JMIC | JOINT MEETINGS INDUSTRY COUNCIL

The JMIC Global Manifesto

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1 |

Relationships & Trust



Business events build relationships, trust and international cooperation:

At a time of geopolitical tensions, economic uncertainty, disrupted supply chains and declining institutional trust, business events provide structured environments in which relationships can be built and maintained.

Face-to-face meetings remain critical for creating the trust needed to support investment, trade, scientific collaboration, business partnerships and public-private cooperation. They also help strengthen international networks that can be mobilised during times of crisis or transition.

For governments, business events therefore represent more than networking opportunities. They are platforms for diplomacy, collaboration, investment attraction and long-term relationship building across sectors and borders.

1 | Rotary International Convention | Global Health Partnership

Conferences: catalysts for thriving economies

A compelling example of diplomatic impact and trust-building through business events is the Rotary International Convention, which demonstrates how face-to-face meetings mobilize international cooperation during critical times:

- Delegates at the convention raised **$120,000 for the global eradication of polio**
- Generated support from the **Bill and Melinda Gates Foundation**
- Led the Australian Prime Minister to pledge **$100 million over five years** to assist Rotary's End Polio Now campaign
- Created a measurable platform for international cooperation that transcended typical government-to-government relations

This exemplifies how business events create trust networks that enable unprecedented levels of cooperation for global challenges.

Relationships & Trust

2 | Scientific Collaboration Networks

Business events facilitate long-term research relationships across borders. According to research on the legacies of business events:

Conferences: catalysts for thriving economies & Beyond Tourism Benefits: Measuring the social legacies of business events

▸ Research delegates report: *"Several collaborations were established. Key new contacts were established."*

▸ *"The venue and structure of the event fostered various collaborations on intellectual and scientific endeavours in clinical proteomics."*

▸ *"On the latest congress (HUPO 2010) we negotiated a business collaboration with Agilent and Bruker and also continued our collaboration with BioRad. Moreover, we have got some new ideas in quantitative biology and perspective of Human Proteome Initiative which is the mainstream of our research focus."*

91% of delegates agreed the conference exposed them to new and innovative ideas, with **83% confirming support for global research and collaboration development**.

3 | FinTech Startup Ecosystem Connection

Beyond Tourism Benefits: Measuring the social legacies of business events

The SIBOS and Geneva collaboration demonstrates trust-building between startups and institutional investors:

▸ Created linkages between **startup companies in the financial technology sector** and institutional delegates who are future consumers of those services

▸ Provided fintech companies with a platform to showcase and communicate their solutions to decision-makers

▸ Facilitated trust between emerging companies and established financial institutions in a structured environment

4 | Intercultural Understanding and International Friendships

Conferences: catalysts for thriving economies

Business events build human capital essential during crises:

▸ Events *"contributed to the growth of intercultural understandings and international friendships, which can improve Australia's capacity for success in global markets in business and education."*

▸ **International delegates reported higher agreement** than domestic attendees on enabling international focus on global issues and challenges

5 | Knowledge Networks Mobilized During Crisis

Conferences: catalysts for thriving economies

The resources emphasize that business events create networks that become critical infrastructure during times of disruption:

▸ Universities missing collaborations when events stop

Relationships & Trust

▸ Local governments losing expert knowledge provision

▸ Scientists lacking international partner networks for research advancement

▸ A $35 billion annual industry impact that disappears when face-to-face meetings cannot occur

6 | Clean Technology Industry Convening

JMIC Case Studies: Gaining Momentum

As noted by Peter Cottan, Director of Business Events at Explore Edmonton:

“If you have an audience of all the big energy companies in the room to talk about clean tech, that’s a fantastic way to engage a lot of those folks in that conversation.”

This demonstrates how structured business events create trust environments where competitors collaborate on shared challenges.

7 | Strategic Value for Governments & Diplomacy

Conferences: catalysts for thriving economies

The research emphasizes that **business events function as platforms for diplomacy** beyond networking:

▸ Strengthen international networks mobilizable during crisis or transition

▸ Enable investment and trade by building the trust necessary for capital flow

▸ Support public-private cooperation

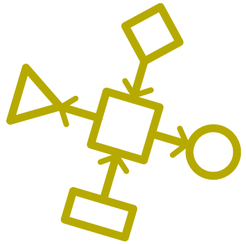
▸ Create platforms for soft power and relationship projection

▸ Build strategic connections that support long-term economic development

These examples collectively show that business events are structured environments where trust is built through shared purpose, repeated interaction among decision-makers, and tangible outcomes that require ongoing relationships.

2 |

Community Hub



Business events act as community hubs that connect stakeholders around shared priorities:

Business events bring together governments, businesses, universities, investors, associations and local communities in one place, creating a unique platform for collaboration.

Unlike many other forms of economic activity, business events create neutral spaces where different stakeholders can exchange ideas, identify common interests and align around long-term goals.

This is particularly valuable for governments seeking to strengthen innovation ecosystems, support cluster development and create stronger links between industry, academia and public institutions.

Business events can therefore act as catalysts for local engagement, regional partnerships and stronger community cohesion, while also connecting destinations to international networks and opportunities.

1 | Gothenburg's Integrated Collaboration Model

How the Grown Ups Approach Event Legacy

The Gothenburg Way to Legacy exemplifies business events as community hubs that unite multiple stakeholders around shared goals:

▸ The city works through **extensive collaboration between the city and local business community** to attract meeting destinations

▸ **Deep partnerships with academia** through two universities for nearly 40 years

▸ Close engagement with **regional economic development agencies and R&D intensive companies** to identify strategic meeting opportunities

▸ Within these meetings, delegates gain **knowledge, talent attraction opportunities, and seed investment funding** for the city

▸ As emphasized: *"Working in Gothenburg is like working with grown-ups, isn't it? You actually get a city that can work together...you have that type of collaboration that you really don't get. In many other places we talk about it, but they are singing from the same hymn sheet."*

Community Hub

2 | Washington DC's Connected Capital Strategy

Washington: Engineering Change with Business Events

The Washington, DC model demonstrates how business events create neutral spaces where stakeholders exchange ideas and align around long-term goals:

▸ Mapped **intellectual capital across seven core industry sectors** including fintech and medtech

▸ Created access between meeting delegates and **headquarters organizations like Raytheon, Boeing, and Amazon HQ2**

▸ For the International Aid Society meeting, brought together the **community, local associations, and medical facilities** (National Institutes of Health, 21 Institutes of Higher Education with medical schools)

▸ As a result: *"The aha moment for them is that they understood even more the relevance of what we did. We were able to really gain more credibility with them"* in terms of leveraging community assets

3 | Vancouver's Frontier Collective | Breaking Down Silos

INTELLECTUAL CAPITAL: Vancouver Leads New Frontier

The Frontier Collective's ecosystem-building approach shows how business events connect businesses, startups, government, and civic leaders in structured collaboration:

▸ **Industry-led initiative** bringing together **government, technology companies, and ecosystem builders** around frontier tech (CleanTech, AI, AR/VR, Web3)

▸ Instead of traditional conference formats, they host the **Frontier Summit**, which brings together **leaders in government, technology and art** to solve global challenges together

▸ Deliberately creates *"collision spaces where people can come together and solve these problems, and it's not going to happen over zoom."*

▸ Participants breakaway from 9-5 conference rooms to *"break bread together, to bond together... and really break down those silos that create authentic opportunity."*

4 | Bruges EACD Conference | Multi-Stakeholder Partnership

ASSOCIATIONS: Unlocking Social Impact Funding

The Impact Day example from Bruges illustrates how business events convene diverse community stakeholders around shared social goals:

▸ The conference brought together **government, local stakeholders, local press, people with lived experience, sports clubs, music stakeholders, and industry parties**

▸ Around the topic of childhood disability, they mobilized **collective intelligence, knowledge, expertise, and resources**

▸ Conference organizers worked to identify partnership points: *"It's realizing where those points of partnership are and coming together on them and working together. We're not operating on separate roads, we actually all have the same end goal."*

Community Hub

5 | Sustainability Hub Networks | Knowledge Transfer Between Communities

isla Dives Deep into Carbon Footprint of 1000 Events

The sustainability network approach illustrated at MADE POSSIBLE FESTIVAL 2025 demonstrates how business events create spaces where communities share innovations:

▸ Networks like ISLA bring together **businesses from the same sector facing identical challenges** in one neutral space

▸ Features the *"spirit of openness, is the spirit of collaboration"* where successful solutions are shared:

▸ *"Anytime someone does something new, they have an opportunity to come online, to present a webinar to the rest of the membership and they can all learn from that at the same time."*

▸ Rather than keeping innovations proprietary, *"everyone is sharing all of these different ideas"*

6 | GDS Forum | Destination Collaboration on Shared Challenges

GDS-Forum: Creating a Sustainable Vision of Destination Stewardship

The #SustainabilityProfs example in regenerative tourism shows how business events bring together competitors as collaborators:

▸ The **GDS Forum brings together top sustainability leaders from destinations worldwide** to share collective intelligence

▸ Despite destinations competing for tourism, the forum creates space where *"We're all going toward the same goal, work together. I think there's too much looking at each other like we're competitors versus collaborators on something that's really affecting everybody."*

▸ The forum facilitates **knowledge transfer between communities**: *"Some destinations are the best beginning of some of the initiatives... Others have been doing this for a long time...trying to see how we can create this knowledge transfer."*

7 | Business Events Sydney's Cluster Development Strategy

CHANGE STARTS HERE: How BESydney Advances the Government Agenda

Change Starts Here: The Business Events Sydney Agenda demonstrates how events connect governments, academia, industry, and investors around innovation clusters:

▸ Events bring **global researchers, students, and investors together with local experts** in targeted sectors

▸ Creates measurement frameworks to track outcomes: *"What change has happened one year after that event came into town? What change has happened three years after that event came into town?"*

▸ Results include **measurable investments ($X million), new collaborators, and talent attraction** that would not otherwise have connected

▸ This demonstrates how *"if you attract business events into your city, you are going to accelerate the change."*

Community Hub

8 | Innovation as a Strategic EconomicDevelopment Tool

Business Events: Change Agents or Travel Agents?

