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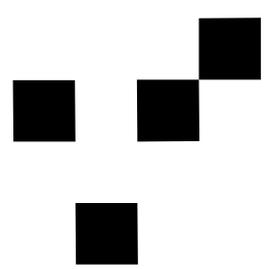
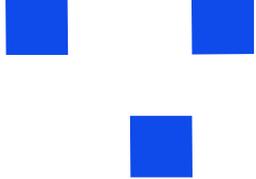
Business event legacies

JMIC Case Study Project Report

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The methodology adopted and sources of information used by the authors are outlined in this report. While all care and diligence have been exercised in the preparation of this report, the authors assume no responsibility for any inaccuracies or omissions. No indications were found during our investigations that information contained in this report as provided is false.

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Contents

List of Figures and Tables	v
REPORT HIGHLIGHTS	1
Knowledge economy	2
Industry innovation	3
Community well-being	3
A way forward: recommendations	3
1 Introduction	6
1.1 Background	6
1.2 Scope	6
2 Methodology	9
3 Findings and discussion	10
3.1 General information about the business events	10
3.2 Methods used in the case studies	12
3.3 Key stakeholders and their roles	17
3.3.1 Individuals	18
3.3.2 Organisational teams	19
3.3.3 Organisations	19
3.3.4 Communities and large stakeholder groups	20
3.3.5 Government and public service institutions	21
3.4 Delegate expectations and objectives prior to the business event	22
3.5 Benefits realised	23
3.5.1 Knowledge economies, industries and communities	25
3.5.2 Direct economic benefits	31
3.6 Barriers and challenges	32
3.7 Success factors and lessons learned	34
3.7.1 Leveraging benefits	34
3.7.2 Other success factors and lesson learned	41
3.8 Summary	42
4 Conclusions	43
4.1 Knowledge economy	44
4.2 Industry innovation	44

4.3	Community well-being	44
4.4	Taxonomy of Business Events	44
4.5	A way forward: recommendations	45
4.6	Future research and data collection	47
5	Appendix: Data Collection	49
5.1	Data Collection Process	49
5.2	Template for Data Collection	50
5.3	Interview/Survey Question Bank	53
	References	56

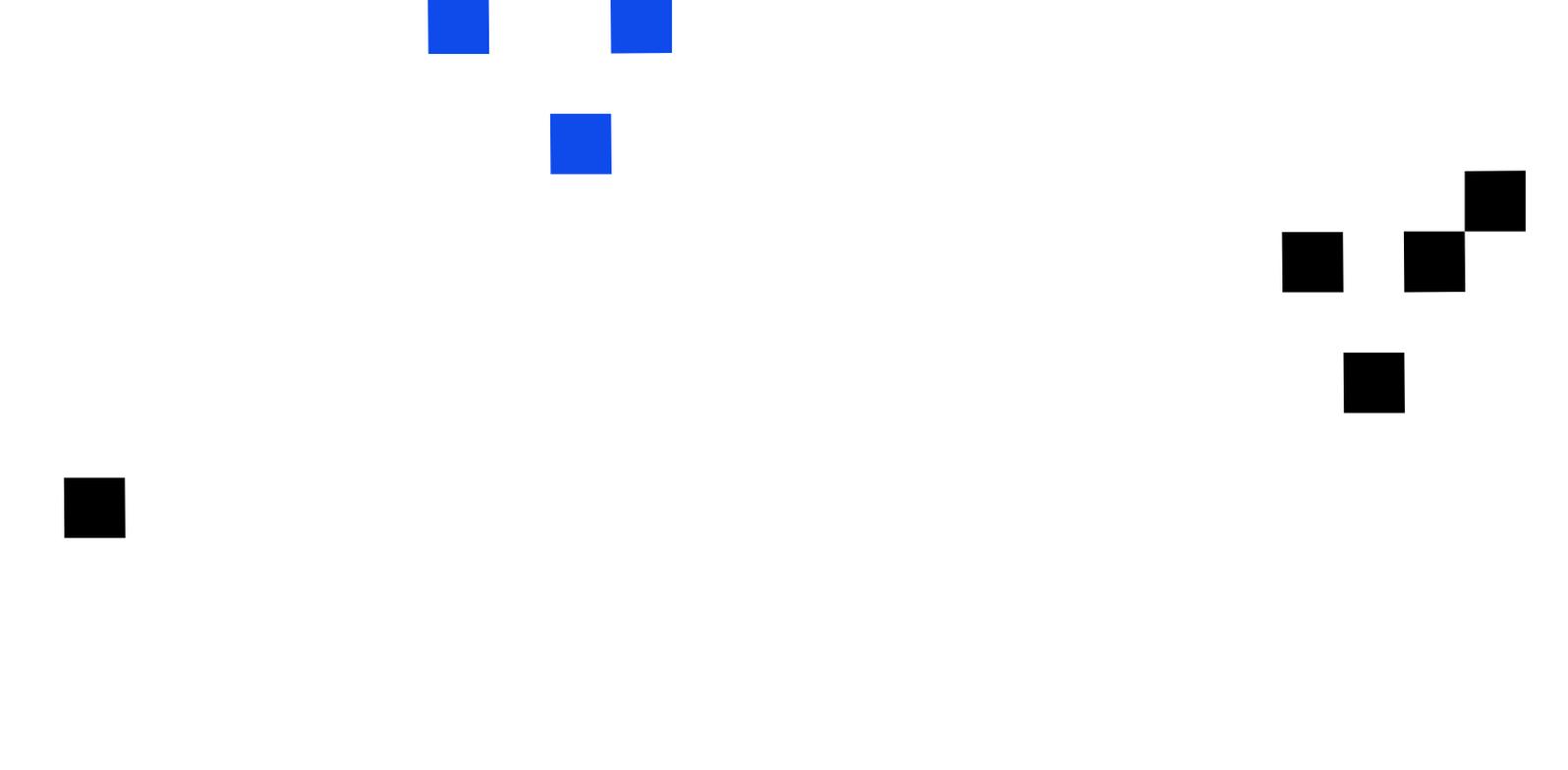
List of Figures and Tables

Figures

Figure 1: Mutual reinforcement of benefits	35
Figure 2: Long-term effect of benefits	36
Figure 3: Development of benefits over time and space	38
Figure 4: Benefits formed by stakeholders' collaboration	39
Figure 5: Stakeholders' collaboration managed by organisers	40
Figure 6: Benefits, stakeholders and barriers and challenges over time	42

Tables

Table 1: List of case studies used in the report	7
Table 2: Details about case studies analysed by the report	10
Table 3: Overview of methodological approaches	13
Table 4: Involvement of key informants during data analysis	15
Table 5: Use of secondary data in the case studies	16
Table 6: Key stakeholders and their appearance in studied cases	17
Table 7: Delegates' expectations and organisational objectives set prior to the business event	22
Table 8: Overview of benefits realised from the business event	24
Table 9: Knowledge economy, industry and community benefits	25
Table 10: Economic and tourism benefits	31
Table 11: Barriers and challenges	33
Table 12: Instruction template for data collection	50
Table 13: Examples of questions that can be used in data collection	53



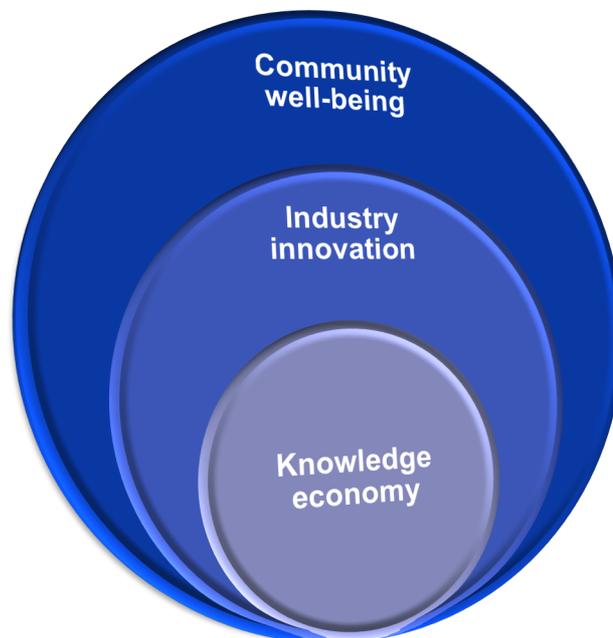
REPORT HIGHLIGHTS

This project collected, analysed and synthesised the findings of nine case studies to deliver a verdict on the broader contributions that conferences, congresses, trade shows, convention centres and bureaux deliver to destinations, communities, industries and economies.

The cases were drawn from four continents: Europe, Asia, South America and Australia.

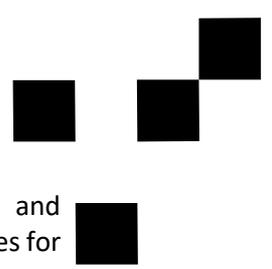
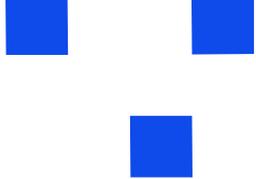
The analysis indicates the global business event industry is supporting knowledge economies, industry innovation and community well-being.

Business events contribution segments



Knowledge economy

Knowledge economies require the ongoing development of knowledge, expertise and collaboration. For a few days business events bring researchers, practitioners and cutting-edge knowledge together in one location enabling knowledge gaps to be identified so that research agendas can be set. The cases provide evidence that business events deliver in the areas of professional career development, knowledge and expertise development, formation of links and collaborations, reputation and visibility, sense of belonging and enthusiasm.



Knowledge is gained and shared at conferences and taken back to workplaces. Social and professional relationships are initiated and progressed in the conference space. New pipelines for knowledge sharing are opened, reconfiguring previously closed or isolated networks.



Local researchers and business entities who attend the conference gain benefits in terms of reputation and visibility. These outcomes catalyse both industry and research hubs in a destination.

Industry innovation

Globally, national and regional governments have developed innovation agendas to future proof their economies. In most cases, this involves advancing innovation in key industry sectors. Industry innovation requires a thriving knowledge economy and financial investment. The case studies demonstrate the power of conferences to generate financial investment for key industry sectors, including for start-ups in key sectors.

Academics, practitioners and governments meeting face-to-face results in opportunities for innovation agendas to be set, evaluated, adjusted and delivered for broad benefit.

Community well-being

The cases show that legacies for communities take many forms. At a macro level strong knowledge economies and innovative industry sectors contribute to the well-being of communities. The case studies also report micro level findings. Conferences typically attract a high concentration of delegates from the conference destination. This has considerable impact in terms of community well-being. The case studies provide evidence that the increase in knowledge and expertise for local delegates means better services for the local community.

In addition, the case studies show that procurement strategies, human resource policies, sustainability and legacy programs are reducing social exclusion and delivering benefits to multiple community stakeholders, including disadvantaged groups.

A way forward: recommendations

Ultimately, these findings confirm a significant mismatch between the way governments measure and value the business events sector and the true value delivered by business events.

Governments typically measure and value the industry in terms of the tourism dollars generated. Few would dispute the value of inscope expenditure to a destination, and business events are known to attract high yield visitors.

Yet this study demonstrates that contributions go well beyond tourism to knowledge economies, industry sectors, and communities. Leaders in the business events sector understand that they

are “not travel agents but change agents” (The Iceberg, 2019). But many political leaders and a large section of the business events industry itself are still in the dark when it comes to understanding what can be leveraged from their business events sectors.

In light of these findings we recommend that measurement, evaluation and formal reporting in the sector, particularly to government stakeholders, include contributions beyond the tourism spend.

The scope of the benefits identified is broad, and tells us two things. First, further research will uncover more benefits and, therefore, it would be sensible to extend the case study program in some form until we have reached *research saturation* – that is, until we fail to extract new findings.

Second, the breadth of cases and benefits means it is not possible to use a single measurement tool for every business event. Methodology will always need to be tailored to meet the contextual requirements of the individual business event. These may include, for example: questionnaire surveys of delegates and exhibitors; interviews with key stakeholders (from government, industry, associations); social media and secondary data analysis. A Process for Data Collection, Guidelines for Evaluating Business Events, and an Interview/Survey Question Bank can be found in the appendix of this report.

Finally, we present **6 golden rules to a highly successful business event** that can assist organisers to maximise legacy outcomes of a business event:

1. Involve stakeholders in setting legacy agendas

- Stakeholders may include, for example, government, local and global associations, industry leaders within the destination, leading researchers within the destination, conference organisers, bureaux and venues.

2. Coalesce legacy **design** around industry problems, issues and opportunities

- Identifying key industry and/or community issues and opportunities is important for uniting stakeholders behind legacy initiatives.

3. Set legacy **objectives**

- Legacy objectives need to be set in order to plan for their execution. It is true that many conferences will yield legacies regardless of whether or not they have been planned for. But the failure to set objectives can mean lost opportunities for making a difference.

4. Execute legacy plans

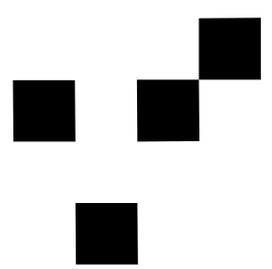
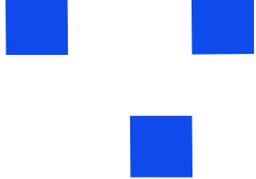
- Once objectives have been set there must be a plan for ensuring the legacies are realised. Planning for the evaluation of legacy outcomes is essential.

5. Evaluate legacy outcomes

- Different outcomes call for different methods of evaluation. Methods of data collection and analysis are set out in the appendix of this report. Partnering with a research specialist (university or consultant) is an excellent idea.

6. Disseminate legacy outcomes widely

- Legacy outcomes should be communicated widely. It is important that all stakeholders understand the full value of the business event. Legacy outcomes should be included in every business event study or evaluative report and then communicated to governments, communities, industries and universities, as well as event organisers and individual delegates and any stakeholders that have invested in the business event. They all need to hear about the outcomes.



1 Introduction



1.1 Background

Business event industry professionals have operated for decades under a narrow assumption that conference legacies are best measured in terms of coffee cups and hotel rooms (commonly known as the tourism contribution) (Dwyer, Jago and Forsyth, 2015; Foley, Schlenker, Edwards, & Lewis-Smith, 2013). However, measuring conferences in this way seriously underestimates and undermines the rich legacies that are delivered via conferences.

