisational focussed legacies such as helping to advance member communities.

6. Legacy Validation Process

The validation process enables an organisation to monitor the contribution of the meeting to the overall legacy outcomes.

BestCities

GLOBAL ALLIANCE



Today's cities shaping tomorrow's world

For further information please
contact legacy@bestcities.net