The Business and Professional Events perspective articulates how events serve as economic development platforms:

▸ Business events connect **intellectual clusters with global knowledge networks**, allowing local industries to *"leapfrog"* development

▸ Events function as **transformative strategy for governments building knowledge economies** by bringing together universities, associations, corporations, and talent

▸ *"If you can kind of combine that...roll that into business events...we're going to go after and build an industry where we have intellectual knowledge and now attach that to pulling in the rest of global knowledge...now you're developing worldwide excellence."*

9 | Strategic Value as Community Hubs

According to the ICCA Global Advocacy Pathway, business events create **neutral spaces where different stakeholders can**:

▸ Exchange ideas and identify common interests

▸ Align around long-term goals

▸ Unite governments, businesses, universities, investors, associations, and local communities in one place

▸ Act as catalysts for local engagement, regional partnerships, and community cohesion

▸ Connect destinations to international networks and opportunities

These examples collectively demonstrate that business events function as structured platforms where diverse stakeholders find common ground, share knowledge, and collaborate on collective priorities that benefit entire communities.

3 | Community Legacies

Business events create valuable, relevant legacies in the host community:

Major business and professional events can deliver lasting community benefits, from enhanced destination reputation and new international networks to knowledge exchange and skills development. When policy makers, destination leaders and organisers work towards shared strategic objectives, these events can be leveraged to address community priorities and generate impact that endures well beyond the event.

1 | Destination Canada's Multi-Year Legacy & Impact Study

UNLOCKING IMPACT: Destination Canada Legacy & Impact Study's Mid-Term Report Shares the Keys to Success

The Destination Canada Legacy & Impact Study represents a world-first comprehensive approach to measuring lasting legacies:

▸ Evaluates **economic, social, and environmental impacts** of conferences across six key sectors (life sciences, natural resources, finance, advanced manufacturing, agribusiness, digital industries)

▸ Tracks **natural, built, financial, political, human, social, intellectual, and cultural impacts** of events

▸ Identifies medium-to-long-term benefits: *"novel ideas, research collaborations, new trade deals, investments, policy changes, economic development, social progress."*

▸ **Key finding**: *"Legacy must be embedded from the start, not added at the end. Events aligned with destination strengths unlock deeper sector impact."*

2 | Melbourne's World AIDS Conference | Strategic Policy Legacy

Julia Swanson: Prevention is Better than Cure

The Values Alignment case study demonstrates transformational legacy outcomes when policy makers align around shared objectives:

▸ The **International AIDS Society, Victorian State Government**, and Australian Commonwealth Government identified shared objectives around HIV awareness and prevention

▸ Results included: **community education programs, activism initiatives, and strong health policies** where Australian health ministers aligned on a national HIV/AIDS prevention approach

▸ Legacy extended beyond the event: *"measure not just at the end of the event, but measure two years later, five years later and 10 years later. And that's where we can see the long tail impact of business events."*

Community Legacies

3 | Beyond Tourism Benefits Research | Five Legacy Dimensions

The Beyond Tourism Benefits 2011 study identified five distinct legacy areas that extend well beyond economic impact:

Intrinsic Legacies: Delegates develop knowledge, skills, and practices in their professional fields

▸ **91% of respondents** agreed the conference exposed them to new and innovative ideas

▸ **89% reported** new knowledge and ideas that enhanced their professional practice

Practice Legacies: Skills and knowledge directly integrated into professional practices

▸ New surgical techniques, insights, and problem-solving approaches implemented in organizations

▸ Research collaborations leading to **development of new products and technologies**

Social Legacies: Relationships, camaraderie, and community benefits

▸ Enhanced intercultural understandings and international friendships

▸ **87% of respondents** agreed successful hosting enhanced Sydney's reputation as a global business events destination

Economic Legacies: Flow of investment and information through networks

▸ Exhibitors and sponsors realized **investments ranging from $1,500 to >$10m**

▸ **68% of exhibitors** made international sales contacts

Attitudinal Legacies: Media attention and awareness of global issues

4 | Sydney Events | Attraction of Global Talent & Sector Development

The Conferences: catalysts for Thriving Economies research documented measurable legacy outcomes:

Innovation: 91% of delegates agreed the conference exposed them to new ideas

Collaboration: 83% agreed the conference supported global research and collaboration development

Sector Development:

▸ **93%** agreed the conference developed knowledge and capabilities of early career delegates

▸ **68%** agreed the conference improved sector skills and abilities

▸ **41%** of exhibitors increased sales to new knowledge

Attracting Global Talent:

▸ **41%** would like to live and work/study in Sydney as a result of attending

▸ **7%** had applied for positions to work/study in Sydney

5 | Sarawak's Legacy Initiative | Three-Pillar Framework

The BESarawak Legacy Initiative demonstrates government integration of legacy outcomes aligned with strategic development:

Social Legacies: Enhanced community well-being through:

▸ Improved health and quality of life

▸ Active community engagement

▸ Effective governance

▸ Sectoral advancements through new knowledge and partnerships

▸ Improved public services

Environmental & Cultural Legacies: Heritage and biodiversity conservation

The framework recognizes: *"Legacy Impact is intentional and starts with an impact vision which will be achieved through aligned programming, observations and validation."*

Community Legacies

6 | Vancouver's Capilano University Legacy Study | Beyond Economic Outcomes

CAPILANO IMPACT STUDY: It Starts with the Legacy Conversation

The Vancouver legacy research initiative demonstrates measuring real transformation:

▸ **Over 50% of outcomes were non-economic**

▸ Developed a **four-step measurement process:** identifying outcomes in advance, measuring during the event, and continuing measurement after

▸ Measured across diverse sectors: mining, life sciences, clean tech, world lottery, spinal cord research

▸ As emphasized: *"The role of business events in transforming Vancouver is not just economic value, but we really now have to answer a question around people, planet and prosperity."*

7 | Destination Canada's Strategic Legacy Model

Destination Canada: Leaving Sector Legacies

The Destination Canada – Meeting with Purpose framework embeds legacy from inception:

▸ **Master classes in legacy and impact** offered to all partners to speak common language

▸ Retroactive studies (2018-2019 events followed over 3+ years) combined with prospective monitoring

▸ Works with **all stakeholders:** DMOs, PCOs, associations, Economic Development Agencies, academic institutions, and federal government

▸ Vision: Develop a "*formula*" that predicts ROI outcomes based on sector, demographics, and attendee composition

▸ Alignment with **UN Sustainable Development Goals** ensures legacy addresses global priorities

8 | The IPCC Cities and Climate Change Conference

An Urban Conference With a Global Impact

As highlighted in Destination Canada's approach, the IPCC (International Panel on Climate Change) meeting shows:

▸ Deliberate intention with UN framework

▸ **Six years later:** substantial documentation of impacts created

▸ Demonstrates need for **longitudinal studies of 3, 5, and 10 years** to truly understand lasting impact

9 | Melbourne's Values-Based Alignment Model

Julia Swanson: Prevention is Better than Cure

The Values Alignment approach demonstrates strategic legacy planning:

▸ Government, associations, and destinations identify **shared policy objectives upfront**

▸ Beyond-tourism metrics measured with frameworks setting goals and outcomes

▸ **Long-tail impact measured over years**, not just at event conclusion

▸ Result: Destinations create *"net carbon events that also do more good for their communities."*

Community Legacies

10 | City Destinations Alliance | Building Blocks to Destination Positive

CityDNA Autumn Conference: Building Blocks to Destination Positive

The Building Blocks framework shows community-centred legacy outcomes aligned with four key pillars:

- ▸ Climate action
- ▸ Social responsibility
- ▸ Circular economy
- ▸ Impact

Featured example: **Bordeaux's "Solidaire" project** provides cultural tourism experiences for people who cannot afford it, representing tangible community benefit legacy

11 | Strategic Framework for Lasting Legacies

Intentionality Is Redefining Business Events in Canada

According to the UNLOCKING IMPACT report, successful legacy outcomes require:

- ▸ **Legacy embedded from the start**
  – not added at the end
- ▸ **Events aligned with destination strengths**
  – unlock deeper sector impact
- ▸ **Collaboration across sectors**
  – drives innovation and resilience
- ▸ **Intentional strategies**
  – amplify relevance and local value
- ▸ **Measuring beyond tourism metrics**
  – tells the real story

These examples collectively demonstrate that when policy makers, destination leaders, and organisers work towards shared strategic objectives, business events can deliver enduring legacies in knowledge development, skills advancement, reputation enhancement, talent attraction, innovation, policy change, and community well-being.

12 | Science-to-Policy | Using a Congress to drive Legislative Changes

ESE/ESPE Joint Congress 2025 - Copenhagen Legacy Case Study

The first joint ESE/ESPE congress (7,800 delegates, 120 countries) arrived as EU chemical legislation was under active review – yet EDC regulations hadn't kept pace with 20 years of evidence linking these chemicals to obesity, infertility, certain cancers and reduced IQ, costing EU healthcare systems hundreds of billions annually.