Unfortunately, governments perpetuate the undervaluing of conferences with reporting and KPI requirements largely limited to metrics around the tourism contribution generated by conferences. Most often located in the tourism portfolios of government ministers, business event bureaux/venues have focused their energies and resources for far too long on maximising the tourist dollars generated by business events, while ignoring the significant scientific and research value on offer: value that directly drives economic development, creativity and innovation.

Global leaders in the meetings industry are aware that the benefits arising from meetings, conventions, exhibitions and related business events are in achieving important professional, industry, academic, community and economic objectives. Being able to demonstrate the extent of these benefits is central to ensuring future business and to creating goodwill for the industry among communities and governments.

However, there has never been a coordinated, global effort to measure and document these benefits in ways that could be used to advocate on behalf of the industry.

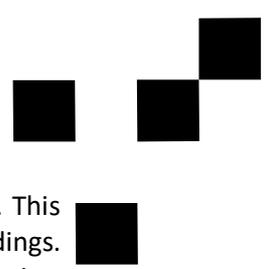
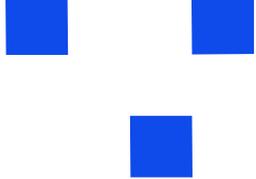
Addressing this need is the JMIC Case Study initiative. The purpose of the initiative was to document the benefits, contributions and legacies of meetings through the collection of a series of global case studies. Our aim was to identify and profile business events that demonstrate the kinds of broader output values associated with meetings, conventions or exhibitions – such as business, professional, academic and community benefits.

1.2 Scope

This report provides a summary of the nine case studies collected on behalf of the Joint Meetings Industry Council (JMIC) – see table 1. These case studies analyse the benefits and outcomes from one or multiple international conferences or from supporting activities to business events.

Table 1: List of case studies used in the report

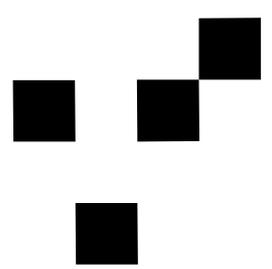
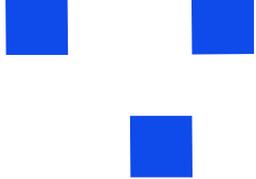
	Case Study and Authors	Abbreviated Name	Country
1	International Research Conferences: The Academic Impact Thomas Trøst Hansen, <i>Aalborg University and Wonderful Copenhagen</i>	International Research Conferences	Denmark
2	Knowledge Sharing and Organisational Development Through the 2017 Euroheartcare Conference Andrew Gambina & Johanna Hagström, <i>Jönköping University</i> , André Petzold, <i>Destination Jönköping</i>	Jonkoping Euroheartcare	Sweden
3	Zoom-in on the first-ever Swiss Fintech Corner setup at Sibos 2016 in Geneva Miriam Scaglione & Simone Dimitriou, <i>University of Applied Sciences and Arts Western Switzerland Valais</i>	Geneva Swiss Tech at Sibos	Switzerland
4	The Sustainability of the business events industry in Malaysia: Leveraging inter-organisational collaboration for the 55th ICCA Congress Manisa Mohamed Nor, <i>Malaysia Convention & Exhibition Bureau</i>	MyCEB Congress	Malaysia
5	London Tech Week by London & Partners Amandine Thiebault, <i>London & Partners</i>	London Tech Week	United Kingdom
6	Conferences: Catalysts for Thriving Economies Hilary du Cros, Carmel Foley, Deborah Edwards & Anja Hergesell, <i>University of Technology Sydney (UTS)</i>	BESydney	Australia
7	ICC Sydney: Feeding Your Performance Carmel Foley, Deborah Edwards, Bron Harrison & Anja Hergesell, <i>University of Technology Sydney (UTS)</i>	ICC Sydney	Australia
8	ICC SYDNEY Feeding Your Performance Program: Evaluation on Year One Carmel Foley, Deborah Edwards, Bron Harrison & Anja Hergesell, <i>University of Technology Sydney (UTS)</i>	ICC Sydney II	Australia
9	11th China-LAC Business Summit 2018 – Punta Del Este María José Alvez, <i>Punta del Este Convention & Exhibition Center</i> , Irene Sinigaglia, <i>Uruguay XXI</i> , Gustavo Perrier, <i>Arquitectura Promocional</i>	China-LAC Business Summit Punta del Este	Uruguay



A qualitative review method was employed to thematically analyse the nine case studies. This report presents patterns across their overall purpose, methodological approaches and findings. The outcomes from the review identified benefits from conferences to knowledge economies, industries, and destinations, with a focus on benefits beyond the tourism contribution. This report links the identified benefits to various stakeholders (individual delegates, organisations, communities and government) and also discusses barriers impeding these benefits to be leveraged.



The report is organised as follows. After the introductory section, the methodology section is presented to explain the steps taken to analyse the data. The third section presents a discussion of the thematic categories drawn from the nine case studies: stakeholders, expectations, benefits, barriers and challenges, and success factors and lessons learned. The report concludes with a summary of the findings and presentation of future research including possible data collection designs.



2 Methodology



This section explains the methodology used to cross analyse the nine empirical case studies that were conducted in six countries and available on the JMIC website (Table 1).

NVivo, a qualitative software program that supports the categorisation and classification of data, was used to conduct the cross-case analysis. The first step was to import the cases to begin coding.

Thematic coding was selected as an analytic approach (Braun and Clarke, 2006, Miles and Huberman, 2014). To organise the information available in the cases, short descriptive labels were assigned to major phrases and parts of the text. To guide this process, the focus was given to benefits and outcomes from the conferences. Attention was also given to new themes as they emerged throughout the coding process.

These initial codes were subsequently merged into larger constructs or themes found across cases, which were: methods, stakeholders, expectations, benefits, barriers and challenges, success factors and lessons learned, and future research.

Next, the links between themes were identified. This process led two major findings. First, various themes can be organised according to their levels, such as benefits for individuals, organisations, community, and government. Hence, all major categories were subdivided into groups addressing various stakeholders. Second, it was found that identified themes do not exist in isolation, but they are interrelated and reinforce each other. For example, some benefits facilitate the positive outcomes of other benefits, for example, knowledge sharing was leveraged by networking.

The final step in the analysis focused on comparing and contrasting findings across the cases. The next section provides a summary of the cases which is then followed by a detailed discussion of the themes listed above.

3 Findings and discussion

3.1 General information about the business events

Table 2 presents a summary of the case studies highlighting the main focus of the report, type of business event investigated, time and location of the business event and number of attendees at the business event.

Table 2: Details about case studies analysed by the report

Case study	Focus of the report	Type	Time and location	Number of attendees
International Research Conferences	Various benefits and barriers of organising conferences for hosting individuals and institutions	6 scientific conferences (engineering, health, economics, biology)	2012-2016, Denmark, UK, Netherlands, Sweden	All sizes (smallest: 458 attendees, largest: 20522 attendees)
Jonkoping Euroheartcare	Benefits, of knowledge sharing and knowledge gains for delegates attending the conference with also focus on knowledge sharing between academia and practice	Healthcare scientific conference	2017, Jonkoping, Sweden	367 delegates from over 40 countries
Geneva Swiss Tech at Sibos	Benefits both macroeconomic and microeconomic of organising a large business event	Exposition of 24 Swiss financial technology start-ups at the Sibos conference	26 - 29 Sep 2016, Geneva, Switzerland	8,300 attendees from 158 countries
MyCEB Congress	Benefits of inter-organisational collaboration on the business events industry	55th ICCA (International Congress and Convention Association) Congress; events industry	13 - 16 Nov 2016, Borneo Convention Centre Kuching, Malaysia	834 from 61 countries
London Tech Week	Economic benefits to the city of London from hosting the business event	Europe's largest business event of live tech events taking place across London (219 business events)	20 - 26 June 2016 and 12-16 June 2017, London, UK	2016: 40,520 attendees from 74 countries 2017: 48,170 attendees from over 93 countries

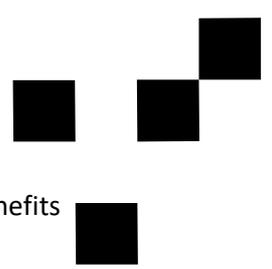
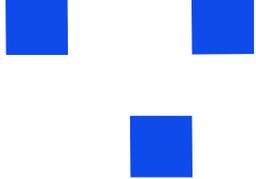
Case study	Focus of the report	Type	Time and location	Number of attendees
BESydney	Benefits in the form of gained innovation, collaboration and sector development as a result of the conferences	12 international conferences (cultural, medical, technology and environmental)	2014-2015, Sydney Australia	All sizes (smallest: 60 attendees, largest: 6081 attendees)
ICC Sydney	Benefits to regional suppliers and local community (Feeding Your Performance program)	Feeding Your Performance initiative implemented by the convention centre	2016, Sydney, Australia	NA
ICC Sydney II	Evaluate the first year of the Feeding Your Performance program presented in case study ICC Sydney	Feeding Your Performance initiative implemented by the convention centre	2017, Sydney, Australia	NA
11th China-LAC Business Summit	Evaluate benefits to businesspeople, entrepreneurs, and governments of China, Latin America, and the Caribbean	China-LAC Business Summit - an annual event for the Promotion of International Trade	2017, Punta del Este, Uruguay	2,315 from over 172 organisations

All case studies focused on the analysis of various types of benefits. While some of the cases reported barriers and challenges before, during and after the business event (see section 3.6), the overall focus on positive outcomes was dominant (see section 3.5).

Analysis of the case studies found that the size of the business events (small and large) and also the nature of the location (metro, regional) varied. To determine the distinction between the small versus large and metro versus regional, the report defines small business events as under 1,000 attendees, and metro locations as cities over 200,000 and/or with the status of capital city.

Hence, the report identified nine business event cases organised in metro areas, in particular in six European cities (case studies 1, 3 and 5) one South American city (case 9) and three case studies (6, 7 and 8) investigated business events held in Sydney Australia. Three cases analysed business events in regional areas (1, 2, 4). Four reports used the data from 17 small business events (1, 2, 4 and 6); five reports studied seven large business events (1, 3, 5, 6 and 9). The size of the business event was not specified in two reports (7, 8), given their focus on convention centre initiative supporting their business events.

Furthermore, the cases can be categorised by the type of business event held. These were: scientific conferences (1 and 2); industry or corporate events (3, 4 and 9); business events focusing on specific communities (in this case tech-communities: study 5); and case study *BESydney* studied international business events covering cultural, environment, medical and technology sectors.



Given the nature of the case studies *ICC Sydney* and *ICC Sydney II*, which focus on broader benefits of business events, their type is not specified.



Regarding delegate attendance for professional conferences, these were mostly academics and industry practitioners; for industry and corporate events firm representatives dominated; and finally, tech-communities mainly hosted individual- and firm-level entities with a shared interest in high-tech. Various types of stakeholders are discussed in section 3.4.

3.2 Methods used in the case studies

A range of methods were utilised across the case studies and involved qualitative interviews, and quantitative analysis of surveys and datasets. Of these methodological approaches the dominant strategy was qualitative method due to the exploratory nature of the studied phenomenon. In particular, all studies except *London Tech Week* and *China-LAC Business Summit*, applied qualitative data collection and analysis either as a single approach or as a part of mixed method design.

Going further, in the cases presented by *Wonderful Copenhagen* and *Geneva* the authors used qualitative data collection, in conjunction with quantifying the qualitative data. In the former, interviews with key stakeholders (researchers and representatives from scientific societies, universities, local convention bureaus and venues) were additionally analysed by using scale measures of prevalence and significance of various benefits. In the latter study, lexical and statistical approach to the analysis of interviews with representatives of convention bureau, government, conference organisers and industry association were applied.

Table 3 presents the methods, data sources and timeframes applied to the case studies, and are discussed in the remaining part of this section.

Table 3: Overview of methodological approaches

Case study	Research method	Data sources	Data collection timeframe
1 International Research Conferences	Qualitative (elements of quantitative analysis)	<ul style="list-style-type: none"> - Interviews with 41 key informants across 8 business event locations: researchers and representatives from scientific societies, universities, local convention bureaus and venues - Literature review 	Interviews: after the business event (1-5 years)
2 Jonkoping Euroheartcare	Qualitative	<ul style="list-style-type: none"> - Interviews with 15 key informants: delegates, conference organisers, and university and municipality decision makers - News and media releases 	Interviews: during and after the business event
3 Geneva Swiss Tech at Sibos	Mixed: Qualitative (elements of quantitative analysis), quantitative	<ul style="list-style-type: none"> - Interviews with 4 key informants: representatives of convention bureau, government, conference organisers, industry association - Re-analysing survey results (16 out of 24 participating start-ups) - Metrics of social media communication (Twitter) 	Interviews and survey: during the business event Metrics of social media: 6 months before and 6 months after
4 MyCEB Congress	Qualitative	<ul style="list-style-type: none"> - Interviews with 19 key informants: representatives of 12 local organisations directly or indirectly involved in the business event (convention bureaus and centres, regional tourism board) - News and media releases, email correspondence, and observation 	Interviews: during the business event
5 London Tech Week	Quantitative	<ul style="list-style-type: none"> - Analysis of various micro and macro-economic indicators associated with around 200 business events - Metrics of social media communication (n=40,276 posts) 	Indicators: after the business event Metrics of social media: 9 months before and during the business event
6 BESydney	Mixed: Qualitative, quantitative	<ul style="list-style-type: none"> - Survey with business event delegates (n=1,110) - Interviews with 8 key informants across 4 out of 6 business events studied: academics from medical, technology, cultural and 	Interviews were conducted 1-2 years after the survey

Case study	Research method	Data sources	Data collection timeframe
		environment sectors and representatives of the business event organiser	
7	ICC Sydney	Qualitative - Interviews with 14 key informants: suppliers, convention centre staff and a consultant nutritionist - Media reports, website material and managerial documents	During the program's first year
8	ICC Sydney II	Mixed: Qualitative, quantitative - Interviews with 20 key informants: suppliers, representatives of government, industry association, convention centre, and regional destination manager - Quantitative analysis of procurement data retrieved from the convention centre - Website material and managerial documents	1 year after the program started; 5 key informants included in the previous study
9	11th China-LAC Business Summit	Mixed: Qualitative, quantitative - Secondary data, event statistics, social media metrics.	1 year after post the business event

Table 4 shows that the key informants and data collection methods (interviews, survey, observation and social media metrics) were dispersed across the nine cases. Table 5 presents the type of secondary data reviewed. As shown in this table, most of the studies used semi-structured interviews, and these were gathered as a combination of face-to-face, phone or email. Two studies (*Geneva Swiss Tech at Sibos* and *BESydney*) collected the data via structured surveys. In the case of *Geneva Swiss Tech at Sibos*, the authors re-analysed already existing questionnaire responses, collected by the organisers during the business event.

