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Patron’s Message

Good research answers questions. It drives change and increases value to society. A world without research and innovation will experience very little to no progress.

Since establishing the business events sector in 2006, Sarawak has been putting research into good use for more than 15 years to address issues and solutions in areas that are key. Much of the local, national and regional innovation emanates from business events held in our destination.

Our stance that business events are integral for social and economic development is the reason behind creating the **International Journal of Business Events and Legacies (IJBEL)** in collaboration with Curtin University Malaysia. It is the first academic journal in South East Asia to focus on business events and the first in the world to merge business events and legacy topics under one title.

It is a significant piece of work to preserve our knowledge in permanent records of research; create fundamental value for thought leadership and capacity development, and validate the significance of business events at micro and macro levels.

Yb Dato Sri Haji Abdul Karim Rahman Hamzah

MINISTER OF TOURISM, CREATIVE INDUSTRY & PERFORMING ARTS SARAWAK; MINISTER OF YOUTH, SPORTS & ENTREPRENEUR DEVELOPMENT SARAWAK

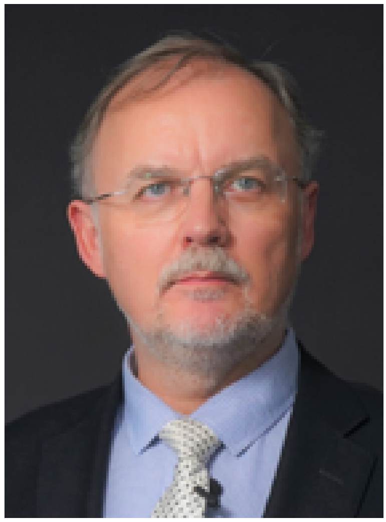
The journal is currently guided by 44 global advisors and editors from 15 countries in Europe, Asia, North America, Africa, the Middle East, and Oceania. Apart from increasing our knowledge, the journal is crafted for every destination to innovate, improve and inspire the sector. It is a platform for everyone to advocate business events' legacy impact that is backed by research, evidence and real experiences.

We have the International Congress and Convention Association as our exclusive international association partner, followed by Sarawak Research Society, and Universiti Teknologi MARA as strategic partners and there is no better time to make your mark in the world than now by collaborating with us via the journal.

On that note, may this publication guide your next important steps and I hope that you will enjoy learning from the International Journal of Business Events and Legacies.

"Because every business event is small enough to care and large enough to make a difference."

Editor in Chief's Message



Professor Andreas H. Zins
DEAN OF THE FACULTY OF BUSINESS OF CURTIN UNIVERSITY, MALAYSIA

"

Critical voices may be immediately alert when reading that a new journal had been launched. We have already more than 300 periodicals in the tourism, hospitality, leisure, and event space. Do we need another one? In a perfect world, where we closed already the sustainability agenda because all seventeen UN Development Goals had been achieved satisfactorily, we would not need them. The new International Journal of Business Events and Legacies embraces an emerging field of concern and attention that a number of scholars addressed so far in very diverse publication outlets.

I see strong parallels in topics and concepts like corporate governance, corporate social responsibility and even holistic marketing and sustainability, which gradually emerged: starting with attempts to describe and define the concepts, test them in larger explanatory models and make them accessible and useful for managerial and policy making purposes. Legacies will follow a similar trajectory: a multifaceted notion in the complex nexus of either large-scale projects or sophisticated social structures.

I also see commonalities with the appearance of the initiative of 'Beyond GDP', which is about finding indicators for prosperity and wellbeing as appealing as GDP but more inclusive of environmental and social aspects. Tourism, understood as an entire ecosystem and not simply as a conglomerate of a few individual economic sub-sectors, had been studied first from a geographic, later from a business, management, and consumer perspective. The comprehensive analyses of the economic impact for regions and nations followed suit. At the same time, ecological concerns and problems were addressed at a growing rate to find answers to the question 'At which point do we have to impose protective measures to prevent tourism from destroying itself?' The most recent trend draws attention to the ownership of tourism transactions and their costs and benefits. We clearly learn from this discourse that tourism does not follow easily the classical business model of B2B or B2C relationships with the society, the economic, natural, cultural and legal environment as latent external factors. Those are too essential ingredients, even service production factors with no proper compensation or reward for their presence or active input.

Mega events (be it sports or culture) triggered an increased awareness and sensitivity for their effects beyond the economic and ecological footprint. Next to the contribution to GDP, to tax revenues, to employment generation and international media coverage, organizers, governments and local communities are questioning the long-term effects in the area of infrastructure, education, youth development, social justice, sustaining income improvements, etc. A similar line of considerations started in the space of business events, particularly for conferences and congresses. There are strong parallels in organisational structures, stakeholder systems, financial aspects and governance between these two types of events. However, research into the particular eco-systems of business events started rather recently. Nevertheless, more importantly, a growing number of professional stakeholders – convention bureaus, congress organizers and associations – started serious reflexions on their own activities by addressing the expected and potential legacy impacts of their events.

I am proud of having pioneers from academia and industry professionals (including government representatives) on board for the development of this topic. The journal is hopefully a proper instrument to spread the word, to increase awareness and to sharpen our senses for legacies emanating from smaller and bigger events. The journal is enabled and supported by Business Events Sarawak, one of the pioneers of introducing legacy frameworks to the daily routine of promoting business events in the Malaysian State of Sarawak. The government recognizes Business Events as an important business activity next to tourism and other industries to develop the country, to strengthen economic and social aspects. Following this paradigm, scholars and practitioners are invited to assess critically past and potential events or event series and their relationships with different community capitals: natural capital, cultural capital, human capital, social capital, political capital, financial capital, and built capital; its stock, its flows, its interactions and resulting impacts across capitals.

With the strong involvement and support from both sides, academia and professionals, the journal will deviate from the beaten track of academic journals. The journal will publish two sections: one with classical research papers (conceptual and empirical), research notes and commentary articles, which undergo the regular double-blind review process, and the second with industry articles (communication brief, industry viewpoints and practitioner reports), which are peer-reviewed before publication. We strongly believe that both approaches of 'knowledge production' have their merits and rationales. Practitioners can learn from their peers and from academic research (which is – hopefully – conducted in close collaboration with many stakeholder in the field). Academic scholars can learn as well from their peers and from practitioners' insights. This first, inaugural issue is a good example for the intended mix of authors and articles.

The reader will find cases from Milan (Italy), Vienna (Austria), Daegu (South Korea) and Sarawak (Malaysia) but also more conceptual and functional contributions reflecting on online participation, event education, e-marketplaces for business events and intellectual capital of cities. A book review on a recent new publication on a research agenda for event impacts closes this first issue.

I wish and hope that the journal will contribute to a better understanding of legacies in the context of business events and this understanding translates into decisions for and implementations of better event designs. With a growing number of reviewers and board members, authors and readers, I am confident that the journal will fill its reasonable and mindful position on the highly diversified landscape of journal publications.

Academic Paper

Delegate Views on Face to Face and Online Conference Attendance

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UTS Business School, University of Technology Sydney

KEYWORDS: *Conferences, F2F, Online, Hybrid, Benefits, Covid-19t*

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Delegate Views on Face to Face and Online Conference Attendance

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Research Paper

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ABSTRACT: Research has confirmed that F2F conferences generate significant benefits for destinations, communities, industries and economies. In addition to the immediate economic effect of a contribution to the visitor economy of the destination, F2F conferences build knowledge economies and networks, driving industry innovation and trade and investment. There has also been significant criticism of F2F conferences, particularly in terms of their negative environmental impacts, inequity of accessibility, and the ineffectiveness of traditional event design. The travel barriers associated Covid19 pandemic disrupted F2F conferences and accelerated the global move to online conferencing. While F2F attendance is returning, there is a growing trend for conferences to offer both modes of attendance; the hybrid conference is becoming the norm. Drawing on recent literature and a survey of international delegates, this study explores the advantages and disadvantages of both F2F and online modes of conference attendance and discusses ways in which we might leverage better outcomes from hybrid conferences in order to maximise outcomes for all stakeholders.

KEYWORDS: *Conferences, F2F, Online, Hybrid, Benefits, Covid-19*

1.0 Introduction

It is well known that face to face (F2F) conferences lead to a range of benefits for delegates, industry sectors and destination communities (Edwards et al., 2017; Foley et al., 2021). For delegates, conferences are fundamentally learning/training experiences (Oester et al., 2017) that expand knowledge and collaborative networks and drive innovation in research and praxis (Foley et al., 2021). Industry sectors are invigorated when their members gather, debate issues, access cutting edge knowledge, techniques and technologies, and take these back to their workplaces, thus benefitting the communities they serve. Destination economies benefit from the immediate economic gains

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of the tourism contribution generated through visitation to a city, region and/or country to attend a conference (Foley et al., 2014; Foley et al., 2021; Mair, 2013). More significant benefits that conferences have generated for destination economies include increased trade and investment, global talent attraction, fundraising, and building future research capacity, amongst others (Foley et al., 2013; Foley et al., 2021).

Networking is a particularly attractive feature of F2F conferences because it enables attendees to improve career prospects by developing relationships with other attendees (delegates, sponsors, exhibitors, conference organisers) (Edwards et al., 2017; Foley et al., 2021; Jago & Deery, 2005; Oppermann & Chon, 1997; Severt et al., 2007). Research indicates that personal and professional relationship development are key motivations for attending conferences (Foley et al., 2013; Foley et al., 2021; Jago & Deery, 2010; Mair & Frew, 2018; Mair & Thompson, 2009). Furthermore, these positive outcomes are intrinsically connected to the process of decision-making in conference participation (Mair and Thompson, 2009; Severt et al., 2007). Networking and its many benefits are triggered by F2F communications during (and after) conferences. As Mair & Frew (2018, p. 2153) state, "meeting face to face allows people to get to know each other on a more personal level, and thus leads to better cooperation and collaboration". The intense interactions that occur during F2F conferences enable processes of bonding and building trust amongst attendees, which is necessary for the exchange of knowledge (Edwards et al., 2017).

F2F communication is fundamental not only for networking and creating relationships but also for tacit knowledge exchange (i.e., know-how). While explicit (or codified) knowledge is easily transferred in a systematic formal language (e.g., keynotes and presentations), the subjective nature of tacit knowledge means it is more likely to be exchanged in informal environments like coffee break gatherings, hallway conversations, shared meals, and other activities held in the context of the conference.

These findings suggest that the continuation of F2F conferences is vital to the advancement of science, knowledge and human endeavour. However, the fast spread of the Covid-19 pandemic since early 2020 has disrupted F2F conferences. Almost every part of the world experienced some sort of isolation as governments and health authorities worked to halt the spread of infection, via, for example, community lockdown measures and the closure of international borders. Limited mobility within and across countries meant that conferences were cancelled or rescheduled. Many associations pivoted rapidly to the new circumstances and moved the delivery of their events to online formats. Falk & Hagsten (2020) found that almost one-third of international academic conferences (out of a sample of 587, in diverse fields) planned for the first semester of 2020, changed to online formats. Moreover, this proportion grew as organisers had more time to plan and online conferencing technologies improved. Given this pivot to online conferences and the likelihood that online attendance options will be more frequent in the future, it is important to question whether the impacts of conferences will change.

In this study we draw upon recent literature and a small survey of international conference delegates to understand the advantages and disadvantages of F2F and online conference attendance. In our view, delegates are the stakeholder group from which most of the benefits of conferences emanate. If we can find ways to maximise the opportunities and minimise or eliminate the risks associated

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with each attendance mode, we may be able to better leverage the many benefits of conferences previously identified.

2.0 Literature Review

The academic community, prior to the pandemic, were already questioning traditional modes of F2F conferencing and were looking for alternatives to “address the problems related to geopolitics, continuing colonialism, the soft politics and power hierarchies in academic societies, and the alleged need for extensive and excessive physical mobility” (Goebel et al., 2020, p. 813). There were growing concerns from researchers about the shortcomings and negative elements of the traditional F2F conference model (Hischier, 2002; Reay, 2003). These concerns were largely centred on aspects related to accessibility, social inclusion, climate change, and event design.

2.1 Accessibility

F2F conferences are not accessible for all. Cost of registration fees, travel expenses, and the time required to plan, organise and undertake travel are some of the constraints that can prohibit F2F conference attendance (Achakulvisut et al., 2020; Borth et al., 2020; Carrigan & Elder-Vass 2020; Chan et al., 2021; Etzion et al., 2021; Gao et al., 2020; Goebel et al., 2020; Niner & Wassermann, 2021; Saliba, 2020; Schwarz et al., 2020). In particular, time away can be a significant source of stress on one’s family and often leads to increased workload on return (Kalia et al., 2020). Early career academics and professional staff can be underrepresented at F2F conferences due to limited access to funds (Achakulvisut et al., 2020). People with physical disabilities, long-term illness, or chronic pain may be constrained by long haul travel requirements and/or conference venues that are not equipped to support their needs (Donlon, 2021; Niner & Wassermann, 2021; Rich et al., 2020). Carer responsibilities (child-care, breastfeeding, caring for the elderly etc.) can make it difficult to attend F2F conferences, and carer constraints impact women disproportionately (Achakulvisut et al., 2020; Henderson & Burford 2019; Kalia et al., 2020; Woolston, 2020).

2.2 Social exclusion

Many conference delegates have positive experiences yet for some F2F conferences can be uncomfortable to negotiate. Delegates can face sexual harassment and assault, slights (Barr, 2017; Burford, 2017; American Historical Association, 2018; Jaschik, 2018) and microaggressions because of one’s lower career or professional status, (deliberate and accidental) (American Historical Association 2018; Etzion et al., 2021; Flores, 2020; Jaschik, 2018). F2F conferences can reinforce patriarchy, status markers, or boundary policing thereby enforcing unwanted conformity (Etzion et al., 2021; Flores, 2020). Etzion et al. (2021) noted gendered inequalities of participation and representation, and that some F2F conferences remain inertial and mimetic, replicating the past.

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2.3 Climate change

The impact of conferences on climate change was of significant concern for a number of academic associations, some of which are measuring the impact of their reduced carbon emissions as a result of less travel by members (Chou & Camerlink, 2021; Dunn et al., 2021; Donlon, 2021; Fraser et al., 2017; Goebel et al., 2020; Niner & Wassermann, 2021; Rissman and Jacobs, 2020; Schwarz et al., 2020; Woolston, 2020).

2.4 Event design

Additionally, there were concerns that the design of the F2F model was not realising its promise as delegates were tired of speakers monotonously reading their papers and "questioners" delivering a mini-talk rather than an actual question (Elder-Vass, 2020; Kalia et al., 2020) as well as delegates not able to see/hear speakers in large rooms (Gao et al., 2020).

While these issues were circulating in the literature pre-pandemic, Covid-19 accelerated the critique of F2F conferences. Associations, academics and the scientific community are questioning "the role of conferences, including their intellectual, social and personal aspects – and their price for our planet" (Goebel et al., 2020, p. 813), arguing that a transition towards online conference models may help address some of the challenges. Thus, with a significant number of conferences moving online or to hybrid modes, the global health crisis presented an opportunity to push a rethink of the concept of conferences (Abbot, 2020; Niner & Wassermann, 2021; Pacchioni, 2020).

Industry and academic interest in online conference attendance understandably peaked during the pandemic when we were constrained by border closures and other health restrictions, however, the model has been used on a smaller scale for many years (e.g., see Johnson, 2003; Reay, 2003). Online conferences have been described as "structured discussion that takes place via a computer-mediated form of communication […] they are carefully planned, take place within a clear time frame around a specific topic or topics and are generally moderated" (Johnson, 2003, p.2). Online conferences use the World Wide Web as the infrastructure to hold meetings through videoconferencing, teleconferencing, virtual chat rooms and intranet discussions (Falk & Hagsten, 2020). Currently there is a wide variety of conferencing software available (e.g., WebEx, GoToMeeting, GoToWebinar, Zoom, Vimeo livestream, Youtube streaming, Google Hangouts, etc.).

Recent literature provides strong arguments for providing online attendance options at conferences, and the arguments for holding an online conference in place of the F2F model are well made. Inter alia, benefits reported included reduced costs, reduced waste, reduced travel time, flexible participation, increased inclusivity of knowledge exchange, increased access for a greater diversity of participants, and better work-life balance (Banerjee et al., 2021; Chan et al., 2021; Falk & Hagsten, 2020; Fleming, 2020; Foramitti et al., 2021; Gao 2020; Goebel et al., 2020; Johnson, 2003; Kalia et al., 2020; Labella et al., 2020; Lan et al., 2021; Niner & Wassermann, 2021; Pacchioni, 2020; Power et al., 2020; Raby & Madden, 2021; Rekawek, 2020; Saliba, 2020; Schwarz et al., 2020; Thaler, 2017; Viglione, 2020b; Woolston, 2020; Wu et al., 2021). Researchers argued that online conferences flattened some of the hierarchies inherent in F2F conferences by democratising accessibility (in its

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broadest terms), and by improving inclusivity and diversity (Achakulvisut et al., 2020; Goebel et al., 2020; Sarabipour et al., 2020).

It was also argued that online conferences provide improvements in event design. These improvements include a wider pool of online volunteers, videos that can be re-watched, screenshots of slides, and increased opportunities for more comments and discussion through the online chat function (Abbott, 2020; Banerjee et al., 2021; Case t et al., 2018; Fraser et al., 2017). Their ability to contribute to reduced greenhouse gas emissions from flights and ground transportation is seen as a highly beneficial feature (Achakulvisut et al., 2020; Klöwer et al., 2020). Although some articles refer to F2F conferences as 'legacy' conferences, this term was not used when discussing online conferences. No papers reported on the broader impacts of conferences such as knowledge outcomes, innovation, economic development, or the lack thereof, as a result of going online.

It is clear though that online conferences are yet to meet one of the most important aspects of F2F conferences – the forming of social bonds between delegates that emerge from physical interaction at conferences (Edwards et al., 2016; Foley et al., 2021; Foley et al., 2014). Some beneficial outcomes of physical interaction (e.g., networking, and tacit knowledge transfer) are difficult, although not impossible, to emulate in virtual settings. Though some articles mentioned that there are a growing number of technological tools for more interactive online conversations, the lack of opportunity for networking F2F is seen as a shortcoming of virtual gatherings (Chan et al., 2021; Epstein, 2020; Etzion et al., 2021; Fleming, 2020; Gao 2020; Kalia et al., 2020; Levitis et al., 2021; Niner & Wassermann, 2021; Pang et al., 2020; Power et al., 2020; Raby & Madden, 2021; Reshef et al., 2020; Stamelou et al., 2020; Viglione, 2020b; Weber & Ahn, 2020). As Pacchioni (2020, p. 163) argues, "after all, most of the fruitful discussions tend to happen outside the conference room, and it's not unusual for new collaborations to be sealed over a walk or a meal". F2F conference attendance allows two-way and multi-way exchanges through which people make "genuine impressions" that cannot be achieved in the same manner by virtuality (Oester et al., 2017). Notable omissions from the literature include the impacts of online conferences on the broader (beyond tourism) social and economic legacies that F2F conferences bring to destinations (Edwards et al., 2016).

An option proposed for addressing some of these concerns is the hybrid conference format which combines online with F2F attendance (Dousay et al., 2021; Fleming, 2020; Schwarz et al., 2020; Kalia et al., 2021; Woolston, 2020). Hybrid conferences are believed to improve the capacity of conferences to meet climate imperatives while meeting many of the inequities in F2F conferences (Niner & Wassermann, 2021). They are considered to provide flexibility and options for delegates when weighing a variety of considerations (including ethical, financial, social, and academic) (Donlon, 2021), and offer the opportunity for diverse and more intimate, physical events complimented by virtual sessions (Newman et al., 2021).

Covid-19 has significantly challenged the business events industry. As the sector restarts business under a new normal it is important to understand delegates' perspectives of how they have been impacted and what they may want from their future conference experience. With this in mind, in 2020, we undertook research to examine delegates' experiences of conferences during the pandemic and what they missed most about not attending F2F conferences.

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3.0 Research Design

Since 2009, the authors have been gathering data from delegates of international conferences, held in Sydney, Australia, on the impacts of conferences. In 2016, we began asking respondents if they would agree to participate in future studies. Over the period 2016-2020, 742 respondents opted in. This subset of respondents from previous studies formed the population for the current study.

The study was designed to gather data on delegates' initial conference plans and expected cancellations, their Covid-19 circumstances, the effect of Covid-19 on their conference attendance, how they were impacted by not attending F2F conferences and the level of this impact, their opinions on F2F and virtual modes of conferencing, future conference attendance, and demographics.

Data were collected using an online survey. The research team were mindful that the questionnaire should not be too long. Therefore, a subset of previously used conference legacy questions were selected for use in the study. A link was sent to 742 people who had previously attended an international conference in Sydney, had completed a previous conference survey, and had indicated that they would be willing to participate in future studies. The survey link was distributed on June 5, 2021 and a reminder was sent June 11, 2021. Forty of the 742 emails bounced resulting in 702 valid emails.

Overall, 74 responses were received. Four of those responses were excluded, three of them originated from the same IP address but did not include any answers. So overall, there were 70 valid responses (10%). The data were analysed with SPSS. Open-ended questions were manually categorised into themes and cross-checked by the investigating team. Due to the nature of the survey, not all respondents answered every question. Where appropriate the number of respondents answering each question is noted.

4.0 Findings

Sixteen per cent of 70 respondents live in Australia, while 84% live outside of Australia. Of the respondents who live outside of Australia, 44% live in the Americas, 28% live in Europe, 7% live in Oceania (New Zealand), four percent live in Western Asia (Turkey, Bahrain, UAE), five percent live in South Asia (India, Sri Lanka, Nepal, Bangladesh), and five percent live in East Asia (HK, Philippines, Thailand, Japan). The largest group of respondents (47%) had last attended a conference as a practitioner delegate, followed by academic delegate (34%), and member of the organising committee (13%). There was one sponsor, one exhibitor, one delegate – patient/carer/advocate, and one respondent who identified as "other".

Sixty-eight per cent of the respondents were male. Thirty per cent of the respondents were aged between 50 and 59, 28% were aged 60 years and older, 19% were aged between 30 and 39, 19% were aged between 40 and 49, and 4% of respondents were aged below 30. In line with this age distribution, 58% of respondents identified as being "late career" while 25% identified as "mid-career", 12% as "early career", and 6% as "other". An almost even percentage of respondents live in a multiple person household without children under the age of 18

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years (41%), or in a multiple person household including children under the age of 18 years (39%). Seventeen per cent of respondents live in a single person household, and 3% in "other" arrangements.

4.1 Covid-19 context and perceptions

Fifty-seven per cent of respondents worked primarily from home during the Covid-19 crisis while 37% did not. An additional 3 respondents explained that they split their working time between working from home and at work. Respondents' feelings regarding the Covid-19 situation were complex. While 41% of the respondents were happy to have time at home, others indicated feeling frustrated (40%), stressed (37%), and anxious (27%). Twenty per cent felt the COVID-19 disruption provided opportunities with one respondent saying, "worked as usual, but happily had more time at home with family too as no shops etc.". Other feelings voiced by respondents included feeling "frustrated at not being able to travel for leisure", "frustrated at not being able to work efficiently with a young child at home", "stressed as a doctor in the hospital system", "optimistic", "realistic", "sad", and feeling the pressures of a "double workload".

4.2 Perceived Impacts of Non-Attendance

Respondents were asked if not attending F2F conferences had any impact on them. If respondents answered yes, they were then instructed to indicate the level of the impact and the timeframe in which they consider the impact to occur (Table 1). Reduced opportunities for networking, making business contacts, generating business leads, gaining recognition in my field, professional development, new knowledge acquisition, securing business deals, hearing about the latest research, showcasing their latest research, and closing business deals were considered short or medium term impacts from not being able to meet F2F. These variables were considered to have average impact except for networking and securing business deals which were considered to have a high impact.

Table 2 provides an analysis of the no responses (i.e. respondents not impacted by the variable) and the level of this impact. Respondents did not agree that missing F2F conferences had given them more time for teaching and research or enabled them to focus on their publication output, and they rated these impacts as low and in the short term.

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Table 1: Impact of not attending F2F conferences (yes responses)

Statement	N/A	Yes	Unsure	Low Impact	Average Impact	High Impact	Short Term	Medium Term	Long Term
Reduced networking opportunities	0	**87%**	4%	15%	26%	**59%**	**58%**	48%	21%
Lessened opportunities to make business contacts	12	**84%**	5%	26%	38%	36%	**52%**	50%	21%
Reduced opportunities to generate business leads	24	**75%**	5%	41%	24%	34%	**52%**	45%	17%
Reduced my opportunity to gain recognition inmy field	11	**68%**	11%	24%	47%	29%	47%	**58%**	14%
Reduced opportunities for professional development of early career researchers /professionals	22	**66%**	11%	14%	41%	45%	**56%**	**56%**	30%
Lessened my new knowledge acquisition	1	**60%**	12%	27%	**54%**	20%	**60%**	45%	13%
Reduced my opportunities to secure business deals	29	**60%**	10%	30%	15%	**55%**	**50%**	**50%**	20%
Reduced my opportunity to hear about the latest research	4	**58%**	8%	13%	**55%**	32%	45%	**63%**	8%
Reduced my opportunity to showcase my latest research	16	**57%**	7%	21%	41%	38%	**71%**	36%	18%
Reduced my opportunities to close business deals	31	**55%**	11%	41%	24%	35%	**47%**	35%	29%
Reduced my research collaborations	21	48%	17%	13%	**57%**	30%	41%	**59%**	18%
Reduced opportunities to obtain research funding partner	30	41%	23%	44%	44%	13%	**56%**	**56%**	19%
Enabled me to focus on my publication output	20	39%	8%	29%	**53%**	18%	**56%**	44%	6%
Limited my opportunities for investment	36	39%	12%	**50%**	8%	42%	**50%**	42%	25%
Given me more time for research	16	34%	11%	35%	47%	18%	**77%**	23%	8%
Limited my ability to obtain grant funding	28	34%	27%	21%	36%	43%	**50%**	**50%**	20%
Given me more time for teaching	30	33%	8%	33%	33%	33%	**75%**	17%	8%

Notes: Automatic rounding applied. Multiple impact duration responses allowed.