The day after the congress, Copenhagen Legacy Lab convened 280 participants from 79 countries – scientists, parliamentarians, patient groups, industry and press – to put that evidence directly in front of decision-makers. From the post-event survey (86 respondents):

- ▸ **90%+** said the event advanced policymaker understanding of EDCs
- ▸ **75%+** expect it to influence regulation in Denmark and the EU
- ▸ **75%+** said their organisation would act on knowledge gained

Since the congress, ESE and ESPE have issued joint statements on PFAS and the EU chemical simplification omnibus, and a Danish MP present has continued the legislative push domestically.

4 | Multi Sector Impacts



Business events simultaneously advance a wide range of different sectors:

Business events are efficient means of supporting the advancement of a wide range of economic, professional, academic and business sectors. As a result, they can drive activation, engagement, and transformation across the many different sectors that will need to be stimulated in order to deliver a multidimensional growth rather than simply addressing a limited range of these sectors individually. They enable action by others rather than being limited to what they can achieve on their own.

1 | Sarawak's 13-Sector Post-COVID Development Strategy

BESarawak Hosts Inaugural ICCA Association Masterclass

The strategic significance of Business Events in Sarawak demonstrates how business events activate multiple sectors simultaneously:

Six Primary Economic Sectors:

- ▸ Manufacturing
- ▸ Agriculture
- ▸ Tourism
- ▸ Forestry
- ▸ Mining
- ▸ Services

Seven Supporting Sectors:

- ▸ Digital Information
- ▸ Innovation
- ▸ Education and Human Capital
- ▸ Basic Infrastructure and Utilities
- ▸ Transport
- ▸ Renewable Energy

As emphasized by the Deputy Minister: *"business events are tools for advancing all 13 sectors equally... Associations play a multifaceted role in advancing Sarawak's social and economic transformation. They're in the best position to engage with key stakeholders and reach out to their extensive network to advocate change."*

The example of renewable energy: *"First Asia Carbon Conference and Asia Pacific Green Hydrogen Conference...are slowly getting there...Once Sarawak is ready and recognized as a viable renewable energy destination, we can secure foreign investments and attract Sarawakians working overseas to return."*

Multi Sector Impacts

2 | Destination Canada's Six-Sector Economic Strategy

Destination Canada: Leaving Sector Legacies

The Destination Canada: The Economic Sector Strategy demonstrates coordinated multi-sector advancement:

Six Key Sectors where Canada Excels:

▸ Life Sciences

▸ Agribusiness

▸ Natural Resources

▸ Finance and Insurance

▸ Advanced Manufacturing

▸ Digital Industries

As explained: *"We changed our model...instead of just selling Canada as a beautiful place to host meetings, to be more competitive, basically we started looking at an economic sector strategy based on our intellectual capital aligned with the federal government's international trade priorities."*

The approach involves **drilling down within each sector** (e.g., within life sciences: oncology, neurology, health tech) and mapping ecosystems across **research, academia, industry, private industry, and government support** to align event purposes with destination strengths.

3 | Sydney's Multi-Sector Talent and Innovation Strategy

Business Event Economies: An Australian Double Bill

The Interview with Lyn Lewis-Smith from Business Events Sydney illustrates cross-sector activation:

Sectors Targeted for Economic Transition:

▸ Advanced Manufacturing

▸ Technology (AI, machine learning, quantum computing)

▸ Renewable Energy

▸ Space

▸ Agriculture

▸ Smart Cities

Strategy: *"We're building an innovation and tech precinct right in the heart of the city where one of the world's best quantum academies is... How do we use business events that come to our city to encourage people to come live, work, study in those particular sectors?"*

Cross-sector engagement: "We see ourselves as capacity builders across all industries and we will bring government ministers together on a particular bid. We will bring leading academia, leading industry and we will facilitate that conversation."

4 | Prof. Greg Clark's Analysis | Specialized Sectors Across Cities

Business Events and the Future of the City

The Prof. Greg Clark overview explains how cities use business events to advance multiple sectors simultaneously:

Sector Categories Where Events Create Multi-Sector Impact:

▸ Digital industries

▸ Environmental sectors

▸ Healthcare

▸ Education

▸ Culture and creativity

▸ Innovation-enabled industries

As stated, *"different kinds of cities are emerging... specialization in technology-enabled industries is what makes them competitive. Business events play a really critical role in enabling them to enlarge their*

Multi Sector Impacts

innovation systems, their supply chains, to show off their talent...to build a supply and demand equation around their specialization."

5 | Business Events as a "Meta-Industry" Serving All Sectors

Business Events Need Face Recognition

The Interview: Kai Hattendorf - Defining the Business Events Industry positions business events as cross-cutting enablers:

"We are a vital industry that serves every industry, that serves every sector that is coming together, because when it matters, people meet."

This shift in framing has proven transformative: *"We have governments moving responsibility for business events from tourism into trade or into the economics or straight into the Prime Minister's office. I was as a country in Asia meeting the Deputy Prime Minister. He now oversees business events because the government wants to grow it as a strategic asset."*

6 | Knowledge Economy Infrastructure Across Professions

Business Events: Change Agents or Travel Agents?

The Business and Professional Events: Change Agents or Travel Agents framework articulates how events serve all sectors:

"This is a strategy for improving medical care, a strategy for improving standards, a strategy for attracting new talent, a strategy that affects all kinds of economic development goals and strategies."

Associations as Cross-Sector Enablers:
"Associations are delivering the vast majority of lifelong learning for every profession in the world... Associations are bit like universities. They are the essential underpinning of a knowledge economy."

Intellectual Cluster Development:
"The identification of intellectual clusters... government says, here's what we want to focus on, and there's also an existing intellectual base to build on in that sphere...pull in the rest of global knowledge in that space to help our local industry actually leapfrog, if not lead in that particular industry."

7 | Glasgow's Strategic Multi-Sector Measurement Approach

The JMIC Global Manifesto: Speaking with One Voice

The JMIC Manifesto for Economic Recovery Using Business Events Webinar - Part I highlights how events measure impact across sectors:

"Business events should not be sitting alongside tourism...Their rightful place is in the economic engines of cities...we measure the economic benefit from those conferences for the benefit of the city. It's not just driving the visitor economy, it's driving the knowledge and innovation economy."

Multi-Innovation-Sector Focus:
Business events drive emerging sectors where discovery and invention are highest:

- ▸ Medicine and life sciences
- ▸ Pharmaceuticals
- ▸ Digital economy and applications
- ▸ Creative industries
- ▸ Circular economy
- ▸ Advanced urban services

Multi Sector Impacts

8 | Sarawak's Three-Pillar Legacy Framework Across Sectors

The BESarawak Legacy Initiative demonstrates how events create outcomes across multiple sector categories:

Economic Pillar: Growth driven across sectors through trade, investment, job creation, and sectoral progress

Social Pillar: Enhanced community well-being through health, quality of life, governance, and sectoral advancement through new knowledge and partnerships

Environmental Pillar: Biodiversity protection, indigenous culture support, and environmental awareness across industries

9 | Sydney's Engagement Across Medical and Scientific Sectors

CHANGE STARTS HERE: How BESydney Advances the Government Agenda

The Change Starts Here framework demonstrates simultaneous sector advancement:

"Students looking at possible career progression into the industry sectors that you want to stimulate in your economy...global investors who have got cash available might want to invest in those amazing technologies...researchers in those expert fields with their global peers."

Multi-sector outcomes include:

▸ **Academic sector:** Collaboration and research development

▸ **Investment sector:** Capital attraction for emerging technologies

▸ **Talent sector:** Career pipeline development across industries

▸ **Innovation sector:** Technology advancement and cross-pollination

10 | Global Economic Significance of Business Events

The Global Events Barometer research documents the $1.6 trillion USD global business events industry impact:

"The business events industry serves a critical role in driving economic and social progress. Events are a catalyst for meaningful change. Across industry sectors, organisations and individuals all gain in ways that are fundamental to advancement, innovation and adaptation."

11 | Strategic Framework for Multi-Sector Advancement

According to the ICCA Global Advocacy Pathway, business events enable transformation across sectors by:

▸ **Attracting decision-makers and subject matter experts** from multiple industries to one place

▸ **Facilitating knowledge exchange** that crosses traditional sector boundaries

▸ **Building collaborations** that wouldn't emerge within single sectors

▸ **Attracting talent and investment** that strengthens entire ecosystems rather than individual organizations

▸ **Enabling policy development** aligned with government priorities across sectors

These examples collectively demonstrate that business events efficiently advance **economic, professional, academic, and business sectors simultaneously,** creating a **multiplier effect** where activation in one sector catalyses progress in related sectors—delivering multidimensional growth rather than isolated sectoral advancement.

5 | Economic Development

Business events support economic development, industrial transition and future competitiveness:

Business events are not only drivers of visitor spending. They are strategic tools that can support industrial development, attract investment, strengthen supply chains, increase exports, reduce trade barriers, support establishments abroad and accelerate the growth of priority sectors.

Governments increasingly seek to diversify their economies, build resilience and position themselves in high-growth sectors such as advanced manufacturing, artificial intelligence, life sciences, clean energy, financial services and technology. Business events can support these ambitions by bringing together the decision-makers, investors, researchers and companies needed to accelerate sector growth.

Business events also help regions and cities to reposition themselves economically by attracting new industries, supporting entrepreneurship, encouraging talent retention and strengthening connections between local businesses and global markets.

For governments, this makes business events a practical and cost-effective policy tool that can contribute directly to economic transformation and long-term competitiveness.