On the other hand, the survey data for the *BESydney* study were collected by authors from the six business events they explored in their report. One study, *MyCEB Congress*, reported using observation, however, there were no further details on this method found in the case study. Finally, two studies relied on social media engagement metrics (*Geneva Swiss Tech at Sibos* and *London Tech Week*). In both cases, these analyses were implemented along with other data sources. A notable finding is that both events using social media engagement metrics were technology events.

Table 4 also displays a range of key informants categorised into six groups: business event delegates, host organisation, industry and government, and stakeholders not specified. The highest number of case studies involved business events bureau representatives (five studies) and convention centre representatives (four studies). Three case studies used interview responses

from academics, and while two cases, *Jonkoping Euroheartcare* and *BESydney*, focused on all academic delegates, the case study *International Research Conferences* specifically researched delegates from the host-location and the benefits from conferences for this specific stakeholder group.

Table 4: Involvement of key informants during data analysis

Stakeholder groups	Stakeholders	Used in the case study (number) via method:			
		Interviews	Survey	Observations	Social media metrics
Business event delegates	Academics	1, 2, 6			
	Company representatives	9	3		
	Various delegates		6		
Host organisation	Scientific association	1			
	University	1, 2			
	Business events bureau	1, 2, 3, 4, 6			
	Convention centre	1, 4, 7, 8			
Industry	Industry association	3, 8			
	Suppliers	7, 8			
	Consultant	7			
Government	Government bodies	2, 9			
	Municipality representatives	3, 8			
	Regional tourism manager	4, 8			
Stakeholders not specified		4		4	3, 5, 9

Along with the sources directly involving the events' stakeholders Table 5 below aims to provide an overview of the extent to which authors used secondary data in the form of written documents. In all cases, these sources supplemented other data collection techniques. However, as opposed to other reviewed case studies, the study *London Tech Week* applies the analysis of micro and macroeconomic indicators as the primary source of data reported in the findings.

Two groups of data sources received the highest coverage, and these are news, media releases and website search (four case studies), and the authors of three case studies also used firm-level data. It is assumed, that the sources from the former group were analysed using qualitative content analysis, as the authors did not refer to a specific method. The latter category of firm-level data was either analysed by using statistical methods (*ICC Sydney* and *London Tech Week*) or content analysis (*ICC Sydney* and *ICC Sydney II*).

Table 5: Use of secondary data in the case studies

Type of secondary data	Used in case studies (number)
News, media releases and website search	2, 4, 7, 8, 9
Firm-level data analysis	8 (organiser's procurement data) 5, 9 (micro-economic indicators of local companies) 7, 8, 9 (managerial documents)
Macroeconomic indicators	5

Other notable differences among the case studies are the number of business events analysed and timeframe of the data collection (see Table 3). From the number of business events studied, four major groups were identified, those that: evaluated a single business event; multiple unrelated business events; multiple related business events; and a group of cases, which focused on convention centre initiatives that supported their business event.

Studies focusing on one business event, cases 2, 3, 4 and 9, reported on a single academic conference, start-up firms' exposition, industry congress, and a business summit respectively. Then in two cases, authors analysed multiple business events, however, their sampling strategy differed. While the study on *International Research Conferences* presented findings on six realised and two non-realised academic conferences in four European countries, the case on *BESydney* looked at twelve international business events organised by a single convention bureau in Sydney Australia.

The third group consists of one study *London Tech Week*, which focused on overall benefits from organising a business event involving around 200 tech-oriented events. And finally, two studies (*ICC Sydney* and *ICC Sydney II*) did not explore a specific event. They provided insights about the convention centre initiative, which involved serving nutritious and healthy meals to conference delegates.

A further noteworthy finding is the difference in the timeframe of data collection (see Table 2, column five). One study (*MyCEB Congress*) analysed the business event by using the real-time data, and one study (*International Research Conferences*) collected data after the six business events were held from 2012 to 2016. The time lag between the business event and data collection varied across these six conferences (1-5 years). Nevertheless, the studies did not collect the data from the same business event multiple times.

The remaining case studies incorporated a combination of more than one data collection point over time: *Jonkoping Euroheartcare* compared the expectations and realised benefits from the conference; *Sydney BE* evaluated the aggregated data 1-2 years after the business events were held; *ICC Sydney II* evaluated the performance of a backward supply chain program over a one year period; *China-Lac Business Summit* was evaluated one month post the business event; and *London Tech Week* compared the performance of the same business event taking place in 2016 and 2017.

Finally, four studies used social media metrics across time. In the case of *London Tech Week*, the metrics were taken before and during the business event, *Geneva Swiss Tech at Sibos* analysed the social media engagement before, during and after the business event; and China-Lac Business Summit analysed social media metrics during the event.

3.3 Key stakeholders and their roles

Table 6 presents five groups of stakeholders considered in the case studies at the individual and collective levels of organisational, community and government.

Importantly, this list presents only stakeholders who were mentioned explicitly in the case studies. Therefore, while there may have been other stakeholders present during these business events, this summary presents only stakeholders who attended or supported the business event in a direct or indirect way. Each of these groups will be discussed in turn.

Table 6: Key stakeholders and their appearance in studied cases

Stakeholders		Case study								
		1	2	3	4	5	6	7	8	9
Individuals	<i>Academic delegates</i>									
	– Academic elites/senior academics	x								
	– Academics from the host university	x	x				x			
	– Young/early career researchers		x				x			
	– Young researchers from the host university	x								
	– PhD students	x	x							
	– Students from host university (PhD and others)	x	x		x					
	<i>Professional/industry delegates</i>									
	– Young associates				x					x
	– Company managers and executives			x	x					x
	– Practitioners (nurses)		x							
	<i>Others</i>									
	– Managers and owners of supplying firms							x	x	x
	– Volunteers				x					
	– Professional industry consultant			x				x		x
– Government official			x	x	x				x	
– Convention centre employees							x	x		
Organisational Teams	Research groups and teams of delegates	x	x				x			
	Teams of researchers organising the conference	x								
Organisations	<i>Academic organisations/institutions</i>									
	– Home location university	x	x		x					
	– Scientific associations/society	x	x				x			
	– Hosting location university or department	x	x							
	– Local universities and schools				x			x	x	
	<i>Professional/industry organisations</i>									

	– Firms (all sizes and industries)	x	x	x	x	x		x	x	x
	– Workplace of delegates		x							x
	– Suppliers, value chain actors and partners			x	x			x	x	
	– Sponsors to start-ups			x						
	– Professional/industry associations			x	x		x		x	x
	<i>Business events organisations</i>									
	– Professional conference organisers	x					x			
	– Convention centre	x			x			x	x	
	– Business events/convention bureau	x	x	x	x	x	x			
	<i>Other organisations</i>									
	– Non-governmental organisations and charities				x			x	x	
	– Media			x	x	x				
Communities and large stakeholder groups	<i>Type of community members</i>									
	– Research community, field or discipline	x	x				x			
	– Sector or professional community/ecosystem	x	x	x	x	x	x	x	x	
	– Value chain (food and tourism)				x			x	x	
	– Industry work-force				x	x	x	x	x	
	– Minority groups workforce				x			x	x	
	<i>Location of community members</i>									
	– Rural area workforce				x			x	x	
	– Regional (local) workforce				x	x	x	x	x	
– Regional (local) community			x	x	x	x	x	x		
	Wider community				x			x	x	
Government and public service institutions	Municipality									
	Tourism – regional tourism board and entities				x			x	x	x
	Regional (state) government bodies							x	x	x
	Government, ministries and policy makers			x	x	x		x	x	x

3.3.1 Individuals

Business events delegates or participants are characterised as individual stakeholders. Two groups of delegates were identified: academics and professional/industry delegates. Academic delegates were present in case studies covering scientific conferences (case studies 1, 2 and 6). They consisted of various groups, such as the most novice researchers (PhD students and early career researchers) and the most prominent and elite experts in the specific area of research.

Importantly, two case studies focusing on academic conferences highlighted distinct sector differences among academic delegates (cases 1 and 6). Moreover, in their analysis, the study *International Research Conferences* specifically referred to host university individuals, whose role was also about event organisation and support.

Professional/industry delegates involvement in business events had three primary functions: knowledge seeking (e.g. nurses learning from lectures and seminars in case study 2); partnership

seeking (e.g. banking executives forming partnerships with start-ups in case study 3); and promotion-seeking (e.g. events sector businesses attending the Congress in case study 4).

On the other hand, the role of professional/industry delegates attending academic events was somewhat related to the formation of formal and informal links with academia facilitating funding (case studies 1 and 2) and knowledge sharing (case study 2; knowledge exchange between nurses and medical scientists).

The group 'others' was formed to cover individuals who did not directly attend the business event but played an important support role. This was, for instance, in the case of studies *ICC Sydney* and *ICC Sydney II*, which focused on micro and small businesses (including owners and managers) in the process of supplying food to a particular convention centre in Sydney. Moreover, the case studies 3, 4, and 5 mentioned links to individual government officials as essential actors.

3.3.2 Organisational teams

The second (and the smallest) stakeholder group is formed by organisational teams. This group was presented primarily in studies focusing on academic conferences, as research is often conducted in research teams with long-term projects and agendas and dispersed team members across various locations.

To illustrate, the case study *Jonkoping Euroheartcare* mentioned the formal research group CESAR, consisting of members across different geographies. This research group organised their meeting attached to the business events. Moreover, the study *International Research Conference* additionally highlighted the role of universities as conference organisers, and in particular team of researchers preparing the business event.

3.3.3 Organisations

Organisations as business event stakeholders were divided into four major groups: academic organisations/institutions, professional/industry organisations, tourism/business event organisations and other organisations. Academic organisations/institutions were represented by universities, and scientific associations and societies.

Academic organisations had three primary functions: business event organisers (e.g. hosting university, scientific society), receivers of academic benefits (e.g. hosting university and home university of delegates) and receivers of social benefits (e.g. local schools and universities).

To address the support function of academic institutions and in particular universities, the study *International Research Conferences* investigated their role as conference organisers. The authors in this study compared the situation of a university handling all business event activities to the case in which a university shares the conference tasks with a scientific association or society.

Second, the category of organisations receiving academic benefits refers to institutions, which benefitted from the business event through their academic employees attending the business event (case study 1, 2 and 6). And third, the academic institutions gaining non-academic or social benefits means that those organisations did not directly or through their employees participate in the business event. They were included in the business event via various social initiatives of the

organisers (donating books to local schools in case study 4 or hiring students of hospitality and technology colleges mentioned in case study 8).

Professional or industry organisations include various types of firms and associations. Firms acted as either business event participants (e.g. start-ups, large corporations) or business event supporters (e.g. value chain actors, sponsors and associations). Beginning with business event participants, studies 3, 4, 5 and 9 presented industry-oriented business events in which fin-tech start-ups, firms from business events industry and tech-ventures participated. Similarly, institutions in this review were identified as business event participants represented by individuals attending the business event (e.g. nurses working at hospital departments in case study 2 and executives from large banks forming inter-firm collaborations in case 3).

Value chain firms played a business event support role. For example, tourism (case 4, 7 and 8) and food (cases 7 and 8) value chain actors provided services to business event attendees. Moreover, sponsors, as another stakeholder group providing business event support, were mentioned in the case of *Geneva Swiss Tech at Sibos*. In particular, the participating start-ups received funding from various sponsors.

Professional/industry associations had different support roles, such as linking multiple stakeholders (case study 4) or organising the business event (case studies 3, 4 and 6). To illustrate, in the case study *MyCEB Congress*, the industry body ICCA acted as a platform for establishing the links between the firms attending the Congress and government bodies.

Business event organisations played an essential role in all conferences. These included business event organisers and advisory bodies. In addition, they represented the local business events industry. In the case *My CEB congress* focusing on a business event in Malaysia, the organising convention centre in Kuching also contributed to the reputation of the region, which, as mentioned by authors, could lead to opportunities for other local convention centres to host similar business events. In this report, the authors interviewed key informants from three regional convention centres which were visited by business event delegates to form potential collaborations.

The category of other organisations consists of various non-governmental organisations (NGOs) and charities, which were involved in the business event (*MyCEB Congress*) or convention centre's initiative (*ICC Sydney* and *ICC Sydney II*). For example, in the study *MyCEB Congress*, organisers formed various opportunities for attendees to engage in social activities and donations supporting local communities which help of local NGOs.

Similarly, the authors in cases *ICC Sydney* and *ICC Sydney II* mentioned the engagement of organisations facilitating minimal food waste by delivering unconsumed food to disadvantaged people in the city. Finally, the media played a supporting role in marketing the business events to broader audiences (cases 3, 4 and 5).

3.3.4 Communities and large stakeholder groups

Communities and large groups is the most diverse group of stakeholders. This report presents three categories based on: member type, geographical location and the wider community covering both various members and diverse geographies. Community groups characterised by the

specific type of stakeholders cover academics (e.g. research community, field or discipline), industry members (e.g. sector or professional community/ecosystem; and value chains) and minority groups (e.g. Indigenous Australian workforce).

As shown in table 6, the academic communities were mostly present in scientific events (case studies 1, 2 and 6). In general, their role was consistent throughout the case studies. In particular, a specific academic community (e.g. medical research) defined the individual identity of the researcher. Moreover, academic communities were also receivers of knowledge from the business event, for instance, in the form of journal publications coming out of the conference papers. Finally, these communities also established a sense of belonging or group attribution. While academic delegates often travelled to distant places and worked on their projects in isolation, meeting other members of the same global research community drove their enthusiasm (highlighted in case study 6).

Communities of industry members were instrumental in all studies, either through industry representatives attending academic or industry business events (case studies 1, 2, 3, 4, 5, 6 and 9) or their supporting function in the form of tourism value chain actors (case studies 4, 7, 8 and 9). The role of this group is similar to the academic community, which involves defining the collective identity of individual members and receiving knowledge and reputation through members attending the business events and the business event itself. In particular, the industry community in a specific area (e.g. Geneva's fin-tech, London's high-tech sectors, Punta del Este business sector) often benefitted from the business event, as discussed in section 3.5.1.

The final sub-category of community group represents members from a minority workforce, such as mature-aged workers, return-to-work-parents, Indigenous peoples, people with disabilities, people who are homeless (case studies 4, 7 and 8). The members of a minority workforce are employed to work on a business event's preparation and running. Importantly, these activities are often part of the Corporate Social Responsibility (CSR) strategy of the organiser (industry association in case 4 and convention centre in cases 7 and 8).