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Table 2: Impact of not attending F2F conferences (no answers)

Statement	N/A	No	Unsure	Low Impact	Average Impact	High Impact	Short Term	Medium Term	Long Term
Given me more time for teaching	30	**59%**	8%	**83%**	11%	6%	**79%**	14%	7%
Given me more time for research	16	**55%**	11%	**60%**	30%	10%	**56%**	39%	11%
Enabled me to focus on my publication output	20	**53%**	8%	**74%**	22%	4%	**75%**	20%	10%
Limited my opportunities for investment	36	49%	12%	**50%**	8%	42%	**78%**	-	22%
Limited my ability to obtain grant funding	28	39%	27%	**100%**	-	-	**83%**	17%	33%
Reduced my opportunity to showcase my latest research	16	36%	7%	**79%**	21%	-	**69%**	23%	15%
Reduced opportunities to obtain research funding partners	30	36%	23%	**100%**	-	-	**89%**	11%	-
Reduced my research collaborations	21	35%	17%	**100%**	-	-	**75%**	-	25%
Reduced my opportunity to hear about the latest research	4	34%	8%	**88%**	12%	-	**73%**	33%	7%
Reduced my opportunities to close business deals	31	34%	11%	**100%**	-	-	**75%**	25%	-
Reduced my opportunities to secure business deals	29	30%	10%	**100%**	-	-	**100%**	-	-
Lessened my new knowledge acquisition	1	28%	12%	**83%**	17%	-	**100%**	27%	18%
Reduced opportunities for professional development of early career researchers/professionals	22	23%	11%	**100%**	-	-	**50%**	38%	13%
Reduced my opportunity to gain recognition in my field	11	21%	11%	**92%**	8%	-	**86%**	-	14%
Reduced opportunities to generate business leads	24	20%	5%	41%	24%	34%	**100%**	-	-
Lessened opportunities to make business contacts	12	11%	5%	**78%**	22%	-	**100%**	-	-
Reduced networking opportunities	0	9%	4%	**75%**	13%	13%	25%	75%	-

Notes: Automatic rounding applied. Multiple impact duration responses allowed.

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Networking was, by far, the most frequently mentioned aspect respondents missed in not attending conferences and was expressed in diverse ways. They missed "meeting new people", "maintaining existing relationships", "discussing ideas with speakers and other delegates", "feeling part of a community", being "exposed to new ideas and equipment", and "intellectual stimulation". They missed the "global networking opportunities" in which they can make "business contacts" and grow their "new knowledge bases".

Respondents stressed the importance of being physically in one space and having the opportunity to socialise to develop and maintain relationships between "human beings". "I miss being able to talk F2F with people I only know via email, and our relationships are harder to maintain with no personal contact and without being able to showcase our technology". Indeed, they see conferences as important environments in which people can build trust (Edwards et al., 2017), as one respondent explained: "F2F meetings provide a space for meeting attendees to bond with one another before, during, and after meetings. This bonding experience fosters feelings of trust and empathy, which are essential in any successful business relationship".

The ability to interact and discuss issues F2F was missed by many respondents. They missed making new "meaningful contacts" or having the "opportunity to present their new research findings". Respondents missed the "broader discussions with scholars and experts from different countries" the opportunity to "stay up to date" with the "latest developments", opportunities to "spontaneously break away discreetly with a small group", understanding the "specifics of a customer's concerns" and "talking informally with colleagues in conversations and discussions that occur outside sessions".

4.3 Covid-19 and the Future of Conferencing

Eighty-six per cent of respondents noted that the domestic and international F2F conferences they were planning to attend had been cancelled as a result of the Covid-19 lockdown. Of these respondents, 30% indicated that one domestic conference they planned to attend was cancelled while 60% indicated that two or more domestic conferences they had planned to attend were cancelled. Twenty-seven per cent of respondents indicated that one international conference they had planned to attend was cancelled, while 57% of respondents indicated that two or more international conferences they had planned to attend were cancelled.

Respondents were expecting a return to F2F domestic conferences with 71% not expecting to miss any domestic conferences in 2022. The mean number of domestic conferences respondents expected to miss in 2020 and 2021 were 3 and 2, respectively. Similarly, respondents expected a return to F2F international conferences over the following two years with 70% not expecting to miss any international conferences in 2022. The mean number of international conferences respondents expected to miss in 2020 and 2021 were 2 and 1.3, respectively.

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4.3.i Perceived benefits of online conferencing

The majority of respondents engaged in alternative online modes of conferencing during the pandemic including Webinars (84%), Zoom (77%) and online conference (56%). When it came to what respondents liked most about these alternative online modes of conferencing four themes emerged: travel and cost, time, convenience, and flexibility. These themes are interlinked in that they are all underpinned by time. Less travel gives respondents more time, allowing them to attend from home, which is more convenient, flexible, and efficient use of their time.

Travel and Cost

Many responses were linked to savings in time and costs with online conferences being free of charge or low-cost and not incurring travel costs. Respondents said online modes of conferencing meant they could save “time and money”, allowing them to “avoid the cost, stress, and hassle of travel”, which also meant “no jetlag” and they could be more “efficient with personal time”.

Time

Time was considered an important commodity by respondents and refers to saving time by not travelling and “receiving information from home in their own time” enabling the respondent to have “an increased focus on being results orientated”, improve their “efficiency with [their] personal time”, and not “wasting [their] time by completing other tasks”.

Convenience

Thus, online modes of conferencing were considered convenient for respondents. Respondents explained that as no travel time was required, that they could join from home, and stressed the convenience of this. Online modes accorded respondents convenience because they could attend when they “are unable to get time off work”, could multitask by doing “other things simultaneously” while listening to “sometimes irrelevant conference presentations”, and be able to wear more comfortable attire.

Flexibility

Moreover, they explained that online conferencing allowed them more flexibility regarding when they chose to view the recordings and which sessions they were attending. Online conferencing offered respondents ease and flexibility in terms of “timing and ability to go back and revisit recordings”, being able to “view sessions on demand”, and do things in their “own time”.

For some respondents, small group webinars fostered a “one on one element of contact” allowing them “to be more involved in group discussions” and “to be heard”, which may not occur in “a big group setting”. Some even considered online modes to have “more engagement, higher audience participation”, and to be “more fun” with “interactive chat sessions” and an interesting way to share information with “more productive exchange of ideas”. They could hear from “experts all over the world” at low cost while staying at home. One respondent felt “it was possible for more clinicians to be involved” and another felt that they could be “organized much quicker and with more people”. Finally, for one respondent being online meant there was “no risk of infection”.

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4.3.ii Perceived challenges of online conferencing

Respondents made several comments on what they liked least about alternative online modes of conferencing, and these were grouped under four themes: lack of sociability, lack of engagement and interaction, no networking, and technical issues. It is not surprising that sociability was missed in online conferences. Conferencing from home means limited or no social interactions, and respondents found online modes to be "impersonal", particularly as there was a lack of "personal interactions, no spontaneous corridor chats, no opportunity to speak with colleagues and follow up at social settings or during meals" and it was difficult to have "side discussions". One respondent summed it up by commenting that "when it was done, everyone went their separate ways".

A lack of engagement and interaction meant that respondents found it difficult to interact with delegates and experts, to network and "engage" in the online event, which they felt limited the generation of new ideas. Online modes of conferencing were considered to not be as interactive and just like "another day at home". They also stated that the "ease and opportunity" of asking questions was missing, and they would have to wait to "ask or answer questions". They commented that online was "a boring environment", it was "difficult to maintain concentration for long periods", and they became tired from prolonged screen time. Some would restrict themselves to "the essentials, thereby missing happy accidents". For others it was difficult to immerse themselves in the online event, and so their "learning was decreased".

Online modes of conferencing "scarcely replicate the powerful connections that are often made during F2F conferences" and the ability to "network with colleagues or chat with colleagues that I don't see often, and that may spark new ideas and collaborations" is limited.

For some technical issues were a problem, including no connectivity, bandwidth limitations, difficult to hear speakers, technical glitches that were disruptive, slow internet connection and awful sound quality.

Other elements that respondents were critical of related to the nature of online conferences, including not hearing questions from other delegates, time zone issues and organising correct time schedules, and no opportunity to travel as "something about getting away from the incessant job is therapeutic". In contrast to those who said that they liked not having to travel, others missed this element particularly "not being able to travel to fun places or see different opinions and cultures".

4.3.iii Re-evaluating Conferences

Next to respondents' experiences, the questionnaire asked respondents if not attending F2F conferences made them re-evaluate the value/importance of such conferences. Sixty-two per cent of respondents stated that not attending F2F conferences made them re-evaluate the value/importance of F2F conferences while 38% did not. Explanations for re-evaluating the value/importance of conferences were grouped into the themes of resources, connecting with other delegates, and serendipity and innovation. Apart from resources, there was an overall feeling of a greater appreciation for the social benefits that can be realised from attending a F2F conference.

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Resources

Many respondents became more aware of the ecological footprint they have by attending F2F conferences, with one respondent stating "an intercontinental flight emits more CO2 than what I emit in the whole year". A majority of respondents indicated that they are now aware that there is more to a conference than simply imparting knowledge, that they can achieve "70% of what I need without travelling" and it has "made me think about alternative ways of re-connecting or establishing new connections with people in my field", particularly as virtual conferences are a "good alternative to imparting knowledge".

Connecting with other delegates

Many missed the F2F interaction with other delegates, "I'm an extrovert and have always valued meeting people in person, I miss it desperately now", and asserted that with no interaction or networking they find being online for more than an hour a day as "draining and tiring", and "boring". One respondent questioned "how can I trust people online"?

Serendipity and innovation

Other respondents had a new appreciation for the new ideas and opportunities afforded by serendipitous F2F meetings and social events. A key value of F2F conferences is all "the informal/ serendipitous hallway conversations" and interactions with other attendees that spark new ideas, new collaborations, and generally make F2F conferences exciting and fulfilling events.

No need to re-evaluate - I know the value of conferences

Thirty-eight per cent of respondents stated that they had not re-evaluated the value of F2F conferences. Many explained that they were already aware of the value and so did not need to re-evaluate. For example, "I needed the difference of being out of my normal environment to be able to switch gears and focus on taking in the information, and if I stay home, I just keep working, and never relax".

Others had not re-evaluated for different reasons. One respondent noted they had already been "telecommuting for 20 years so … I haven't changed much of how I operate". Another noted "I don't currently attend many meetings, so the loss hasn't impacted me as much as some other colleagues". This raises an important point. Many have not had much experience prior to COVID-19 with online conference attendance and so may not be aware of the different skills and behaviours required to leverage benefits. Those with more experience may have developed ways to interact meaningfully with other participants. Some stated that they would take up more opportunities to attend F2F conferences in the future.

Others said they would take more advantage of opportunities at F2F conferences in the future to enhance their networking. Yet others stated that they would consider online options rather than F2F for some of their future conference attendance to minimise their ecological impact and health risks associated with travelling.

Many of the respondents who had re-evaluated F2F conferences positively agreed that this re-evaluation would impact their future attendance at F2F conferences with the hope of attending as soon as possible.

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4.3.iv Resumption of conference travel

Eighty-four per cent of respondents looked forward to a return of F2F conferences, and an additional 10% said they did not know. Only 6% negated looking forward to F2F conferences. Based on the current outlook, almost half of the respondents were positive in their outlook and expected to undertake short-haul international conference travel again in 2020 while only 11% thought it would take until 2022 or later before they would resume short-haul conference travel. Respondents from the Americas and Europe had a more favourable outlook than those from Australia and New Zealand.

In contrast to short-haul travel, only 17% of respondents expected to resume long-haul conference travel in 2020 and 54% of the respondents stated that they thought it likely to resume long-haul travel by mid-2021. However, a longer timeframe was considered likely for other respondents regardless of where they live, with 19% expecting to resume long-haul conference travel in 2022 or after. Fifty per cent of all respondents indicated that they are more likely to travel sooner to destinations that were less impacted by Covid-19 than those that were severely impacted. Another 34% did not know, and 16% negated that this would be the case.

4.3.v What future conferences should do differently

Respondents were asked if there is anything that they would like to see conferences do differently. A typical comment was, “if we have learned anything …it is that normal common-sense hygiene practices are not normally given enough attention”. Overwhelmingly the concern for respondents regarding future conferences were health and hygiene issues. They would like to see activities which ensure safe F2F conferencing including hygiene measures such as provision of hand gel, regular toilet cleaning, capacity control Remeasures, no buffet-style meals, emergency response plans, health care facilities in the conference venue, handwashing, facility hygiene, etc. The sentiment is summed up by one respondent who stated, “coronavirus has been very emotional as have been the political responses. Yet in fact there are milder pandemics every few years that remain invisible to many people even though they present real dangers. High touch surfaces should be cleaned often. Crowded areas should be kept ventilated and clean. Provisions should be made to keep hands sanitary”. Yet, for some, social distancing was perceived as “counterproductive to the efficacy of conferences”. Thus, conferences in the future will be challenged to create an atmosphere that is conducive to networking, socialising and engaging whilst ensuring the safety and wellbeing of delegates.

Other comments focused on improving functional elements of conferences such as re-focusing a conference to be “more on skill transfer and networking opportunities” and networking sessions made “fun and easy”. Technical upscaling (video ability, etc.) of F2F conferences to facilitate hybrid functionality, a hybrid functionality to ensure delegates from countries that might be experiencing a higher burden of Covid-19 can attend, and assurance that the host destinations are COVID-19 free, i.e. no new cases in last 60 days.

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5.0 Discussion

The findings concur with previous studies that noted the importance of conferences as places to escape day to day routines (Foley et al., 2013; Foley et al., 2014). There is no doubt that F2F conferences provide a social glue (Foley et al., 2021) that creates serendipitous, unplanned encounters which create new ideas and opportunities (Edwards et al., 2017). Consequently, delegates were looking forward to attending F2F conferences again as they missed catching up with colleagues and friends (Foley et al., 2016) along with the ideas and opportunities that can arise through serendipitous F2F meetings and social events. “The formation of collaborative relationships (particularly in the early stages) is sensitive to physical distance” (Foley et al., 2021, p. 69) and trust and familiarity are important elements required to underpin collaborative legacies (Edwards et al., 2017; Foley et al., 2021). As F2F connections were reported missing in online interactions, whether a person could be trusted online was questioned. Attendees can find it more challenging in online mediums to discern the more unique “aspects of one’s personality” (Foley et al., 2021, p.69). Hence, these aspects underpinned delegates’ reasons for attending conferences again.

Attending F2F conferences, however, was dependent on flights being resumed, the destination countries having favourable government travel advice and national protocols around safety and hygiene, and venues demonstrating they had appropriate hygiene practices in place. Future conferences may need to refocus their offering to facilitate the transfer of skills and be more inclusive by facilitating hybrid functionality to enable those with personal challenges and commitments to attend online. It will be important for conference organisers to ensure the smooth running of online sessions to ensure technical glitches are minimised. This may include test sessions with online presenters to ensure any potential problems with an attendee’s own technology set-up are identified and rectified.

6.0 Conclusion

It seems that the pandemic will herald a permanent change in the nature of meetings (Barral, 2020; Fleming, 2020). It may still be too early to ascertain what the post-pandemic scenario will look like for conferences, but the many benefits associated with online conference attendance support the case for online and hybrid conferencing (Dousay et al., 2021; Pacchioni, 2020).

This small study has provided insights into the impact of Covid-19 on delegates attending F2F conferences. Given the low number of responses, the results cannot be generalised. However, they are reflective of the wider literature. While socialising, networking, and opportunities for serendipitous moments were missing in online conferences, delegates valued the` reduced travel, cost, and time savings, along with convenience, flexibility, and staying home with family from meeting online - the very aspects that the literature considered to be challenges to attending F2F conferences. Though virtual conferences might lack the intimacy of F2F meetings (Woolston, 2020), this limitation may be significantly improved in the future with ongoing technological innovations in virtual conferencing (Abbott, 2020; Achakulvisut et al., 2020). Finally, new activities created for online conferences could also present opportunities for F2F conferences. The knowledge and skills gained in delivering online modes can be used for future advantage in delivering interactive and engaging hybrid conferences (Weiniger & Matot, 2021).

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Attracting delegates to be physically present may require marketing strategies that offer benefits negating those which can be gained from online conferences. One size will not fit all, and programming will need careful consideration. As well as ensuring immaculate technical delivery, optimal programming may require understanding of personality types to address the differences in delegates' perceptions of what they like least and most about online and F2F modes of conferencing. Hybrid conferences can have flow on implications for conferences globally in terms of managing a change in their physical and virtual size, conference delivery, and a potential reduction in bed nights, food consumption, and tourism.

The broader social legacies that can be realised from online and hybrid conferences are still unknown. Further research is imperative, not only to help delegates, associations and conference organisers maximise benefits from online conferences for a range of conference stakeholders (communities, industries, destination economies) but to support the conference industry itself, which for many decades, has etched out its worth on the basis of the tourism contribution generated by conferences.

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Academic Paper

The Legacy Impact Of Business Event – Case Study Of ICEdDE 2019

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KEYWORDS: *Business events, legacy, impact, legacy impact pillars, tangible evidence, measuring legacy indicators*

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Research Paper

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ABSTRACT: The definitions of legacy and various tools of measuring legacy impacts from different perspectives were reviewed. Sarawak Convention Bureau's initiative to enhance business events with a legacy programme as catalysts to the Sarawak Government Development Plan towards 2030 along the seven key focus areas and the United Nation17 Sustainable Development Goals (SDGs) has established five pillars of legacy impacts. Using the BESLegacy Initiative Guideline, the strategic pursuit of measuring the legacy impacts of the 1st International Conference on Education in the Digital Ecosystem (ICEdDE) 2019 were mapped. Methodologically, this paper is based on a case study. Both qualitative and quantitative data were collected supplemented by official documents. In the framework of planning to measure immediate outcomes, short, medium and long-term legacy impacts, the legacy plan provided evidence of being able to function as a model for forecasting the tangible and intangible impacts of the ICEdDE 2019. The immediate outcomes and short-term impacts were assessed using a questionnaire gathered from Sarawak participants. The respondents agreed to strongly agreed to the immediate impacts that the conventions had on them based on the eight domains. From the perspectives of convention host and the delegates, it was still very much traditionally perceived that the biggest value from conventions came from Knowledge Expansion. This was the main reason for wanting to attend the convention to listen to the deliberations of knowledge that was new or created through collaborations and shared from presenters particularly the keynote, plenary and invited speakers. They agreed networking and relationship building was also a motivator. In a broader outlook, only the host indicated other domains of Fundraising and Philanthropic support, Raising Awareness and Profiling and Trade though exhibitions as immediate and long-term impact which could be quantified and measured. However, the delegates pre-conceived such domains as secondary. The case study on ICEdDE 2019 measuring the short, medium, and long-term legacy impacts was able to show significant contribution to the development of Sarawak digital economy in education and service development industry towards achieving 5 United Nation SDGs.

KEYWORDS: *Business events, legacy, impact, legacy impact pillars, tangible evidence, measuring legacy indicators*

1.0 Introduction

Business events have been recognised to have great legacy stories to tell through showcasing the real value of their meetings associated with economic development, intellectual capital related to advancement of future leaders, transfer of knowledge and impact on society, according to the International Congress and Convention Association (ICCA) stated in 2017. The founder of Caravelle Strategies, Canada, Genevieve Leclerc (Dévé, 2018) stated that legacy of an event is something left or handed down by a predecessor; a notion hard to measure, as it implies changing the lives of the attendees and the community which may not be what an association had set out to do in the first place. Impact as she stated makes a significant change by addressing an existing challenge, social, economic or other type which is durable and deliberate.

1.1 Legacy Impact of Business Events

All events have impacts and legacies which include cultural, environmental, social and economy impacts (Sadd & Jones, 2009; Raj et al., 2017). The sustainability of events depends on the direct and indirect effects of the events (Richards & Palmer, 2010). The evidence to the sustainability of the event is the legacy of the events which provide evidence to gain public support, to justify the use of public resources and to motivate others to bid for hosting the future events (Liu, 2018).

According to Raj et al. (2017), the cost benefit analysis for the return of investment was the main purpose among various purposes of impact studies for events. Many legacy studies in literature are associated to sport events, particularly in mega events. Preuss (2007) defines legacy all planned and unplanned, positive and negative, tangible and intangible structures created for and by a sport event that remain longer than the event itself irrespective of the time of production and space. In addition, Puronaho (2013) defines it as a systematic event planning work with the help of relevant data collection to maximize the benefits and minimize the negative effects of an event to all the stakeholders. Li & McCabe (2013) offer the definition of legacy as tangible and intangible elements of large-scale events left to the future generations of host country where these elements influence the economic and psychological well-being at both community and individual levels in the long-term. Lowe (2017) describes legacy of an event is the long-term positive impact it has on the host area culturally, economically, and physically such as the improvement of infrastructure. Despite the differences in the definitions, the legacy is believed to be multifaceted and to encompass tangible (hard) and intangible (soft) outcomes (Kaplanidou & Karadakis 2010) as adapted from Preuss (2007, p. 208) in Table 1.

Table 1: Soft and Hard legacies of a mega sport event

Soft Legacies	Hard Legacies
Knowledge: organisational, security, technological	Primary structure: sport infrastructure, training sites
Networks: political, sport federations, security	Secondary structures: Athletes' village, technical officials and media
Cultural goods: cultural identity, cultural ideas, common memory	Tertiary structures: security, power plants, telecommunication networks, cultural attractions

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Edwards et al. (2010) described benefits and outcomes of non-sport business events have impact in five broad areas. The legacies are not mutually exclusive, and a benefit or outcome may have multiple legacies as listed:

(i) Intrinsic legacies are the personal outcomes delegates gain to develop their knowledge and skills.

(ii) Social legacies represent the camaraderie that develops around the conference, the appeal of engaging with other like-minded people, the relationships that are enhanced and developed, and the broader benefits that accrue to the communities in which the conference is held. Business events develop a social space that is important as it facilitates and reinforces social interaction and, in turn, influences the effectiveness of collaborative learning. Tacit knowledge can be spread through informal interactions with current and new colleagues.

(iii) Professional and practice legacies result from the skills and knowledge that delegates gain – such as attaining new insights, learning surgical techniques, sharing new ideas and identifying solutions to solving problems – being directly integrated into their professional practices and organisations. Professional legacies also arise for the delegate from gaining business partners, building research networks and obtaining knowledge that can solve research and business problems.

(iv) Attitudinal legacies arise from the reactions of delegates to their experiences at the conference, and from governments, the private sector and individuals who become aware of important issues that are communicated through the international and local media.

(v) Economic legacies are realised as social networks affect the flow and the quality of information. Moving in different circles from one's own group connects people to a wider world and therefore any new acquaintances can be better sources of information as delegates go beyond what their own group knows. As conferences are intense periods during which social interaction is fostered, they lead to benefits and outcomes that have both intangible and tangible economic effects, such as building knowledge and capabilities, identifying business partners, improved workforce practices, better education, new investments, enhanced funding and better industry sector policies.

1.2 Measuring Legacy Impact

The term "impact" must be distinguished from the meaning of "legacy". Preuss (2007) describes impacts are caused by an impulse, such as the consumption of event visitors, which affects the economy directly through the event and can occur prior to, during and immediately after the event. While legacy is created if an opportunity is used in a sustainable way. The measurement of legacies is a very complex process and all the changes caused by the event should be measured. Preuss (2007, 2015) indicated that the most difficult part of the measurement of legacies is the timescale when the legacies occur and, in most cases, there is no one responsible for the long-term evaluation and thus the legacies remain uncertain or cannot be related to the event. Legacy as events benefits from the conventional perspective needs to be well evaluated in short-, medium- and long term. Short term is

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evaluated when everything is cleared from the event location and the event is officially closed. The economic impacts are mostly evaluated in the short- and medium-term but the sustainability and durability of the long-term objectives and possible legacies created needs to be evaluated in the long-term as those might happen years after the event itself (Masterman, 2009). According to Lowe (2017), measuring the legacy of an event is through tangible evidence involving figures that can be measured or impacts that can been seen and taken as fact.

2.0 BESarawak Legacy Impact

The Business Event Sarawak (BESarawak) of the Sarawak Convention Bureau defines legacy impacts as the positive, long-term benefitting the host destination and its communities enjoying post event. The legacy impact is intentional, starting with an impact vision, aligned programming, observations as a way to measure; and finally validation. The BESarawak legacies of business events are designed to link to Sarawak's seven key focus areas of the development plan as it drives towards the United Nations Sustainable Development Goals as shown in Figure 1. These acts as the catalysts of conventions to deliver positive legacies for Sarawak.

The seven key focus areas of Sarawak Digital Economy
Development and Redevelopment
Environment Development
Social Development
Industry Development
Agriculure Development
Service Industry Development
Digital Economy

Figure 1: Alignment of seven key focus areas of Sarawak Digital Economy and United Nations Sustainable Development Goals

There are five core areas identified as legacy impact pillars as shown in Table 2. The aspired outcomes of convention-led legacies would be a society that is socially inclusive and economically prosperous on a healthy planet.