1 | Sarawak's Strategic 13-Sector Economic Development Plan

BESarawak Hosts Inaugural ICCA Association Masterclass

The Strategic Significance of Business Events in Sarawak initiative demonstrates how business events drive economic transformation across priority sectors.

Six Primary Economic Sectors for Growth:

- ▸ Manufacturing
- ▸ Agriculture
- ▸ Tourism
- ▸ Forestry
- ▸ Mining
- ▸ Services

Seven Enabling Sectors:

- ▸ Digital Transformation
- ▸ Innovation
- ▸ Education & Human Capital Development
- ▸ Renewable Energy
- ▸ Basic Infrastructure
- ▸ Transport
- ▸ Utilities

Economic Development

Concrete Example | Renewable Energy Development: *"We are progressing fast with our hydrogen and carbon capture and storage initiatives...thanks to the first Asia Carbon Conference last year and the Asia Pacific Green Hydrogen Conference, we are slowly getting there. Once Sarawak is ready and recognized as a viable renewable energy destination, we can secure foreign investments and attract Sarawakians working overseas to return and create a job market for the next generation."*

This demonstrates how business events serve as **investment attraction mechanisms** for emerging sectors, creating opportunities for job creation and talent retention.

2 | Destination Canada's Six-Sector Economic Strategy

Destination Canada: Leaving Sector Legacies

The Destination Canada: The Economic Sector Strategy shows how governments align business events with economic development priorities.

Strategic Six-Sector Focus:

- ▸ Life Sciences
- ▸ Agribusiness
- ▸ Natural Resources
- ▸ Finance and Insurance
- ▸ Advanced Manufacturing
- ▸ Digital Industries

Strategic Alignment Approach: *"A few years ago we changed our model. So instead of just selling Canada as a beautiful place to host meetings, to be more competitive, basically we started looking at an economic sector strategy based on our intellectual capital aligned with the federal government's international trade priorities."*

Deep Ecosystem Development: The approach involves drilling down within each sector (within life sciences: oncology, neurology, health tech) and mapping **research, academia, industry, private sector, and government support** to create complete ecosystems that attract investors and decision-makers.

Government Coordination as Catalyst: *"Business events is such a catalyst to make change happen... we sit in that perfect triangle between government stakeholders, between our clients and between our host destinations...Sometimes a life science conference won't come if they don't have the support of the Ministry of Health. So we are that connector."*

3 | Sydney's Multi-Sector Economic Acceleration Strategy

CHANGE STARTS HERE: How BESydney Advances the Government Agenda

The Change Starts Here: The Business Events Sydney Agenda illustrates how events accelerate economic development across sectors.

"If you look at business events and you attract business events into your city, you are going to accelerate the change. You're going to see results from that meeting immediately, but also in the years to come."

Measurable Economic Outcomes:

- ▸ **Investor attraction:** *"You might also see that global investors who have got cash available might want to invest in those amazing technologies."*
- ▸ **Multi-sector collaboration:** *"What you're going to see over the coming years is the discussions that are happening of your researchers in those expert fields with their global peers."*
- ▸ **Talent pipeline:** *"You're going to see students looking at possible career progression into the industry sectors that you want to stimulate in your economy."*

Longitudinal Impact Measurement: *"What change has happened one year after that event came into town? What change has happened three years after*

Economic Development

that event came into town? Yes, we got investors to the tune of X number of million dollars. We got five more collaborators that we would not have met or even known existed unless that event came to town."

4 | Prof. Greg Clark's Fourth Industrial Revolution Analysis

Business Events and the Future of the City

The Prof. Greg Clark on Business Events and City Development framework articulates how events support competitiveness in technology-enabled sectors.

Technology-Enabled Sectors for Future Competitiveness:

- ▸ Digital industries
- ▸ Environmental sectors
- ▸ Healthcare
- ▸ Education
- ▸ Culture and creativity

Strategic Role for Events: *"For them, business events play a really critical role in enabling them to enlarge their innovation systems, their supply chains, to show off their talent, to enable their learned institutions to become much more visible to a corporate world, to build a supply and demand equation around their specialization that enables them to really succeed."*

Three Emerging Superclusters Driving Growth:

- ▸ **Innovation Economy** | commercialization of knowledge and technology
- ▸ **Experience Economy** | curated, personalized face-to-face exchanges
- ▸ **Circular Economy** | reusing resources as a growth engine (*"the use and reuse of resources is becoming a massive growth engine in the global economy"*)

Strategic Positioning: *"Different kinds of cities are emerging...Those different kinds of cities have different models of success, and they can only succeed if they appropriately use the catalysts and the tools at their disposal to develop their success model. And the hosting of business events is one of those success models, one of those catalysts."*

5 | Kaohsiung's Knowledge Economy Acceleration

The 59th ICCA Congress: The Road to Kaohsiung

The Road to Kaohsiung - 59th ICCA Congress 2020 demonstrates how events accelerate economic development and attract investment.

"Now it's becoming a very collaborative approach... They're focusing on national, regional and then how do we attract investment into the destination through those sources and then go international."

Rapid Ecosystem Development:
"Some of the academia, some of the investors never thought of getting them to you in 24 months, 36 months' time. Now you can get them in front of you much, much quicker and sooner that really robustly moving the ecosystem and moving the business segment very fast."

Economic Impact Scale:
"Business events we need to be in that sphere... as this gets more and more crystallized around the knowledge economies and your academic and what exists in your community now and what do you want to build on and how do you do it? I think this again can accelerate that. That's the sweet spot if we do this."

Economic Development

6 | Future-Focused High-Value Sector Attraction

The Honest Broker: China Unlocks Investor Confidence in BE Sector

The Trade Fairs and Exhibitions: The Honest Broker perspective on sector prioritization:

"When we pitch businesses to inform our clients, they're very careful about what sectors they look at...But you go to them with something like biotech, cybersecurity, all of those...areas, then they certainly listen...they're interested in sectors which are going to solve a problem for the world in the future."

This demonstrates how business events attract **high-value, future-oriented sectors** rather than traditional industries, supporting economic diversification toward knowledge-based economies.

7 | Bolzano's Network Expansion and Capacity Building

Bolzano: Peak Knowledge Piques Meetings Success

The Capacity Building in Bolzano: Ambassador Program Reignites Convention Bureau shows indirect economic development mechanisms:

"It is definitely one of the engines of the economy, because once you acquire international conference, you enlarge your network, you have better capacity to acquire funding from the European Community... You have the opportunity to share your knowledge with the best institution in the world. And so, you grow immediately...We care about the growth of the destination, of the excellences of the destinations, and of the return on investment."

This illustrates how events strengthen **supply chains, international networks, and competitive positioning**—critical for economic resilience.

8 | Global Knowledge Economy Transition Framework

Welcome to the Revolution

The JMIC - The Value of Meetings Case Study Project:

"The meetings and business events industry has long understood the vital role that it plays in driving global economic and professional development... enable governments to realise and capitalise on these impacts as they in turn strive to diversify and transition to knowledge-based economies."

9 | Talent Attraction and Retention Strategy

DMOs Move from Marketing to Management

The Importance of Community Alignment, Values-based Action and Destination Stewardship demonstrates economic repositioning through talent:

"The value of being an attractive community that attracts professionals in these particular industries, the ability to leverage that to expand into other sectors with related sectors of that industry...There's just as many businesses who are looking for that type of talent as there are in universities and hospitals."

10 | Industry Enhancement Through Knowledge Transfer

The JMIC Global Manifesto: Speaking with One Voice

The JMIC Manifesto for Economic Recovery Using Business Events Webinar (Part II) frames business events as strategic economic tools:

"We need to explain to governments...the benefits in terms of accelerating those business deals and

business conversations and using events to really regenerate industries...We are seen as industry enhancers rather than simply as the deliverers of great events that happen to be about a certain industry."

11 | Business and Professional Events as Transformative Strategy

Business Events: Change Agents or Travel Agents?

The Business and Professional Events: Change Agents or Travel Agents? perspective:

"And that's going to attract investment, that's going to attract people, that's going to help grow your economy and grow that industry from a worldwide basis. The rise of intellectual capitalism is important because governments have strategies to develop various sectors."

12 | Strategic Legacy Framework for Economic Growth

The BESarawak Legacy Initiative demonstrates intentional economic development:

Economic Growth Pillar: *"Economic Growth driven by trade and investment, resulting in job creation and increased revenue streams. Includes a focus on the total economic impact, encompassing new financial resources, greater tax contributions, and the benefits of sectoral progress, innovation, and a strong brand reputation."*

Strategic Framework for Economic Development

Business events support economic development by:

▸ **Attracting Decision-Makers and Investors** to government-identified priority sectors

▸ **Building Integrated Ecosystems** connecting research, academia, industry, and government

▸ **Creating Supply Chains** by bringing together suppliers, manufacturers, and customers

▸ **Facilitating Knowledge Exchange** that accelerates innovation and competitiveness

▸ **Supporting Entrepreneurship** by connecting startups with mentors, investors, and markets

▸ **Accelerating Industrial Transition** by positioning regions in high-growth sectors

▸ **Strengthening Economic Resilience** through diversified networks and international connections

▸ **Providing Cost-Effective Positioning** for regions seeking competitive advantage without massive capital infrastructure investment

These examples collectively demonstrate that business events function as **strategic policy tools** for governments seeking to support **industrial development, attract investment, strengthen supply chains, and accelerate growth in priority sectors**—delivering **economic transformation and long-term competitiveness.**

6 | Innovation



Business events drive commerce, innovation, knowledge transfer and transition— all critical requirements for growth and transformation:

The entire purpose of these events is to accelerate progress in every sector they support through communications, information sharing and collective engagement. This naturally facilitates the kind of innovation that is always a driver in economic and professional advancement but will be particularly critical in adapting to the demands and expectations that will result from the “new” economies and economic priorities arising in the future.