The second type of communities and large stakeholder groups is based on the location of their members. That is, how big the dispersion of the business event is in terms of their coverage of various communities such as regional workforce (case 7 and 8) or workforce in the city (e.g. city of London in study 5); or where the business event is organised; or whether the effects can also reach to areas beyond the location of the business event (for example rural areas outside of Sydney in studies 7 and 8).

Lastly, wider communities refer to those groups living in the destination of the business event and passively receiving various wider social benefits, for example, healthy eating in Australia (cases 7 and 8), supporting Malaysia as a tourism destination (case 4) and better health care (case 2).

3.3.5 Government and public service institutions

The stakeholder group covering government and public service institutions was present in the host location of the business event. These were either general country (Malaysia, case 4), state (NSW Australia, cases 6, 7 and 8), canton (Geneva Switzerland, case 3), or municipal (cases 5 and

9) governments. Furthermore, the study identified tourism agencies acting as public service institutions focusing on the tourism growth in the specific area (cases 4, 7 and 8).

These stakeholders were necessary for creating the frameworks, policies, and initiatives to which the business events were responding. For example, the key plan of the canton of Geneva government, in case study 3, was to increase the region’s image as a finance hub. Hence, the business event of Geneva Swiss Tech at Sibos could address these government-level plans. Similarly, the government of New South Wales (NSW) in Australia had strategies related to regional development (case 8). Thus, the convention centre’s procurement program and partnerships with regional producers could contribute to these initiatives.

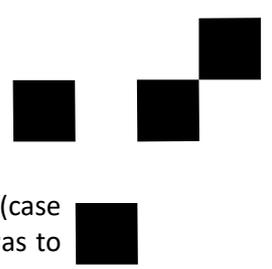
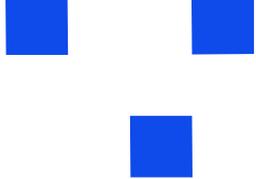
3.4 Delegate expectations and objectives prior to the business event

In general, most of the reviewed case studies did not directly measure or explore expectations set by individual participants before the business event (see table 7). The exception was the study of *Jonkoping Euroheartcare* in which the authors deliberately applied two-stage data collection design. They interviewed participants both before and after the business event to assess whether their expectations of the benefits from the business event were met. Expectations, are grouped into three broad categories: knowledge, networking and individual growth, and recognition (Table 7). All these expectations were confirmed, however, as data collection was qualitative, the extent of these perceptions was not investigated.

Table 7: Delegates’ expectations and organisational objectives set prior to the business event

Expectations and objectives		Case study								
		1	2	3	4	5	6	7	8	9
Expectations of delegates	Knowledge		x							
	Networking		x							x
	Individual growth and recognition		x							
Organisational objectives	Promote the hosting university research environment	x								
	Increase performance and satisfaction of delegates							x	x	
	Address various governmental agenda(s)			x	x	x		x	x	x

Organisational objectives were mostly set by the organisers of the business event (university, convention centre or organising association). Regarding the university as organiser in the case study *International Research Conferences*, these objectives were internally driven. This means that the primary aim of the institution was to promote their researchers and research environment through organising the business event.



To give another example, one of the objectives of the convention centre ICC in Sydney (case studies 7 and 8) for providing healthy and nutritious meals to business event delegates was to increase delegate performance and satisfaction during the business event.



The remaining objectives set by various organisers were driven by political agendas. These agendas were three-fold: to promote the location as a hub for the specific industry, for example, Geneva as a financial and fin-tech hub (case 3), London as a tech hub (case 5), Kuching and Punta del Este as business event locations (cases 4, 9) and Punta del Este as an investment location. The second type of governmental objective was to showcase the region as a tourism destination, such as Geneva (case 3), Malaysia (case 4), Punta Del Este (case 9) and London (case 5). Third, the government strategies around healthy living, economic development, and sustainability in the state of NSW in Australia were introduced in studies 7 and 8. Hence, the procurement and nutrition program initiatives of the convention centre explored in these two cases were to address these agendas.

3.5 Benefits realised

The benefits identified in the nine case studies are grouped under two major categories: direct economic (e.g. gross-domestic product, foreign direct investments, employment or funding, business growth, delegate expenditure); and benefits to knowledge economies, industry and community (Table 8).

Moreover, these categories are underpinned by activities directly related to the business event and/or activities that were created to support the business events. Starting with the first group, the main focus of most of the cases was on activities related to the business event, hence the benefits were realised as a result of direct business event activities. Turning to the second group, some studies were either partially (case study 4) or entirely (case studies 7 and 8) focused on activities which were supporting the business event hence the benefits were a result of these supporting activities.

Table 8: Overview of benefits realised from the business event

Case study	Direct economic benefits		Knowledge economy, industry and community benefits	
	Business event activities	Business event support activities	Business event activities	Business event support activities
International Research Conferences	—	—	Knowledge, networking, professional growth, reputation and visibility	—
Jonkoping Euroheartcare	—	—	Knowledge	—
Geneva Swiss Tech at Sibos	—	—	Reputation of the local financial technology industry ecosystem	—
MyCEB Congress	Tourism expenditures	Revenues of local value chain actors	Reputation and capability of the location to organise large business events	Social and environmental
London Tech Week	Growth of income, foreign direct investments	—	Reputation of the local technology scene	—
BESydney	Sales and formed contracts of local exhibitors	Growth of sales of local retailers	Innovation, knowledge and sector growth	—
ICC Sydney	—	Sector support and growth	—	Social, environmental
ICC Sydney II	—	Sector support, growth and employment	—	Social, environmental
China-LAC Business Summit	Growth of income, foreign direct investments	—	Networking and sector growth	—

Sections 3.6.1 and 3.6.2 discuss the non-economic and economic benefits in further detail.

3.5.1 Knowledge economies, industries and communities

This section reports the benefits identified in the case studies (Table 9) for knowledge economies, industries and communities. Benefits arise from both business event activities and event support activities. These benefits and their subcategories are linked to the stakeholders who benefitted from them. The stakeholder groups are categorised as: individuals, organisational teams, organisations, communities and large stakeholder groups, and government and public service institutions.

Table 9: Knowledge economy, industry and community benefits

Stakeholders		Case study								
		1	2	3	4	5	6	7	8	9
Individuals	<i>Academic delegates</i>									
	– Academic elites/senior academics	x								
	– Academics from the host university	x	x				x			
	– Young/early career researchers		x				x			
	– Young researchers from the host university	x								
	– PhD students	x	x							
	– Students from host university (PhD and others)	x	x		x					
	<i>Professional/industry delegates</i>									
	– Young associates				x					x
	– Company managers and executives			x	x					x
	– Practitioners (nurses)		x							
	<i>Others</i>									
	– Managers and owners of supplying firms							x	x	x
	– Volunteers				x					
	– Professional industry consultant			x				x		x
	– Government official			x	x	x				x
– Convention centre employees							x	x		
Organisational Teams	Research groups and teams of delegates	x	x				x			
	Teams of researchers organising the conference	x								
Organisations	<i>Academic organisations/institutions</i>									
	– Home location university	x	x		x					
	– Scientific associations/society	x	x				x			
	– Hosting location university or department	x	x							
	– Local universities and schools				x			x	x	
	<i>Professional/industry organisations</i>									
	– Firms (all sizes and industries)	x	x	x	x	x		x	x	x
	– Workplace of delegates		x							x
	– Suppliers, value chain actors and partners			x	x			x	x	
	– Sponsors to start-ups			x						

	– Professional/industry associations			x	x			x		x	x
	<i>Tourism/business events organisations</i>										
	– Professional conference organisers	x						x			x
	– Convention centre	x			x				x	x	x
	– Business events/convention bureau	x	x	x	x	x	x				x
	<i>Other organisations</i>										
	– Non-governmental organisations and charities				x				x	x	
	– Media			x	x	x					
Communities and large stakeholder groups	<i>Type of community members</i>										
	– Research community, field or discipline	x	x					x			
	– Sector or professional community/ecosystem	x	x	x	x	x	x	x	x	x	x
	– Value chain (food and tourism)				x				x	x	
	– Industry work-force				x	x	x	x	x	x	x
	– Minority groups workforce				x				x	x	
	<i>Location of community members</i>										
	– Rural area workforce				x				x	x	
	– Regional (local) workforce				x	x	x	x	x	x	
	– Regional (local) community			x	x	x	x	x	x	x	
Government and public service institutions	Wider community				x				x	x	
	Municipality										
	Tourism – regional tourism board and entities				x				x	x	x
	Regional (state) government bodies								x	x	x
	Government, ministries and policy makers			x	x	x			x	x	x

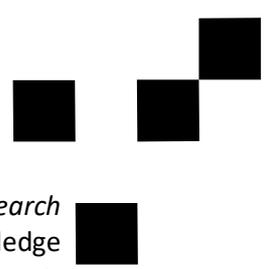
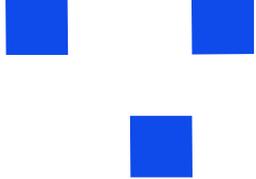
3.5.1.1 Benefits from business event activities

The business event activities benefitted the various stakeholder groups as follows.

Individuals

Starting with benefits for individuals, delegates in general along with a special group of delegates known as host university researchers were identified. For all delegates, attending the business event had positive benefits on their career and knowledge, helped them to form various links with academic and industry peers or government, and increased their visibility and reputation in the field. Benefits in the form of career development were mostly related to opportunities to progress their career. Additionally, delegates from Malaysia (case study *MyCEB Congress*) or young researchers (case study *BESydney*) also highlighted the advantage of leveraging opportunities in the field.

For host university researchers, professional career development could be translated into promotion, however, the case study *International Research Conferences*, which directly explored this relationship did not confirm strong prevalence of this positive benefit. Whilst, in a case study *Jonkoping Euroheartcare*, this career development was noticed by local PhD students as being able to arrange exchange programs at other universities.



Knowledge and expertise development were explored by four studies: *International Research Conferences*, *Jonkoping Euroheartcare* and *BESydney* and MyCEB Congress. This knowledge development had various forms, such as knowledge gained and shared during the business event; and knowledge shared, applied and enhanced after the business event.



Knowledge gaining and sharing represent activities of knowledge flow during the lectures, seminars, presentations and discussions. For example, case study *Jonkoping Euroheartcare* reported knowledge gained by nurses from medics and medical researchers was to learn about the new practices.

Furthermore, PhD students, as indicated by the case study *International Research Conferences*, benefitted from the opportunity to learn how to present or gain knowledge through discussions with elite researchers and various doctoral seminars on how to publish.

Importantly, case study *BESydney*, focusing on various fields (medical, technology, environmental and cultural), highlighted that multiple types of sectors, country of origin and stakeholders were absorbing new knowledge differently. To illustrate, young researchers were the most motivated stakeholder group. Moreover, this study presented knowledge along with ideas, techniques and technologies as a part of the innovation construct, which were all shared differently by various types of delegates. Variability in knowledge types was likewise supported by the case study *International Research Conferences* in which additional benefits of improved organisational skills for local researchers assisting with the business event organisation were found.

Formation of various links and collaborations was another common benefit for individuals. These included discussions of research projects and creation of potential future research collaborations (case study *Jonkoping Euroheartcare*), or participating firms forming links with large banks (case study *Geneva Swiss Tech at Sibos*) or with potential business partners (case study *MyCEB Congress*). This process of building new connections was, according to the study *BESydney*, preceded by simply knowing people from the field and learning about the research interests. Importantly, attending conferences enabled local participants, who normally lacked the financial resources to attend conferences, to get to know international experts in the area, such as Malaysian delegates attending the business event in Kuching (case study *MyCEB Congress*).

Reputation and visibility appeared to be a significant benefit in the case study *International Research Conferences* exploring the benefits of researchers participating in the business event organisation. In particular, positive appearance led to a further invitation to be a speaker at other conferences. Moreover, the case study *MyCEB Congress* reported, that participating students selected through a competitive process, increased their visibility through their attendance.

Finally, the analysis of the cases studies uncovered that the delegates perceived a sense of belonging and enthusiasm to do their research through attending the business event. In particular, fin-tech start-up attendees (case study *Geneva Swiss Tech at Sibos*) reported an opportunity to be part of the big industry event, and the delegates from the case study *BESydney* mentioned the benefit of being around peers from the same research area. In both cases, this individual sense of attribution to a more significant group formed positive outcomes in the form of stimulus for further activities.

Teams

Team level benefits was a small category, nevertheless, teams (organisational or research) appeared to be important stakeholder groups benefiting from business events, as reported in some of the case studies analysed (cases *International Research Conferences* and *Jonkoping Euroheartcare*).

For example, logistical convenience for the geographically dispersed teams was indicated by authors of a case study of *Jonkoping Euroheartcare*. The research group CESAR which consists of medical researchers from various Swedish universities could meet, organise seminars after the conference and also discuss their research with other researchers. A different example is presented by the same case study report, which found that knowledge gained by nurses from attending the medical conference was further shared in their workplace increasing their sense of department collaboration.

Organisations

There were several benefits for two types of organisational level stakeholders: organisations of conference attendees and host university as a conference organiser. For organisations of conference attendees, the benefits were related to knowledge development through collaboration among participating firms (case study *MyCEB Congress*), their reputation and visibility formed by business event participation (case studies *Geneva Swiss Tech at Sibos* and *MyCEB Congress*), or opportunities to build government links with the help of an industry body (case study *MyCEB Congress*).

The case study *International Research Conferences*, which had the primary purpose to focus on benefits for host organisations, found that through holding the conference, universities were able to achieve several benefits with medium to high significance. They could promote their research environment to the wider community. This outcome was also linked to increased reputation and indirectly led to higher chances of recruitment of quality academics. Furthermore, the study strongly confirmed an increase in the quality of research through a high number of submitted conference papers potentially leading to journal publications.

Communities and large stakeholder groups

The last stakeholder group gaining benefits from business event activities covers communities and large stakeholder groups, such as research communities, industry ecosystem or the regional workforce.

For research communities, international conferences enabled local researchers to showcase their work to a global audience (case study *BESydney*). This benefit can potentially lead to attracting a high-quality workforce from other countries, as mentioned by the authors of the case study *BESydney*.

Additionally, conferences helped to increase the quality of the research in host country location, because of geographical convenience many local researchers were motivated to submit their papers, which following feedback could be revised for submission to academic journals (case study *International Research Conferences*).