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Table 2: Five legacy impact pillars of BESarawak Legacy Impact (adapted from BESLegacy Initiative Guideline)

Legacy Impact Pillar	Description
Sectoral	Progress and development in industries/sectors because of new knowledge and partnerships; global visibility and brand reputation
Community and Social	Social benefits such as improved health, quality of life, community awareness and engagement, service to host community
Trade & Investment/ Economic	Trading among groups from products and services showcasing leading to 'new money'; total economic impact with jobs and tax revenues
Environment	Environmental awareness and sustainability including support for indigenous cultures
Political	Changes in governance, public/private services, as a result of positive policies

2.1 Case study of the 1st International Conference on Education in the Digital Ecosystem

The 1st International Conference on Education in the Digital Ecosystem (ICEdDE 2019) was in fact a legacy of 13th International Organisation for Science and Technology Education Symposium (IOSTE XIII) Borneo 2014 which was successful bided by Universiti Teknologi MARA (UiTM) and Sarawak Convention in Tunis, Tunisia in 2012 as host. The networking and collaboration research aftermath resulted in UiTM becoming a partner of the Blended Learning Courses for Teacher Educators between Asia and Europe. (BLteae) project team under the EACEA-ERAMUS+ project under KA2 programme – Cooperation for innovation and the exchange of good practices. The consortium was made up of four institutions in Europe (Aix-Marseille University in France, Aalborg University (AAU) in Denmark; Tallinn University (TLU) in Estonia and Audio-visual Technologies, Informatics and Telecommunications (ATiT) in Belgium) and seven institutions in Asia (Royal University of Bhutan (RUB) in Bhutan; Universiti Teknologi MARA (UiTM) and Batu Lintang Teacher Education Institute of Malaysia (IPGKBL) in Malaysia; University of Dhaka (DU) and Bangladesh Open University (BOU) in Bangladesh; National University of Modern Languages (NUML) and International Islamic University (IIU) in Pakistan). The conference was the final working package of the BLteae Project through cross organisation collaboration tasked to UiTM as the organiser and IPGKBL as co-organizer. ICEdDE 2019 was successfully held in Kuching, Sarawak, Malaysia. In addition, ICEdDE 2019 was also selected as one of the twelve conventions in the study on Hosting Conventions in Sarawak by BESarawak.

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The conference goal was formulated to provide a creative platform for inspirational exchanges, interaction and scientific debate on practices and research related to Education in the Digital Ecosystem. This was significant for the 21st Century Education and Sarawak's direction towards a digital economy. The theme: Blended learning – Innovation and Good Practises with 7 subthemes:

- Methodology and Didactics of Teaching
- Technology Enhanced Learning and Instruction
- Advances in and Tools for Technology Enhanced Learning
- Role and infrastructure in Curriculum Design
- Quality Assurance
- Professional Retraining and Life-Long Learning
- Modelling Systems in Education

2.1.1 The Desired Legacy Impacts

The dimensions and themes had been deliberately developed to consider all global, social and technical variables of the legacy impact, reflecting the urgent need in the transformation of global Education landscape in Industrial Revolution (IR) 4.0 environment opening minds and changing lives for the betterment of the society. The instrument developed by the BESLegacy Programme was used to explore the legacy impact in the short, medium and long terms of ICEdDE 2019. Table 3 shows the desired legacy impact, goals and measuring legacy under five legacy impact pillars of BESarawak Legacy Impact programme. Each domain described the elements of how they had been achieved in the short term as an immediate impact. The sustainability of these legacy imparts to medium and long terms, the direction and the measuring legacy had been identified.

Table 3: Desired Legacy Impacts, Goals and Measurement of ICEdDE 2019

	Types of Legacy Impacts	Meeting Impacts Goals (Immediate Impacts)	Designs	Legacy Goals (Long-term impacts)	Measuring Legacy (Indicators)
1.	**Sectoral**				
1.1	**Knowledge Expansion**				
1.1.1	Delivering Knowledge	Knowledge gain; learning from others	54 papers presented with three keynote speakers and five plenary papers	Dissemination Plan with online materials and publications for participants to adopt	Numbers of participants applying knowledge gain at work
1.1.2	Professional Development	Sarawak delegates as organisers; presenters and participation	UiTM as main organisers and IPGKBL as co organizers with international affiliations; 15 speakers with one plenary paper	Availability of local speakers willing to share in their field of work related to digital education ecosystem	Number of speakers available to speak in future training/ conference.
1.1.3	Advancing Science	Latest evidence-based and current practices in blended learning; latest research and practical applications	Exchange ideas and sharing platform between the keynote speakers, invited speakers, and participants	Developing skills through online tutoring	Number of latest evidence-based and current practices

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	Types of Legacy Impacts	Meeting Impacts Goals (Immediate Impacts)	Designs	Legacy Goals (Long-term impacts)	Measuring Legacy (Indicators)
1.2	**Innovations**				
1.2.1	Technologically innovative practices	Improve and synergize innovative skills for teacher educators	Two days' video workshop conducted for the 30 teachers selected from Kuching, Samarahan and Serian Division conducted by Consortium partners from Belgium	Dissemination of ERASMUS+ BLteae module through training courses	No of training courses conducted
1.2.2	Education Innovation	Sharing of latest education innovation from experts and teachers - BLteae ITC modules	Reflective sharing from BLteae partners through forum discussion on the theme, 'Blended learning in Teacher training – Innovation and Good Practices'	Documentation of best practices scenarios and didactical materials for online training, teaching and learning	Numbers of publications
1.2.3	Innovations	Introducing using social media to enhance teaching and learning	One Plenary paper from UiTM lecturers on 'Incorporating Social Media in Blended Learning Courses at Higher Learning Institutions' and four presentation on use of social media in teaching and learning	Dissemination of ERASMUS+ Social Media module through training courses	Number of training courses conducted
1.3	**Networking and Relationship**				
1.3.1	Global Networks	Building a reflexive community on teaching practices	International Scientific Committee and the Review Committee were established among members of the BLteae consortium partners; Invited Participations of international and national, local organisations/ institutions/ government agencies/individual	Continual communications with existing partnership and establishing new partnership	Number of global networks
1.3.2	Stronger Local Association	Participation of BLteae consortium partners	'Blteae Talk' on reflection of the three years' partnership of the project and future directions with 100% participation from members	Long term partnership and future collaboration among co-organisers	Numbers of partners with continual association
1.3.3	Talent Attractions	Forum of renowned educators in blended learning	Invited three keynote speakers from outside BLteae consortium partners	Engaging specialists as consultants in digital education programme development	Numbers of specialists
1.4	**Collaboration and Future Research Capacity**				
1.4.1	Research Links	Collaborative research at international and national levels	Networking with international and Malaysian experts	Research on education	No of research projects conducted

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	Types of Legacy Impacts	Meeting Impacts Goals (Immediate Impacts)	Designs	Legacy Goals (Long-term impacts)	Measuring Legacy (Indicators)
1.4.2	Clustered Development	Attendance from BLteae consortium members; International educators and specialists/ policy makers organisations/ individuals	Target delegates education professionals/ policy makers/ Ministry officers	Planning and implementing clustered development through collaborations in research and strategy getting national/ international funding and provide access to funding sources through convention contacts to accelerate process	Number of national/ international fundings
1.5	**Raising Awareness and Profiling** Able to influence a wider audience and shift public and media perceptions. Able to position the convention host as a hub of innovation in specific industry sectors.				
1.5.1	Global Visibility / Brand	Building a reflexive community on teaching practices	International Scientific Committee and the Review Committee were established among members of the BLteae consortium partners; Invited Participations of international and national, local organisations/ institutions/ government agencies/individual	Continual communications with existing partnership and establishing new partnership	Number of global networks
2	**Community and Social**				
2.1	**Education Outcomes**				
2.1.1	Improved Standard	Number of participants enhancing educational skills in blended learning	Exchange ideas and sharing platform between the keynote speakers, invited speakers, and participants	Increase in teacher educators adopting blended learning and improve quality of graduates;	Numbers of teacher educators
2.1.2	Improved Quality of Life	Focus on education teaching culture in need of reform to the technology savvy learners	Exchange ideas and sharing platform between the keynote speakers, invited speakers, and participants	Teachers needs to be equipped with the proper training to be able to provide good education to the students	Number of teacher educators
2.1.3	Talent Attractions	Exposure for local specialist speakers in different areas of education related to digital ecosystem	Sharing the good work done in Sarawak in this area allowed local speakers to speak and share with participants from West Malaysia and overseas	Inspiring university students to enrol as postgraduate students under UiTM supervision or as internal/ external examiners for thesis	Number of postgraduate student enrolment Number of external examiner appointment
2.2	**Community Awareness**				
2.2.1	Profession of Teacher Educators	Community awareness of issues important to teacher educators' profession in Sarawak	News coverage in the newspaper, featured interviews of speakers by RTM Radio and reporters and Astrowani	Dissemination and Exploitation Activities through UiTM website, ERASMUS+ BLteae website	Number of newspaper articles, interviews and published

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	Types of Legacy Impacts	Meeting Impacts Goals (Immediate Impacts)	Designs	Legacy Goals (Long-term impacts)	Measuring Legacy (Indicators)
2.3	**Fundraising and Philanthropic Support**				
2.3.1	CSR programme	Use of local products for conference kits, souvenirs, and sales of local handicrafts	Purchase the products as souvenirs for speakers, and lanyard, setting up booth for them to sell	Supporting business set up by the SMEs	Sales and invoices
2.3.2	Fundraising platform and philanthropy activities in Sarawak	Cooperation with Business Events Sarawak by Sarawak Convention Bureau in the Chumbaka Junior Innovate Fund for purchase of 74 digital learning kits for 1,000 students in rural Sarawak	Getting participants from Sarawak to actively respond to the project	Development of digital community projects	Number/Amount of fund raised
3.0	**Trade and Investment/Economy** Face-to-face access with industry leaders to develop new business relationships, investments, research, and priority sector innovations; Commercialize those ideas much more intentionally, aggressively, and systematically for the benefit of the local communities.				
3.1	New Business	Bring new business to Sarawak companies dealing with education products to demonstrate their items	Invitation of business sector in exhibitions booth	Establishing resources for the community in terms of preschool inclusive education	Number of new businesses
3.2	Export/Trade	Exhibitions of home grown special education tools	Promotion of home grown special education tools	Business link with overseas marketing industry or companies	Sales and invoices
3.3	Foreign Direct Investment	An opportunity to secure international investment	Synergic collaboration with teachers and business sector	Foreign companies deals through partnership or direct investment to produce home grown special education tools	Number of partnerships established
3.4	Job Opportunities	Opportunities for Career Advancement	Sharing best practices about teacher educators' practices among participants	Provision of innovative teaching practices	Number of digital technological teacher educators/ teachers
4.0	**Environment**				
4.1	Research Links	Collaborative research at international and national levels	Networking with international and Malaysian experts	Research on education	No of research projects conducted
4.2	Support for indigenous cultures	Visit to Sarawak Cultural Village	Organising the Post Conference Tour	Experience and learning about the local culture and lifestyles of the various tribes	No of participants joining the tour

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	Types of Legacy Impacts	Meeting Impacts Goals (Immediate Impacts)	Designs	Legacy Goals (Long-term impacts)	Measuring Legacy (Indicators)
5.0	**Political**				
5.1	Government awareness	Issues important to teacher education profession in Sarawak	Invitation of the Honourable Chief Minister to officiate and address the Convention	Continual dialogues with government policy makers	Number of research projects or training courses under Sarawak Government grant
5.2	Policy improvement	Provision of a platform of feedback/dialogues for support of teacher educators training curriculum on pedagogical and technological practices	Invitation of government and organisation officials to attend and speak at the Conference	Acting as catalyst to change the overall policy on education and developing strategies	Number of policy change
5.3	Infrastructure	Platform for discussion on issues on availability and efficiency of internet coverage	Sharing of technological need appropriate to the target sector	New academic research/teaching facilities in the educational digital ecosystem	No of upgrading of digitalisation technology in schools/ research institutions

2.1.2 Alignment to Sarawak's Key Focus Areas and UN SDGs

The conference contributed to Sarawak's Key Focus Areas in the Digital Economy and Service Industry Development in education. Education is a driving force and a catalyst towards the development of the Sarawak Digital Economy. The theme and subthemes of ICEdDE 2019 formulated addressed the issue of deficiency of knowledge for adoption of efficient Information Communication Technologies (ICT) education raised by Sulaiman & Halamy (2021) in the role that ICT education which plays an important role in bridging the digital divide between the urban and rural education. In providing a forum of stakeholders from academicians, teachers, investors to government policy makers, it also addressed the needs of innovations and new practices of learning and teaching with ICT use in the classroom giving opportunities to students to learn and apply the required 21st century skills. This echoed the review by Ratheeswari (2018) that ICT improves teaching and learning and its importance for teachers in performing their role of creators of pedagogical environments. ICEdDE 2019 in related to the United Nations Children' Fund (UNICEF) encompassing 5 dimensions which states that Children have a right to an education, a quality education. ICEdDE 2019 had propel discussion on educational quality establishing understanding of new challenges and to embrace change from the local, national and international contexts.

The contribution towards the UN SDGs were identified in:

Goal 4 – Quality education
Goal 8 – Good jobs and economic growth
Goal 9 – Innovation and Infrastructure
Goal 10 – Reduced inequalities
Goal 16 – Peace, justice and strong institutions
Goal 17 – Partnership for the Goals

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2.1.4 Measuring the Immediate Legacy Impact

The outcome of the immediate legacy impact using a set of valid questionnaires with 5 domains (Table 4), aimed at Sarawak participants as delegates attending the conventions as respondents. Hard copies were distributed during the conference. In addition, a google link form consisting the questionnaires was also made available with an QR code to provide access. The respondents to the study made up 63.2 % of the Sarawak participants totalling 120 from 190. Eight domains of the quantitative data were analysed.

The highest percentage of 91.7% respondents indicated that the reasons attending the conference was for Knowledge Expansion and Education. This converged with the organiser immediate legacy impact goal. With reference to Table 3, the expectation of the participant had been delivered. It can be noted that most of the participants are from the academic sector as the item on the Business Opportunities leading to Trade and Investment only had 9.2 % of responses.

Table 4: Reasons for Attending

Legacy Impact	%
Knowledge Expansion and Education	91.7
Networking and Relationship Building	34.2
Collaboration and expand Future Research capacities	15.8
Creativity and Innovation Opportunities	28.3
Business Opportunities leading to Trade and Investment	9.2
Other (please specify)	5.0

2.1.3.1 Measuring the Immediate Legacy Impact

The immediate legacy impact pertaining to the domain of knowledge and education was achieved based on percentage of the respondents of over 90% who agreed and strongly agreed over the five items (Table 5).

Table 5: Knowledge Expansion and Education.

Knowledge Expansion and Education	Strongly Disagreed	Disagreed	Not Sure	Agreed	Strongly Agreed
Give me new insights in my field of knowledge	1.7%	0.0%	2.5%	41.7%	54.2%
Show me current best practices in my profession	1.7%	0.0%	2.5%	42.5%	53.3%
Provide the latest research and practical applications	1.7%	0.8%	5.0%	45.0%	47.5%
Knowledge and capabilities of young people	1.7%	0.0%	4.2%	42.5%	51.7%
Quality of delivery of my profession in Sarawak	1.7%	0.0%	0.0%	50.8%	47.5%

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2.1.3.2 Networking and Relationship

Table 6 reflects networking and relationship at both national and international level was established by the respondents' participation in the convention. Most of the respondents ranging from 44.2% to 50.8% agreed and 28.4% to 31.7% strongly agreed to the items relating to this domain. However, quite a notable range of percentage of 15.8% to 20.0% of respondents was not sure of the networking benefits.

Table 6: Networking Benefits

Networking Benefits	Strongly Disagreed	Disagreed	Not Sure	Agreed	Strongly Agreed
Valuable national business / professional contacts	1.7%	2.5 %	20.0%	44.2%	31.7%
Valuable international business / professional contacts	1.7%	3.3%	15.8%	50.8%	28.3%
Find new talent for our organisation	2.5%	1.7%	16.7%	49.2%	30.0%

2.1.3.3 Collaboration and Future Research Capacity

Most of the respondents accounting to more than 50% agreed the convention provided local and international collaboration as 47.5% could provide opportunity to develop future research capacity (Table 7). In addition, a substantial percentage of over 30% strongly agreed to the items under this domain.

Table 7: Collaboration and Future Research Capacity

Collaboration and Future Research Capacity	Strongly Disagreed	Disagreed	Not Sure	Agreed	Strongly Agreed
New local collaborations from the event	1.7%	1.7%	5.0%	56.7%	35.0%
New international collaborations from the event	1.7%	1.7%	11.7%	52.5%	32.5%
Opportunity to develop global research capacity	2.5%	2.5%	14.2%	47.5%	33.3%

2.1.3.4 Education Outcomes

Table 8 shows that most of the respondents either strongly agreed or agreed that the convention they have attended have education outcomes based on the first two items pertaining to new academic research facilities and capacity of the academic sector. On the other hand, more than 50% strongly agreed that this domain could improve the quality of graduates and attract outside talent in creative knowledge education indicating there was a positive relationship.

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Table 8: Education Outcomes

Education Outcomes	Strongly Disagreed	Disagreed	Not Sure	Agreed	Strongly Agreed
New academic research facilities	1.7%	0.0%	4.2%	46.7%	47.5%
Capacity of the academic sector in Sarawak	1.7%	0.0%	3.3%	47.5%	47.5%
Improve the quality of graduates	1.7%	0.8%	4.2%	42.5%	50.8%
Attract outside talent in creative knowledge education	1.7%	0.0%	7.5%	40.8%	50.0%

2.1.3.5 Funds and Philanthropy

Overall, majority of the respondents agreed and strongly agreed that the convention they attended gave them opportunities on fundraising and philanthropic support (Table 9). This could be attributed to Chumbaka project of BES Event of the Sarawak Convention Bureau collaborating with the host of the convention.

Table 9: Funds and Philanthropy

Funds and Philanthropy	Strongly Disagreed	Disagreed	Not Sure	Agreed	Strongly Agreed
Opportunities to link to a fundraising platform	2.5%	0.8%	21.7%	47.5%	27.5%
Opportunities to support philanthropy activities in Sarawak	2.5%	0.8%	14.2%	53.3%	29.2%

2.1.3.6 Awareness

Two aspects of awareness were reflected in Table 10. The first two items related to extrinsic perspective in that the outside factors of community and policy makers in the government recognised the issues important to teacher educators. Majority of the respondents agreed that the strategies of the convention engaged had highlighted this awareness. There were also around 95% of respondent who strongly agreed and agreed to these two items.

From the intrinsic perspective, majority of the respondents also agreed and strongly agreed that their profile was raised nationally at 85.0% and to a greater extent of 89.5% internationally. In addition, 52.5% of the participants agreed and 35.8% strongly agreed that such awareness relating to the four items had provided opportunities for career advancement.

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Table 10: Awareness

Awareness	Strongly Disagreed	Disagreed	Not Sure	Agreed	Strongly Agreed
Community awareness of issues important to my profession in Sarawak	1.7%	0.0%	5.0%	51.7%	41.7%
Opportunities to support philanthropy activities in Sarawak	1.7%	0.0%	5.8%	53.3%	39.2%
Raise my profile nationally	2.5%	0.0%	12.5%	54.2%	30.8%

2.1.3.7 Innovation

Innovation to improve teacher educators' skills, with direct and indirect implication on quality of teacher educators' skills from the consideration that the teacher role is much more complex than in the past and that teachers need new and innovative pedagogical strategies and reflective tools. Table 11 indicates that the respondents had identified the presence of this domain as almost equal percentage of majority of respondents either strongly agreed or agreed to all three items.

Table 11: Innovation

Innovation	Strongly Disagreed	Disagreed	Not Sure	Agreed	Strongly Agreed
I learnt innovative ways to handle issues in my profession	1.7%	0.0%	5.0%	46.7%	46.7%
Improve my innovative skills for my profession	1.7%	0.0%	3.3%	50.0%	45.0%
Help me to synergize innovation in my profession	2.5%	0.0%	5.0%	48.3%	44.2%
Raise my profile internationally	3.3%	0.0%	20.8%	46.7%	29.2%
Opportunities for Career Advancement	2.5%	0.0%	9.2%	52.5%	35.8%

2.1.3.8 Trade/Investment

The trend of respondents towards this domain showed a different pattern to all seven domains. Table 12 shows that there were distinguishable responses with although majority agreed to the items but there were more respondents of 30.0% who were not sure and only about 20% strongly agreed.

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Table 12: Trade/Investment

Trade/Investment	Strongly Disagreed	Disagreed	Not Sure	Agreed	Strongly Agreed
Bring new business to Sarawak	3.3%	2.5%	30.0%	42.5%	21.7%
Give me an opportunity to secure international investment	3.3%	2.5%	30.0%	41.7%	22.5%

3.0 Conclusion

ICEdDE 2019 succeeded in bringing participants together with diverse national and international backgrounds of expertise in digital education. This is one of the key focus areas of Sarawak and in line with the nation Ministry of Education Blueprint (2016-2020). ICEdDE 2019 was identified by Sarawak delegates to have impacted the community and policy makers awareness on the importance of the profession of education and needed support for adopting best teaching innovative practices. The legacy impacts under five legacy impact pillars in the short, medium, and long terms of ICEdDE 2019 was mapped using the instrument developed by the BESLegacy Programme. The convergence and the match of goals of ICEdDE 2019 organizers and the Sarawak delegates' response had indicated that the short-term legacy impacts had been achieved. The medium- and long-term impacts with legacy indicators were aligned to the Digital Economy in the Education and the Service Industrial Developments, indicating the tangible and intangible benefits will contribute to the development of Sarawak. There are 5 UN SDGs identified to it. The undeniable value is that ICEdDE 2019 should be measured over two years at six months intervals.

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Academic Paper

The Perspectives of Event Experience Post Covid-19: Insights of the Stakeholders in Event Education

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KEYWORDS: *Events, Events Experience, Events Education, Post-COVID-19, Events Management*

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Research Paper

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ABSTRACT: In the events sector, research on the event experience is gaining more and more significance. Active, pleasure-seeking customers seek "fantasy, emotions, and fun" via consumption (Holbrook & Hirschman, 1982), which has helped to boost experience marketing by emphasising the need to amuse, thrill, and emotionally connect with consumers through their consuming experience (Schmitt, 1999). According to Prahalad and Ramaswamy (2004), authentic, individualised experiences produced via active interaction are more valuable than objects or services. As the number of events increases, event organisers are under increased pressure to provide distinctive experiences in order to maintain a competitive advantage (Geus, Richards, & Toepoel, 2013). This working paper intends to investigate the knowledge of event experience education management in Malaysia, particularly in post-COVID event planning where the event experience must be carried over to both physical and virtual platforms. The planning and curriculum design for adequate operationalisation and assessment of event experiences education and skills will need to change, and determining how to implement this change will provide more accurate relevance and useful insights for event academics and the industry, as well as current and prospective students in Malaysia.

KEYWORDS: *Events, Events Experience, Events Education, Post-COVID-19, Events Management*

1.0 Introduction

Experience is a core product of the events, which is critical for surviving and gaining a competitive edge in the market (Manthiou, Lee, & Tang, 2011). Otto and Ritchie (1996) define ‘experience’ as “a

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subjective mental state perceived by visitors throughout a service contact" (p. 166). Earlier research has offered important insights into the features of the event experience, both in terms of design and administration, as seen in works of Brown (2014), Monroe (2006), Silvers (2012) and Matthews (2008), as well as on motivation and pleasure (Morgan, 2009; Getz, 2012).

Modern event management requires the delivery of experience or experience possibilities. Events give attendees with new perspectives and opportunity to connect in a community experience where novelty is guaranteed since they are unusual and temporally different (Tassiopoulos, 2010). Events are concerned with the variety of human experiences connected with attending or being influenced by a planned event, and hence make up a significant portion of the experience industry (Pine & Gilmore, 1999). An experience, according to Schmitt (1999), is defined as "private occurrences (moments) that occur as a consequence of a stimulus that creates a response that moves the whole living organism." An interactive emotion may be created by a product, service, or event that alters physical and cognitive levels over time (Diller, Shedroff, & Rhea, 2008). This list includes sensory, symbolic, temporal, and meaningful sensations. Understanding the nature and character of this experience is difficult, however, due to its subtle, varied, and shifting nature (Rossman & Schlatter, 2003; Ooi, 2005; Getz, 2012).

The experience economy (4Es), created by Pine and Gilmore (1999), encompasses educational, entertainment, escapism, and aesthetics experiences. According to the experience economy, people want unique experiences beyond just purchasing items and receiving services, since constant, high levels of product and service quality can no longer be used to distinguish customers' choices. According to Pine and Gilmore (1999), the industry must change their attention from the "delivery-focused" service economy, which prioritises high quality services, to the "staged" experience economy, which prioritises creating a memorable consuming experience. Schmitt (1999) further explained that positive and extraordinary encounters stimulate customers' emotions and sensations, making them loyal and devoted to the brand. Sheth and Mittal (2004) defined emotion to be the "knowledge of some physiological arousal followed by a behavioural reaction, as well as the perceived importance of both". A pleasurable encounter affects clients' emotions, stays with them for a long time, and influences their subsequent behaviour. The impact of experience on emotion, affect, cognition, and behaviour has been validated by Allen, Machleit, and Kleine (1992), Mano & Oliver (1993), and Westbrook & Oliver (1991).

Undoubtedly, it is important to note that the experiential element in events boosts client satisfaction. Schmitt (1999) defines the experiential element as a way to create experiences that will be felt by customers when using products or services through the five senses (sense), affective experience (feel), creative thinking experiences (think), customer experiences related to the body in physical behaviour and lifestyle, as well as with experiences as a result of interaction with other people (act), and finally, creating experiences connected to social circumstances, lifestyle, and social situations. Positive experiences in places the consumer likes will build customer contentment. According to Fiore and Jeoung (2007), "new demand for distinctive and unforgettable experiences demands enterprises to provide a distinct value-added supply for goods and services that have already attained a high degree of functional quality." This is also evident in event tourism and food tourism where attendees may immerse themselves in a region's culture and traditions, making the experience unique and personal

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(Coppola, 2016).

Because customer experience is developed and impacted by both internal and external factors (Verhoef et al., 2009), the customer experience should be seen holistically (Gentile et al., 2007). This comprehensive definition of customer experience requires a better understanding of the numerous aspects that impact the customer's experience (Verhoef et al., 2009), more so following the post-pandemic era. Virtual events, hybrid events, supplemented integrated platforms, as well as the extension of the content to the online platform from the physical event and many more are what attendees are hoping to see more and more. Therefore, this explanatory paper aims to investigate the insights of the events education stakeholders to further understand the current impact of event management education, the educational preparedness and how to meet the demands of the events industry post-COVID-19.