For governments seeking to strengthen innovation ecosystems, accelerate innovation and research, drive R&D&I policies, receive market feedback and improve competitiveness, business events therefore represent a practical and measurable tool for accelerating progress.

1 | Knowledge Creation Through Live Collaboration and Research Exchange

ISPIM: Spawning a Whole Generation of Innovators in Africa

Research demonstrates that face-to-face business events create cognitive density that digital channels cannot replicate. The Transforming Futures Through Innovation conference in Cape Town illustrated this principle powerfully. Academics, entrepreneurs, consultants, and public sector leaders from 29 countries convened to share social innovations happening across Africa. During the event, a Romanian professor of computer science met a young Cape Town student teaching himself robotics. That chance encounter led to a partnership where the professor now remotely coaches the student›s international robotics team. Simultaneously, the Future Innovation Lab at the University of the Western Cape – a 10-year Samsung-UWC collaboration – uses conference networks to feed knowledge back into training programs for government officials worldwide. When researchers, entrepreneurs, and practitioners gather around shared challenges, spontaneous knowledge exchange generates novel solutions that would never occur through isolated effort.

Innovation

2 | Ecosystem Development and Investment Acceleration

Singapore Fintech Festival Legacies

The Singapore Fintech Festival exemplifies how business events catalyse entire innovation ecosystems by creating the relational infrastructure necessary for transformation. Convening fintech founders, established financial institutions, regulators, and venture capital in one venue, the festival generated over $2 billion in investment commitments in 2018 alone and accelerated the creation of new financial technologies. By bringing together the intersection of finance and technology ecosystems, the event platform became an enabler for new industry creation. Participants gained access to mentorship, funding, and distribution partnerships unavailable through other channels—the event didn't simply showcase existing innovations; it created the deal flow and connections necessary for innovation to scale.

The impact continued growing: subsequent iterations of the Singapore Fintech Festival attracted heads of the World Bank, prime ministers, and finance ministers from around the world, signalling the event's role in positioning Singapore as the global epicentre for fintech innovation. By 2021, fintech investments in Singapore had surged to US$3.9 billion, compared to just US$0.9 billion in 2019 – a dramatic acceleration directly linked to the ecosystem-building work initiated through these business events.

3 | Startup Creation and Commercialization Through Event-Based Innovation

Wellington NZ: The Intellectual Capital

Wellington's zero-carbon hackathons and innovation challenges demonstrate how business events directly spawn new ventures. Switched On Bikes, an e-bike rental service now operating on Wellington's waterfront, emerged directly from one of these events. Mevo, a successful car-sharing company, originated the same way. These weren't pre-existing ideas waiting for a platform—they were born in the collision spaces where diverse communities shared perspectives and identified unmet needs. The event created the conditions where innovation moved from concept to commercial reality. Without the event-based introduction of founders, investors, and domain experts, these innovations might have remained isolated ideas or stayed confined to single organizations.

4 | Scaling Innovation Ecosystems Across Sectors

POLITICALLY CORRECT: How London Leader Walks the Walk

JMIC Manifesto on Economic Recovery Using Business Events

London Tech Week demonstrates long-term ecosystem transformation through sustained business event engagement. The conference has catalysed extraordinary growth: London's tech ecosystem grew from £60 billion in value ten years ago to £600 billion today. Unicorn businesses (those valued over $1 billion) increased from 4-5 to over 100. Venture capital firms based in London grew from scarcity to over 1,200, with nearly every major Silicon Valley VC firm now maintaining offices there. The common thread? Professional business events served as the mechanism that attracted global talent, capital, and companies. The event platform accelerated knowledge exchange about emerging technologies, created networking density that generated deal flow, and signalled to the world that London was becoming the innovation capital of Europe.

Innovation

5 | Technology Transfer: Bridging Research and Commercial Application

Research from Catalysts for Thriving Economies and Beyond Tourism Benefits shows that business events provide the critical bridge where research discovery becomes commercial application. Academic researchers presenting at conferences connect with industry practitioners and consultants who understand market needs. This connection accelerates knowledge transfer and technology commercialization. Consultants function as technology transfer agents, picking up ideas from academics and translating them into commercial benefits. Survey data showed that 91% of delegates reported *"opportunities to share knowledge,"* while 89% gained *"new knowledge and ideas that have enhanced my professional practice."* Research collaborations at conferences led directly to the development of new products and technologies – the pathway from discovery to market that drives competitive advantage.

6 | Cross-Border Policy Innovation & Collective Action

ResFIP Copenhagen 2025 - Legacy Case Study

When the International Pharmaceutical Federation brought 3,400 delegates from 120 countries to Copenhagen for its 83rd World Congress, the event became the launch pad for a coordinated global response to one of WHO's top ten public health threats. Antimicrobial resistance (AMR) already causes around one million deaths annually and is projected to add US$1 trillion in healthcare costs by 2050 – yet it had no unified commitment from the pharmacy profession.

Working with Copenhagen Legacy Lab, Pharma-Danmark, and the AMR Industry Alliance, FIP dedicated a full congress day to AMR, bringing in Denmark's Minister of Health and WHO's Director of AMR as speakers. The day culminated in the signing of the FIP Copenhagen Declaration on AMR by more than 80 member organisations, committing to five years of concrete action – from promoting rational antimicrobial use to strengthening global medicine supply chains. AMR is now a central pillar of the FIP Strategic Plan 2025–2030.

The case illustrates how a business congress can do what no policy memo or digital campaign can: assemble the decision-makers, create the political conditions, and generate the collective commitment needed to accelerate innovation in response to a global challenge.

7 | Investment

Business events attract the investment needed for economic diversification and can be focused on priority areas for government policy:

Business events, particularly international events, are magnets for investments that drive key economic and professional sectors. As a result, they are important strategic tools that can be used by a city, region or country to selectively stimulate top economic and social priorities. Criteria for pursuing specific business events can be readily adjusted to address government policy priorities for key sectors and societal development.

1 | Singapore Fintech Festival | Strategic Sector Investment

Singapore Fintech Festival Legacies

▸ Singapore Fintech Festival grew from 10,000 to 42,000+ participants across 132 countries by 2018

▸ Generated **US$2 billion in investment commitments** in 2018 across fintech startups and established players

▸ Investment surge continued: fintech investments in Singapore grew from US$0.9 billion (2019) to US$3.9 billion (2021)

▸ Event aligned with government's fintech leadership strategy, attracting monetary authority, banks, and tech leaders as core partners

2 | Sydney Business Events | Direct Investment to Exhibitors

Beyond Tourism Benefits 2011 study

▸ Exhibitors and sponsors secured **investments ranging from $1,500 to over $10 million** from single events

▸ Of 59 exhibitor/sponsor organizations: 31% gained overseas investment, 24% from Australia, 14% from NSW

▸ Average exhibitor/sponsor spending: **$16,238 per person**, generating economic multiplier effects

▸ Additional business outcomes: 90% achieved networking with key figures; 80% obtained leads for future business

Investment

3 | Government-Aligned Sector Strategies

Dubai's Knowledge Economy Drive

▸ **Dubai:** Government identified 7 key priority sectors and aligned business events strategy with innovation policy to drive knowledge economy transition

- Established Dubai Association Centre to enable 35+ international associations to set up operations

Destination Canada: Leaving Sector Legacies

▸ **Destination Canada:** Shifted model to align with federal government's international trade priorities, identifying 6 key sectors (life sciences, agribusiness, natural resources, etc.) and matching events to ecosystem strengths

Ireland Adopts Business Events Strategy–For Tourism & Beyond

▸ **Ireland:** New Business Events Strategy 2030 aligned with 3 government pillars (economic, social, environmental) to attract foreign direct investment in pharma and biomedicine sectors

BESarawak Hosts Inaugural ICCA Association Masterclass

▸ **Sarawak:** Business events strategy generated RM 3.6 billion into the economy since 2006, with RM 216 million in tax revenue enabling infrastructure improvement

Why This Works

▸ Events create face-to-face meeting spaces where investors connect with entrepreneurs, established companies, and emerging talent simultaneously

▸ Government priorities (e.g., life sciences, AI, fintech, renewable energy) guide which events are pursued, ensuring alignment between policy goals and investment attraction

▸ Events showcase local expertise and intellectual capital, signalling to global investors that a destination is competitive in priority sectors

8 | Talent



Business events support talent attraction, retention and workforce development:

Talent is increasingly one of the most important drivers of economic growth, transformation and competitiveness. Business events help destinations attract, develop and retain talent by creating improved opportunities for learning, networking and professional advancement.

Conferences, congresses and trade shows provide access to the latest research, technologies and best practices, while also connecting professionals to peers, mentors, employers and international networks.

For governments and employers, business events can therefore support workforce development, address skills shortages and help position destinations as attractive places to live, work and innovate.

They are particularly valuable in sectors facing rapid change, where continuous learning and upskilling are essential.