Furthermore, various international collaborations also contributed to knowledge enhancement in the research discipline (case study *BESydney*). Hence, improved research quality was facilitated by knowledge development happening during the business event through discussions, seminars and lectures. The case study *BESydney* highlighted that this knowledge development should be understood as a process and hence has both short and long-term implications.

Similarly, industry and practice in the host location (city, region or country) benefitted from the business events by showcasing the local industry ecosystem such as local practices, talent, capabilities and expertise. Case studies highlighted these outcomes in healthcare (case study *International Research Conferences*), financial technology (case study *Geneva Swiss Tech at Sibos*), business events (case study *MyCEB Congress*), high-tech (case study *London Tech Week*) and multiple sectors (medical, technology, cultural and environmental; case study *BESydney*). For example, the staging of *MyCEB Congress* in Malaysia, motivated local universities to teach English to increase the chance to boost the local business events industry. Furthermore, two case studies (*Jonkoping Euroheartcare* and *BESydney*) reported improved quality of sectors, which was again linked to knowledge development, forming collaborations and attracting global talent.

Government and public service institutions

By being directly or indirectly involved in the business event, government and public service institutions benefitted from the organised business events by fulfilling their agendas. In particular, increasing attractiveness of the local sector was highlighted by various studies. Such as municipality of the canton of Geneva aimed to gain not only tourism benefits from the business event *Geneva Swiss Tech at Sibos*, but they specifically wanted to present the local fin-tech ecosystem to a global audience to boost its visibility and growth (e.g. innovativeness and collaboration).

3.5.1.2 Benefits from business event support activities

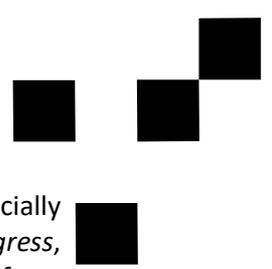
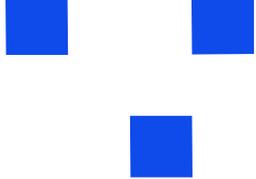
Business event support activities benefitted the various stakeholder groups as follows.

Individuals

Individual-level stakeholders benefitted from the business event support activities in various ways. The case studies *ICC Sydney* and *ICC Sydney II*, which focused on nutritious food served to delegates at the convention centre, highlighted the benefits for convention centre employees. These benefits involved, for example, early career chefs gaining knowledge about environmentally sustainable practices during food preparation.

Organisations

Organisations responsible for support activities, such as a convention centre, local schools and colleges, local NGOs and local firms and suppliers, gained several benefits. In all these cases, inter-organisational collaboration turned out to be a critical success factor. For case studies *ICC Sydney* and *ICC Sydney II*, the introduction of nutritious meals served during the business events along with their support of local suppliers and environmentally sustainable practices contributed to building the organisation's positive image and reputation. Additionally, the convention centre acted as a role model for other organisations.



Moreover, the social benefits to local schools and colleges were the results of various socially oriented activities supporting the business event. For example, in the case study *MyCEB Congress*, the organisers worked with the Librarians Association of Malaysia to collect books donated from the congress delegates and donated them to local schools. The other example is presented by case studies *ICC Sydney* and *ICC Sydney II* in which the initiative involved support to local technical and hospitality schools by recruiting their students.

Local NGOs also benefitted from support activities. In the case of *MyCEB Congress*, the local organisation Yayasan Sabah Group facilitated a social media platform of the event. Furthermore, the nutrition initiative (cases 7 and 8) reported that OzHarvest and other local food charities facilitated the donation of unused food and improved recycling processes respectively.

Additionally, local suppliers and firms benefitted through the increased quality of their offerings. The case study *MyCEB Congress* reported that the local suppliers were given training prior to the business event. Moreover, by having one large customer (a convention centre), local suppliers could focus on their core competencies (case studies *ICC Sydney* and *ICC Sydney II*).

Communities and large stakeholder groups

The benefits for communities and large stakeholder groups were environmental and social. Importantly, the case studies *ICC Sydney* and *ICC Sydney II* highlighted the role of creating the message for future generations about sustainable practices and social activities of supporting the small business sector. Environmental benefits for the local community were presented through environmentally sustainable methods of food preparation and sustainable supply chain (case studies *ICC Sydney* and *ICC Sydney II*) and protection of local animals through corporate adoptions of orangutans as in the case study of *MyCEB Congress*.

Social benefits included healthy nutrition for delegates at the business event, support of minority workforces (case studies *ICC Sydney* and *ICC Sydney II*), and small and rural business sectors (case studies 4, 7 and 8).

Moreover, this review identified the positive social outcomes of the increased reputation of the region, such as for quality food products from NSW (case studies *ICC Sydney* and *ICC Sydney II*) and capability of Kuching city for organising large the s despite being classified as second-tier location (case study *MyCEB Congress*).

Government and public service institutions

Indirect benefits for government and public service institutions were also identified. In particular, case studies *ICC Sydney* and *ICC Sydney II* examination of a healthy and nutritious food program of a convention centre highlighted fulfilment of NSW government agendas, such as healthy lifestyle and regional development.

3.5.2 Direct economic benefits

A number of economic benefits were highlighted across the case studies. Table 10 below summarises these benefits and categorised into two major groups of event activities and event support activities both forming direct economic benefits.

Table 10: Economic and tourism benefits

Economic benefits		Overall result	Case study								
			1	2	3	4	5	6	7	8	9
From business event activities	Individual/organisational level										
	Received funding for researchers (department and university)	Confirmed	x	x					x		
	Organisational level										
	University (business event organiser) income	Low prevalence	x								
	Exhibitors sales and new contracts	Low prevalence							x		x
	Community and government										
	Economy and employment	Confirmed					x				x
Tourism expenditures of delegates	Confirmed				x	x					
From business event support activities	Organisational level										
	Supply chain actors' sales	Confirmed				x		x	x	x	x
	Community and government										
	Supply chain sector economic growth	Confirmed							x	x	x
Supply chain sector employment	Not significant in short-term									x	

3.5.2.1 Direct economic benefits from business event activities

Starting with economic benefits from business event activities, at the individual/organisational level, academics in studies 1,2 and 6 reported formed funding opportunities from industry for their research projects.

From the community and government perspective, both economic and tourism benefits were identified. *London Tech Week* and *Punta del Este* measured various economic indicators covering direct economic impact, employment and foreign direct investment flow into their destinations. City or regional country tourism expenditures as benefits from the business event occurred in two studies, *MyCEB Congress* and *London Tech Week*. In particular, the tourism benefits were directly measured in the study *MyCEB Congress* in which the authors looked at expenditures of delegates and the length of their stay in the business event's location and the country in general.

Similarly, the indicators of direct and indirect economic impact in the study of *London Tech Week* partially covered expenditures of business event participants and organisers. However, the

authors did not specify their proportion. In both cases, the benefits from tourism expenditures were perceived positively.

Tourism benefits such as the attractiveness of the location as a tourism destination were mentioned in studies 3, 4 and 5, however, these benefits were only predicted and not directly measured. Estimation of these outcomes would require post-event data collection of tourism development in the region.

3.5.2.2 Economic benefits from business event support activities

Organisational level outcomes as a result of business event support activities were found in case studies *MyCEB Congress* and *BESydney* in the form of support to local retailers and tourism value chain actors (artists, retailers and taxi drivers) and case studies *ICC Sydney* and *ICC Sydney II* by farmers supplying food products to a convention centre. While studies 6, 7 and 8 directly explored this implication through interviews or calculations of procurement data (study 8); the impact of increased sales for value chain firms in the study 4 is only assumed based on the authors' information about active participation of value chain actors and increased tourism expenditures of delegates.

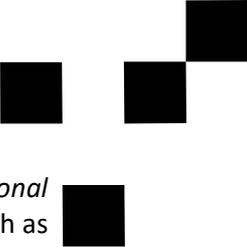
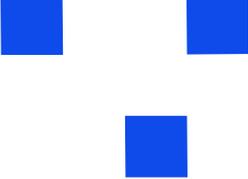
Moreover, the studies 7 and 8 also reported implications for supply chain sector growth in two forms: economic growth of the sector and overall employment. The economic growth of the industry was more accessible to capture in the short-term. This outcome was reported positively in studies 7 and 8 in the form of support to local, rural and small businesses. In particular, the indirect economic effects on tourism and other related industries were significant (9). In the case of improvement of employment, case study 8, which is the one-year-after evaluation of the program of the initiative presented by study 7, only partially confirmed this benefit. As the authors recommended, the employment implications should be evaluated after a more extended period. The benefits for tourism in the form of an increased flow of tourists into the regions is another benefit still to be measured.

3.6 Barriers and challenges

Even though the main objective of the project was to highlight the benefits realised from business events or activities supporting the business event, barriers and challenges were also reported. Barriers and challenges are presented in four groups (Table 11), barriers occurring before, during, and after the business event and those of no specified timeframe.

Table 11: Barriers and challenges

Timeframe	Category of barriers	Barriers	Stakeholders affected	Case studies
Before the business event	Barriers to organise the business event	<ul style="list-style-type: none"> – Regulatory challenges (in life-sciences) – Collaboration among organisers – Organisational challenges (economic risk, coherence of goals, existence of measures) – Personal challenges (motivation of individual researchers) 	<ul style="list-style-type: none"> – Hosting organisations (professional business event organisers, university) 	1
During the business event	Challenges during the business event	<ul style="list-style-type: none"> – Infrastructure – Pricing – Lacking preparation – Coordination of the business event (exhibition space, media coverage, participation of attendees) 	<ul style="list-style-type: none"> – Conference organisers (professional business event organisers, convention centre) – Further implications for delegates 	3
After the business event	Barriers to gain long-term benefits	<ul style="list-style-type: none"> – Mismanagement of long-term visibility of the business event – Funding or communication issues necessary for the long-term research projects – Differences among stakeholders – Lack of a business event long-term strategy formed by conference organisers – Lack of follow-up measures 	<ul style="list-style-type: none"> – Delegates – Further implications for business event organisers and government and others 	1, 3, 6
Not linked to a specific business event	Barriers to support activities	<ul style="list-style-type: none"> – Logistics – Contracts management – Inter-organisational communication – Climate 	<ul style="list-style-type: none"> – Convention centre – Suppliers' value chain (farmers, suppliers, producers and distributors) 	8



Barriers occurring before the business event were analysed in the case study of *International Research Conferences*. These barriers involved collaborative issues among co-organisers, such as a scientific society and a university, and conflicts regarding sharing the responsibilities for business event planning and organisation. Moreover, organisational challenges involved insufficient guarantees for the potential of a business event ending with a deficit, the business event not aligning with a university's goals, and a lack of measures for delivering a successful business event.



The authors of this case study also reported that the motivation of researchers to participate in the business event organisation was often missing, as researchers were mostly evaluated for their teaching and research activities. Finally, the study found that in the life-science sector, the regulatory challenges solving the conflict of interests among practitioners and scientists might have acted as a barrier for business event outcomes.

Barriers during the business event are characterised as challenges perceived by business event organisers, but their occurrence also has an implication for business event delegates. To illustrate, the case study *London Tech Week* mentioned several challenges such as problems with infrastructure (hotels and other tourism value chain actors), and management problems such as lack of preparation and coordination of event activities. Moreover, the case study *London Tech Week* reported that participating firms complained about mismanagement of media coverage by organisers as the media attention was focused primarily on one firm.

The barriers were identified as impeding establishment of long-term benefits. The recipients of these benefits were business event attendees, but also other stakeholders (conference organisers and government) were affected. The barriers to develop long-term benefits involved lack of interest from wider stakeholder groups which was a result of mismanagement of the business event visibility (*London Tech Week*). Moreover, they were created by the difficulty in managing various stakeholders (different sectors, country of origin, nature of the research), issues in communication among collaborating researchers, or lack of funding which hampered benefits initially formed during the conference (*BESydney*). A final barrier is the lack of a long-term strategy, including a failure to establish follow-up measures (*International Research Conferences*) by business event organisers.

The fourth and final group of barriers are related to business event support activities. A study of *ICC Sydney II* reported that small businesses supplying food products to the convention centre in Sydney experienced issues with logistics, management of contracts, communication with the centre and also climate change influencing the availability of their supplies.

3.7 Success factors and lessons learned

3.7.1 Leveraging benefits

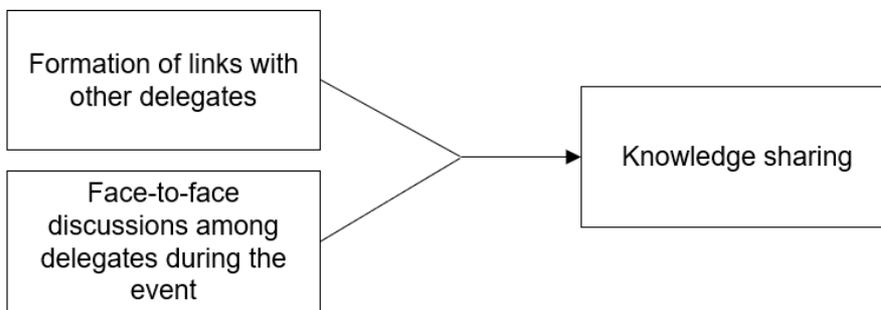
This section discusses five ways in which the benefits identified in section 3.6 can be better leveraged. They include: the mutual reinforcement of benefits, long-term indirect benefits, development of benefits over time and space, benefits formed by stakeholder collaboration, and stakeholder collaboration managed by organisers.

3.7.1.1 Mutual reinforcement of benefits

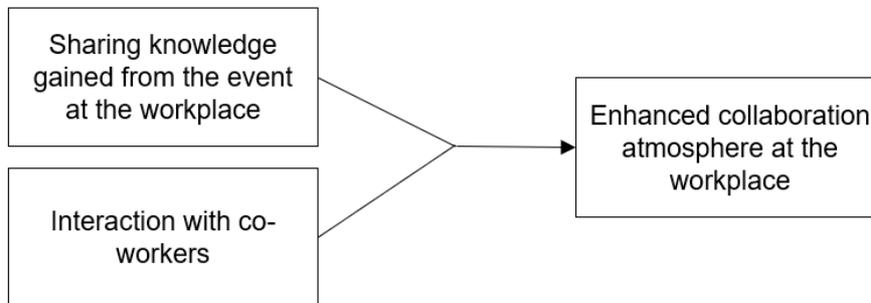
The analysis of the case studies identified that some benefits were leveraged through their effective combination and synergy in real time (Figure 1a) or shortly after (Figure 1b). That is, benefits can have a multiplying effect, hence, not only having a positive impact themselves but also add to other benefits.