2.0 The Event Experience

Event experiences are part of the leisure experience domain, and while previous research has provided useful insights into the qualities of such a leisure experience, there is a lack of understanding of the event experience in terms of design and management. The majority of study on event experience has been on motivation and enjoyment rather than the event itself (Morgan, 2008; Getz, 2010). An event experience can start before the event terrain is reached and will last until the event is over. 'Festival goers leave with a variety of memories, but the fun doesn't end there. Festival visitors will have opinions on the festival and will engage in particular behaviours as a result of their visit, such as uploading images to websites, sharing stories to their friends, purchasing music from performers, purchasing tickets for the next edition, and so on.' (Van Vliet, 2012). As a result, the whole experience is almost always far larger than the activity on the ground. In the case of outdoor recreation, it has been observed that the entire experience is a package deal; each component has the power to provide diverse experiences, and all components are required (Clawson & Knetsch, 1966).

As earlier mentioned, though researchers such as Brown (2014), Monroe (2006), Silvers (2012), and Matthews (2008), who provided vital insights into the event experience in terms of both design and administration, whilst Morgan (2009) and Getz (2012) looked into motivation and enjoyment, there is still a gap existing into how these research is translated into the designing of the event education curriculum, as well as the delivery carried out by the event stakeholders. In the event industry, more research and studies are required to understand the holistic event experience (Getz, 2012), where previous research has shown a vast gap between industry-required and taught capabilities especially in most event management curriculum (Beaven & Wright, 2006; Junek, Lockstone, & Mair, 2009; Park & K., 2015) . Active and enjoyment-seeking customers seek "fantasy, emotions, and fun" via consumption (Holbrook & Hirschman, 1982), which has helped to boost experience marketing by emphasising the need to amuse, thrill, and emotionally touch consumers through their consuming experience (Schmitt, 1999). According to Prahalad and Ramaswamy (2004), authentic, individualised experiences produced via active interaction are more valuable than objects or services. As the number of both leisure and corporate events increases, event organisers are under increased pressure to provide distinctive experiences in order to maintain a competitive advantage (Geus, Richards, &

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Toepoel, 2013). This is particularly true for post-COVID event planning, since hybrid and virtual event experiences are now a reality. Even though thorough operationalisation and evaluation of event experiences should provide significant insights for both academics and management, holistic event experiences have been largely ignored in the majority of previous research.

In the field of event management, design should be seen as crucial to the success of an event since it leads to enhancements at all levels of the event (Brown & James, 2004). Priority is given to the interaction between the event organiser and the experience rather than a preconceived set of activities (the design) on the side of the event organiser. As previously said, it is difficult to comprehend the nature of a genuine experience and the relationship between the experience creator and the experience receiver. It is believed, however, that event experience design models may be used to anticipate the quality and kind of experiences in a substantial manner (Shedroff, 2001; Silvers, 2012; Rossman & Schlatter, 2003). These models may be utilised to give different content and features that help identify event categories based on size, type, context, and content (Shone & Parry, 2004; Silvers, 2012; Van Der Wagen & Carlos, 2005; Bowdin, Allen, O'Toole, Harris, & McDonnell, 2010). The notion of categorising events according to their content involves a variety of participant experiences, such as feelings, emotions, and values. It is crucial to have structures and technologies in place that enable the creation of such experiences.

3.0 The Shift in Event Education

Due to the current Covid-19 epidemic, what was formerly considered conventional in the business has now expanded into new worlds and dimensions of events, astonishing and stunning stakeholders and attendees alike. As a result, there is a significant need for education and training programmes in event management and operations, with the skillsets and competencies required to bring novel event ideas to life (Miranda-Fernandez, 2019). However, in making this happen, it has to be understood that whilst the management and operations of events is the mind and body, the understanding of the event design and experience is the heart and soul.

Individuals' "experience" gained through attending events is gaining popularity in academics and the professional sector. Because of its subjective character, the study of experience has now been extended to fields other than psychology, sociology, and philosophy, including marketing and management (Berridge, 2014). Many academics and researchers in the subject of consumer behaviour have researched how customers' motivations and behaviour have developed through time, with an emphasis on both the utilitarian and hedonistic elements of the equation. How might these concepts and practises be applied to the event experience? As event expert Getz (2007, p.10) contends, "If we cannot clearly articulate what the event experience is, then how can it be planned or designed? If we do not understand what it means to people, then how can it be important?"

Consumer experience is formed and impacted by factors both within and beyond the control of service providers (Verheof, et al., 2009). Consequently, customer experience is best understood from a comprehensive standpoint (Gentile, Spiller, & Noci, 2007). This holistic conceptualization

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of the customer experience implies that the research of customer experience requires a broader understanding of the multiple factors that affect the customer's experience (Verheof, et al., 2009); otherwise, it would be quite one-dimensional, with a focus on business management and/or operational concentrations, rather than the overall, which also includes experience management.

To encourage desired customer experiences, service providers must learn to create the right setting and environment with elements that enable customers to connect with the service in a personal, memorable way (Schmitt B. , 1999b). This will result in customer happiness and, eventually, customer loyalty (Gupta & Vajic, 2000), as well as market competitiveness and conformity with the endemic's new trend.

The opportunity to connect directly with the events industry is one of the most significant aspects of event education, and has been practiced and carried out in all event curricula in order to carry across the requirement of needed skillsets and knowledge (Ryan, 2016). This is why the majority of event management programmes developed to date emphasise on the physical hands-on operations and management – the "how to" and "what to". This is also due to the fact that the environment in which people interact is structured to achieve a variety of administrative purposes, ranging from customer satisfaction to maximising the financial return of the venue or programme offered (Getz & Wicks, 1994; Perry, Foley, & Rumpf, 1996; Stafford, 1994).

Hence, revamping the event education curriculum in close collaboration with the industry is critical at this time in order to place the proper focus not only on the numerous skill-sets and knowledge as required by the industry, but also on the soft skills, the character-building, and the needed mental strength and capacity. Higher education institutions (HEIs) and business must form stronger alliances and collaborate more effectively to provide an all-around job-ready graduates in the post-COVID-19 environment. By improving education, educators and institutions want to boost graduates' employability and quality (Junek, Lockstone, & Mair, 2009) and ensuring that education satisfies industry standards (Harris V. , 2004). This is reflected in studies discussing the skills and knowledge needed for graduates (Arcodia, Novais, & Le, 2020), the ideal event management curriculum (Nelson & Rutherford Silvers, 2009; Ryan, 2016), or the balance between systematic knowledge creation/ theory development (Getz, 2012), as well as students' practical industry exposure (Beaven & Wright, 2006; Sperstad & Cecil, 2011). International event education situations are especially significant for quality discussions owing to cultural variations and diverse educational and management systems (Bannier, 2016; Hou, Montgomery, & McDowell, 2014; Werner & Ding, 2020).

That being said, as the primary participants in the three-way relationship, students are the ones to enjoy the advantages of the practical programmes. Being technically and intellectually prepared, as well as having an appropriate degree of learner autonomy, are crucial requirements for successful practical learning programmes. It was found by event researchers that the industry felt that event management graduates are lacking in essential and basic knowledge, skills and abilities (KSAs) to produce effective events (Baum, Lockstone-Binney, & Robertson, 2013; Kashef, 2015; Ledger, 2013). Therefore, students and recent graduates must be made aware of their specific responsibilities for obtaining the necessary skills and actively participating in boosting their future employability.

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There must also be an understanding that learning does not stop after acquiring a bachelor’s or master’s degree, since the complex and dynamic event environment need continuing upskilling and lifelong learning of talents and all stakeholders involved in the organisation. Students need to develop the growth mindset (Succi & Canovi, 2020) where the acknowledgment and understanding exists that skills and mental strength can be continuously honed through effort and practice, rather than the fixed mindset, where they believe that their intelligence and skill sets are unchangeable. In having the correct mindset from the very beginning, they will be able to cultivate the passion and eagerness to improve and learn. Students with a growth mindset see failures as stepping stones on the path to success, consequently, those who believe they have the potential to develop, will perceive challenges and constructive criticism as opportunities to learn and improve, rather than being easily disappointed, hurt and disillusioned. Additionally, a more refined curricula will be able to facilitate leadership growth by focusing on students’ vertical development (Spence, Gess, McDonald, & Jowdy, 2009). According to Cook-Greuter (2000, p. 276), vertical development is defined as “how we change our interpretations of experience and how we transform our views of reality”.

Therefore, to comprehend how the futures of education and the event industry will continually develop, educators and industry professionals will need to continue to remain in alignment with one another. Knowing how the job market operates, the hard and soft skills students will need, the mental strength and endurance, and the ways in which the many education stakeholders may support students in acquiring those abilities are all part of being informed. It is vital to that the students be equipped not just in terms of general design and administration, but also in terms of the potential experiences and brand associations that participants will desire (Getz & Wicks, 1994; Harris & Jago, 1999; Junek, Lockstone, & Mair, 2009; Perry, Foley, & Rumpf, 1996; Royal & Jago, 1998; Stafford, 1994; Wang & Tsai, 2014).

4.0 Conclusion

In conclusion, although the debate of the required skills and knowledge coupled with the appropriate event management curriculum have long been on-going between researchers and practitioners (Nelson & Rutherford Silvers, 2009; Ryan, 2016), there is no doubt of a divide between industry and academia. As Harris (2004) has pointed out, educators and the industry need to interact better and continuously to develop more useful and relevant research and education programmes for all the stakeholders involved. As Arcodia et al. (2020) have argued the importance for research in this area so that “educational providers have confidence in their programmes; event management aspirants have trust in the appositeness of the education and training available; and the industry is assured that the skills taught, and the attributes encouraged are used as a platform for increased professionalization” (p. 663). With COVID-19 having a major influence on the worldwide event business, making stakeholders pay careful attention to industry trends and think on its future, this is the most appropriate time to relook into the programmes and re-evaluate their direction in order for the graduates to be fully equipped for the new shift towards achieving a holistic event experience.

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Academic Paper

Managing Minor Events for a Sustainable Tourism Development of an Urban Destination

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KEYWORDS: *Urban Destinations, Minor Events, Sustainability, Tourism Development*

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Research Paper

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ABSTRACT: In recent years, a specific literature has been focused on the link between events and sustainability, aimed on the one hand at identifying the conditions for events to be sustainable, and on the other hand at pointing out how events themselves can become important tools for promoting a sustainable tourism. However, much of this literature focuses mainly on large events or events of a certain duration while literature on minor events is still quite limited. By means of a set of analyses focused on both leisure and business events of Milan (second largest Italian city), this paper wants to reflect on the potential role played by minor events in supporting a sustainable tourism development of an urban destination. The empirical evidences suggest that minor events could positively contribute to a sustainable tourism development of an urban destination. Moreover, in some specific cases small is better than big, meaning that minor events could be even more relevant than big ones in reducing seasonality (occupancy) and increase prices (ADR) in the hosting destination. In addition, as interesting side results, the study of the typical features of both minor business and leisure events confirm that even other non-economic dimensions are worthy of future investigation.

KEYWORDS: *Urban Destinations, Minor Events, Sustainability, Tourism Development*

1.0 Managing Events For An Urban Tourism Development

Events are one of the key determinants of the competitiveness of a destination (d'Angella et al., 2021; Getz, 2013; Crouch & Ritchie, 2000) and its performance (Connell et al., 2015; Evans, 2015). In some cases, they are even indicated as the main source of attraction for an urban destination (Fainstein et al., 2003). For this reason, events play a crucial role in the strategic repositioning processes undertaken by various cities (Lim, 1993; McCann, 2002), called upon to compete in a crowded globalised market.

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One of the most peculiar potential power of events – specially mega and hallmark events - is to be a tool for long-term strategic destinations' strategies, such as: i) the launching or consolidating wider urban regeneration actions (Smith, 2012); ii) the strategic repositioning in terms of place branding (De Carlo & d'Angella, 2011; Richards & Wilson, 2004); iii) the transition from industrial economies to service economies, as in the case of cities such as Linz, Genoa and Turin (Ferrari and Guala, 2017), iv) the improvement of destination's performance (Sainaghi et al., 2019; Sainaghi & Mauri, 2018) and many others (Richards, 2007). In addition, event-based destination strategies can support, on the one hand, precise positioning strategies on specific products and geographical markets (Hall, 1992; Evans, 2015), on the other, the development of particular products.

In recent years a specific literature has been focused on the link between events and sustainability, aimed on the one hand at identifying the conditions for events, and mainly mega events (Iraldo et al., 2014; Hall, 2012), to be sustainable (Getz, 2009; Dredge & Whitford, 2010; Jones, 2014), and on the other at pointing out how events themselves can become important tools for promoting a sustainable tourism (Gibson et al., 2012; Werner et al., 2021; Haven-Tang & Jones, 2009; Raj & Musgrave, 2009). Moreover, studies have focused on how events should be integrated into urban sustainable development policies (Getz & Page, 2016) to favor processes for diversifying the local tourist offer, support the creation of culturally lively, socially inclusive and therefore more attractive urban systems (Sacco et al., 2017), and – as described above – contribute to counter tourism seasonality. However, much of this literature focuses mainly on large events or events of a certain duration while literature on tourism promotion strategies based on medium-sized and small events – which are widespread, recurrent, relatively easier to manage and represent the majority of the events included into a destination events' portfolio – is still quite limited (d'Angella et al., 2021; Di Vita & Wilson, 2021). Nevertheless, it undeniable that there is a growing number of destinations hosting small-medium sized events that seem to be an easier and less risky way (in terms of investments, infrastructures, reshape of the landscape) to combine spectacle with local development, for both big cities and smaller towns in rural regions (Di Vita & Wilson, 2021). In addition, the "light" impact generated by minor events into the hosting destination – in term of both investments, infrastructure and local congestion – make them potentially more sustainable than large ones.

For all these reasons, minor events captured the attention of the academic literature, that is now interested even in studying this heterogeneous and elusive of minor events that mushroom in almost every destination but are difficult to be mapped out and evaluated. This study wants to contribute to this academic debate presenting two explorative analyses of a set of business and leisure events hosted into a big urban destination with the aim of understanding if minor events could have a positive impact on destination's performance and could support a sustainable tourism development of the hosting territory.

The setting selected to empirically analyse the role played by minor events is Milan, the second biggest Italian destination in terms of inhabitants. It is an interesting setting since the city in the last 30 years has gone through a significant change in terms of tourism attractiveness and events played a pivotal role in the profound changings in terms of governance (set up of two DMOs: the regional one in 2015 and the urban one in 2019), tourism planning processes (first marketing plan in 2007), the management of tourism activities (Figure 1).

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Figure 1: The strategic repositioning process of Milan

The appropriateness of this city as setting for this study is demonstrated by the fact that events in Milan have been analysed over the years by various international studies (Di Vita, 2022; Magno & Dossena, 2020; Sainaghi et al., 2019; Sainaghi & Mauri, 2018; Ferrari & Guala, 2017; Guizzardi et al., 2017; Sainaghi, 2011b; De Carlo et al., 2009) as well as national ones (d'Angella et al., 2021; Sainaghi & Mauri, 2018; Mauri & Sainaghi, 2017; Sainaghi, 2011a; Sainaghi & Canali, 2009b).

Today, the city events portfolio is rich and heterogeneous: from mega events (Expo and the forthcoming Olympics in 2026), to recurring international ones (Italian Gran Prix Formula 1, B2B trade fairs, congresses, Design week and Fashion Week, …) to small ones, in both leisure and business domains. Until 2000, Milan was an industrial city with a "gray image" not very appealing as a leisure tourism destination. Tourists were mainly business, attracted into the city by the trade fair activity. It showed a significant monthly and weekly seasonality, without any deliberate tourism development strategy. The only initiatives to manage tourism activities were carried out by the Municipality (De Carlo & d'Angella, 2011). Hosting Expo Milano "Feed the planet, energy for life" accelerated the process of strategic repositioning of the city that, in 2022 has become the second Italian destination for international visitors (ISTAT – National Italian Statistical Institute – 2019 data), has gained a higher leisure component in the mix of visitors, and significantly reduced seasonality, thanks to a vibrant calendar of events.

The paper is structured as follows. The next section is dedicated to a brief overview of the tourism literature on events management, with a specific focus on minor events and sustainability, the third describes the methodology applied to carry out the empirical analyses, while the results are presented in section 4. Finally, the theoretical and managerial implications are discussed in the last paragraph as are the limitations.

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2.0 Literature Review: The Rising Role Of Minor Events

Events are a fundamental element of the human activities since the beginning of times and that's makes clear why any destinations in the world host them. However, destinations' events portfolios are very heterogeneous since "event" is a word that embraces a large variety of initiatives. The tourism literature dedicated a lot of studies on this topic, with the aim of putting an order into this plethora of special occasions. Events have been classified according to their topic (business, leisure, sports, ...), type (festival, concerts, meeting, …) size (international, national, local) and impact or tourism value (Getz, 2008; Jago and Shaw, 1998), length (number of days), frequency (recurring periods) and other technical features.

Another broad stream of studies centres on the so called "mega events" (Muller, 2015; Guala, 2002; Roche, 2000), that, according to Getz (2008), present an undeniable great capacity in generating: a high international tourism demand and value, economic impact, media coverage, increase of city's awareness, image and reputation. Those events, if well managed and if part of a clear long-term destination strategy, can generate a positive legacy for the hosting destination (Magno & Dossena, 2020; Ferrari & Guala, 2017). Among the multitude of potential benefits we mention: i) attraction of additional tourist flows and new segments of international visitors (Rotolo, 2022), ii) extension of the tourists' average overnights and expenditure (Garrod & Almeida, 2021; Tonga Uriarte et al., 2019), iii) seasonality mitigation (Sainaghi et al., 2019), iv) redesign of the spatial distribution of tourists in the territory, v) "recommodification" and renewal of the urban space, vi) increase the quality of life of residents, vii) the development and recovery of local culture (Müller & Petersson, 2006), viii) attraction of new investments (Canali & d'Angella, 2009).

If well managed, mega events could generate not only positive tourism effects – such as high international tourism demand and value, economic impact, media coverage, increase of city's awareness, image and reputation – but could even be a main driver for the entire destination's economy development and its strategic repositioning at international level (Muñoz, 2015). In this vein, more recent studies shed a light even on the potential negative effects of mega events, highlighting their complex economic viability, social conflicts, the difficulties in the reconversion/reuse if the infrastructures and the facilities put in place for the event (Di Vita & Wilson, 2021; Di Vita & Morandi, 2018; Getz & Page, 2016; Jago et al., 2010).

In addition to this consolidate literature, two new interrelated perspectives on events studies came into the scene in more recent years. The first one put the attention on smaller events that, if compared to mega ones, seem to better combine investments and management efforts with a positive legacy for urban destinations (Yeoman et al., 2017).

The concept of "minor events" has been faced by several scholars with different focuses. The first key issue is the definition of this term. The most common approach to this definition (Di Vita & Wilson, 2021; Di Vita & Morandi, 2018) is to include in this new category the events that didn't fall into the famous categories of "mega" and "major" (Guala, 2002; Roche, 2002) events. In addition, those events present – at least at the beginning of their existence – a limited capability to attract visitors

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and generate media coverage. This paper adopts the same approach and definition of minor events, identifying them as a residual category.

This type of events includes heterogeneous initiatives, that range from temporary to periodic, from business to leisure, from public to private, and are not only located in world cities and city-regions but also in small or medium-sized towns.

The second recent large stream of works on events’ studies centres on event’s sustainability (Peric et al., 2016; Laing & Frost, 2010; Mair & Jago, 2010; Park & Boo, 2010). As already pointed out, this broad topic has been faced by scholars according to two different points of view. Some researchers centre their studies on the assessment of event’s sustainability itself, while others focus their work on the role played by events in supporting a sustainable tourism development of the hosting destination.

Regarding event’s sustainability, it is often described by scholars in terms of triple (or even quadruple) bottom line (Hede, 2007). The social, economic and environmental dimensions are the common ground where both the academic and social debate meet in trying to capture the impact of an event. In fact, in addition to academic studies, in the last 20 years a significant number of operative guides has been released to help managers and organisers. A large multitude of frameworks has been proposed to measure the impact of events, both in the short and long term. An interesting proposal came from Raj & Musgrave (2009), that by looking at early studies and operative guides, designed a framework based on the three dimensions of sustainability: social, environmental and economic. According to the authors, “Responsible events management will represent a holistic understanding of all core and support activities of planned events, raise awareness of the impacts of these activities and foster a strategic intent to reduce impacts, increase the effectiveness of actions taken and create a culture that continuously measures and evaluates these changes” (pp. 11). In other words, to be sustainable, events have to assure a balance between economic, social, and environmental objectives, with appropriate strategies for optimising positive and minimising negative impacts and be self-sustaining with only a minimum of public sector support (Smith-Christensen, 2009).

Regarding the contribution provided by events to a destination’s sustainable development, it seems clear that there are strong interconnections between events management and sustainability, since they are both widely considered as two pillars for the development and the competitiveness of tourism destinations (Dwyer & Kim, 2003; Mazanec et al., 2007). This awareness enlarged the agenda of events’ management literature, that became interested into measuring the environmental, social and economic impact of events not per sé, but as a contribution to a sustainable tourism development of the hosting territory, both in the short and in the long term.

The economic impact of an event has been often assessed considering indicators like: direct expenditure and opportunity cost (Andersson & Lundberg, 2013), cost–benefit analysis or an estimation of the local economic impact (Attanasi et al., 2013). A considerable stream of research deals with the economic impacts, and in particular with the role played by events in facing seasonality (Getz, 2010; Baum & Hagen, 1999; Ritchie & Beliveau, 1974). An extensive literature deepened this topic looking at both the demand side and the effects on the supply structure of the destination (Connell et al., 2015), and looking both at small/rural

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destinations and cities (Sainaghi & Mauri, 2018). Authors suggest that events produce both changes in destination seasonality and economic benefits offered to the destination and local firms (Connell et al., 2015). In this vein, again the role of minor events becomes of interest.

The socio-cultural impact of events can be examined from different perspectives: social capital generated, strengthen of local identity, change into the image of the hosting destination. This approach highlights the historical role played by festivals and special events in defining a community’s sense of place and identity. Among them, some authors stated that for a tourism destination, a good portfolio of medium-sized and small events could be an efficient way to “be on the map” of the international tourism market without bearing the investments and the risks associated with mega initiatives. Moreover, they are easier to manage, they offer a more pleasant experience for residents and they could be of help in building a strong local identity, increasing the local economy and the tourism sector (Duffy & Mair, 2017; Lamond & Platt, 2016).

A third stream of contributions centres on the environmental sustainability of events. This dimension has been measured by using a set of different KPIs like: the ecological footprint, carbon calculations (Andersson & Lundberg, 2013), or environmental input–output analysis (Collins et al., 2009). Several scholars proposed models to measure and quantify the environmental sustainability dimension (among the others, Boggia et al., 2018; Cierjacks et al., 2012).

With specific regard to small events, again they have been studied not as much as large one. In particular, some research on small cultural and sporting minor events has analysed through surveys their role in attracting and retaining tourist in destinations (Malchrowicz-Mośko & Poczta, 2018; McKercher et al., 2006) or assessing their economic impact (Duglio & Beltramo, 2017), especially with regard to events in rural areas (Alves et al., 2010). Only few dealt with the role of minor events – both leisure and business – into an urban destination (d’Angella et al., 2021). Furthermore, a quite well-cited review, which has drawn an exhaustive picture of the literature on events, underlines that researcher tend to focus their attention more on non-economic factors, while studies that analyse costs and benefits are quite rare (Getz & Page, 2016).

Despite the size of the events analysed, in general academic studies focused on a single event, applying both qualitative and quantitative research methods. Consequently, this study wants to contribute to this new frontier in the events’ studies by exploring and measuring the economic contribution of minor events to the sustainable tourism development of an urban destination.

3.0 Methodology

To better understand the impact generated by minor events on Milan’s performance, this study presents two analyses focused respectively on business and leisure events. In both the cases, the destination results are measures using hotel performance as a proxy. This choice was made because, as suggested in many contributions on the subject of tourism and hospitality, the hospitality sector and the hotel sector in particular, play a decisive role for tourist destinations and offer a basic tourist service used by all tourists in the destination (Baggio & Sainaghi, 2016). Moreover, in a urban destination, hotels represent the main source of overnights, while other forms of accommodation (camping, B&B, glamping, Hostels) are secondary.

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The first analysis is related to the trade exhibitions hosted in the city. We have chosen to consider the "exhibition" portfolio due to the importance it usually has in urban destinations. It is known, in fact, that these destinations typically have a complex clientele mix, in which the MICE components (Meeting, Incentive, Congress and Exhibitions) generally have a high weight (Abe, 1996; Pearce, 2001).

In fact, Milan's exhibition centre - Fiera Milano - is very active in this sector and since years Milan is ranked as the second largest trade-fair destination in Europe. An interesting study written by Sainaghi (2011a) effectively pointed out that trade fairs are not all the same in terms of destination's impact. Building on that research, this paper analyses from 2004 to 2016 daily values of occupancy, RevPAR and ADR of a sample of hotels by means of STR (Smith Travel Research, a research institute providing global data benchmarking, analytics, and marketplace insights) data collected on a daily basis, assuring a total of 4.383 observations. STR data includes both rooms sold and room revenue, allowing to calculate occupancy rate, average daily rates (ADR), and revenue per available room (RevPAR). Occupancy is an index that relates the sales volumes, measured in rooms or beds sold, to the size of the hotel (Occupancy % = number of rooms sold/beds available * 100). Its relevance is due to the high fixed costs typical of hotel companies and the impossibility of storing the service (no inventory). The average price is usually calculated by relating only the revenues of the "room division" to the number of rooms actually sold, obtaining the so-called average room rate (ARR) or daily room rate (ADR). No matter the acronym, the formula to assess the KPY is revenues/n. rooms sold. These two measures (occupancy and ADR) can be combined by comparing the revenues of the room division to the number of rooms available (not sold), obtaining the so-called revenue per available room (RevPAR = revenues / n. rooms available, in other words RevPAR= occupancy% * ADR). The Milan Fair calendars were also considered, reporting the name of the event for every trade fair day, for the period 2004-2016 (13 years).