1 | Strategic Talent Attraction and Upskilling

Business Event Economies: An Australian Double Bill

▸ Australia's strategic approach uses business events to attract talent in priority sectors: technology, AI, machine learning, quantum computing, renewable energy, and space

- Government uses events to bring subject matter experts and signal destination attractiveness for talent relocating globally
- Works alongside innovation precincts to showcase capabilities and create on-the-ground opportunities for career advancement

Melbourne: Meetings Drive Destination Growth

▸ Melbourne leverages business events with Department of Home Affairs talent program to identify and facilitate permanent residency for global talent

- 140 ambassador program connects world-leading specialists across sectors
- Events serve as platforms for employers to demonstrate innovation capacity and build supply/demand equations for specialized roles

Talent

2 | Emerging Leaders and Early Career Development

▸ Business events build knowledge and capabilities of emerging leaders, particularly young people and new entrants to sectors

- 93% of attendees agreed conferences developed knowledge and capabilities of early career delegates
- *"Aspiring young scientists and students were given the chance to give their oral presentations on international level, gaining technical support and direct feedback from experienced researchers."*

▸ Academic research shows presentations at events provide critical feedback that refines early-career work:

- Early-career academics use events to gain visibility in specialized fields: *"I try to increase my visibility in my more specialised field."*
- Presenting at events directly converts to expanded networks and collaboration opportunities
- *"Usually, [presenting] makes networking easier, because many people come to you with more questions."*

3 | Access to Global Knowledge Networks and Mentorship

▸ Career advancement opportunities are significant: younger delegates (18-34 years) and those early in employment (<5 years) reported highest agreement on *"opportunities for career advancement"* and *"opportunities for research collaboration"*

▸ Network formation accelerates professional growth: *"It's infinitely much easier to write an email when you have just met people. It's something that matters. You have only talked for five minutes,but you can still write the professor in the United States."*

▸ Events enable workforce development through:

- Access to cutting-edge research, techniques, and best practices (90%+ of delegates report exposure to latest developments)
- Demonstration of industry evolution and future trends essential for continuous upskilling
- International collaborations leading to research grants and funding opportunities

4 | Attraction and Relocation

▸ Global Summit of Women in Sydney (2018): 20 women from Indo-Pacific participated and returned to their communities with solution-based learning on domestic violence, pay parity, and women in leadership, creating lasting impact and demonstrating how events position destinations as attractive places to work and live (Business Event Economies: An Australian Double Bill)

▸ Sydney research shows business events increase attractiveness of education sectors, with delegates indicating desire to work/study in destination and exposure to local research capacity and facilities

Talent

5 | Workforce Capacity Building

▸ Business events equip local sector workforce with skills, cutting-edge knowledge, global networks, and collaborative projects to drive innovation

▸ The mechanism works because: *"If you can get the talent, the capital will follow. But the talent's important because it educates your workforce and you get innovation and productivity gains."* (The JMIC Global Manifesto: Speaking with One Voice)

▸ Events create opportunities for:

- Skills transfer between locations and institutions
- Professional practice enhancement (89% reported new knowledge enhancing their professional practice)
- Access to new techniques, tools, and methodologies that immediately improve workplace capabilities

6 | Pipeline Development | Addressing Industry Skills Gaps Through Events

▸ WindEurope Annual Conference 2025 - Copenhagen Legacy Case

WindEurope used its 2025 annual conference in Copenhagen (16,200 participants) to directly address the wind industry's projected skills gap – growing from 370,000 to 600,000 workers by 2030:

- **Open House** at Copenhagen's ENERGY & WATER Living Lab: 550 children and parents, 30+ hands-on activities, 200,000+ social media views
- **Wind Camp & Delegation Visit:** Teacher's Toolkit on wind energy piloted in 7 schools, showcased to 32 European delegates including European Commission (DG EAC) and OECD representatives
- **Post-conference reach:** Toolkit adopted nationally by Denmark's Centre for School and Learning; integrated into EU-wide MOOC; cited by European Commission as best practice for Member States
- WindEurope subsequently published a white paper on STEM education citing Copenhagen as the leading example, and committed to scaling community engagement events across Europe

9 | Digitalisation



Business events are responding to the growing movement toward digitalisation and can deliver content and results in person, via the virtual world or both:

Most business events today have a companion digital component that can further extend global exposure and reach, and have become increasingly sophisticated. This means that the potential impact of an event can be extended to a global audience, with correspondingly greater image and legacy benefits for the host community.

1 | Growing Adoption of Hybrid and Digital Event Formats

Germany Meeting & Event Barometer 2024/2025 shows market-wide shift toward multiple formats:

▸ **516.2 million total attendees** across all event formats in 2024

▸ In-person attendees (in-person only + hybrid): **423.1 million (73.2% of total)**

▸ Online-only attendees: **60.1 million (+20% growth)**

▸ Hybrid events grew as established format post-pandemic

Hybrid Events: Lessons of the Pandemic documents evolution of delivery models: (CityDNA Summer School: Destination Turin)

▸ Organizations making **99% of content available online**, live or on-demand

▸ Hybrid approach enables reaching *"many, many more people"* than in-person alone

▸ Challenges include engagement depth and cost, but model persists as practical solution

2 | Global Reach Extension Through Digital Components

The JMIC Manifesto for Economic Recovery envisions scaled digital reach: (The JMIC Global Manifesto: Speaking with One Voice)

▸ *"How do we beam the content to the world?"*

▸ Model: *"A meeting that previously was for 5,000 people, being for 100 selected people, that then is fed back out to the rest."*

▸ Enables smaller, more selective in-person gatherings while reaching global audiences

▸ Creates ripple events across cities using distributed content

The Road to Kaohsiung - 59th ICCA Congress demonstrates acceleration through digital: (The JMIC Global Manifesto: Speaking with One Voice)

▸ Digital reaches *"from north to south much easier."*

▸ Attracts investors and academics that would take *"24-36 months"* to meet in-person

▸ *"Now you can get them in front of you much quicker and sooner... really robustly moving the ecosystem very fast."*

Digitalisation

3 | Technology-Enabled Experience Enhancement

Prof. Greg Clark on digital transformation positions digital as experience enabler, not replacement: (Business Events and the Future of the City)

▸ Digital technologies enable *"customization, co-creation, curating"* of experiences

▸ Business events evolving from transaction-focused to curated, personalized, face-to-face experiences

▸ Concept of *"smart business meetings"* mirrors smart cities—integrated, data-informed, responsive

▸ Digitization grows the *"experience economy"* by automating routine elements, elevating premium interactions

4 | AI and Data-Driven Measurement

It's About Connecting People Irrelevant of the Medium highlights emerging technology capabilities: (Solaris Pours Scorn on Tech Sceptics)

▸ AI enables **automated tracking, measuring, and analysis** previously done manually

▸ Data aggregation enables attribution: *"An event that happened a year ago, now we can bulk upload all this data into AI and we know exactly what the impact of events is."*

▸ Sensors and passive tracking make offline dimension *"way more measurable"* for sustainability and marketing impact

▸ Technology enables *"finding people that matter, finding conversations that matter."*

5 | Overcoming Barriers Through Hybrid Models

Hybrid Events: Lessons of the Pandemic identifies practical value: (CityDNA Summer School: Destination Turin)

▸ Hybrid events mitigate logistical barriers: war, political pressure, rising flight costs

▸ Enables participation without expensive travel: *"Who needs to be in person vs. who can afford to stay home?"*

▸ Increases accessibility for attendees with caring responsibilities or disabilities

▸ Growing client demand despite cost barriers

6 | Future Evolution Framework

Future Meetings Space: Business Events in a Transformative Era identifies ongoing transformation:

▸ Megatrends reshaping events: digitalization, demographic change, AI, automation

▸ Business events increasingly sophisticated in blending formats

▸ Digital components extend impact beyond event dates

10 |

Sustainable Development

Business events lead the economy toward sustainability:

Sustainable development has long been a focus for the business events industry itself. Business events are inherently a more sustainable way to conduct global business, as they consolidate numerous individual meetings, site visits and trips into one high-impact gathering, reducing the overall environmental footprint that would result from multiple scattered interactions.
In addition, industry initiatives such as JMIC's **Net Zero Carbon Events** help embed sustainability principles within event planning and delivery, addressing areas such as waste reduction, energy efficiency, local sourcing, sustainable mobility and responsible hiring practices. These efforts are also increasingly aligned with broader frameworks such as the United Nations Sustainable Development Goals.

Business events also play an important external role in supporting and accelerating the green transition across the wider economy. Trade shows, congresses and professional meetings provide a platform for showcasing existing technologies, methodologies and best practices that support more sustainable business operations across sectors. At the same time, they are often where entirely new ideas, products and partnerships are introduced: from clean energy technologies and circular economy solutions to new approaches in mobility, construction, food systems and resource management. In this way, business events do not only improve their own sustainability performance but also act as catalysts for wider transformation across industries and communities.

1 | Internal Sustainability Commitments

Net Zero Carbon Events Initiative:
(COP 27: Hattendorf Delivers End of Term Report & IMEX '23: A Licence to Operate?)

- Unites more than 450 stakeholders from the global events industry
- Over 550 businesses from 60+ countries are now participating
- Over 300 companies have signed the pledge and begun reporting targets
- Launched at COP26 in Glasgow to address the climate-events tension

Carbon Responsibility Scope:
(COP 27: Hattendorf Delivers End of Term Report & Net Zero Carbon Events: COP26 Interviews I)

- Event organizers and venues control | 20% of greenhouse gas emissions (Scopes 1 & 2)
- Travel and accommodation account for | 80% (Scope 3)
- UNFCCC facilitates dialogue with travel and hospitality sectors to address shared responsibility

Sustainable Development

Industry Infrastructure for Change: (AC FORUM: Futureproofing in Glasgow)

- Sustainable Hub for Events: AI-powered platform for all organizers
- Webinar series on logistics, roadmap development, and sustainability practices
- Focus areas: waste reduction, energy efficiency, local sourcing, sustainable mobility, responsible hiring

2 | Concrete Examples | Venues & Venues Leading the Way

- **Scottish Event Campus:** Net zero by 2028, using only 8% electricity and 1% heat of conventional venues (AIME Leaders Forum: The Regenerative Impact of COVID)
- **Amsterdam:** Cardiology conference led to city-wide defibrillator installation as public health legacy (IMEX '23: A Licence to Operate?)