Figure 1: Mutual reinforcement of benefits

a) Enhanced knowledge sharing (during the business event)



b) Enhanced collaboration atmosphere at the workplace (after the business event)



To illustrate, Figure 1a demonstrates the situation where individuals attending the business event form links with other attendees and also engage in intensive face-to-face discussions (case studies 1, 2 and 6). As per the figure, an effective combination of these two already formed benefits from the business event can create a further benefit of extended knowledge sharing and knowledge building among delegates.

Knowledge sharing formed by participation in the business event was presented as a benefit in several studies focusing on both benefits for academia and industry. However, this benefit can also be leveraged by effective networking which involved face-to-face communications and discussions among the participants. These were not only actively driven by attendees but were also facilitated by the organisers through providing sufficient space for personal engagement,

such as coffee breaks or social events or pre- and post-conference events (see also section 3.7.1.5). Hence, while networking and knowledge sharing are benefits, their combination forms even stronger positive outcomes for knowledge building and enhanced collaboration among attendees.

Another example in Figure 1b refers to a benefit described in the case study *Jonkoping Euroheartcare*, which found that the benefits occurring during and shortly after the business event had a multiplying effect. The nurses after their attendance at the business event and return to the workplace (e.g. hospital department) shared their knowledge among their co-workers leading to an additional benefit of increased workplace collaboration.

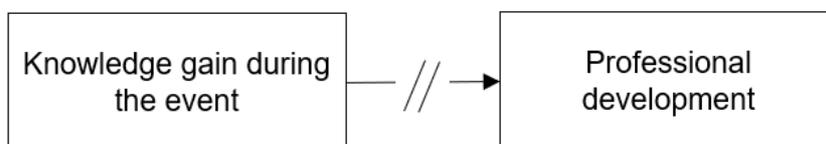
3.7.1.2 Long-term benefits

While the previous example focused on the integration of benefits in real time or shortly after the event, the case studies also highlighted the potential long-term effect of benefits. This means that one benefit, if managed well, would form a greater legacy in the long-term, as depicted in Figure 2.

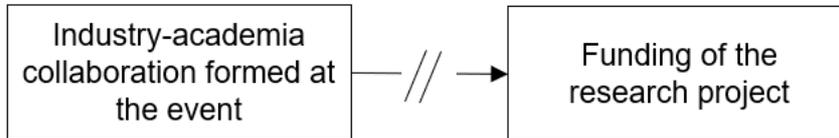
For example, in Figure 2a, knowledge gained during the business event can potentially lead to professional development in the long-term, such as in the case of nurses and their knowledge development throughout the business event (case study 2). Moreover, the other example depicted in Figure 2b is from case study *BESydney*, where collaborations formed during the business event led to funding opportunities. The third example (Figure 2c), explains the formation of benefits found in case study *International Research Conferences*. The authors, in this case, reported that visibility and reputation of host organisation researchers participating in the business event organisation led to invitations to speak at other conferences or seminars. Finally, Figure 2d demonstrates that there is a link between networking and the realisation of collaboration and investment opportunities.

Figure 2: Long-term effect of benefits

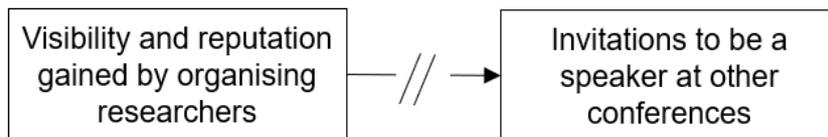
a) Knowledge gain leading to professional development



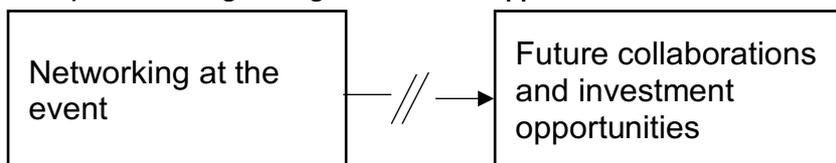
b) Collaboration leading to funding



c) Visibility and reputation leading to invitations to be a speaker



d) Networking leading to investment opportunities



Overall, taking advantage of the long-term benefits is an area in which more research is required and was mentioned by several studies as challenging to maintain. To this end two possible strategies were identified which could facilitate the transformation of newly formed research collaborations into research projects.

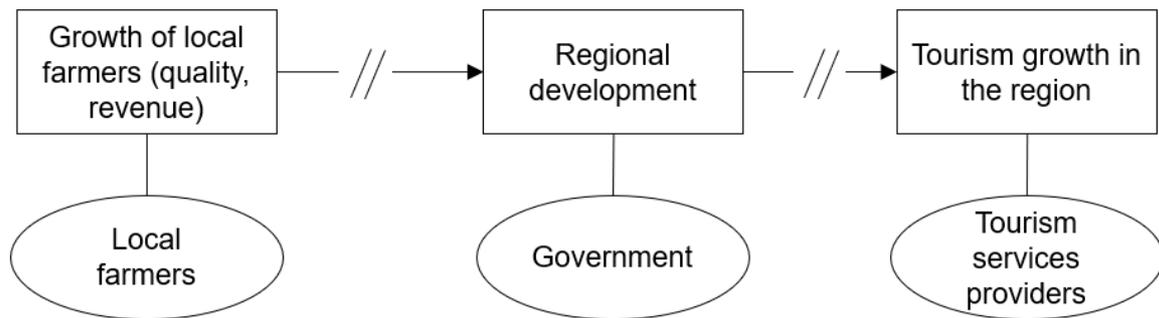
First, the authors of the case study *BESydney*, suggest that to facilitate long-term benefits from conferences, organisers can examine the differences among delegates, such as industry sector, country of origin, career stage, and length of professional experience (e.g. early-career or experienced researchers). Each of these categories may have different expectations and have different need for carrying benefits forward. As such, incorporating delegate characteristics into the long-term strategy for the conference is essential, as noted by the authors of case study *International Research Conferences*.

Second, the visibility of several business events was accompanied by media coverage (cases 3, 4, and 5). The careful facilitation of media coverage is important not only to form immediate benefits of visibility and reputation of the business event, but also for their long-term duration. Such management could, for example, involve balanced media coverage among all participating firms, as highlighted in the case *Geneva Swiss Tech at Sibos*.

3.7.1.3 Development of benefits over time and space

This form of leveraging benefits combines the development of benefits (time) and their allocation to various stakeholders (space). This means that the benefits would not only be transformed over short and long periods of time, but multiple parties can be involved directly and/or indirectly at different periods of time. An example (Figure 3), from the case study *ICC Sydney II* is used to demonstrate this point.

Figure 3: Development of benefits over time and space



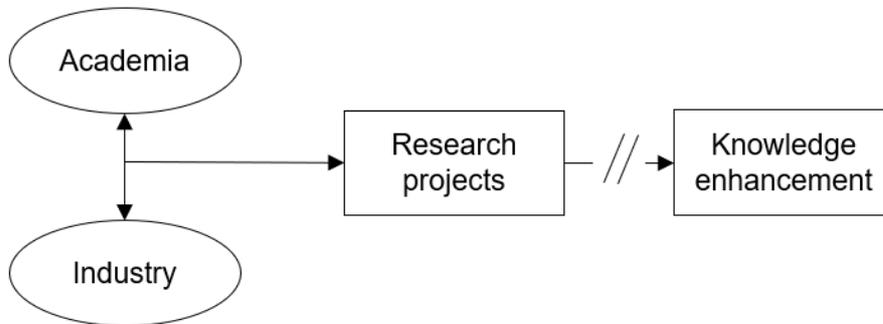
In this case study, the implementation of a nutritional program by a convention centre involved sourcing quality food products from local suppliers and serving nutritious meals to business event delegates. The benefits in this study were realised by local farmers in the form of sales and business growth. In turn business growth flows on to regional development supporting government agendas for regional development. In the long-term, the report also predicted potential benefits for regional tourism growth as a result of increased branding and product recognition. While these long-term benefits could not be fully explored due to the short time-frame of the study, they provide a sufficient illustration for the discussion in this section.

3.7.1.4 Benefits formed by stakeholders' collaboration

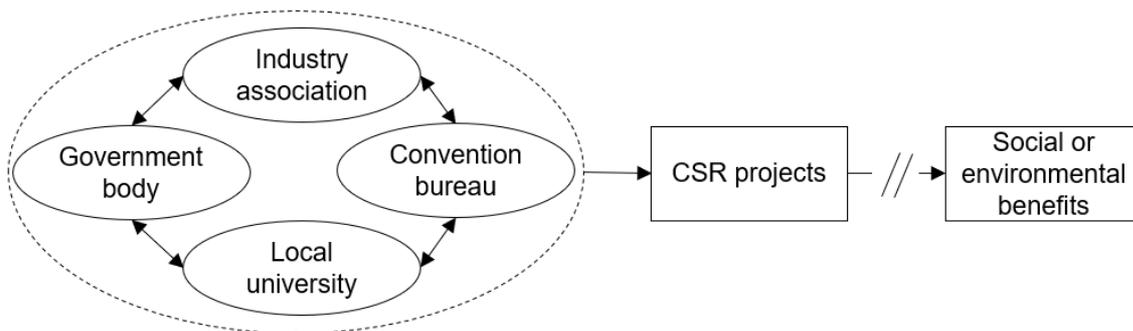
Another form of leveraging benefits is the formation of links and partnerships among various stakeholders. While the previous three forms focused on the benefits assigned to single stakeholder groups, this fourth form reflects the benefits created by their cooperation. Figure 4 displays these relationships with a focus on collaboration between two parties (Figure 4a) or collaboration among multiple parties (Figure 4b).

Figure 4: Benefits formed by stakeholders' collaboration

a) Collaboration between two parties



b) Collaboration among multiple parties



First, the collaboration between two parties is illustrated using academic and industry links (Figure 4a). In particular, the cooperation of researchers and industry representatives leads to the formation of research projects that are funded by industry, and combine knowledge from both sectors (case studies *International Research Conferences* and *Jonkoping Euroheartcare*). Furthermore, these established research projects then contribute to overall knowledge enhancement or even disruptions, such as new inventions or new techniques (case study *BESydney*). Importantly, such collaborations have an informal element: interest and discussions which occur between researchers and industry can enhance motivation, spark new ideas, and reassure researchers that their research is relevant to practice.

Other examples involved a link between business event organisers and local suppliers (case studies 4, 7 and 8), and a collaboration of government agencies and associations with business event organisers (case study 5). To illustrate, studies *ICC Sydney* and *ICC Sydney II* explored how a convention centre collaborated with several local NGOs to form environmentally sustainable practices in a backward food supply chain.

On the other hand, there were cases which highlighted that a lack of effective communication and coordination of tasks among two parties can lead to negative outcomes. For instance, the authors

of the case study *International Research Conferences* demonstrated that priorities needed to be clearly communicated prior to the business event to avoid negative outcomes.

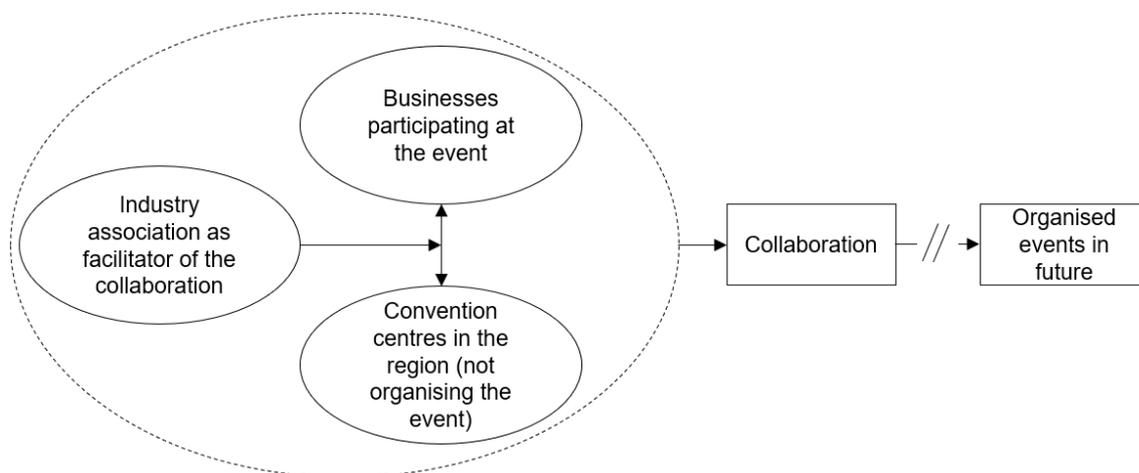
Going further, Figure 4b depicts collaboration among multiple parties. A good example is *MyCEB Congress* that initiated a CSR project The Borneo Orangutan Project to raise money through corporate donations for the conservation of orangutans in the area. This initiative was created by an inter-organisational collaboration of an industry association, a government body, a convention bureau and a local university. This cooperation not only facilitated good relationships and communication but it also set shared goals for the business event, such as showcasing the city of Kuching in Borneo, Malaysia, and its capability to drive environmental change.

Similarly, *Geneva Swiss Tech at Sibos* demonstrates that achieving the objectives and goals of a business event is dependent on the efficient collaboration among a range of stakeholders, such as a convention centre, convention bureau, industry association, and government bodies.

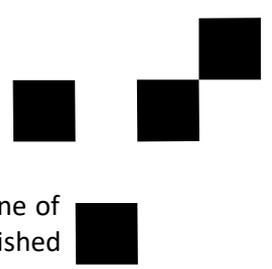
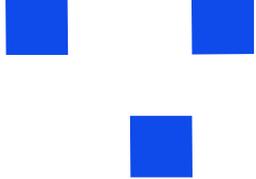
3.7.1.5 Stakeholders' collaboration managed by organisers

As shown in the previous section, effective collaboration among stakeholders leads to the achievement of desired benefits from the business event (e.g. knowledge enhancement, environmental change). Traditional ways to achieve this were to provide sufficient space for conference attendees to connect and engage in discussions, such as coffee breaks (mentioned in case study 1), social events (mentioned in case study 4) and formalised meetings (case studies 3, 5, and 9).

Figure 5: Stakeholders' collaboration managed by organisers



However, the cross-case analysis identified another form of collaboration which involves organisers directly facilitating various types of connections (Figure 5). In particular, the case study *MyCEB Congress* presented an emerging collaboration between participating businesses from the business event industry and three Malaysian convention centres as potential organisers of future



business events. The important platform in this process was the industry association, as one of the organising parties, managing this process. Moreover, this case study reported established links between government bodies (ministries and agencies) and participating event businesses through meetings before and during the conference, again facilitated by the organisers.