The second analysis has been carried out to explore the effects generated by a suite of cultural micro-medium events – "week" and "city" – which are a typical component of Milan's events portfolio. They are thematic initiatives dedicated to music, literature, environment and innovation, with initiatives scattered throughout the city and the metropolitan area. The "City" is a format which lasts 3 or 4 days, from Thursday or Friday to Sunday, involving cultural players that operate on a specific topic (i.e. The Piano, Books, Museums etc.). The "Week" format focuses on topics of international relevance around which a programme of events develops thanks to the collaboration of public and private parties (i.e. Digital, Music, Art, etc.). For example, Milano Music Week (MMW) is a 7-days event dedicated to music, to empower and confirm the international vocation of Milan's artists and professionals of the music sector in order to give concrete support to the national music supply chain. In 2019 the week included 369 events - 125 meetings/presentations, 172 concerts 66 DJ set / clubbing nights, 6 exhibitions - that took place in 90 locations scattered into the city, from central to peripheral areas (Figure 2).

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Figure 2: The map pf the 94 locations of the Milan Music Week 2019

The model of these events is based on the formula of the "Fuorisalone" (literally "out of the Design exhibition"), put in place for the first time in 1991 on the initiative of "Interni Magazine" as a container for the off-site events of the "Salone del Mobile" (the design week) and now it is one of the most popular events of the city well-known at international level, with around 500 thousand attendances during the international exhibition (2019 data).

"The model of the first week [Fuorisalone] was very precise. … In 2016, the arrangement of "weeks" and "cities" was a constitutive element in the "Fare Milano" government programme. There is no inventor of the brand but it is the product of a city that knows how to get involved in a collective way and promotes and produces strong innovation". Moreover, *"The formats are very innovative, they are neither festivals nor kermesses and generate a huge participation of the most active stakeholders of the city and those who are in Milan in that week have the exact perception of what the city can express in terms of cultural production and creative. ... And then they are moments that involve the entire urban space and allow a knowledge of the city that goes far beyond the most consolidated forms".* Regarding the public-private involvement, *"The municipal administration makes the platform available and most of the contents are made by private individuals. Beyond the individual merits, the true quality of these initiatives is the ability to activate the entire city. A merit that must be shared equally among all the citizens of Milan"* (Cit. Filippo Del Corno, Deputy Mayor for Culture of the city of Milan).

Table 1 reports the week and city portfolio, pointing out the year of the first edition, the duration (number of days) and the month in which each of them takes place.

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Table 1: The map pf the 94 locations of the Milan Music Week 2019

Events	Year of the First Edition	Length (# of Days)	Month in which it takes place
Arch Week	2017	6	June
Art Week	2019	4	September
Bike City	2018	12	September
Book City	2012	4	November
Calcio City	2019	4	September
Design week (Fuorisalone, offsites events)	1961	6	April
Digital Week	2018	5	March
Fashion Week	1958	7	February - September
Food City	2017	7	May
Foto Week	2017	7	June
Green Week	2018	4	October
Montagna (mountain) Week	2019	7	October
Movie Week	2018	8	October
Museo City	2017	3	March
Music Week	2017	7	November
Pet Week	2019	8	September
Piano City	2012	3	June

From the list reported above the authors decided not to include The Design Week and the Fashion Week in the analysis because they differ from the others for several reasons. First of all they are not minor (they attract hundred-thousands of domestic and international visitors from all over the world. For example, in 2019 the visitors that came to Milan for the design week were around 500.000 (more than 400.000 in 2022, the first year after the stop imposed by the pandemic). Instead, they are old, well-established events, with a consolidated international reputation and appeal; they are already a reason to come to Milan for both business and leisure purposes. Secondly, in our analyses we compare the tourism performance of the city for the days on which the event takes place and for the same days of the year before the one in which the events were established. As these two events have been in place since the Fifties/Sixties of the XX century, it is not possible to perform the same analysis that we can do for the others.

All the other week and city in the portfolio are clearly examples of minor events. Since each of them consists in a constellations of micro initiatives, it is not possible to collect detailed statistics about all of them. However, Table 2 reports some key data to better understand the size and the number of micro initiatives related to a selection of week and city.

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Table 2: Key data of a selection of week and city events

2018	Period	Visitors	# events	Av. Daily Vistors	Av. Visitors per event
Book City	15-18 Nov	175,000	1,452	43,750	121
Green City	22-24 Sept	60,000	500	20,000	120
Digital Week	15-18 Mar	70,000	400	17,500	175

(Source: Milan, Monza and Brianza, Lodi Chamber of Commerce)

By means of a quantitative analysis of daily data embracing 13 years (2007-2019), the research mapped out the performance of the hotels both for the periods when each cultural event was held in the city and for the five years beforehand. The time span considered into this second analysis is different from the first one since it is based on the year of the first editions of these events (all quite recent, the 2 oldest ones started into 2012). Once again, STR data provides the metrics – occupancy ADR and RevPAR - on a large sample of Milan hotels (approximately 80 per cent of the total), representing more than 30,000 rooms.

The event database includes 658 records (daily data) and 13 variables. The variables embrace date information (day number, month number, year, comprehensive date and day of the week), "Week/City" name and edition number and performance data (Occupancy, Average Daily Rate (ADR), Revenue per Available Room (Revpar), number of rooms available (Supply), number of rooms occupied (Demand), and revenue. Starting from this dataset, a second one was created that synthesised the performance indicators for each edition of the event. The data reported in the second dataset has been analysed using a variance analysis to see if and to what extent the city's performance changed before and after the week/city implementation.

To eliminate possible external effects, we checked for the presence of other important events in the city during the "Week/City" analysed. Furthermore, in order to really appreciate the enhancement of the destination's performance we took the overall increase in Milan's KPI due to the so called "Expo effect" into consideration, considering only the variation of a KPI that is higher than the "Expo effect" to be a significant effect. Table 3 reports the measurement of the "Expo effect".

Table 3: Milan's KPIs before, during and after Expo 2015 (Source: Authors on STR data)

	Occupancy	AdR	RevPAR
Pre- Expo period (2010-2014)	62%	€122.10	€78.96
During Expo	69%	€147.24	€106.27
Post-Expo (2016-2019)	70%	€137.09	€99.27
Var. % pre-post Expo	13%	12%	26%
Var. pre-post Expo	8.18% points	€14.99	€20.30

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In our analyses, in order not to be misled by the “expo effect”, we only consider a variation of a KPI that is higher than the “Expo effect” as a significant event’s effect.

4.0 Results

To appreciate if minor exhibitions and cultural events could have a positive impact on destination’s performance, we position the two types of events into a matrix built on two performance variables: ADR, to capture events’ effect on prices, and occupancy, to capture events’ effect on volumes. Figure 3 reports the position of the set of Week and city events into the matrix.

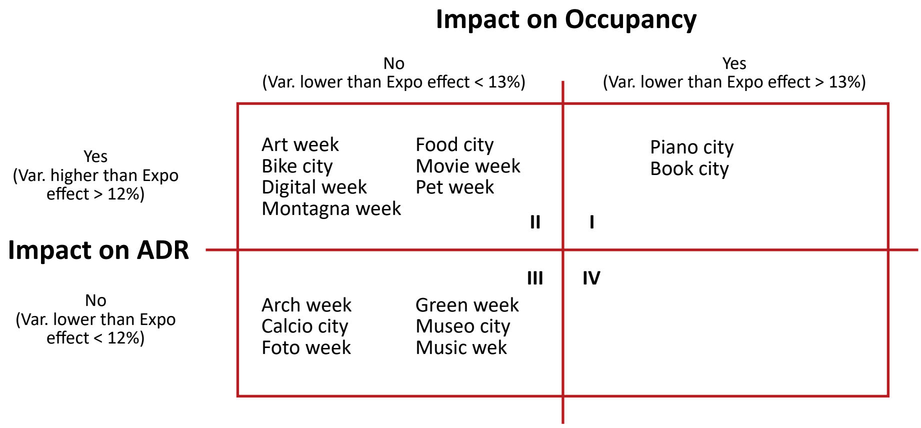

Figure 3: The impact of minor cultural events on Milan’s performance

Quadrant I includes the only 2 successful events that influence both occupancy and prices. In other words, those 2 events generate an increase in the average Milan’s occupancy and ADR higher than the Expo effect (+13%). Piano City and Book City are the “oldest” events in the portfolio – they started in 2012 – and therefore we can hypothesise that it takes time to achieve the reputation, the awareness and the contents required to “be on the map” and consequently to attract and retain visitors. All the other week and city do not impact on occupancy, meaning that their capability to increase significantly tourism flows at the moment is not achieved. On the contrary, this portfolio of minor events as an impact on hotels’ prices, as ADR is higher than what it was in the sale days, during the years before they were in place. In particular, quadrant II shows a group of week and city that impact only on ADR, meaning that the flows attracted by those events are of high quality, but not big enough to increase occupancy. Potentially, if well managed in terms of organisations and promotion, in the future they could shift to quadrant I. Quadrant III reports events that still do not have any positive impact on destinations performance. So even if they are appreciated by residents and local visitors, their tourism appealing is quite low.

Although modest - especially in terms of room occupancy - this impact highlights a positive contribution of cultural micro-medium events to destination’s performance, mainly in terms of prices (ADR). This contribution takes shape not only (and not mainly) as capability to attract flows

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of overnight visitors, but especially as driver to increase the attractiveness of the city for specific segments of high-value tourists. In addition to this, of course, events also play an important role in pursuing the inclusiveness and the promotion of cognitive capital - two central aspects for positioning Milan as a "vibrant" city of international importance – and as animators for residents and the inhabitants of the surrounding areas. This first evidential element constitutes a contribution to the academic debate that has already proved the positive impact of mega and large-scale events but focused less attention on smaller initiatives.

Another interesting element that characterises week and city model is its attempt to combine business tourism and leisure tourism, since the majority of the events are somehow linked to the local excellences of the destination (design, fashion, innovation, food). This is a quite clever choice in an urban destination like Milan, where business tourism is traditionally the largest component in its segments mix. In additions to that, we want to highlight that this formula put in place a permanent form of collaboration between public institutions and private companies that is beneficial for the entire tourism industry and, in some exceptional cases, for the entire local economy. "Salone del mobile" (Design week) and the fashion weeks are two good examples of this virtuous link. Of course, they are not minor cultural events, but they both started as local B2B trade fairs and then, even thanks to a unique portfolio of collateral B2C events, become "a reason to be in Milan" even for leisure purposes.

Coming to trade fairs, the following matrix (Figure 4) reports the impact of a sample of eight exhibitions hosted into Milan's exhibition centre – the entire portfolio of 70 events is too big to be reported into the four quadrants – on Milan's performance.

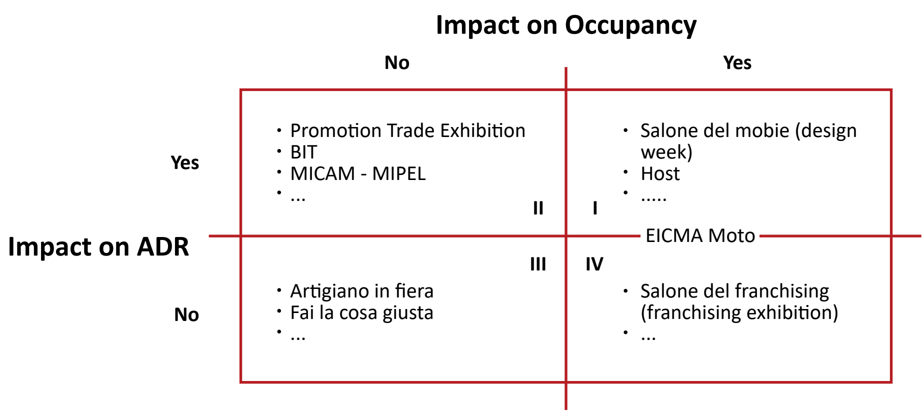

Figure 4: The impact of small and large exhibition on Milan's performance: some examples

The subset reported into the matrix has been selected to include both B2B and B2C, large and minor events, measured in terms of visitors / exhibitors, as described in Table 4.

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Table 4: Visitors and exhibitors of the subset of exhibitions in Milan related to the most recent year available (Source: Fiera Milano exhibition centre)

Trade Fair	Type	Exhibitors	Visitors	Size
Artigiano in fiera	B2C	1.450	3.000.000	Large
Fai la cosa giusta (Do the right think)	B2C	695	68.000	Large
BIT	B2B	380	30.000	Minor
MICAM	B2B	1.425	32.703	Large
Host	B2B	1.890	142.637	Large
EICMA	B2C	615	565.000	Large
Salone del franchising	B2B	145	13.700	Minor
Salone del mobile (only B2B exhibition)	B2B	1.180	372.151	Large
Promotion trade exhibition	B2B	140	4.373	Minor

The empirical evidence shows the heterogeneous relevance of exhibitions portfolio for the city.

Quadrant I report successful events, able to positively influence both occupancy and ADR. This means that during the days when the exhibition takes place, hotels performance are higher than in other equivalent days of the year. As for cultural events, the trade fairs in this quadrant are on average well established, annual, big (in terms of both visitors and exhibitors), B2B exhibitions. No minor events are included into this category. Since the events reported in this quadrant, and generally speaking all the events of the portfolio, take place in different periods, have different duration, size and number of exhibitors/visitors, it is impossible to report in the matrix the performance of each of them.

In quadrant II, trade fairs are not able to influence occupancy, but they increase ADR, as a consequence of their capability to attract high quality visitors in the destinations, with a high expenditure capacity. Looking at the matrix, two minor events – BIT and Promotion Trade Exhibition – are example of successful small-medium sized events that could have a positive impact on the amount of sales generated into the destinations.

Quadrant III reports events that do not impact anyhow on destinations' performance. This is the place where minor events are supposed to be. Surprisingly, among them there are even quite big exhibitions, able to attract million visitors every year. A particularly evident example is the "artigiano in fiera" (International Crafts Selling Exhibition), an exhibition that takes place every year in the city at the beginning of December for 8 days. Despite its capability to attract more than 1 million visitors, the impact into the city is pour, since it is mainly local people that do not spend nights or money in the destination.

Finally, quadrant IV shows "volumes events", meaning exhibitions that impact on occupancy bit not on prices. These are mainly B2B events that are not an attraction for tourists, but just for buyers. That

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is why there is only an impact on volumes. An example of a minor event reported into the matrix is "salone del Frachising".

To sum up, surprisingly, among all the exhibitions in Milan's annual calendar (almost 70), impactful events (in terms of ADR and hotels' occupancy) were not necessarily those able to attract a high amount of visitors per sé, but those characterised by a high percentage of good quality exhibitors and visitors (international, high spending). For example, some B2B fairs, since they attract both international exhibitors and buyers into the city – a much smaller number if compared to the International Crafts Selling Exhibition – are more effective in terms of destination's performance than well-established B2C events.

5.0 Conclusion

This study wants to contribute to the debate on the role played by events for a sustainable tourism development of tourism destinations. Its originality relates to two elements: first of all, the focus on minor events instead of large ones, much more analysed by international literature. Second, the focus on events' economic impacts instead of social and environmental, even in this case much more covered by other studies.

The empirical evidence suggests that minor events could contribute to a sustainable tourism development of an urban destination. Moreover, from the analysis of the impact of exhibitions on the hotels' performance, it emerges that in some cases small is better than big, meaning that even minor events could be relevant in reducing seasonality (occupancy) and increase prices (ADR). In particular, in some specific cases, minor exhibitions could be more impactful than big ones because the number of visitors is not always the best key performance indicator (KPI) to consider, even if quite widely used. In addition, as interesting side results, the study of the typical features of both minor business and leisure events confirm that even non-economic dimensions are worthy of investigation. For example, the stable collaboration between public and private local players coming from the management of city and week formats, the reshaping of the attractiveness of the urban areas, the reinforcement of the destination identity leveraging of its excellences, as well as the satisfaction of the residents are valuable aspects that should be exploited to reinforce the positive impacts on the destination.

These results generate interesting managerial implications for both destination managers (visitors and convention bureaus) and firms' managers, since they are both involved into the events' management activities. In particular, destination managers in charge of the events' portfolio should consider to carefully balance big and minor events into a coherent long-term strategy aiming at achieving a multitude of goals related to a sustainable tourism development of the urban area. In other words, destinations should develop an "event portfolio approach", a strategic planning and management of the events hosted in the destination that has to be goal-driven and value-based. Destinations should combine the right mix of large and minor events according to their main objectives to maximise the positive impact generated by the different kinds of events hosted in the destination (Getz, 2008).

As all the analyses, this explorative study has three main limitations: first of all, even if we check for the presence in the city of important exhibitions during the same days where Week, or a City or a

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trade fare where in place, we still cannot be sure that no significant event was taking place somewhere in a hotel or in another venue in the city because Milan does not have an official destination calendar. Secondly, several of the minor cultural events analysed are very recent as they only started in 2018 or 2019. The limited number of years available reduces the ability to establish if an event has generated a stable effect, as awareness of it can be modest in early years, while collaboration between the actors involved might not yet be consolidated. The third limitation concerns the sample, which includes all (but only) STR affiliated hotels. This database, even if extensive and capillary, excludes a part of the structures operating in Milan and can generate some "bias selection" effect. However, as clarified in the methodology section, STR collects a very large share of the Milanese hotel population and therefore it could be considered consistent and reliable, as proved by numerous studies published on top academic journals based on this source of data (among the others: Sainaghi & Baggio, 2020, 2021; Sainaghi & Mauri, 2018; Sainaghi et al., 2019; d'Angella et al. 2021; Mauri & Sainaghi, 2017).

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Academic Paper

When The New Normal is Not That New, Why Not Follow? Optimising e-Tourism and e-Marketplaces for Business Events

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KEYWORDS: *Business events, e-tourism, normalisation, virtual reality, e-commerce, e-marketplaces*

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Research Paper

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ABSTRACT: The current study addressed two concerns about the effects of movement restrictions on business events: (1) how to continue with business events while face-to-face events are preferable but not always possible; and (2) how to maintain business events' market share post-pandemic. While the business events market remains niche, its promotion is consistently limited to a few methods that make no distinction between pre-and post-pandemic. It is assumed that new methods of promoting business events will be required at least intra-pandemic to capture several new norms. Therefore, an extensive literature review was conducted. The analysis disclosed the potential for introducing virtual reality into the e-tourism industry as a whole, with the capacity to serve at least four tourism markets: leisure, educational, events (MICE), and healthcare and wellness tourism. These markets were emphasised in light of the "new experience society" that events in the tourism industry are increasingly important in providing something artificial, transient, and unique in addition to the ongoing, long-term tourism products based on the past research outcomes. Additionally, website content analysis was performed to investigate the normality and potential of e-marketplace optimisation for e-tourism. The normalisation analysis was conducted based on the search results of the top 5 e-marketplaces in Malaysia, and the results supported the inference of abnormal distribution using these platforms. Another finding of market potential has lent credence to the existing idea through a firm's initiatives to sell on existing e-marketplaces with proven consumer support. To capture the market opportunities, the e-tourism normalisation model was introduced.

KEYWORDS: *Business events, e-tourism, normalisation, virtual reality, e-commerce, e-marketplaces*

1.0 Introduction

While the world embraces technological development and information advancement, businesses pursuit Internet of Things to stay connected with the people. The growing usage of the internet has

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created numerous opportunities for the travel and tourism industry, especially through e-commerce techniques (Li & Suomi, 2007) to ease the travel agencies and traveller's information exchange activities. For instance, Klook and KKday platforms were widely used for selling holiday packages for individuals who prefer to plan their tour itinerary; Eventbrite for event booking whilst Booking.com and Airbnb were used in accommodation reservations. E-commerce has become a new intermediary in the tourism industry resulted in significant changes in consumer behaviour and attitude due to the growth of internet usage (Li & Suomi, 2007).

Moreover, Internet enable tourism consumers to search for information on tourism activities and make almost all types of bookings possible where the e-tourism unfold. E-tourism entails the digitisation of all tourism processes and value chains to maximise the effectiveness and efficiency of the tourism activity (Buhalis, 2003); dictating the organisation's competitiveness through applying information technology to interact with their stakeholders and shareholders in all business functions (i.e. e-commerce, e-marketing, e-finance, e-human resources, e-proceedings) (Buhalis & Jun, 2011). Despite its people-centric, e-tourism enables tourism activity to operate at anytime and anywhere with the greatest extent of human contact avoidance, which opens up market potential during the pandemic particularly when human movement is restricted (Gretzel et al. 2020).

The concept of e-tourism in particular information technology is prevalent in the market for events. According to the infographic published by Bizzabo (2018), a one-stop event platform, before COVID-19 pandemic, many marketers has already embraced the idea of e-tourism by using social media for their events promotion. Of all respondents for the survey, 76 percent of event organisers use Twitter to advertise their events, 88 percent of businesses use social media to raise awareness before events, and 73 percent of marketers have increased the use of videos during event promotion. 40 percent of marketers said they thought email marketing was the best method for promoting an event. At the same time, 62 percent of marketers who promote their events through email marketing do so using event management software. It is interestingly no data shown e-commerce platforms or e-marketplace for event promotion.

The same data source by Bizzabo (2018) indicates that most event marketers think technology can significantly improve the success of their events. According to the statistics, event technology could help increase productivity by 27 percent, cut expenses by 20-30 percent, and increase attendance by 20 percent. Among all, most professional event planners working on business-to-business events rely the most on event management software. It is also notably that even if the marketers do not currently use event apps, majority of them intend to do so in the future. These marketers look for the top three features in an event app: content capture, in-app registration, and on-site registration. The statistic clearly showed that event marketers are utilising event technology and are likely to continue using or adopt it in the future. Due to this, the current researchers questioned which technological platform would be best for promoting business events following the new norms of the pandemic.

The current study focuses on how event marketers use e-marketplaces for event promotion in light of the potential growth of e-tourism during the COVID-19 pandemic. Tourism e-marketplace is typically represented by a single website or an aggregating tourism website. However, there is scant to no evidence of a link between e-marketplace and tourism-related commerce during COVID-19. Selling tourism products using an existing e-commerce platform that is not dedicated to tourism is, therefore,

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presumed as an abnormal practice. This is a missed opportunity since online marketplaces have readied market share and infrastructure for immediate actions, which is crucial for pandemic recovery. Hence, the firm's attitude in normalising this so-called "new" type of tourism has warranted attention.

2.0 Problem Statement

Business events before and after COVID-19 differ in several ways. The previous study found that among the most critical elements enhancing the competitive advantage of Meeting, Incentives, Convention and Exhibitions (MICE) companies during the COVID-19 pandemic were their capacity to integrate new features with existing systems, information confidentiality, and tools and technologies used to ensure better management. Strategies that ensure consumer loyalty, innovation, and adaptation to the external environment, such as increased health and safety precautions, are the most promising ones in cross-border tourism (Aburumman, 2020). Virtual events are anticipated to play a significant role in MICE event recovery (Ho & Sia, 2020), but maintaining the physical experiences would be challenging.

Therefore, it is time to reconsider the experiences of business event delegates who participate virtually. Zarotis (2021) examined the relationships between leisure, tourism, and events using leisure time and had discovered that people made leisure the purpose of their lives. People now seek success and acclaim through their leisure activities and the work they do and have done. To maintain the physical experiences and give participants the chance to visit specific destinations and try products or services, virtual reality technology has been proposed, which can be a valuable tool for considering physical distance in tourism (Atsiz, 2021). The above findings revealed an important truth that business events, whether in person or virtually, will not be successful in solitary. Due to its close ties to other tourism-related products, the new norms should focus more on e-tourism as a whole rather than just e-business events.

Long ago before the COVID-19 pandemic, a wide array of researches have explored the area of e-commerce for tourism (Morrison & King, 2002; Werthner & Ricci, 2004; Mamaghani, 2009; Hua, 2016; Zhu et al., 2019), including those in Malaysia (Salwani et al., 2009). As postulated in the study of Werthner and Ricci (2004) and Mamaghani (2009), e-commerce is crucial for tourism industry because it has the potential to alter the industry's structure, and create new business opportunities. Regardless of the uncertainty caused by pandemic or simply the penetration into younger market segments such as generation Z, the availability of products and the online experience have become key components in consumers' decision to purchase tourism products or services online (Vieira et al., 2020) which created a new pattern of tourism.

Despite the argument over whether digital marketing or e-commerce is more crucial remains inconclusive, their importance in enhancing the competitiveness of the tourism sector is evident (Carvalho & Carvalho, 2019). Tourism e-commerce is typically represented by a single website (Lu et al., 2007) or an aggregating and a tourism website (Vieira et al., 2020). Little to no data show connection between e-commerce platforms of consumer product and tourism commerce during COVID-19 albeit most nations including Malaysia experienced e-commerce growth during the pandemic (Department of Statistics Malaysia, 2021). Selling tourism products using an existing e-commerce platform that is not dedicated to tourism is, therefore, presumed as an

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abnormal practice. This is a missed opportunity since online marketplaces have readied market share and infrastructure for immediate actions, which is crucial for pandemic recovery.