3 | External Impact | Catalysts for Wider Economy

Showcasing Sustainable Solutions: (The JMIC Manifesto for Economic Recovery Using Business Events Webinar - Part II)

- Trade shows, congresses, and professional meetings platform existing sustainable technologies and methodologies
- Introduce new clean energy technologies, circular economy solutions, and innovative partnerships
- Accelerate adoption across entire industries

UN Sustainable Development Goals (SDGs) Alignment: (61st ICCA Congress: Lessons in Legacy & Net Zero Carbon Events: COP26 Interviews I)

- Events industry uses 17 UN SDGs as common language for legacy objectives and planetary impact
- UFI has accumulated 50+ best practice case studies supporting the UN SDGs
- Enables alignment between business events and global policy frameworks

4 | Market Drivers

- Up to 50% of exhibition visitors consider not attending if events lack sustainability (Net Zero Carbon Events: COP26 Interviews I)
- Sustainability is now a competitive differentiator and business imperative

5 | Structural Sustainability Advantage

Carbon Aggregation Model: (Net Zero Carbon Events: COP26 Interviews I)

- Consolidates multiple individual meetings, site visits, and trips into one gathering
- Centralizes people to one destination, avoiding decentralized travel
- Significantly reduces overall environmental footprint vs. scattered interactions
- Example: COP26 required physical gathering of world leaders and negotiators to drive climate action

11 | Uses Existing Investments



Business events often benefit from funding mechanisms already in place:

As a largely user-pay sector, a significant proportion of costs are covered by organisers, exhibitors, sponsors and attendees, creating strong leverage for any public investment. This means that government support can often generate substantial economic and strategic returns without the need for entirely new funding programmes. Business events also make efficient use of existing public investments such as convention centres, transport systems, hotels and other infrastructure, allowing destinations to stimulate economic activity and wider policy outcomes relatively quickly and cost-effectively.

1 | Multi-Sector Cost Sharing & User-Pay Model

Beyond Tourism Benefits

▸ Business events demonstrate strong leverage through organizer, exhibitor, sponsor, and attendee funding – exhibitors and sponsors spent an average of $16,238 per respondent in host destinations

▸ Exhibitors gained significant investment opportunities ranging from $1,500 to over $10 million through events, demonstrating substantial private capital mobilization

2 | Efficient Use of Existing Infrastructure

▸ Convention centres serve as “economic drivers” operating at break-even to create leverage for existing public investments rather than requiring new capital programs (CALGARY: Smart Cowboys, VIDEO: CONVENTION CENTRES: Profit Centres or Economic Drivers? 50 Years of Wisdom from Calgary)

▸ Business events utilize existing convention centres, hotels, museums, and public spaces as *“vessels for all conversations, for all uses”* without dedicated new funding (CALGARY: Smart Cowboys, VIDEO: CONVENTION CENTRES: Profit Centres or Economic Drivers? 50 Years of Wisdom from Calgary)

▸ Melbourne demonstrates strategic leverage: $70 billion in infrastructure investment pipeline was showcased through hosting international business events, enabling the city to attract global attention without requiring event-specific infrastructure (Melbourne: Meetings Drive Destination Growth, VIDEO: Melbourne: Liveability, Specialisation, and Business Events Driving Growth)

▸ Events make efficient use of existing transport systems and hospitality infrastructure to stimulate economic activity relatively quickly and cost-effectively (Beyond Tourism Benefits)

3 | Strategic Alignment with Government Investment

▸ Destinations can *“unlock government investment if you align your business opportunity with their investment”* by piggybacking on existing municipal infrastructure projects (Melbourne: Meetings Drive Destination Growth, VIDEO: Melbourne: Liveability, Specialisation, and Business Events Driving Growth)

▸ Business events create multiplier effects through existing amenities – hotels, dining, and transportation generate revenue without new facility construction (ICCA Global Advocacy Forum Highlights)

12 | Laboratories for Public Policy

Business events can be used as testbeds for new government policies and economic development strategies:

With the wide audience on-site, business events provide a stage for governments to present, influence and assess public perceptions towards new policies and economic development plans. Governments and institutions often have opportunities to scope participation and shape agendas at business events to receive real-time, on-ground feedback to tweak their policies and strategies.

1 | Government Use of Business Events as Policy Platforms

Singapore's FinTech Festival as a Strategic Policy Tool:

The Regenerative Impact of COVID

A concrete example shows how governments strategically design events to advance policy agendas:

"A more recent example is the single FinTech, the key platform for the monetary Authority of Singapore, which is our central bank, to drive engagements within the global fintech community... The first few iterations of Singapore Fintech festival, they had the head of the World bank, they had prime ministers, they had finance ministers from around the world talking about fintech and how it will enable to help poverty."

The result demonstrates real-time policy impact: *"In 2021, fintech investments in Singapore hit a high of US$3.9 billion compared to just US$0.9 billion in 2019."*

2 | Strategic Alignment Between Events and Government Policy Priorities

Governments Shaping Agendas Around Policy Objectives:

JMIC Manifesto for Economic Recovery Using Business Events Webinar - Part II

"We also need to define ourselves strategically as well and to align our goals and aspirations and the benefits we deliver to align with the strategies and the outcomes that whatever particular government we're dealing with is aiming for."

Multiple Government Departments Leveraging Events:

Many Voices, One Message – A Call for Ambassadors

The evidence shows governments actively engaging business events for policy outcomes across multiple sectors:

"Every single ministry in a government or department in a government needs to understand the message, the opportunity and that value of how utilizing business events can drive the change that they're responsible for driving in their National Plan 2030 or whatever the plan may be. There's that opportunity

in every single vertical sector... We should be talking to the Health ministry, we have should be talking to the Agriculture Ministry, we have to be talking to the Energy ministry, we have to be talking to all of them."

3 | Real-Time Feedback and Policy Refinement

JMIC Manifesto for Economic Recovery Using Business Events Webinar - Part II

Business Events as Policy Testing Grounds:

"We need to be flexible in our approach with the politicians. It's not easy. They have a big problem today. They have a big problem to solve. So, we have to convince them with clear arguments that many events are related to areas of the economy that are suffering a lot. And the events that we bring will help to develop again those areas."

Governments Coming to Events to Leverage Policy Outcomes: The London Tech Week example demonstrates how governments now proactively use events as policy platforms:

"The interesting thing though about Tech Week is that government are now coming to us and saying, how can we leverage your event and how can we get involved and how can we do things? Sibos, we just held it a couple of weeks ago and we did a huge amount of work with DIT. So, our Department of Trade and Industry wanted to come and use Sibos as a platform."

4 | Policy Development Through Business Events

Ireland's Strategic Integration:

(Ireland Adopts Business Events Strategy– For Tourism & Beyond)

"We sat down with our government officials and we decided the time was right to draft a new strategy for business events in Ireland... we engage with departments, but not just our own departments, but all government departments, because what we do in business events, we like to say that, yes, we have an economic impact for our own direct stakeholders, but we also create the conditions to allow business events to have a much wider impact on our society."

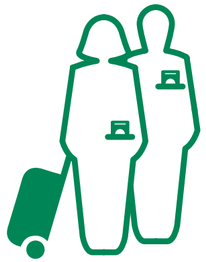
5 | Events as Venues for Policy Feedback and Impact Assessment

Real-Time Assessment of Public Perceptions:

JMIC Manifesto for Economic Recovery Using Business Events Webinar - Part II

"What's left behind when those delegates that we bring into our cities return to their home venues? What's the legacy that they leave behind for the benefit of that society?"

13 | Support of Visitor Economy



Business events strengthen the wider visitor economy and improve destination resilience:

Business events generate demand across a broad range of sectors, including accommodation, transport, hospitality, retail, culture and local services.

Unlike leisure travel, business events can often be targeted towards off-peak periods and secondary destinations, helping to create year-round demand and more balanced economic activity.

They can also strengthen air connectivity, improve the viability of hotels and venues, and support small and medium-sized enterprises that benefit from business travellers and event-related spending.

For governments, this makes business events an important tool not only for generating visitor expenditure, but also for improving the resilience, diversification and long-term sustainability of the wider visitor economy.

1 | Business Events Generate Demand Across Multiple Sectors

Accommodation, Transport, and Hospitality Sectors:

ICCA Global Advocacy Forum Highlights

“By attracting business travellers, events boost the local economy through hotel stays, dining, transportation, and more.”

Hotel Occupancy and Economic Impact:

Meeting & Event Barometer Germany 2024-25

The evidence shows strong hotel occupancy patterns: “The largest spaces in conference hotels had the highest occupancy rate with an average of 155.1 days per year.”

Support of Visitor Economy

2 | Broad Economic Sector Benefits

Multi-Sector Impact:

ICCA Global Advocacy Forum Highlights

The documents confirm that business events generate demand across multiple sectors:

"By attracting business travellers, events boost the local economy through hotel stays, dining, transportation, and more. But more importantly, they spark innovation, knowledge sharing, and collaboration that help long-term economic growth."