3.7.2 Other success factors and lesson learned

3.7.2.1 Enabling participation to diverse delegates

Balancing location affordability and attractiveness is a challenging task for organisers. As shown by the case study *Geneva Swiss Tech at Sibos*, one of the issues the organisers had to manage was pricing, which was perceived as high by delegates particularly those representing start-up companies with limited resources. The business event organisers partially addressed this problem by finding sponsors to support these small start-ups and minimise their costs.

Furthermore, the case study *BESydney* demonstrates that business events can be leveraged for their attractiveness to local junior delegates and those coming from China for its geographical convenience. Hence, they could attract talent from the region, which brings new ideas and innovations. Similarly, in the case study *MyCEB Congress*, the business event location Kuching in Borneo, Malaysia was considered as a second-tier city, organising the business event in this city was positive for local delegates who would otherwise not have the resources to attend the Congress in other locations. As the study showed, the Malaysian delegates recorded the highest participation among all years the Congress was held.

3.7.2.2 Forming innovative business events

Another success factor to business event organisation is the incorporation of innovative ideas into event formation. This means to provide services or experiences which nobody has delivered before. The case study *MyCEB Congress* demonstrated this through the design of social events accompanying the conference. These events aimed to form a unique experience for event delegates and hence to increase the competitiveness of the destination as a business event host.

Another example is presented by case studies *ICC Sydney* and *ICC Sydney II*, which provides balanced nutritious meals for business event delegates with ingredients sourced from local suppliers. One of the reasons for choosing this approach was to not only increase 'the performance' of the delegates but to offer the quality of locally sourced food as a point of differentiation from other venues.

3.7.2.3 Linking local and global

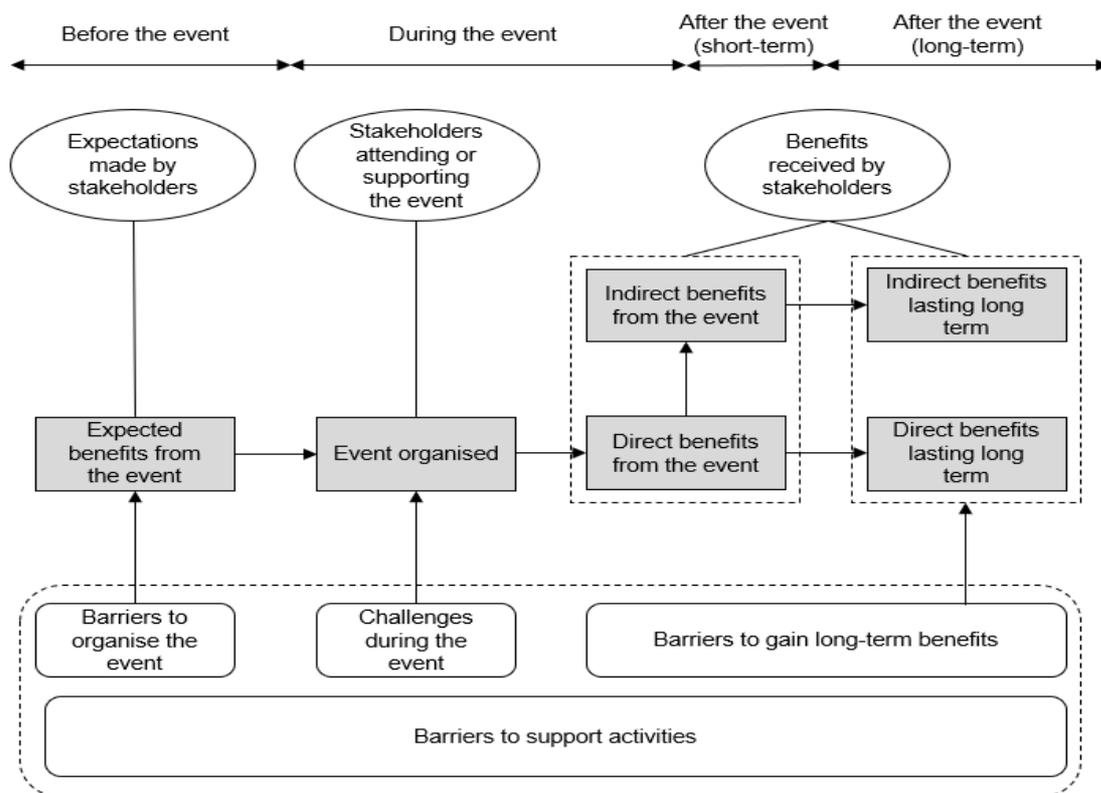
All case studies presented business events with both domestic and international stakeholders (e.g. delegates, associations). Consequently, the linkage of local with global elements was identified in two forms. First, through international business events local talent, sector strength, and the research capability of the event location are showcased to a global audience (case studies 1, 2, 6 and 9). Furthermore, global stakeholders can gain innovative ideas by accessing local knowledge and form collaborations with local delegates (case study 6).

Second, by engaging the community, such as local suppliers or firms, local products and services can be consumed by a global audience (case study 4, 6, 7 and 8). In particular, the case study *MyCEB Congress* managed to provide a unique local experience for international delegates through various social events. This was facilitated by training the local people, linking the social activities to the business event and effective collaboration among organisers. Also, engagement of local food suppliers in international business events enables their products to be consumed by a global audience (case studies 7 and 8).

3.8 Summary

Figure 6 presents a summary of the findings from this report. The framework incorporates three major categories of constructs identified in the case studies: stakeholders (section 3.2), benefits (sections 3.4 and 3.5) and barriers and challenges (section 3.6). These three categories are organised according to the business event timeline (before, during and after).

Figure 6: Benefits, stakeholders and barriers and challenges over time



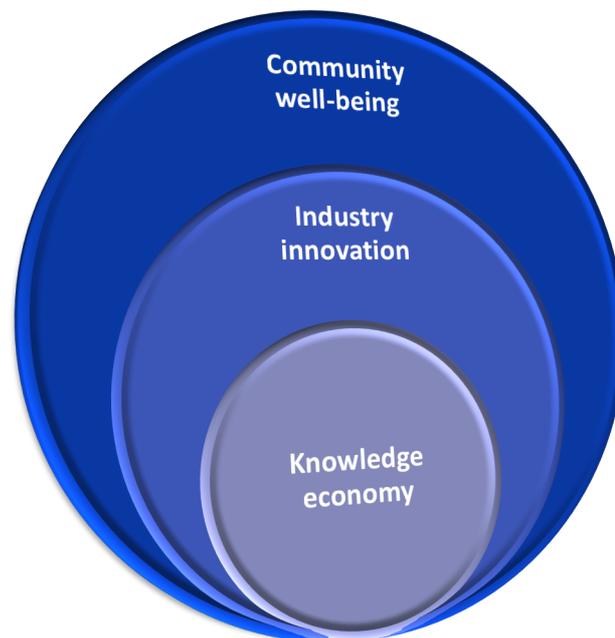
4 Conclusions

In the last few years advances have been made by global leaders in the meetings industry which demonstrate that the benefits delivered by business events are *more than tourism contributions*.

Indeed, tourism contributions are just a small part of the thousands of beneficial legacies that arise from business events. This project has collected, analysed and synthesised the findings of nine case studies to deliver a verdict on the broader contributions that conferences, congresses, trade shows, convention centres and bureaux deliver to destinations, communities, industries and economies.

As the analysis indicates, the business event industry is supporting knowledge economies that contribute to industry innovation and deliver community well-being outcomes. Each of these areas are discussed below.

Figure 7: Business events benefits segments



4.1 Knowledge economy

Knowledge economies require the ongoing development of knowledge, expertise and collaboration. For a few days business events bring researchers, practitioners and cutting-edge knowledge together in one location enabling knowledge gaps to be identified so that research agendas can be set. The case provide evidence that business events can deliver in the areas of professional career development, knowledge and expertise development, formation of links and collaborations; reputation and visibility, and sense of belonging and enthusiasm.

Knowledge is gained and shared at the conference and taken back to workplaces. Social and professional relationships are initiated and progressed in the conference space.

Local researchers and business entities who attend the conference gain benefits in terms of reputation and visibility. This energises both industry and research hubs in a destination.

4.2 Industry innovation

Globally, national and state governments have developed innovation agendas to future proof their economies. In most cases, this involves advancing innovation in key industry sectors. Industry innovation requires financial investment. The case studies demonstrate the power of conferences to generate financial investment for key industry sectors, including for start-ups in key sectors.

Academics, practitioners and governments meeting face-to-face result in opportunities for innovation agendas to be set, evaluated, adjusted and delivered for broad benefit.

4.3 Community well-being

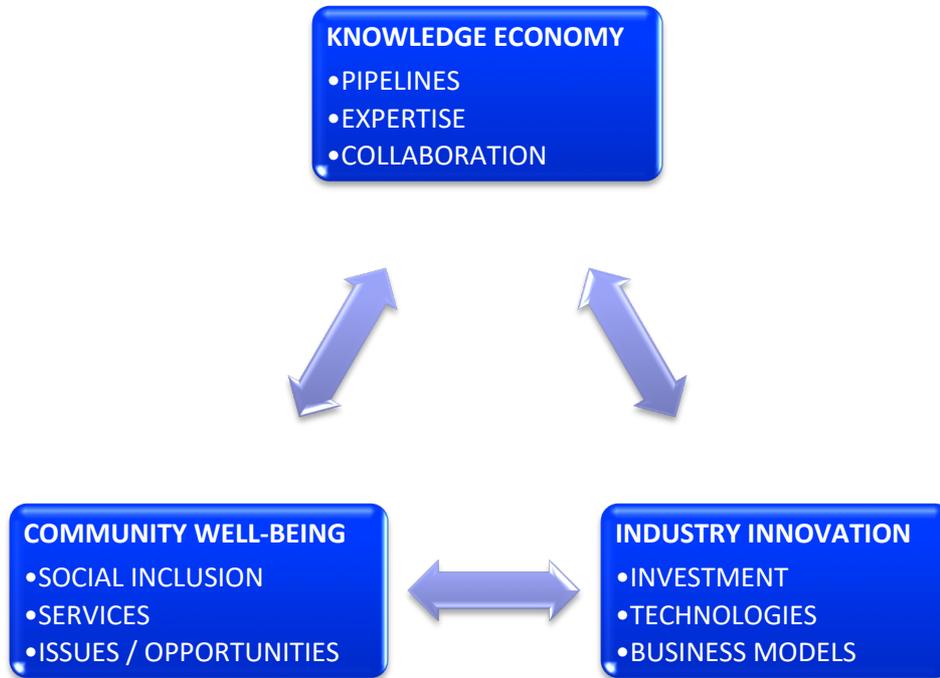
Conferences typically attract a high concentration of delegates from the conference destination. This has considerable impact in terms of community well-being. The case studies provide evidence that the increase in knowledge and expertise for local delegates means better services for the local community.

The case studies show that procurement strategies, human resource policies, sustainability and legacy programs can reduce social exclusion and delivering benefits to multiple community stakeholders, including disadvantaged groups.

4.4 Taxonomy of Business Events

Incorporating the findings from previous research (Edwards, Foley & Malone 2017; Edwards, Foley, Dwyer, Schlenker & Hergesell 2014; Foley, Edwards & Schlenker 2014, Foley, Schlenker, Edwards & Lewis-Smith 2013) with these case studies leads to the development of a taxonomy of business events.

Figure 8: Taxonomy of business events



The Taxonomy of Business Events Model demonstrates the inter-relationships of knowledge economies, industry innovation and community well-being. Business events are catalysts for developments in each of these areas, and also for bringing the issues and problems that exist in each area to light so that cross support legacies are developed.

When people come together, face to face, to share knowledge, ideas, passions and understandings related to issues that exist in industry and community, across sectors, across cultures, across time, possibilities, collaborations and solutions emerge that have multiple benefits for multiple stakeholders.

Some outcomes are immediate, such as the new knowledge and techniques a medical professional takes back into their practice. Some outcomes take more time such as new research collaboration and knowledge pipelines that ultimately produce a leap forward in technology.

4.5 A way forward: recommendations

Ultimately, these findings confirm a significant mismatch between the way governments measure and value the business events sector and the true value delivered by business events.

Governments typically measure and value the industry in terms of the tourism dollars generated. Few would dispute the value of inscope expenditure to a destination, and business events are known to attract high yield visitors.

Yet this study demonstrates that contributions go well beyond tourism to knowledge economies, industry sectors, and communities. Leaders in the business events sector understand that they are “not travel agents but change agents” (The Iceberg 2019). But many political leaders and a large section of the business events industry itself are still in the dark when it comes to understanding what can be leveraged from their business events sectors.

In light of these findings we recommend that measurement, evaluation and formal reporting in the sector, particularly to government stakeholders, include contributions beyond the tourism spend.

The scope of the benefits identified is broad, and tells us two things. First, further research will uncover more benefits and, therefore, it would be sensible to extend the case study program in some form until we have reached *research saturation* – that is, until we fail to extract new findings.

Second, the breadth of cases and benefits means it is not possible to use a single measurement tool for every business event. Methodology will always need to be tailored to meet the contextual requirements of the individual business event. In this regard, guidelines for evaluating the business event can be found in the Appendix: Data Collection Process, Template for Data Collection; and an Interview/Survey Question Bank which has a variety of interview questions that can be used in data collection.

Finally, we present **6 golden rules to a highly successful business event** that can assist organisers to maximise legacy outcomes of a business event:

1. Involve stakeholders in setting legacy agendas

- Stakeholders may include, for example, government, local and global associations, industry leaders within the destination, leading researchers within the destination, conference organisers, bureaux and venues.

2. Coalesce legacy design around industry problems, issues and opportunities

- Identifying key industry and/or community issues and opportunities is important for uniting stakeholders behind legacy initiatives.

3. Set legacy objectives

- Legacy objectives need to be set in order to plan for their execution. It is true that many conferences will yield legacies regardless of whether or not they have been planned for. But the failure to set objectives can mean lost opportunities for making a difference.

4. Execute legacy plans

- Once objectives have been set there must be a plan for ensuring the legacies are realised. Planning for the evaluation of legacy outcomes is essential.

5. Evaluate legacy outcomes

- Different outcomes call for different methods of evaluation. Methods of data collection and analysis are set out in the appendix of this report. Partnering with a research specialist (university or consultant) is an excellent idea.