The previous research looked into many aspects of tourism e-commerce adoption. However, research into the stereotype of tourism products consumption that is not part of daily routine; as well as its normalisation to be included in the existing e-marketplaces has been neglected. In the pandemic period that personal health safety and cost efficiency should be the top priorities, the current study emphasis e-tourism be normalised by optimising existing e-marketplaces such as eBay, Amazon, Shopee, Tmall, and Lazada as the main tourism e-commerce platforms. In addition to Gretzel's et al. (2020) suggestions on the potential transformation of e-tourism during the pandemic and the novelty of the current direction, the current study seek to develop a new e-tourism concept by:

1. Redefining tourism products;
2. Investigating the usage of e-marketplaces for e-tourism in Malaysian context;
3. Filling up practical gap through e-tourism normalisation model developed

3.0 Literature Review

The current study supports Zarotis's (2021) concept of "new experience society" that events in the tourism industry are becoming increasingly important in providing something artificial, transient, and unique in addition to the ongoing, long-term tourism product. Hence, the review of the literature sheds light on the potential transformation of e-tourism during and after the COVID-19 movement restriction. The integration of e-tourism and Augmented Reality was highlighted as below.

3.1 New Concept of Tourism with the Integration of Virtual Reality

Virtual reality (VR) is a crucial area of information technology that has been widely used in the context of e-tourism (Nayyar et al., 2018; Castro et al., 2018). VR is a 3D computer-generated virtual environment (VE) that can be navigated and interacted through the Internet (Guttentag, 2009). As VR technology evolves, it will be a powerful tool for the tourism community to communicate their tourism planning by involving local communities, which can be fundamental to a destination success. Travellers nowadays are conformable to use different internet platforms to plan for their trips. They use the internet to make reservations for their accommodations (i.e. Expedia); search for information about places to visit (i.e. Google) and post their vacation experiences on social media to provide advice to the other travellers (Buhalis, 1998). In Stepchenkova's (2007) paper, the virtual travel community became the traveller's favourite area to share their travel diaries. Virtual Travel Community enabled people to stay connected by exchanging travel information, which facilitates travel-related decisions.

To the same extend that VR is used to plan and manage a holiday trip, it can also be used to market a destination (Guttentag, 2009). People can experience a virtual trip and enjoy the travel experience at the virtual destination without visiting the physical location during the movement restriction period (Gretzel et al., 2020). VR is especially suitable for the tourism sector as the consumers are unable to try the product in advance (Gratzer et al., 2004). Hence, many travel agencies started to take their steps applying VR in their tourism product promotion. According to Buhalis & Law (2008), using

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computer mediated environment in VR to promote the destination is able to provide rich data for the potential travellers. The advanced Image Interactivity Technology which includes the 3D virtual model managed to increase the shopping enjoyment by lesser down the online shopping risk perception and improved the positive attitude towards the online retailers (Lee et al., 2010).

3.2 New Concept of Tourism with the Integration of Virtual Reality

Leisure Tourism. Guttentag (2009) posited that theme parks are the most logical attraction to offer VR in projecting certain objects onto a real environment to amuse the tourists. Along with the pandemic, the VR system does not only serve the tourism industry as one of the marketing tools. The experiences derived from VRs were found led to perceived value, contributing to virtual tourists' satisfaction that subsequently improves their subjective well-being (Li et al., 2021). VR could be the safest tourism alternative (Zeng et al., 2020), thus virtual tours tend to be the only product that the attractions could offer during the pandemic (El-Said and Aziz, 2021). For instance, La Tour Eiffel 2020 launched a virtual tour of the Eiffel Tower event on their website during the country lockdown; Singapore Tourism Board released "Experience Singapore Now, Travel Later" campaign by sharing images of Singapore's attractions on their website to enable instant tourism access during the pandemic.

Educational Tourism. Apart from entertaining, VR does appear as an educational tool (Guttentag, 2010). In Malaysia, educational tourism is one of the fastest expanding sectors (Irfan et al., 2017) which had significantly contributed to the country's economic growth in the short and long run (Matahir and Tang, 2017). When physical presence is not possible, lessons including laboratory experiments or practical activities requiring practical, spatial, or kinesthetic skills were found extremely favorable with support of VR adoption (Nesenbergs, 2021). Incorporated VR into learning had indeed enhanced the quality of learning (Mikropoulus, 2006), improved cooperation and communication across disciplines and provided valuable insights and experience to the students especially in the area of interprofessional training (Qiao et al., 2021). The VR's education can also be applied in museums, heritage areas and other tourist sites learning, serving as a useful tool for the educators (Bowman et al., 1999), which reflects tremendous potential in the tourism recovery plan.

Events Tourism. According to Mistilis & Dwyer (2000), there is a need for more information exchange between MICE organisers and suppliers, intermediaries, and contact tourists, which necessitates the use of information technology because accelerated access and response to information is a critical component of service and competitive advantage. A case study conducted in Bali revealed an increased in event virtual organisation throughout the movement restriction period, demonstrating the relevance of VR to the point where practitioners constantly market their MICE products, meeting rooms, and accommodation using VR (Subawa et al., 2021). The virtual MICE idea is being creatively promoted to the tourism market as the new normal for MICE. For example, Tourism Malaysia launched the "Truly Asia ASEAN Virtual Hunt 2020," which united nine Southeast Asian nations and took place on the Zoom platform for a two-and-a-half-hour virtual treasure hunt (Tourism Malaysia, 2020). *Healthcare and Wellness Tourism.* Countries in Asia like Thailand, Singapore, Malaysia and South Korea are a few famous health care destinations for the foreigners seeking health care services (Chandran et al., 2020). VR application in healthcare has demonstrated promising potential abilities to address cognitive, psychological, motor, and functional impairments; and its ability to share data via communication networks and electronic health records makes it appealing for clinical practitioner training and education (Aziz, 2018). This is supported by Tabbaa (2021) that "Bringing the outside

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in", VR engaged cognitively, retained attention, promoted patient wellbeing, reduced difficult behavior, and provided a unique channel for caregivers and patients to develop therapeutic rapport. With a plethora of research providing the utility of VR in healthcare and well-being applications, the Malaysian government recognised its potential and announced a budget allocation for the virtual medical tourism in the hopes of assisting in the economy's revitalisation (Malaysia Healthcare Travel Council, 2020).

3.3 Tourism e-Marketplace

The concept of tourism e-marketplace emerged decades ago, and Barradas & Pinto-Ferreira (2004) argued that it is one of the best platforms for connecting buyers and sellers for trading because peer-to-peer technology is more flexible, strengthens trust between partners, and allows participants to interact on an equal footing.

3.4 e-Tourism Normalisation Model

This study emphasises e-tourism as it is predicted that there will be a significant relationship between tourism demand and business events. Considering the potential development of existing e-marketplaces and the relevance of VR in various types of tourism products, Figure 1 below proposes a model integrating Internet of Things, Information Technology with Virtual Reality Technology, to distribute all types of tourism products through existing e-marketplace, aiming at normalising tourism e-commerce and contributing to various tourism growth.

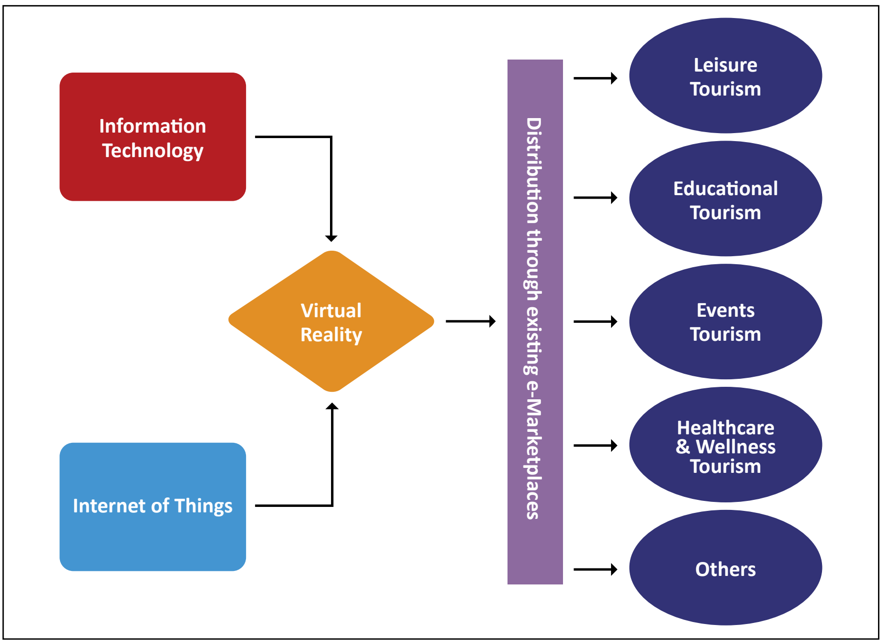

Figure 1: e-Tourism Normalisation Model

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4.0 Methodology

The qualitative method was carried out to collect data. First, an extensive literature analysis was undertaken to address the new trend of e-tourism during the pandemic, allowing the latest definition of e-tourism to be justified. Extensive literature review is especially encouraged to address specific topic in a timely manner which remain fragmented (Snyder, 2019). The literature has been systematically searched, critiqued, and combined to reveal gaps in the existing research (Aveyard, 2010). For the second objective of investigating the use of an e-marketplaces for e-tourism in the Malaysian context, website content analyses were conducted on the top six Malaysian e-commerce sites. The current study adopted Holsti's (1968) approach of exploring content by forming inferences by systematically and objectively identifying keywords of "Tourism" and "Holiday" to assess the optimisation of the current e-commerce site for e-tourism.

The top e-commerce sites were determined by comparing online traffic data from three different online sources: (1) Statista.com; (2) Marketingsignallab.com; and (3) SimilarWeb.com. As each online source provided monthly online traffic for a different period of 2020, the total monthly traffic was summed to find the greatest number of monthly clicks. In addition to the inconsistent findings of the three sources, online marketplaces that were listed as the top e-commerce sites in Malaysia by at least two sources were retained. To ensure the reliability and validity of the data, all online marketplaces that concentrate on the consumer-to-consumer (C2C) business model and non-consumer goods industries; or search results cannot be categorised according to states were all excluded from the list. As a result, only six e-commerce platforms were chosen, these sites are: Shopee, Lazada, PG Mall, Lelong, and GoShop.

Table 1: Top E-commerce sites in Malaysia based on monthly traffic

Online Marketplaces	Business Model(s)	Industry	Per Thousands Clicks			
			Statista	Marketing Signal Lab	Similar Web	Total
Shopee	C2C and B2C	Consumer goods	47332.80	10880.00	27820.00	86032.80
Lazada	C2C and B2C	Consumer goods	14777.07	31290.00	12440.00	58507.07
PG Mall	C2C and B2C	Consumer goods	7086.33	n.a	715.57	7801.90
Lelong	B2C	Consumer goods	530.39	5470.00	1300.00	7300.39
GoShop	B2C	Consumer goods	564.71	n.a	1270.00	1834.71

**C2C indicates consumer-to-consumer model; B2C indicates business-to-consumer model*

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5.0 Findings and Discussions

The researchers introduce VRs adoption as one of the opportunities for reforming tourism during movement restrictions whereas optimising existing e-marketplaces as another. To address the knowledge gap, website content analysis was used to show the degree of normalisation of employing existing e-marketplace for tourism trading, as well as its potential for these activities.

5.1 Descriptive Analysis – Normality Test

The search results from Malaysia's top five e-marketplaces have revealed the theoretical and practical gaps as discussed earlier. Despite the fact that prior researches have proposed integration of e-commerce with tourism, the practical relevance of the recommendation as compared to the current e-marketplaces is asymmetric. The search activity on all e-marketplaces encompassed all 11 states in West Malaysia, two states in East Malaysia, and all three Federal Territories of Malaysia. However, only a total of 4820 products found using the keyword "tourism". Table 2 below shows the descriptive analysis of the "Tourism" keyword search.

Table 2: Descriptive Analysis of "Tourism" Keyword Search on Malaysia's E-commerce Site

	Mean	Std. D	Kurtosis	Skewness
Distribution by e-Marketplace				
Shopee	48.25	50.66	-2.20	0.09
Lazada	3.38	12.97	15.97	4.00
PG Mall	1372.13	1903.11	0.08	1.24
Lelong	0.00	0.00	-	-
GoShop	0.00	0.00	-	-
Distribution by States				
Selangor	11.20	25.04	5.00	2.24
Pahang	766.00	1712.83	5.00	2.24
Johor	11.20	33.54	5.00	2.24
Kedah	51.40	83.11	2.50	1.68
Perak	11.20	84.77	1.31	1.25
Melaka	920.20	1997.80	4.99	2.23
Penang	11.20	1550.08	4.98	2.23
Negeri Sembilan	9.60	21.47	5.00	2.24
Terengganu	11.20	49.40	-2.37	0.78

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	Mean	Std. D	Kurtosis	Skewness
Kelantan	44.60	61.52	-2.95	0.67
Perlis	11.20	492.27	5.00	2.24
Sabah	84.80	138.98	2.77	1.74
Penang	11.20	1550.08	4.98	2.23
Negeri Sembilan	9.60	21.47	5.00	2.24
Terengganu	11.20	49.40	-2.37	0.78
Kelantan	44.60	61.52	-2.95	0.67
Perlis	11.20	492.27	5.00	2.24
Sabah	84.80	138.98	2.77	1.74
Sarawak	11.20	92.69	0.52	1.30
Kuala Lumpur	1122.40	2509.76	5.00	2.24
Putrajaya	11.20	8.05	5.00	2.24
Labuan	422.00	943.62	5.00	2.24

**Std. D indicates standard deviation*

As demonstrated in Table 2, the product distribution is skewed, with the majority of tourism-related products provided through PG Mall offering from the states of Pahang, Melaka, Penang, Perlis, Kuala Lumpur, and Labuan. The perfect normal distribution is always represented by the number of 0 for both Kurtosis and Skewness analysis. For small sample size ($n < 50$; current $n = 5$), absolute kurtosis and skew values larger than 1.96 is considered as non-normal distribution (Kim, 2013). Table 2 shows a majority of the Kurtosis values are 5 and the skew values are mostly close to 3. **Thus, it justifies the current argument that distribution of tourism products through the existing e-marketplace is not a normal practice.**

Moreover, it is interesting to note that the tourism product distribution is also inconsistent with the number of destination's tourist arrival, which destination with higher tourists receiver supposed to signals more numbers of attractions and tourism products available. According to DOSM total number of domestic visits in 2019, Pahang is the sixth most visited state, with Melaka ranked eleventh, Penang ranked seventh, Perlis ranked fourteenth, Kuala Lumpur ranked second, and Labuan ranked lowest – sixteen (DOSM, 2019). Figure 2 below shows the tourism products distribution versus domestic visitors arrival by state from March 2020 to February 2021.

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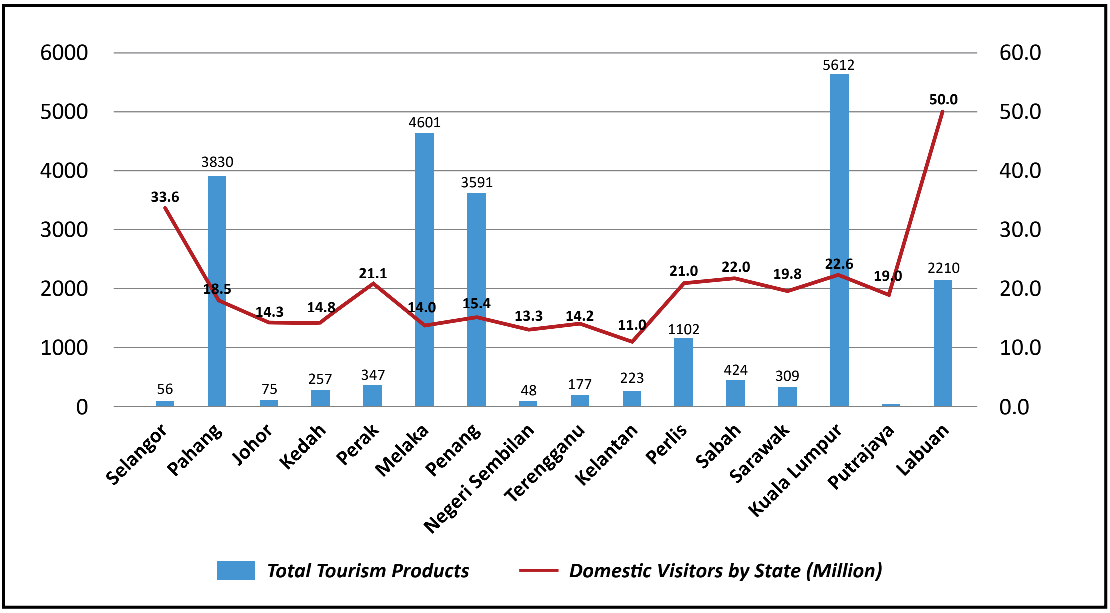

Figure 2: Tourism Products Distribution Versus Domestic Visitors Arrival by State

Hence, the assumption was made either (1) e-commerce help the destination to grow via e-tourism; or (2) the keyword of “tourism” was misused. However, the current research refers to another assumption that most of the business sellers use the existing e-marketplaces to tackle outbound tourists who are planning to or going to travel soon. This assumption was made due to the tourism products available in the marketplaces were mostly outfits for certain seasons, travel-friendly apparel, conversion plugs, tourism-related books and some other travelling kits. Only minority of the sellers sell souvenir such as fridge magnet, key chain, the statue of local destinations; while other are selling souvenir of the overseas destinations, for instance, the fridge magnet of China, Dubai, London and so on.

Further to this, another keyword “Holiday” was searched to identify the potential of e-marketplaces optimisation for e-tourism. Out of 5 top e-commerce sites in Malaysia, only Lazada and Shopee were found to provide favourable results. Other e-marketplaces either have mostly the same search results as “Tourism” (i.e. PG Mall and Lelong) or 0 items found (Go Shop). Lazada is more organised in terms of the product categories that there were 3558 items found for keywords “Holiday package, whereby, Shopee does not specify the search for “Holiday” nor “Holiday package”. Yet, Shopee has more sellers and a better-sold number per item if compared to Lazada. Table 2 below demonstrates alternative keyword search results for market potential identification.

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Table 3: Alternative Keyword Search Results

e-Marketplace	Total Search Results	Number of Tour Operator(s)	Number of Hotel Operator(s)	Number of Best Sold Items
Shopee	>30000	13	1	166
Lazada	3558	4	9	154

Some pioneer firms have seized these possibilities, and some customers are aware of the existence of tourism products on the existing e-marketplaces, as evidenced by the items sold. Therefore, it is strongly recommended that the existing e-commerce site be optimised for the distribution of all sorts of tourism products.

6.0 Conclusion

i. Investigating the usage of e-marketplaces for e-tourism in Malaysian context;
ii. Filling up practical gap through e-tourism normalisation model developed

Based on the literature review, the e-tourism product is potentially redefining to "virtual tourism" since VR adoption is on the rise and is likely to be the only safer choice for the tourist sector to survive the current pandemic. VR has been used in the planning, management, promotion, education, and creation or transformation of tourist experiences (Loureiro et. al., 2020). Furthermore, it provides an authentic experience on users' cognitive and affective responses, which influences their intention to visit a destination in VR (Kim et al., 2018). It is also possible for business events to go VR, and the gadgets play an important role as wearing virtual reality headsets was found to increase delegates' sense of presence (Pazour et al., 2018). In the inter or post-pandemic era, events or tourism businesses can use virtual facilities to remain in touch with existing or potential customers without putting themselves at risk through personal contact. Although the VR and actual experiences may differ, it is indeed easier and provides tourism experiences for someone to visit the destinations via VR during the country's lockdown and movement restrictions.

The supply chain is always associated with the e-marketplace, and thus system for selling tourism products to consumers through a partnership between small- and medium-sized travel agencies and wholesalers has been referred to as the tourism supply chain (Ku, 2022). E-marketplaces are crucial components of an efficient supply chain that enable practitioners to sense, shape, and respond to the constantly shifting needs of both tourists and the business world (Ku, 2022). Surprisingly, the findings of this study indicate that there are not many people utilised e-marketplace for consumer goods on the tourism products. However, the analyses demonstrated the possibility of normalising e-tourism through the operation of existing e-marketplaces. The findings led to the conclusion that, while online purchasing is expanding, commercialising tourism products in the existing online marketplace should be normal practice. Therefore, when the new normal is not that new, why not follow?

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Academic Paper

Developing a Proxy for The Value of Knowledge Sharing of International Congresses

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Research Note

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Vienna as a capital city in the heart of Europe is considered a first-tier destination for congresses and conferences (VCB, 2022). The Vienna Convention Bureau (VCB) has been reporting statistics on the demand and economic impact about its congress and conference sector since 1991. The contribution to overnight tourism demand fell from a long-term average of around 11% before COVID to 6% in the year 2021 (VCB, 2022). International congresses contributed 39% of total participants, 68% of overnights, 74% of induced economic impact and 75% of induced tax income for the City of Vienna according to the Event Model Austria (© Consulting Dr. Martina Stoff-Hochreiner). This academically recognized model supports specific extrapolation of the spending induced by congresses according to multi-dimensional classification criteria, as well as their economic and tax effects. The Event Model Austria is constantly updated (economic and tax parameters specific to the Austrian economy, regular surveys with congress participants, exhibitors and experts) to ensure accurate economic impact assessments. Congresses and conferences in the medical segment are responsible for about 40% of the international demand followed by natural science (with 15%) and economy and politics (with 12%; VCB, 2022).

While the economic impact of the MICE sector has been assessed continuously and transparently throughout decades, these statistics are running short of demonstrating many other effects congresses

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might induce. To fill this gap, the VCB conducted a study together with the European Society of Radiology the world's largest professional community in the biomedical field, highlighting the importance of education and knowledge transfer. The European Radiology Congress 2018 attracting more than 28,000 radiology experts and industry representatives offered knowledge transfer that survey respondents valued at more than 800 million euros, by far exceeding the estimates of the event's economic impact on the city. The study results are based on a representative survey among 14,000 people attending the congress in person with about 10% response rate or 1,084 attendants and 230 speakers for the survey. The survey addressed questions about the individual motivation and perceived benefits as well as the efforts (ie. time and monetary investments) behind the new knowledge presented and exchanged by the participants.

The relative majority of respondents (48%) came from one of the EU-15 countries and 15% from the new EU countries. Austria accounted for 7%. Almost exactly two thirds of participants in the survey came from an EU country. 13% of the delegates lived in a non-EU country, and 10% came from Asia. America accounted for 4% of the total, Africa 2% and Australia 1%. The largest proportion of respondents were hospital doctors (58%) or physicians in private practice (11%). 8% were from the 'Care, technician, service' category. Medical physicists and students each accounted for 5% of the total. 3% were from the 'Technology' segment. In terms of gender and age, there was a fairly even split with 57% male and 43% female. 14% of the respondents were under 30 and 11% were 60 or over. The 30s, 40s and 50s age cohorts each accounted for roughly a quarter of the total.

Science was cited as at least an 'important' reason for participating by 70% of the respondents. 64% cited networking as 'important' which was particularly important for visitors from Asia and those from the industry.

For 57%, vocational training was an important motivating factor for participating in the ECR 2018. This was particularly pronounced by respondents from Austria, the hosting country. Research meetings were elicited s at least an 'important' reason for attending by 57% of the respondents. Survey participants from Asia attached significantly greater importance to this aspect. Rated as 'important' or 'very important' by 51% of the respondents, initiation of scientific projects was in fact the second-least priority attached to the congress participation, though much higher ranked for non-European attendants.

Exhibition of new technological developments was a reason given by 61% for attending the congress. Respondents under the age of 40 and, above all, people in the 'Care, technician, service', 'Medical physicist', 'Technology' and 'Industry' categories were most interested in seeing innovations on show.

When it comes to gaining advantages in terms of specific knowledge, new collaborations or perspectives for future professional work, satisfaction levels were very high: 60% or more of respondents reported some form of personal gain in each of the six areas covered by the survey, with satisfaction rising to 90% for 'Care of patients, diagnosis, therapy'.

In terms of 'Care of patients, diagnosis, therapy', 'have learned something new' was the most commonly cited response (64%). 11% indicated that they had 'planned cooperation' (with 'Scientist, non-physician' the dominant group). 7% indicated that they had 'arranged cooperation', with 'Industry'

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representatives featuring disproportionately. 8% of those surveyed reported that they had 'realized new deal(s)' in terms of 'Care of patients, diagnosis, therapy'. In this area, the 'Technology' and 'Care, technician, service' segments benefited in particular.

'Use of new technologies' was the most important aspect after 'Care of patients, diagnosis, therapy', with 87% reporting personal success in this area. 50% cited having 'learned something new' (primarily younger participants), 19% 'planned cooperation' (primarily respondents aged over 50), 9% 'arranged cooperation' and 9% 'new deal(s)'. 'New deal(s)' chiefly related to respondents from the 'Industry', 'Technology' and 'Students' categories. 'Cooperation between different disciplines' was a success factor for 79% of participants in the survey. 33% learned something new (in particular younger people and medical physicists), 23% planned cooperation and 13% arranged cooperation. 10% of respondents realized a new deal in this area.

70% benefited from the opportunity to use new therapies. 34% learned something new (especially younger people), 15% planned cooperation after the congress and 11% had already arranged cooperation. Finally, 10% had already realized a new deal involving the 'Use of new therapies'. 'Cooperation domestic research projects' and 'Cooperation international research projects' were lower down the list of successful outcomes associated with participation in ECR 2018. 60% (international) and 61% (domestic) of participants in the survey named cooperation projects as a personal success factor.

In the domestic cooperation category, 'learned something new' was cited as a factor by 15%; 'planned cooperation' was named by 20% and 'arranged cooperation' by 15%. In 11% of cases it led to the completion of a deal. International cooperation was named as a source of learning something new by 17%, as something planned by a further 17% and something arranged by 15%. 11% of international research projects involved completion of a deal.

In light of these responses, it is hardly surprising that just 2% of those asked felt that ECR failed to live up to their scientific expectations. On the contrary, 76% agreed that their expectations were met in full, and 22% indicated that they were partly fulfilled. As a group, only industry representatives showed any significant level of dissatisfaction. Expectations were most notably fulfilled in the categories 'Care of patients, diagnosis, therapy' (72%) and 'Use of new technologies' (68%). 41% of respondents saw their expectations fulfilled in terms of 'Cooperation between different disciplines', 28% when it came to cooperation on international research projects and 19% in terms of cooperation on domestic research projects. 24% felt that their expectations and requirements as regards the 'Use of new therapies' were met.

A total of 230 speakers took part in this study, of whom 95% (219 speakers) gave detailed information regarding preparation of the paper they presented. The vast majority of papers presented at ECR 2018 (89%) were prepared exclusively for the congress. Without exception, non-European speakers (except those from Asia) as well as speakers from non-EU European countries prepared their talks specifically for the congress. In 44% of cases, the presentations were prepared by the speaker alone, and a further 44% involved co-authors of equal standing. 22% of speakers worked on their papers with colleagues from their organization and 6% enlisted the support of colleagues elsewhere. 2% worked

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on their papers with other partners. Larger groups of co-authors were involved particularly often in talks given by Asian speakers, while papers were most likely to have been the work of a single author if the speaker was from one of the new EU countries or a non-European country (with the exception of Asia). Older authors showed a tendency to work alone.

The majority of co-authors of presentations are highly qualified: of the 109 presentations not authored by a single individual, 70 were compiled with the support of researchers working in academia (64%), 62 with the help of physicians at hospitals (57%), 17 with resident physicians (16%) and 6 with other researchers. Student employees and assistants were involved in just eleven and five cases respectively. External funding was the exception to the rule when it came to the projects presented at ECR 2018. Of the 194 presentation/papers, 25 (13%) received funds from third parties. The proportion of projects financed externally was higher among younger authors (students), researchers from EU countries and non-physicians. The few documented cases of third-party funding (25 projects) received an average of EUR 180,000, and funding of EUR 215,000 for student projects – the largest group in numerical terms – was significantly above the overall average.

At 44 hours, the average amount of time spent preparing a presentation (not including the underlying research) was relatively low. And at EUR 268,000, total investment per research paper or presentation at ECR 2018 should not be underestimated. In light of the number of presentations at the congress, the sums involved are highly significant from an economic perspective. In addition to the highly impressive numbers relating to the costs associated directly with preparing research papers, the medium- and long-term effects of the work presented at ECR 2018 is another interesting area.

The authors of the projects evaluated here demonstrated a high degree of confidence regarding the future impact of their paper or presentation, and identified a range of potential effects. In addition to the purely medical implications, the effects could also have an economic dimension: 71% of researchers expected their paper or presentation to have an impact on diagnosis, while 46% expected outcomes for patient care and therapy. 30% felt that their presentation would influence cooperation between different disciplines. At 37%, a significant proportion of respondents felt that their work would influence the development of new technologies.

Based on the total of 3,331 papers presented at ECR 2018 and the significant amount of time invested in them, as well as external funding, assuming an hourly rate of EUR 12 (lower end of scale), direct preparation costs can be estimated at around EUR 80m. It is not possible to evaluate the amount of time spent on the underlying research work and the related financial costs with any degree of certainty using the data collected in this survey. The few indications generated in the course of this study would appear to point towards total costs of up to EUR 813m. However, much more detailed and far-reaching surveys would be needed to determine the figure with more accuracy, in light of the amounts involved.

Rod Cameron, director of the Joint Meetings Industry Council, summarized: “The survey shows very clearly that the value of the meetings industry goes far beyond tourism alone. It is not just a way for [organisations] to quantify their own value and use this when reaching out to prospective members; it also represents an opportunity to gather further best-practice examples for use as industry

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benchmarks." (PCMA, 2018). Knowledge transfer through congresses is an acceleration instrument that enables much faster dissemination and awareness than publications. The annual radiology congress also attracted major decision makers from the European Commission, the International Atomic Energy Agency, and the World Health Organization, which, according to VCB, "promotes fruitful knowledge transfer, not just within the research community, but beyond it to clinical practice and policymaking." (PCMA, 2018).

These wider effects and impacts are partially reflected in such attempts as the Destination Competitive Index (GainingEdge, 2022) benchmarking international convention destinations (e.g. Vienna: rank 20, Kuala Lumpur: rank 16 among 101 cities worldwide) or the Global Talent Competitiveness Index (INSEAD, 2019) featuring Vienna as ranked fourth for the year 2019. "Institutions that host their congresses in Vienna are increasingly taking their content to the general public – information sharing plays a significant role in anchoring and raising awareness of Vienna's role as an international-class meetings destination," Peter Hanke, Vienna City Councilor for Finance, Economic, Digitalization and International Affairs, observed. "At the same time, meetings do much to promote the city's image, helping to position Vienna as a location for business and research, which supports our efforts to attract international enterprises and provide a breeding ground for start-ups." (VCB, 2019).

This type of study realized upon the initiative of Christian Mutschlechner, in 2018 director of the Vienna Convention Bureau by Dr. Martina Stoff-Hochreiner and the support of Mr. Peter Baierl, CEO of the European Society of Radiology, was the first one ever to dive deeper into the activities of a scientific congress, leaving behind the traditional economic-only value of a scientific meeting from a destination point of view. This study sheds light on one of the important functions of meetings, congresses and conferences: education and knowledge transfer. The monetary assessment of the efforts behind this particular congress (the ERC 2018 as a case example) does not focus on the touristic and meeting services expenditures necessary to enable the exchange of knowledge of about 24,000 participants. By contrast, it took the research funding and preparation time for the conference as comparable indicators for– at least –a partial counter-value of the entire event. The benefits are assessed through individual perceptions and ratings. For future research, it is recommended to apply social network analyses for mapping the volume and dimensions of interactions induced by such congresses.

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Industry Paper

Hosting Business Events in Time of Crisis - A Brief Overview of the Interview with an Event Practitioner

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ABSTRACT: The views of Mr Geoffrey Lee, Head of CRM and Market Intelligence with Business Events Sarawak (BESarawak), on Sarawak's current business event landscape are discussed. Notably, this industry perspective paper described the action taken by the business event industry to tackle the challenges in times of COVID-19 as well as the observed obstacles in positioning Sarawak as a leading business event destination.

View Points

The views of Mr Geoffrey Lee, Head of CRM and Market Intelligence with Business Events Sarawak (BESarawak), on Sarawak's current business event landscape are discussed.

The business event industry in Sarawak is promising and it is confident that business events play a role in driving Malaysia's economic transformation post the pandemic. Importantly, business events are also significant to improve the state's legacy impact. To illustrate, the Minister of Tourism, Arts and Culture Sarawak, Datuk Haji Abdul Karim Rahman Hamzah said the events would rake in an estimated RM293.27 million in total economic impact, as well as RM159.38 million in expected direct delegate expenditure. Of the figure, over 17 million of total tax revenue would create over 27,000 job placements for Sarawakians in the years that the respective events are to be held (Chiam 2021).

In the year of 2021, Sarawak was seemingly doing well despite the COVID-19 impacts. The state managed to secure a total of 109 business events with an estimated RM365 million in total economic impact, with RM21.4 million of it being tax revenue and 28,289 new job opportunities from 2020 to 2021 (Borneo Talk 2021).

“It hasn’t been easy”, claimed Mr Geoffrey Lee. “All of us from the tourism industry have to keep the business going and at the same time, stay relevant.” What eventually proved to work was the initiative to get the stakeholders from the local tourism industry to actively support one another from time to time. There’s a multiplier effect. If event organisers choose to host their local event at local hotels, the owner may hire local people, while the local employees may go to other nearby local stores.

Above all, Mr Geoffrey Lee does also notice a few long-term challenges on the road to marketing Sarawak as a leading business event destination. “People are confused with the term of business event,” said Mr Geoffrey Lee. Especially the youths, they do not have a specific idea in mind about the potential of working in the business event industry. It is a concern of BESarawak that they may not be getting enough youngsters in the future workforce. “Joining the business event industry has never been a mainstream career option. Youngsters, as well as their parents are more into jobs such as accountants and engineers,” illustrated Mr Geoffrey Lee. “That’s why we hope that through the introduction of International Journal of Business Events and Legacies (IJBEL), we can help creating awareness in the academia and among the university students.” The educational institutions are also encouraged to introduce relevant topics into their learning modules to build awareness.

An interesting quote by Mr Geoffrey Lee can be used to illustrate the importance of business events to Sarawak, as well as conclude this paper – to the state, “bread and butter is tourism, the spices are business events.”

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Industry Paper

Daegu's Convention Legacies are Contributing to Climate Change Solutions

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Senior Manager (Asia), *Gaining*Edge

KEYWORDS: *Convention legacy, Impact, Daegu South Korea, Renewable Energy, International Solar City Congress (ISCC 2004), 2013 World Energy Congress (WEC 2013)*

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Daegu's Convention Legacies are Contributing to Climate Change Solutions

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Date of Submission : 2022-05-18
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ABSTRACT: This submission is derived from the "Business Event Legacies in Daegu, Korea" which was commissioned by the Daegu Business Events District. This report sponsored by the Daegu Metropolitan City and Daegu Convention & Visitors Bureau (Daegu CVB) illustrates legacies from five business events which were held in their city. Data for the report was compiled and researched by Prof. Jun Soo-hyun, Prof. Oh Ik-geun (Department of Tourism Management, Keimyung University), and Dr. Park Seong-deok (DaeguGyeongbuk Development Institute). Dr Kwon Young-Jin, Mayor of Daegu explained that the report is ground-breaking because it clearly shows that international business meetings are transformative agents for Daegu, and the city will leverage on its future conventions as a strategy for the development of its priority industries. This summary article for IJBEL which covers two case studies is submitted on behalf of the Daegu CVB which acts as the Secretariat for the Daegu Business Events District. Daegu has long roots in its conventions industry as the site of South Korea's first regional convention centre EXCO which opened for business in 2001. Two years later, the Daegu CVB was set-up, and the city has not looked back since. With an impressive list of national and international conventions under its belt, Daegu is one of South Korea's top convention cities. The 28thWorld Gas Conference and 13thWorld Conference of Geron technology are among those expected this year. In this submission for the IJBEL, the legacy impacts of hosting International Solar Cities Congress 2004 (ISCC 2004) and WEC 2013 or the "Energy Olympics" are scrutinized.

KEYWORDS: *Convention legacy, Impact, Daegu South Korea, Renewable Energy, International Solar City Congress (ISCC 2004), 2013 World Energy Congress (WEC 2013)*

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Key Contents

The long-term benefits or legacies left by the conventions Daegu hosted in 2004 and 2013. These impacts transformed Daegu and also contributed to the world's solutions in renewable energy.

Case Study: International Solar Cities Congress 2004 (ISCC 2004) and 2013 World Energy Congress (WEC 2013)

Two decades ago, in 2000, Daegu in South Korea embraced a forward-looking 50-year project called "The Solar City Daegu 2050 Project'. This SCD 2050 called for the citizens of Daegu to envision a future which is environmentally friendly and sustainable. Long before "net zero" became a buzz word, Daegu has already made significant strides of its own in the field of renewable and green energy technology.

As part of its action plan to reach out for these transformative goals, in 2003 Daegu joined the International Solar Cities Initiative and, one year later in 2004, hosted the inaugural International Solar Cities Congress (ISCC). This was a significant direction as the pillars of South Korea's industries like steelmaking and petrochemicals have long hinged on coal and other carbon-intensive energies, and this signals its departure from the safe and traditional to a new future. Today, ISCC is world-renowned for its innovation in renewable energies and their uses in large cities. Climate change is an existential challenge and at the core of environmental policies around the world. Cities play a central role in this scenario because they are not only responsible for the consumption of the world's energy and the production of greenhouse gases emissions, cities can also build different strategies to face this environmental challenge.

More than 1,100 participants from 23 countries attended the first ISCC, including 80 mayors and policy makers from 19 cities, 500 researchers who presented papers at the scientific conference, and 430 participants of the business and citizens forums. Importantly, nearly 20,000 of Daegu's citizens visited the congress' green energy exhibition.

ISCC 2004 also drove long-term implementation and institutional reform strategies with the establishment of Korea's first 'Solar City Ordinance'. Today, Daegu's Solar City Master Plan systematically incorporates renewable energy into the city's development. An Energy Code has also been enacted for improving energy efficiency and citizen involvement in energy policy.

In addition, when Daegu cut their teeth on this international convention, the impact on the city's reputation and brand further catapulted Daegu into the energy segment as a committed and serious player. Prof Kim Jong-dal who served as Chair of ISCC Organizing Committee said: "It has been 17 years since ISCC 2004, and now Daegu is a global city in the energy sector. The convention was a very valuable event that cleared a path for more international events in the energy and environmental sectors while providing a foundation for the city's economic policy."

Mr Gary Grimmer from GainingEdge and who has vast experience in convention legacy study, reviewed the Daegu's research on the sidelines: "There are four levels of legacy impacts from

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conventions. They range from Personal (L1) to Professional Community (L2); and from Sectorial Development (L3) to World Changing (L4). On the global level, the legacies of ISCC 2004 are supporting UN energy and climate policies. Solar energy will be a major cornerstone of the global energy system and Daegu is now a role model city for integrating renewable energy and energy efficient technologies and industries into environmental, economic and city planning.

In order to consolidate its position as a global renewable energy hub and to play a leadership role in the global energy transition from coal to carbon neutrality, Daegu made a bid to host the 2013 World Energy Congress (WEC 2013), often touted as the “Energy Olympics”.

Hosted every three years in cities all over the world, WEC is the largest meeting of energy Ministers, utility executives and engineering firms. Some 5,000 top decision-makers from all continents convene to do business, to share insights and innovate, and to forge new inroads in energy transition. Daegu is only the second East Asian city, after Tokyo, to host the World Energy Congress.

WEC 2013 Daegu was hosted by the World Energy Council and WEC Korean members committee. The congress attracted some 7,546 delegates from 123 countries and 30,000 participants to its exhibition, making Daegu the global gateway for Korean companies in the energy field. The direct economic impact from hosting WEC 2013 was estimated at South Korean Won (KRW) 500 billion.

Beyond the convention’s immediate outcomes, how did WEC 2013 help Daegu to achieve its SCD2050 goals?

“Daegu raised its profile and gained a lot of recognition in the global energy community,” revealed Suzanna Samstag Oh, Vice-President, Korea.com, in the ‘Business Events Legacies in Daegu’ report commissioned by the Daegu Metropolitan City and Daegu Convention & Visitors Bureau. “Daegu’s Solar City Initiative offered a roadmap for how other cities could advance without total reliance on conventional energy sources.

WEC 2013 turned out to be a great success. At that time, Daegu hosted the largest number of delegates in the history of the World Energy Congress. This achievement shows how much the profile of Daegu and Korea have been enhanced among the international energy community.

Ms Im Gyeong-ran from the International Trade Division, of the Daegu Metropolitan City added: “Now Daegu is so well known in the energy sector that if our industry people introduce themselves to the world energy market by saying ‘I’m from Daegu,’ everyone will recognise the city.”

With such recognition and credentials under its belt, it is therefore no surprise that Daegu was later selected to host the International Solar Energy Society - ISES Solar World Congress in 2015, and the 2019 SolarPACES Conference.

Ms Im continued: “When we successfully hosted WEC 2013 with over 7,000 attendees, it boosted the city’s confidence and became our starting point to bid for more large-scale events. We later hosted the World Water Forum in 2015 (14,800 pax), and are set to host the World Gas Conference – another mega event - in May this year (2022).”

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In fact, EXCO or the Daegu Exhibition and Convention Center, buoyed by this confidence, undertook a second expansion programme so that the city will be able to cater for bigger business groups. With the opening of its East Wing, EXCO now offers an exhibition area of 15,000 m2 with one basement level and two ground levels. Combined with the original space, today EXCO can accommodate 30,000 m2 exhibition space requirements. Mr Charlie Bae, CEO of Daegu CVB provided further insights: "Hosting WEC 2013 helped our city establish strategies for the development of its renewable energy industry. Today, this sector is one of the city's new growth engines. Daegu's economic structure has changed: we are still an industrial powerhouse but now one which is more environmentally-friendly and high-tech. Today, Daegu is fully committed to becoming a clean energy, self-reliant city by expanding clean energy sources, including solar, fuel cell, and LNG, across the city. National energy companies and those from abroad have access to test-beds at the National Industrial Complex and Daegu Technopolis as part of our efforts to promote new energy industries. Each year, Daegu hosts the International Green Energy Expo Korea which is Top 3 of Asia's and among Top 10 largest renewable energy exhibitions in the world."

"Along with such efforts, we also focus on strengthening the global competitiveness of our leading industries. Besides green energy, we consciously seek and bid for conventions in the fields of water, high tech medical devices, future vehicles, robotics, and IT convergence (smart city applications) with legacy impacts at the core of our bid proposals and events delivery. When we bid, we offer legacy opportunities to fulfill the organizer's vision and mission. When we win, we plan and design the convention in such a way to leverage on the drivers and catalysts for our economic sectors, while adding legacy value for the international association."

Younghoon David Kim, chairman and CEO of the Daesung Group - one of South Korea's oldest energy conglomerates - was the Co-Chair of the Organising Committee for WEC 2013. Three years later in October 2016, he was elected Chair of the World Energy Council headquartered in London, and played this role for three years. Mr. Kim also served on the Energy Council of Korea, advising the government on national energy policies, renewable energy, smart grids, future technologies and securing energy resources.

Our 'Business Events Legacies in Daegu' report has clearly illustrated that when planned with long-term legacy impacts in mind, Daegu will get more out of our conventions," Mr Bae emphasized. "At the same time, we offer convention planners and organisers high quality and high value business events because our focus on legacy also creates more value for them and their participants."

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Summary Of Legacies And Outreach Levels From Iscc 2004 & Wec 2013

(1) Each of these legacies will build over time and should be monitored on an ongoing basis and the case study updated where appropriate.

(2) Outreach level of Legacies:

Legacies outreach can be grouped into four levels as below – ranging from a personal level (L1) to world changing legacies (L4) such as those within the framework of the UN Sustainable Development Goals.

Level 1 (Personal)

Level 2 (Professional Community)

Level 3 (Sectoral or Industrial Development)

Level 4 (World changing)

- Sectoral Legacy (Energy) – Levels 1 + 2 + 3
  - Co-Chair of WEC 2013 is tapped as Chair of the World Energy Council.
  - Awareness of Daegu and the city's Reputation in the field of renewable energy as "City of Energy Innovation"; "City of New Industries" (with new and renewable energy/industrial clusters); "City of Eco Culture".
  - The International Green Energy Expo Korea – Top 3 in Asia; Top 10 largest in the world – is anchored in Daegu.

- Political Legacy – Levels 2 + 3 + 4
  - Co-Chair of WEC 2013 is tapped as Chair of the World Energy Council.
  - Awareness of Daegu and the city's Reputation in the field of renewable energy as "City of Energy Innovation"; "City of New Industries" (with new and renewable energy/industrial clusters); "City of Eco Culture".
  - The International Green Energy Expo Korea – Top 3 in Asia; Top 10 largest in the world – is anchored in Daegu.

- Sectoral Legacy (Business Events) – Levels 2 + 3
  - Greater appreciation and awareness of the role of conventions and how it contributes to the socio-economic development of Daegu, resulting in greater buy-in from stakeholders and local communities.
  - Daegu's Business Events brand is enhanced as a result of its successful hosting of two high-profile and important international conventions.
  - The coming together of, and collaboration among Daegu's organizations and agencies to ensure successful outcomes for the city's business events industry.
  - The expansion of Daegu Exhibition and Convention Center (EXCO) prompted by the success of its convention industry.

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- Economic Legacy / Level 3
    - Energy becomes Daegu's 5+1 new growth industries and an important part of Daegu's economic development.
    - Event Legacy becomes a core consideration, influencing the level ofresources according to the types of conventions Daegu will selectively bid for.

- Economic Legacy / Level 4
    - Environment conservation takes centrestage as the South Korean government increases investments to develop technologies that can reduce carbon emissions and achieve carbon neutrality.
    - Daegu as a role model for other cities around the world on how they can advance without total reliance on conventional energy sources.

- Social Legacy / Level 4
    - South Koreans changed the paradigm of their lifestyles and energy uses.
    - Daegu provides subsidies from both the central government and the city government for homes that install solar power, solar heat, geothermal heat, and other energy facilities, thus saving households' monthly electricity consumption.

Visit Daegu CVB's website and download a copy of the "Business Event Legacies in Daegu, Korea" research here. You can view the video introduction of the report by Mr Charlie Bae here.

About Daegu Convention and Visitors Bureau (Daegu CVB)

Daegu CVB is a dedicated convention organization which markets Daegu as a top convention destination to the domestic and international markets. The CVB provides comprehensive information about Daegu's convention facilities and services, and assistance tailored to MICE organisers' needs.

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Terminology

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Sectoral Legacy – Progress and development in industries/sectors because of new knowledge and partnerships; global visibility and brand reputation

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Environment Legacy – Environmental awareness and sustainability including support for indigenous cultures

Political Legacy – Changes in governance, public/private services as a result of positive policies

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Peer-reviewed Contributions

Reviewed by:

Mr Sung-tae Kim, Managing Director of Daegu CVB
Mr Gary Grimmer, Executive Chairman of GainingEdge

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- Authors and Researchers of "Business Event Legacies in Daegu, Korea" report

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- Daegu Metropolitan City, South Korea
- Mr Sung-tae Kim, Managing Director, Daegu CVB
- Ms Min Min-Jeong Cho, Manager Convention 1 Team, Daegu CVB
- Mr Gary Grimmer, Executive Chair, GainingEdge

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Industry Paper

The Legacy of IBRO 2019 for Daegu, South Korea and the World

Jane Vong Holmes

Senior Manager (Asia), *Gaining*Edge

KEYWORDS: *Convention legacy, Impact, Daegu South Korea, Renewable Energy, World Congress of Neuroscience, IBRO 2019*

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The Legacy of IBRO 2019 for Daegu, South Korea and the World

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Date of Submission: 2022-05-18
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This summary article for IJBEL which covers one case study is submitted on behalf of the Daegu CVB which acts as the Secretariat for the Daegu Business Events District. Daegu has long roots in its conventions industry as the site of South Korea’s first regional convention centre EXCO which opened for business in 2001. Two years later, the Daegu CVB was set-up, and the city has not looked back since. With an impressive list of national and international conventions under its belt, Daegu is one of South Korea’s top convention cities. The 28th World Gas Conference and 13th World Conference of Gerontechnology are among those expected this year.

The legacy impacts of hosting the World Congress of Neuroscience (IBRO 2019) is scrutinized.

KEYWORDS: *Convention legacy, Impact, Daegu South Korea, Renewable Energy, World Congress of Neuroscience, IBRO 2019*

Key Contents

Description of the long-term benefits or legacies left by the World Congress of Neuroscience (IBRO) Daegu hosted in 2019. These impacts transformed Daegu and also contributed to the world's solutions in neuroscience research and applications.

Case Study: World Congress of Neuroscience (IBRO 2019)

"The brain is a muscle that can move the world" – Stephen King

This case study illustrates how the city of Daegu in South Korea harnessed its strengths in the field of neuroscience research by selectively chosing to host conventions which will catalyse further growth of their brain science industry. One such convention was the World Congress of Neuroscience or IBRO 2019, which not only helped cement Daegu's position as global brain research leader, but also catalysed professional and social transformation evident after the convention is over, and which will continue to influence Daegu's neuroscience industry into the future.

Preamble

In 1998, the Korean government enacted the ''Brain Research Promotion Act'' to promote the importance of brain science and to facilitate the industrialization of developed technologies. Neuroscience research became one of the nation's priorities. In addition to the Daegu Gyeonghuk Institute of Science and Technology, the main Korean universities and institutes that deal with neuroscience and behavior are Seoul National University, Korea University, Yonsei University, Korea Brain Research Institute (Daegu), and the Korea Institute of Science and Technology. Indeed, today Korea is regarded among top countries to study neuroscience.

Subsequently in 2016, a flagship programme called the "Korean Brain Initiative" (KBI) was launched. Local, national, and global collaborative networks became very important strategies to achieve KBI's vision.

IBRO 2019 as a Legacy Driver

"Daegu as the host city of the 2019 World Congress of Neuroscience (IBRO 2019) was a turning point for promoting Korea's neuroscience research capabilities and strengthening international cooperation," said Professor Moon Che-il from Daegu Gyeonghuk Institute Science and Technology (DGIST).

In the lead-up to, during the convention and post IBRO 2019, Daegu broaden its image beyond its traditional business events experiences by putting the spotlight on brain research. In its thoughtfully planned and designed 'Road to Legacy' process, the Local Host Committee set goals and envisioned potential legacies that will come out of IBRO 2019.

IBRO 2019 was the most successful Congress yet, with 4,385 delegates, 125 exhibitors and the best of global neuroscience featured in 11 invited lectures, 40 symposia, 4 special programmes, 4 poster

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sessions with a total of 1,550 posters, 2 workshops, 19 socials and 6 satellite events. The International Brain Bee Olympiad for teenagers; and the Young Investigators Training Programme for emerging scholars took place. The session Women In World Neuroscience recognised the contributions of women researchers.

The biennial Congress of the Federation of Asian-Oceanian Neuroscience Societies (FAONS), the Global Neuroethics Summit, the International Brain Initiative Coordinating Body Meeting, the launch of the China-Japan-Korea (CJK) Consortium and the first ever high-level forum on the Neuroscience of Learning between Ministers of Education and neuroscientists organized by IBRO and IBE-UNESCO made this Congress a truly special, milestone event. (source: IBRO newsletter)

Wide Ranging, Long-Term Legacies for Daegu

When the congress was over and the last delegate had departed Korean shores, it was apparent that in addition to those quantifiable congress outcomes, IBRO 2019 was the perfect catalyst to drive Korea's ambitions to extend its reach as a global brain research leader across the wide range of disciplines, national borders and policy landscapes. IBRO 2019 also firmly positioned Daegu as a leading city for brain research. The Korea Brain Research Institute (KBRI) secured a budget of KRW13 billion for its Brain Map Establishment and Convergence Challenge Project aimed at developing core technology which will change the paradigm of brain research. A legacy impact from the congress included the addition of the Phase II research wing at the KBRI which prioritized research applications and commercialization.