6. Disseminate legacy outcomes widely

- Legacy outcomes should be communicated widely. It is important that all stakeholders understand the full value of the business event. Legacy outcomes should be included in every business event study or evaluative report and then communicated to governments, communities, industries and universities, as well as event organisers and individual delegates and any stakeholders that have invested in the business event. They all need to hear about the outcomes.

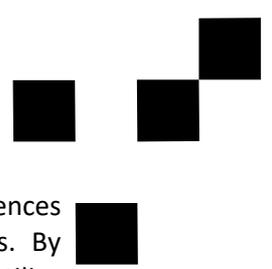
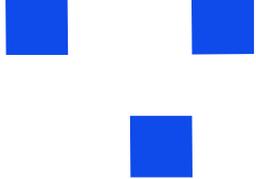
4.6 Future research and data collection

While the analysed case studies addressed many important questions, many remain, and new questions have been raised.

First, links between the various constructs in Figure 6 should be investigated. Future research can explore the relationships among multiple benefits (suggested in case study 1). For example, how networking leverages knowledge creation as opposed to other forms of activities during or after the business event. Such interaction of various activities and benefits could be mapped in greater detail via qualitative exploration and then measured quantitatively.

Moreover, links and collaboration among various stakeholders should be explored (see sections 3.7.1.4 and 3.7.1.5). This would include, for example, links formed between academia and industry, as investigated by the case studies 1 and 2 and the role conference organisers play in facilitating this collaboration. In this way, it would be beneficial to see, what specific benefits arise from these collaborations and how they are managed long-term.

As a second area, future research should focus more on the differentiation among various stakeholders. This differentiation was presented by case studies 1 and 6 through sectoral or country of origin differences, the distinction between early and late career researchers, or demographic diversity. This type of data could be used for more detailed exploration of how specific benefits are perceived by delegates, managed by organisers and also transformed into



long-term benefits. It could be achieved by recording various ranges of demographic differences and forming diverse sub-groups, such as early researchers from developing countries. By constructing multiple models of management of business event benefits, organisers can utilise these models to enhance business event participation and satisfaction of delegates.



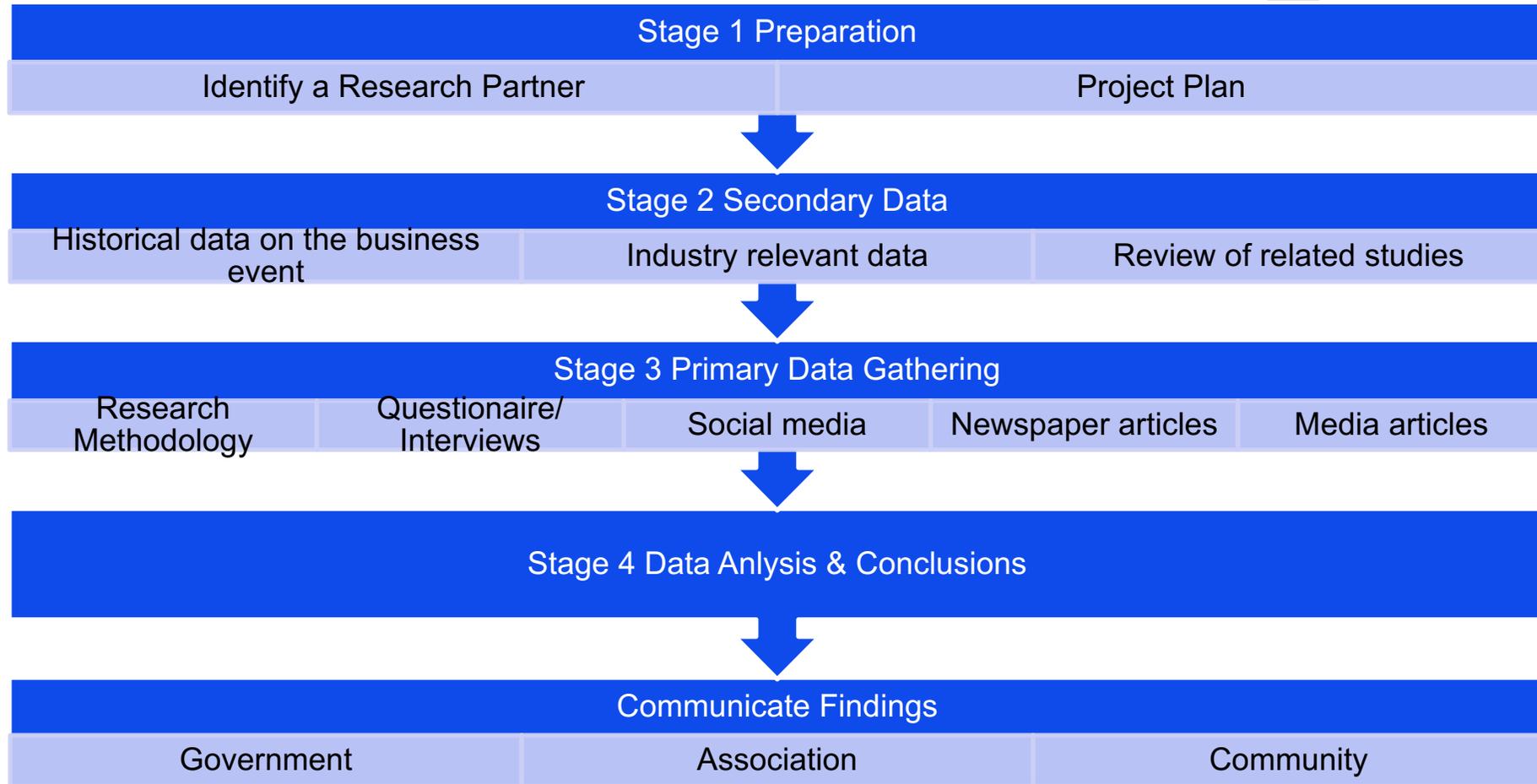
Third, case studies 4, 7 and 8 uncovered the important role of business event support activities, such as engagement of delegates in CSR work with the local community (case study 4) or providing quality food menus and supporting local suppliers (case study 7 and 8). These activities are forming unique experiences for conference attendees, and their impact on the conference benefits for various stakeholders should be investigated in multiple contexts. While the impact of these support activities on conference success in cases 7 and 8 is still to be examined, it is clear that all these activities can potentially bring social and environmental benefits to wider communities. Thus, activities supporting the business event and their impact of various stakeholder groups should be given greater attention.

Fourth, as suggested by the authors of several case studies (1, 2 and 6), longitudinal data collection is needed (and highlighted in sections 3.7.1.2 and 3.7.1.3). The best-case scenario would be to record delegates' expectations before the business event, benefits gained during and immediately post the business event and the benefits realised in the long-term. These could be contrasted with the objectives set by the conference organisers and their actual strategies to manage benefits from the business events. For instance, how to navigate the benefits, so they lead to the development of a professional career after the conference, remains to be examined. Another related question to be resolved is how to facilitate collaboration among industry and academia to be sufficiently transformed into positive long-term outcomes (e.g. funded research project or application of specific technology in practice).

Our final point suggests further methodological avenues for future research. For instance, as proposed in case study 1, the outliers identified from both qualitative and quantitative data collection should be investigated in greater detail. Moreover, additional comparative studies focusing on several business events and utilising the same research tool would be essential (as done in case studies 1 and 6). This would help to navigate specific strategies to leverage the benefits of large versus small business events, business events in regional versus city area, or business events organised by diverse parties.

5 Appendix: Data Collection

5.1 Data Collection Process



5.2 Template for Data Collection

Table 12: Instruction template for data collection

Task	Task description	Example
Identify the scope of the study		
Determine a question to be answered or issue to be solved	Overarching purpose of the business event	What benefits can be realised from the business event for individuals and institutions, government, community and society?
Specify the purpose of the research by forming sub-questions	Timeframe	Longitudinal research: What are the expectations of benefits before and after the business event? To what extent are expectations met? Cross-sectional research: How do different stakeholder groups benefit from the business event?
	Involved constructs	Specific pre-defined benefits (e.g. knowledge sharing, networking, economic or defined broadly) Specific barriers (e.g. lack of funding, lack of motivation or defined broadly) Involved stakeholders (e.g. delegates, organisers, communities, government)
	Type of context	Type of business event (large or small, regional or metro location, scientific or industry) Type of activities: business event attending (e.g. delegates), business event organising (e.g. convention centre) or business event supporting (e.g. suppliers, NGOs) Number of studied business events (e.g. one, multiple business events)
Consider sources of data	Collection of secondary data	Media documents, academic literature, existing survey or interview data findings, industry reports, regulations and laws.

Task	Task description	Example
	Exploratory field work	Discussions with industry experts, academics, business events representatives
	Social media	Facebook, Twitter, Instagram
Data collection plan		
Consider pre-existing determinants of data collection method	Resources	Funding, available time for the research, availability of field workers, participation of other stakeholders (e.g. support from the convention centre)
	Project owner's instructions	Instructions from the project sponsor about the report methods or format of findings
	Access	Access to key informants, access to database, travel requirements, language
Select appropriate data collection method	Qualitative research	Understand and investigate the phenomenon in-depth: How do participants understand the benefits from the business events?
	Quantitative research	Explain causal relationships (strength, prevalence): How does career stage affect networking? To what extent does the quality of food served during the business event influence the delegates' satisfaction?
	Mixed methods research	Various combinations of qualitative and quantitative designs (e.g. conduct a survey with business event delegates and then interview a few of them to gain further insights)
Specify your data collection method	Techniques	Interviews, questionnaire surveys, observation, focus groups, analysis of documents and datasets
	Sampling	Delegates (host or home location) Organising parties' representatives (university, business events bureau, convention centre, industry or scientific association) Government and public policy institutions' representatives Other stakeholders (suppliers or NGOs)
	Timeframe	Prior to the business event, during the business event, shortly after or a long time after the business event

Task	Task description	Example
Select data collection tools	Interview and focus groups	Participants' contact details, interview protocol with questions and codebook
	Survey design	Respondents contact details, survey questions, variables and metrics
	Observations	Observation templates, strategy for taking field notes
	Secondary data analysis	Dataset (variables and metrics), written documents (keyword search strategy)
Ethical considerations (if human participants are involved)		
Consideration of Ethical requirements (particularly in the European Union)	Form documents	Participant consent form and participant information sheet
	Seek ethics approval	Submit ethics application to the relevant ethics committee
Data collection		
Pre-test the data collection tool to identify any problems	Select a pre-test sample	Use the research tool with a small number of survey respondents/interview key informants Discuss the data collection tool with industry experts or academics
Execute	Enter the field	Contact key informants (face-to-face, phone, email) Send out email questionnaires
	Start your data processing	Download the dataset and run test Start coding of written documents

5.3 Interview/Survey Question Bank

The interview question presented here are indicative only. Desired legacy benefits should also guide the range of questions asked.

Table 13: Examples of questions that can be used in data collection

Question type	Sample questions
General questions about the participant	
Role in the business event	What is your role in the business event? (e.g. delegate, organiser or sponsor)
Demographic questions	What is your age? What is your country of origin? In which country do you currently live?
Working experience	What is your occupation? What does your organisation do? What is your position in the organisation? How long have you worked in the field? What is your area of research? (question for academics)
Prior experiences with similar business events	Is this your first time attending/ organising/ supporting the business event? Which other similar business events have you attended/ organised/ supported in the past?
Expectations from the business event (individual delegates)	
Expectations from the business event	What were your expectations from this business event? Could you tell me more about these expectations? Which of these expectations are the most important, in which areas (e.g. professional development), and why?
Business event objectives and strategies (business event organisers, government or other stakeholders)	
Business event objectives	What were the objectives set prior to the business event? Could you tell me more about these objectives? Which of these objectives are the most important for your organisation, and why?

Question type	Sample questions
Business event objectives and their link to other business events	How are these objectives linked to other business events organised/ hosted/ supported by your organisation?
Business event long-term strategy	<p>What is the long-term strategy of the business event?</p> <p>Could you tell me more about these objectives?</p> <p>How do you manage this long-term strategy?</p>
Knowledge about the expectations of other stakeholders	What expectations do you predict the other stakeholders have? (e.g. conference organisers can be asked about expectations of individual delegates)
Benefits realised	
Benefits realised	<p>How have you benefitted from this business event so far?</p> <p>Could you tell me more about these benefits?</p> <p>Which of these benefits are the most important, in which areas (e.g. knowledge sharing) and why?</p>
Future application of benefits realised	<p>How do you expect you will benefit from this business event?</p> <p>Could you tell me more about these expected benefits?</p> <p>Which of these benefits are the most important, in which areas (e.g. research project funding received from industry) and why?</p> <p>When do you expect these benefits to happen?</p> <p>What extra activities would application of these benefits require?</p>
Future benefits for other stakeholders	<p>To what extent will other stakeholders benefit from this business event? (e.g. colleagues, research community, industry ecosystem)</p> <p>Could you tell me more about these implications?</p> <p>What extra activities would implications of these benefits to other stakeholders require?</p>
Link between expectations/benefits and realised outcomes	<p>To what extent do these benefits match the expectations you had/objectives you set before the business event?</p> <p>What are the reasons for benefits realised matching/ not fully matching/ not matching your expectations set before the business event?</p>
Barriers and challenges	
Barriers and challenges before the business event	<p>What were the barriers to attend/ organise/ support the business event?</p> <p>Could you tell me more about these barriers?</p>

Question type	Sample questions
	Which of these barriers were the most difficult to manage, and why?
Barriers and challenges during the business event to gain benefits	What are the barriers to gain benefits from the business event? Could you tell me more about these barriers? Which of these barriers were the most difficult to manage, and why?
Expected barriers and challenges to benefit from the business event	What are the expected barriers to transforming benefits into long-term outcomes? Could you tell me more about these barriers? Which of these barriers were the most difficult to manage, and why?
Management of barriers and challenges	How do you manage the barriers and challenges you have just listed? Could you tell me more about the success of these tactics? What other options to manage these barriers and challenges, you have just listed, are available to you? Could you tell me more about these other options?
Business event highlights and areas for improvement	
Business event highlights	What did you like most about the business event? Could you tell me more about these highlights? In what way have you benefitted/ will you benefit from these highlights?
Areas for improvement	What did you like least about the business event? How do you think this business event can be improved?

Note: The questions are designed to be asked during the business event, hence, tense should be adjusted for interviews and surveys conducted before or after the business event.



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