Personal and Professional Legacies

In 2019, Sung-Jin Jeong from KBRI was elected as secretary general of IBRO, reflecting the high regard and respect given to Korea's leadership in this field. Dr. Jeong, who is Lab Head of KBRI, reflected on how hosting IBRO 2019 catapulted transformation for Korea and Daegu. "It completely changed how international neuroscientists saw Korea and Daegu. We now have enough global recognition and cooperative relationships to join the ranks of advanced countries. This experience gave Korea and Daegu a foundation for building a global network and becoming a global center for brain research."

Sectoral Legacies

Mr Sung-tae Kim, Director General of the Daegu Convention & Visitors Bureau added: "Hosting IBRO 2019 gave Daegu the profile and endorsement as a hub of excellence which is capable of hosting high quality events. It was the first in a succession of business events in the neuroscience sector that the city successfully bid and won. Having this congress under our belt is one of our definitive competitive factors because we went on to secure the 2023 Federation of the Asian and Oceanian Physiological Societies (FAOPS) Congress (estimated 1,000 pax) and the 2026 World Congress for NeuroRehabilitation (estimated 3,000 pax).

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Political, Community & Social Legacies

There’s more … Apart from sector and professional growth, the legacy of IBRO 2019 also shaped government policies and touched public welfare and health care.

According to an article in The Korea Herald, Statistics Korea reported that the graying of Korea will accelerate and by 2050, the elderly could account for 43.9 percent of the country’s population. This fast-aging population, coupled with low birthrates, can become a burden on the nation’s finances as the cost of health and welfare services for senior citizens increase. Investments in brain diseases which need high social requirements such as depression, addiction and autism need to be carried out. The nation’s responsibility for dementia care is one priority with the government aiming to slow the outbreak of dementia by five years and reduce the growth of dementia patients by 50 percent after 2030. (source: Business Korea)

As joint-hosts of IBRO 2019, KBRI and the Korean Society for Brain and Neural Sciences, put in great effort to nurture future scientists through training programmes for promising young scholars and the International Brain Bee, the neuroscience Olympiad for teenagers. Mr Kim added: “The achievement of young Korean researchers, their engagement and outreach efforts, and their global connections driven by IBRO 2019, will contribute tremendously to serve Korea’s dedication and care of its elderly society.

With the collective expertise of our veterans and leaders, and the energy and innovation from our youth, Korea will continue to ride on the transformative legacies of IBRO 2019 long after the congress is over. It is truly one of Daegu’s legacy events.”

Conclusion

To summarise, this case study demonstrated IBRO 2019 as an influential and critical driver, leading to a range of legacies and long-term benefits in the areas of Politics/Government; Sector/Industry; Economics; and Community & Social – for Daegu.

Within each legacy area, there can be, up to, four levels of impact or depth. These can range from Personal (level 1) to Professional Community (level 2); and from Sectoral Development (level 3) to World Changing (level 4). Legacies considered as ‘level 4’ are those which contribute to the achievement of the United Nations Sustainable Development Goals (UN SDGs).

Daegu CVB’s CEO, Mr Charlie Bae concluded: “Business events have shaped Daegu’s industry and economy, elevated our city’s brand globally, and paved the way for innovation and progress in our region. Our “Business Event Legacies in Daegu, Korea” study provides support for the validation and design of our vision and legacy goals.” - ends

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About Daegu Convention and Visitors Bureau (Daegu CVB)

Daegu CVB is a dedicated convention organization which markets Daegu as a top convention destination to the domestic and international markets. The CVB provides comprehensive information about Daegu's convention facilities and services, and assistance tailored to MICE organisers' needs.

The Daegu CVB website presents its Business Events Legacies in Daegu report with five case studies including IBRO 2019. Mr Charlie Bae, CEO of the bureau introduces the report in a video and a copy of the report can be downloaded here.

In addition, Prof Moon Cheil from the Daegu Gyeongbuk Institute of Science and Technology (DGIST) reflects on IBRO 2019 in a 1'47" video interview here.

Terminology

The Five Legacy Pillars

Sectoral Legacy – Progress and development in industries/sectors because of new knowledge and partnerships; global visibility and brand reputation

Community & Social Legacy – Social benefits such as improved health, quality of life, community awareness and engagement, services to the host community

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Industry Paper

*Gaining*Edge Global Report on Leveraging Intellectual Capital of Convention Destinations

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*Gaining*Edge Global Report on Leveraging Intellectual Capital of Convention Destinations

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Subtitle: Destinations and their International Association Leaders

The world has faced serious challenges that have dramatically changed the business and social environment in recent years. The global pandemic has affected economic performance in every corner of the world and after an initial phase of adjustment there is a need to speed up recovery. In the meantime, new challenges have emerged to disrupt the global supply chains, raising questions about key sources of growth and economic development in the world. Natural and energy resources, labour availability and influence on global markets, media and social networks (and soft power), financial superiority in the monetary system are treated as resources in global competition.

However, we strongly believe that in the world of new ideas, products and innovations, creative start-up businesses and technological giants, intellectual capital is the primary wealth creator in most industries. Thus, a knowledge-intensive economy based on innovation, creativity and science is the key competitive factor for today's destinations. The most advanced cities actively engage and leverage their intellectual capital, directing their economic model towards high value-added sectors while encouraging innovation and global scientific collaboration. They engage the academic community, universities and research centres to support economic development in a targeted manner to attract

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investments in innovative and knowledge-intensive sectors. A destination is attractive if it provides opportunities for talented people to develop local creative networks and business associations, but also to be integrated and influential at the international level. These destinations provide the best education, access to new technologies, the opportunity to collaborate with well-known academic and business leaders, but also to be part of a vibrant and creative local community. All of this contributes to the intangible value of a destination, based on its intellectual capital.

Global convention industry consulting firm, GainingEdge strongly believes that the meetings industry has a crucial role in this process, by connecting science and business opportunities and promoting an overall collaborative approach. Thus, the meetings destinations should focus their efforts to identify local intellectual leaders, as well as recognise their scientific and business achievements and help them further develop their international reputation. Through strong and strategic cooperation with intellectual leaders, meeting destinations can harness these leaders to attract international scientific and business conferences, thereby more effectively and efficiently promoting themselves as hubs in key areas of social and economic development – harnessing their intellectual capital.

We may notice that destinations are ready to support local knowledge and business leaders, aiming to attract international meetings and conferences related to strategically important industry sectors and scientific fields. However, the key question remains: **How to recognise, and how to harness, key local leaders who comprise a destination`s intellectual capital?**

***Gaining*Edge Intellectual Capital Research**

*Gaining*Edge, has established an internal unit, **GainingEdge Analysis & Research (GEAR)**, with a mission to expand and improve the quality of research available to international convention destinations. Since 2020, GEAR has researched the intellectual capital of destinations around the globe, based on a comprehensive survey of the ICCA database and available data on websites of international associations.

The main goal of the intellectual capital research is to analyse international association leadership and identify the relative strengths of meetings destinations in terms of the presence of their local leaders in the governing bodies of international associations that organise meetings and conventions.

It is assumed more advanced conference destinations will have local thought leaders active in more governing bodies (executive boards, committees) of international associations and that these leaders can use their mandate to present the city as a potential convention host and influence the selection decision. Also, it is assumed that meeting destinations will be more business driven, so in their focus will be the most influential leaders active in international associations, although it may be that the most cited scientists will not be always among them.

The key analytical information GEAR derives is total number of boards and committees of international associations where a particular destination has active members, including their profiles.

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By identifying local leaders who are members in the governing bodies of international associations we have been able to explore useful information, including:

- Local leaders from each destination who are represented in boards of international associations and their areas of expertise.
- Number of local leaders active in these bodies as board members or presidents/ chairpersons from each destination.
- Destinations (cities / countries) which have the strongest influence in governing bodies of international associations.
- The relative relationships between different destinations in terms of presence of local leaders in the bodies of international associations.
- How well destinations leverage presence of their local thought leaders in governing bodies of international associations by engaging them to bring business to the city.
- The key industry sectors and scientific fields for each destination by the presence and influence of leaders within governing bodies of international associations.

Our initial research compiled data for **350** city destinations as well as **145** countries, allowing us to develop:

- o **Ranking of top cities and countries in terms of their intellectual capital**
- o **Relevant Ratio analysis aimed to help destinations to understand their competitive position**

GEAR regularly updates the data, providing the latest information to all destinations interested to get an overview of their intellectual capital in terms of presence of their local leaders in governing bodies of international associations.

According to our latest global report published in May 2022, London tops the list of cities with intellectual leaders represented in the largest number of governing bodies of international associations which organise large meetings for over 500 participants. Following cities at the top of the list are: Paris, Tokyo, Beijing and New York and these five cities are key global knowledge hubs which concentrate over 10% of the total available intellectual capital in the world. In addition, destinations that experienced the greatest increase in the influence of their local leaders on boards compared to the previous year are: Sydney, followed by Kuala Lumpur, Singapore and Seoul.

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Top 50 Cities

Rank	CITY	# Boards with local members	Intl. Meetings (500+) since 2018	Harnessing Ratio
1	London	735	126	17.1%
2	Paries	644	153	23.8%
3	Tokyo	509	82	16.1%
4	Beijing	438	100	22.8%
5	New York	430	39	9.1%
6	Seoul	403	156	38.7%
7	Sydney	382	107	28.0%
8	Singapore	366	186	50.8%
9	Madrid	331	130	39.3%
10	Vienna	319	175	54.9%
11	Mexico City	317	45	14.2%
12	Melbourne	314	118	37.6%
13	Barcelona	313	182	58.1%
14	Sao Paulo	313	34	10.9%
15	Washington	308	47	15.3%
16	Buenos Aires	301	94	31.2%
17	Hong Kong	298	79	26.5%
18	Boston	278	47	16.9%
19	Amsterdam	270	120	44.4%
20	Zurich	265	21	7.9%
21	Milan	257	95	37.2%
22	Brussels	256	64	25.0%
23	Los Angeles	254	19	7.5%
24	Berlin	252	163	64.7%
25	Rome	248	95	38.3%

Rank	CITY	# Boards with local members	Intl. Meetings (500+) since 2018	Harnessing Ratio
26	Toronto	246	87	35.4%
27	Taipei	242	111	45.9%
28	Kuala Lumpur	235	104	44.3%
29	Santiago	231	46	19.9%
30	Stockholm	218	62	28.4%
31	Chicago	211	59	28.0%
32	Copenhagen	210	132	62.9%
33	Bogota	197	27	13.7%
34	San Fransisco	195	32	16.4%
35	Bangkok	194	123	63.4%
36	Dublin	188	154	81.9%
37	Helsinki	187	74	39.6%
38	Lisbon	187	153	81.8%
39	Munich	186	43	23.1%
40	New Delhi	178	41	23.0%
41	Oslo	177	42	23.7%
42	Moscow	175	18	10.3%
43	Athens	168	103	61.3%
44	Montreal	167	129	77.2%
45	Prague	161	153	95.0%
46	Vancouver	151	104	68.9%
47	Geneva	149	51	34.2%
48	Philadelphia	146	25	17.1%
49	Lima	145	47	32.4%
50	Shanghai	143	74	51.7%

Using a consistent methodology, we have developed a several analytical tools, which may help destinations to understand their competitive position in terms of leveraging available intellectual capital. A **Harnessing Ratio** is key among them and it shows the correlation between the number of international association meetings hosted or booked in the destination with the number of board members in these associations over the last four years.

Of course, the destination will not be a convention host simply because it has a board member in an international association, but it does show how well a destination leverages its local leaders. There are numerous activities successful destinations undertake which can improve their Harnessing Ratio:

- Research and identify local leaders, seeking to engage and encourage them to bid;

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- Facilitate the hosting process via smart bidding and developing advanced marketing programmes such as ambassador programmes, subvention programmes, delegate boosting activities, etc.; and
- Develop programmes with the aim of achieving mutual benefits both for the international associations and the host destinations, such as meeting legacy programmes, talent attraction programmes and outreach activities, among others.

The Harnessing Ratio can provide a useful metric to indicate how successful destinations are when they undertake such activities.

Our latest report shows that among the top 50 cities, three European destinations led with the highest Harnessing Ratios: **Prague** (highest in the world at 95%), **Dublin** and Lisbon. In the Asia-Pacific region, **Bangkok** stands out as the Asia-Pacific destination with the highest Harnessing Ratio, while North America has two Canadian cities with high Ratios, **Montreal** and **Vancouver**.

Based on its Harnessing Ratio, a destination can understand the available business potential and strategize on how this could be activated. Overall, over 50% is considered a strong Harnessing Ratio while under 20% indicates there much room for improvement. However, a high Harnessing Ratio can also indicate upcoming challenges as the available intellectual capital is depleted or ‘locked up’ and so it is necessary to take strategic actions to renew it. Conversely, a low Harnessing Ratio can point to strong market potential the destination may have not harnessed in the previous period.

As initial research has been limited to associations which organise large conventions (for over 500 participants), in the meantime GEAR expanded the subject research obtaining data about the members of boards of international associations which also organise smaller conferences (200-499 participants), providing value to second tier meeting destinations. This additional data enables us to do Intellectual Capital Segmentation where we filter the available intellectual capital of each city by the size of the meetings and also provide insights into the available intellectual capital in the industry sectors the destination is particularly interested in. This means that destinations with fewer resources can focus on priority segments and achieve improved results in business development and improve their ‘hubs of excellence’ branding.

Intellectual Capital Engagement

One of the main characteristics of top-class meeting cities is the strong intellectual engagement of their local leaders. If the destination wants to compete successfully, it will need to engage local leaders to bid for international meetings. This means the city should explore who are the local leaders with high international reputation and how to engage them.

There are two key strategic approaches for each city which arise from our Harnessing Ratio analysis:

1. **If the destination has a relatively low Harnessing Ratio -** there is a large gap between the available intellectual capital and leveraging level so actions should be taken to increase its capital use. This leveraging would include developing bidding skills and smart bidding

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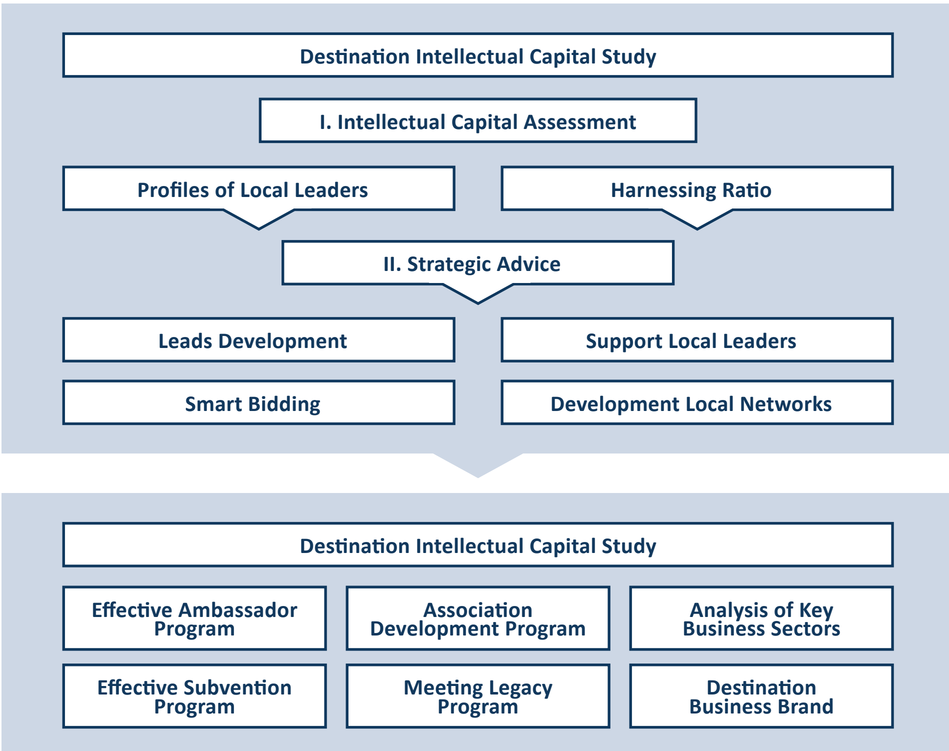
strategies, increasing the bidding team, improving Ambassadors program or Event Support & Subvention program, etc.

2. **If the destination has a relatively high Harnessing ratio -** the destination is doing well in the process of engaging local leaders to bring the business in the city. However, this can lead to a capital depletion, so it is important to work on constant renewal of this key resource. This renewal includes developing Association programs, Meeting Legacy and Talent Attraction programs, and activities focused to support leaders to expand their presence at the international level.



Ideally destinations should explore and gain full insight into the available intellectual capital, obtaining information about all local leaders who are active in international associations as members of governing bodies. This should be done continuously as governance the mandates are limited.

The most advanced destinations involve the meetings business in the broader concept of economic development, by focusing on key industry sectors in which they have comparative advantages. The segmentation of available intellectual capital can also be done per the scientific fields the local leaders are engaged as well as industry sectors they are related to. Insights into the areas of expertise of local knowledge leaders can help destinations to understand better in which sectors are rich in intellectual capital. Based on such analysis of the intellectual capital and complete insight into scientific fields in

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which their knowledge leaders are internationally recognised, destinations can get real information about the sectors in which they have strengths. This is the initial step that cities need to take in order to develop the Intellectual Capital Strategy.

By identifying sectors that the destination wants to support and promote, convention bureaus can choose to bid for meetings of associations that strongly contribute to the development of these sectors. Then, the meeting business takes a lead in the strategic implementation of the city`s economic development, while the convention bureau and local industry establish long-term partnerships with public authorities, economic development institutions, chambers, etc. Thus, we strongly advise destinations to undertake this analysis and get deep insight into scientific fields and industry sectors their knowledge leaders are related to.

Many destinations develop a Meeting Ambassador Program, but it may be that local ambassadors are not supportive enough and that it is necessary to activate new ones. The analysis of intellectual capital can also indicate key leaders who could make Ambassador Program more effective.

If the convention bureau and the local industry have a strong and creative collaboration, they can develop advanced marketing programs which will be significantly improved through active engagement of their local knowledge leaders.

Intellectual Capital Engagement

A good example is Italy as a country with a strong increase of number of local leaders presented in governing bodies of international associations.

The Italian meetings industry has recognised the fundamental role of intellectual capital. Their newly formed program named Italian Knowledge Leaders, creates a strong partnership between the meetings industry and Italian association executives to promote Italy as a country of science, innovation and creativity. This program seeks to highlight knowledge and scientific achievements for the public audience and create a formalised network of Italian scientists and professionals elected to run international associations in their business areas and scientific fields.

Key Messages:

- Intellectual Capital is the main resource that any destination may count on
- Advanced destinations actively engage and leverage their intellectual capital
- The meetings industry has a crucial role in the process of intellectual engagement, by connecting science and business opportunities
- Meetings destinations should identify their intellectual leaders as well as recognise and support their scientific and business achievements
- Meeting destinations can harness their local knowledge leaders to attract conferences as well as efficiently promote themselves as knowledge hubs in key business areas
- Meeting destinations should support international engagement of their intellectual leaders, establishing a long-term collaboration with them through innovative and advanced marketing programs

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Book Review: A Research Agenda for Event Impacts

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Book Review: A Research Agenda for Event Impacts

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Book Review

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When I was a full time academic, " REF" and 'impact' were the buzzwords since 2014. There seemed to be a different REF and impact-related event scheduled, even training aimed at every level of researchers. Lots of energy was invested in spreading the word on "REF and 'impact' to the last academics.

Working as a volunteer for an NGO advocating research with an impact in the Higher Education institutions in Malaysia, I find history repeating itself. In 2021, for the first time, Malaysia Higher Education funded the research impact training for academics on research with 'impact', which modelled the UK REF. Malaysian academics and university managers seem to be baffled by the notion of research agenda on impact. Frantically training academics to figure out and explain what impact is. Tracking down potential impact-generating scholars and tasking them with producing impact case studies with endless rounds of corrections for case studies as outputs of the funded program.

The notion of an "impact agenda" entails policy makers' attempts to ensure accountability on academics for utilisation of public funds for research. The impact agenda thus requires academics to address the intrinsic value of their research in advancing knowledge—its academic merit—and the value their research has to society—its broader impacts. Since then, research impact has been a

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professional obsession, wanting to capture the evidence by creating conditions that deliver benefits from my research. In 2021, UKRI also introduced Resume for Research and Innovation (R4RI), a content-rich alternative to the traditional CV. It supports potential applicants to show how they have made a difference to society during the grant application.

I was excited to receive the book A Research Agenda for Event Impacts, edited by Nicholas Wise and Kelly Maguires, with anticipation and apprehension. In anticipation because researchers, professional support staff and institutional leaders are often looking for advice and best practice in delivering impact. In anxiety, I also see a worrying trend in the delivery of research impact becoming a box-ticking exercise. Something that is done to satisfy the policy requirement rather than make a difference in the world.

I need not have worried. Running through this book is the passion both the editors and their contributors clearly feel about delivering event impacts from their own research, with examples of case studies and helping others do the same. This is definitely a book about making a real difference by analysing event impacts.

This book explores events' social, economic, and environmental impacts on people, places, and communities. The Research Agenda highlights the links between theory and practice in event impacts research. The contributors teach and research in the field of events and recognise the importance of the research agenda. They critically assess circumstances, look at who benefits from hosting them, and focus on sustainability issues, the need to define legacies, and extend regeneration efforts to secure economic and socially sustainable futures. They explore how events are being expended and used by destinations, organisations, and communities, which offers profound insights into impacts created by different events hosted in various geographical destinations. I particularly find this book useful as the case studies are relevant to tourism, social science and management disciplines.

The introduction to Research Agenda for Event impacts was written by Nicholas Wise. He focuses on event management researchers seeking ways to explore how events have impacted places, communities and the environment, which provides the opportunity to reflect on how different experiences by various contributors are measured and managed. After the introduction, the book has three distinctive parts. The first part is assessing event impacts which has three chapters focusing on the theory and concepts connected to the triple bottom line of sustainability – economic in Chapter 2 by Larry Dwyer, environmental in Chapter 3 by Kelly Macguire and social in Chapter 4, Wise, Gellweiler and Tian.

For the economic impact, Dwyer addresses how different stakeholders benefit from the various analysis techniques and how policymakers use data to inform decisions based on tangible results and secured outcomes. In Chapter 3, Maguire explains the pressures of events on the environment by outlining the different approaches to environmental impact assessment, strategic environmental assessment, models for sustainable event management, global criteria and indicator systems to help

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plan for a more sustainable event. One pertinent raised on environmental impact is the amount of trash polluting the environment after an event requires innovative waste management from the event organisers. In Chapter 4, Wise et al. offer intangible approaches and critical directions for research in and with local communities from the perspectives of literature. They address the key questions and social conditions that researchers should consider when capturing social impact evidence.

In Part 2, the chapters then analyse various types and scales of events, including conventions and business events, sports tourism, cultural and religious events, intangible cultural heritage, and events in rural locations. This section offers the most valuable examples of event impacts for researchers. Hahm has highlighted the benefits of hosting convention events in chapter 5 and outlined how the periods of crisis have impacted this sector. Hahm uses the Orange County Convention Centre as an example of the impact of this centre in Orlando. Perc et al., in chapter 6, explore how the use of events by destinations and communities can extend the impact of tourism and create new sporting activities in a destination by illustrating the Rinsjak Trail running event in Gorki Kotar, Croatia.

Ulian and Felino (Chapter 8) offer insights on the commercialisation of religious festivals, an event deeply embedded in the culture in Salvador, Brazil, with the capacity to create broader social and cultural impacts by using religious events. Succinctly Jimura's research points out the necessity to focus on environmental sustainability and directions for impact heritage by using the firework case study of a 17th-century cultural entertainment tradition in Japan. On the other hand, Lindblom (Chapter 9) uses the international sporting event to illustrate the positive and negative experiences of different stakeholders in the co-production of this event. The author uses other collection methods to capture the experiences of other stakeholders involved. Aquilino, in chapter 10, provides a critical account of World Alternative Games in a small town of Llanwtyard Wells of human experiences and social practices boost social development in the rural communities. Maguire's case study on the role of local authority works closely with host communities by outlining the need to be socially, environmentally and economically sustainable.

Building on the theoretical perspective of space and place by Cudny in Chapter 12, the author assesses the role of event influences on place brand in a specific location. He discovers the sports Euro 2012 media messages, for example, focusing on images of space, event experiences, and event dimensions that influence the place branding. Fitzgerald and Maharaj (Chapter 13) provide a critical perspective on the influence of the bidding process to host mega-events by BRICS nations. Bond et al. (Chapter 14) have analysed the impact of the recent COVID 19 pandemic from event cancellation, postponement and adaptation through the UEFA EURO 2020. This forward-looking Research Agenda further analyses event impact on disability access and inclusion (Chapter 15) and climate change (Chapter 16).

Part 3 is the theme on Going Forward , consists of three chapters and focuses on the critical directions moving forward with impact research. Chapters 17 and 18 address the legacy and policy. In Chapter 17, Ganga focuses on how a legacy can be maximised through event evaluation. In addition, Wasser

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et al., in Chapter 18, present the concept of legacy and its long-lasting impact through sports events and their governance. Future research must continue to compare and contrast impacts through the lens of multi-stakeholders for a holistic understanding of event impacts to be achieved. This can be done through longitudinal studies to look at the economic, environmental, and social impacts of events in various destinations for a prolonged period. Researchers can look into how perceptions of stakeholders may have changed over time.

I find this book will engage a wide range of readers from various backgrounds, organisational affiliations or career stages – who consider events impact more inclusive. Readers will benefit by engaging in reflection to transform the current research agenda on framing, delivery and evaluation of event impacts. The eBook version is priced from £20/$26 from eBook vendors while in print the book can be ordered from the Edward Elgar Publishing website.

Reviewer

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