Economic Integration Across Sectors:

Beyond Tourism Benefits: Measuring the social legacies of business events

The data shows business events create significant economic contribution through multiple spending categories, with exhibitors and sponsors spending an average of $16,238 per respondent on accommodation (including meals), conference registration fees, exhibition fees, transport costs, and other services.

3 | Off-Peak and Secondary Destination Targeting

Strategic Use for Year-Round Demand:

The Rise of Intellectual Capitalism and the Role of Associations

Evidence demonstrates the flexibility of business events:

"There are going to be those who are chasing whatever business is out there and the temptation is to look for any meeting at all to fill bed nights. Others, I think, are going to be much more strategic. They're going to start thinking, well, which events do we want to attract that we can then build off that a permanent annual series of events, for example..."

Destination Diversification:

FIEXPO Politicians Forum Extends Beyond Tourism: The Multiplier Effect of Business Events

The Argentina, Colombia, Chile, Paraguay, and Mexico data demonstrates strategic targeting: *"the 25% of the tourism income is coming from the median industry, Colombia 24% Paraguay, the small country, 28% Chile, that is huge with his offer in tourism, 18% Mexico 18.5%."*

4 | Hotel and Venue Viability

Hotel Occupancy Improvement:

Meeting & Event Barometer Germany 2024-25

Conference hotel occupancy data demonstrates the viability impact: Hotels with the largest spaces averaged 155.1 days per year occupancy, while event venues recorded 124.7 days.

Venue Sustainability:

JMIC Manifesto for Economic Recovery Using Business Events Webinar (Part II)

The documentation shows events enhance venue and hotel viability, with business events comprising 59% of event activity across venues, with particularly strong presence in conference hotels (74.9% of their activity).

5 | Support for Small and Medium-Sized Enterprises (SMEs)

Local Service Provider Support:

ICCA Global Advocacy Forum Highlights

"By attracting business travellers, events boost the local economy through hotel stays, dining, transportation, and more."

Support of Visitor Economy

Multiplier Effect on Local Economy:

FIEXPO Politicians Forum Extends Beyond Tourism: The Multiplier Effect of Business Events

The evidence suggests cascading benefits:

"The multiplier effect of our industry or the catalytic effect of our industry, where we have the capacity through events to connect industries, to provoke innovation, to provoke knowledge exchange."

6 | Air Connectivity and Transportation

Transportation Demand:

ICCA Global Advocacy Forum Highlights

The evidence explicitly references transportation as a key sector benefiting from business events demand.

7 | Visitor Economy Resilience and Diversification

Economic Resilience Through Diversification:

ICCA Global Advocacy Forum Highlights

"Urban economies are a combination of consumption activities, production activities and innovation activities. And increasingly urban economies are relying on their innovation activities to produce their new job space, to produce the diversification of their sectors, to produce their resilience, and to ensure that their economy moves through the cycles of the global economy in ways that are advantageous."

Destination Sustainability:

Beyond Tourism Benefits: Measuring the social legacies of business events

Business events create benefits beyond immediate tourism spend, contributing to *"long-term sustainability"* through knowledge transfer, capacity building, and sustained relationships.

8 | Long-Term Visitor Economy Sustainability

Return Leisure Visits:

The Connection between Tourism Investments and Healthcare Transformation in South Africa

"Many people who come to business events come for return visits as leisure tourists."

Beyond Tourism Benefits:

Beyond Tourism Benefits: Measuring the social legacies of business events

The research demonstrates that business events strengthen the wider visitor economy through long-term impacts: *"The exposure and connections made at business events can attract new businesses, talent, and investment to a destination for years to come."*

14 |

Image & Reputation



Signature business events can cement a destination's reputation as a business centre:

Prominent business events generate profile and prestige for the host destination in a globally-visible way. In our ever-changing world with evolving economies, established destinations will need to consolidate their leadership position under new conditions. At the same time, there will be new opportunities for emerging destinations to raise their profile as attractive business destinations if they can offer alternate attributes such as a business and work-friendly climate coupled with the right social and environmental conditions which will be increasingly in demand in an inter-connected world.

1 | For Established Destinations | Sydney Case Study

Beyond Tourism Benefits: Measuring the social legacies of business events

▸ **87% of business event delegates** agreed that Sydney was suitable for hosting world-class global business events, with respondents specifically praising Sydney and Australia as *"a great location for such meetings."*

▸ **International reputation building:** Business events showcase a destination's capabilities globally. Sydney's staging of international business events put the destination *"on the map,"* fostering its reputation as *"a place of highly skilled, capable, world leading researchers."*

▸ **Media amplification:** 39-48% of delegates reported that business events generated **international media coverage reflecting positively on the congress destination,** extending reputation reach beyond attendees

▸ **Talent attraction as reputation effect:** At least 145 people relocated to Sydney as a result of attending these five congresses, demonstrating how reputation enhancement translates to real economic and human capital benefits

Image & Reputation

2 | For Emerging/Growing Destinations | Singapore Example

Strategic positioning through events:

Prof. Greg Clark on the Invaluable Role that Business Events Play in City Development

Singapore used business events as *"catalysts in marking processes of success" and "signalling the next cycle of change,"* progressing from advanced manufacturing to business services to becoming a global innovation and soft power leader.

Industry credibility building:

Interview: Lionel Yeo, CEO, Singapore Tourism Board

When destinations attract *"best in class events"* of particular industries, *"all the important global players of that industry sit up and take notice."* This enhances credentials as a home for those industries and attracts more investment and economic activity.

Gateway positioning:

TIGERS and Dragons – Singapore Prepares to Host The Meetings Show Asia Pacific as Northstar Looks to the East

Singapore leveraged business events to establish itself as the *"gateway to Asia,"* with world-class infrastructure and venues positioning it as a leading destination for business events.

Regional leadership:

Prof. Greg Clark on the Invaluable Role that Business Events Play in City Development

Business events enabled Singapore to build a *"brand as being a self-determining nation"* and establish *"soft power"* globally regarding how to become a successful city.

15 | Measureable ROI



Business events' results are measureable — so ROI can be clearly demonstrated:

While the value proposition for business events ranges from the economic impacts of delegate spending (tourism benefits) to economic and professional development outcomes generated, reliable measurements such as sophisticated economic impact models are already in place for both. Delegates and other event participants are not "incidental" visitors – so their travel purposes and spending patterns can be measured accurately, and the returns can be measured and reported with greater precision.

1 | Direct Measurement and Economic Impact Models

Sophisticated economic impact models are well-established:

Synergies & Economies of Scale

Global business events contributed **$1.2 trillion directly to GDP in 2019**, and when including indirect and induced impacts along the supply chain and household income effects, the total rose to **$1.6 trillion**.

Comprehensive measurement at regional and global levels:

UFI: Global Exhibition Industry Statistics (January 2026)

UFI's Global Exhibition Industry Statistics report (January 2026) provides comprehensive data collection and measurement infrastructure across global and regional markets, demonstrating the industry's systematic approach to tracking exhibition performance metrics including metrics on direct economic effects, employment, and business output generated across all world regions.

Measurable delegate spending patterns:

Beyond Tourism Benefits: Measuring the social legacies of business events

Sponsors and exhibitors at business events spend precisely measurable amounts—the Sydney study found median spending of **$16,238 per respondent**, with detailed breakdowns of spending categories including accommodation, meals, registration fees, set-up costs, and marketing expenses.

Measureable ROI

2 | Standardized Measurement Framework

Spending flows to multiple sectors:

ICCA Global Advocacy Forum Highlights

"Spending on business events flows to a wide range of suppliers and vendors, including hotels, convention centres, caterers, audiovisual providers, transportation companies, and more. Capturing and reporting this full scope of impact is an important part of advocacy."

Industry push for consistency:

ICCA Global Advocacy Forum Highlights

Industry leaders recognize that *"accurately measuring and consistently reporting the economic, social, and environmental impact of the business events industry is important for advocacy with government and others."* There is emphasis on the need to *"collect and report data in a consistent way, both within countries and around the world."*

Event impact calculators available:

DESTINATIONS INTERNATIONAL: The Importance of Community Alignment, Values-based Action, and Destination Stewardship

Destinations now have tools like the *"event impact calculator,"* which is described as *"the perfect way to be able to demonstrate the value of spend, visitor numbers, taxes, [and] jobs supported."*

3 | Multi-Dimensional Impact Measurement

Advanced frameworks beyond economics:

Catalysing Change 2: The Holy Grail

The *"BE Impactful"* framework breaks down measurement into eight dimensions of impact (eight forms of capital: natural, intellectual, cultural, human, social, etc.), with specific outcomes and quantifiable indicators tracked over time.

Distinguishing direct vs. catalytic impacts:

Synergies & Economies of Scale

Direct impacts (measurable sales, hotel bookings, space rentals) are clearly quantifiable, while catalytic impacts (relationships, future business arrangements) acknowledge harder-to-measure but significant long-term value.

Hard data for policy decisions:

UNVEILING A METHODOLOGY AT IMPACT DAY 2024 – VISITFLANDERS Partners EACD to Incredible Impacts Award

Governments increasingly require concrete data for policy decisions—*"economic impact, easy to measure"* provides the quantitative foundation alongside qualitative narratives.

JMIC | JOINT MEETINGS INDUSTRY COUNCIL

This document was prepared and issued by the Joint Meetings Industry Council.

JMIC is grateful for the industry-wide input received in support of the development of this Manifesto.

FOR MORE RESOURCES AND INFORMATION

Excerpts of this input can be viewed as part of the 2-part JMIC / Iceberg webinar by accessing links on either of their web sites:

www.themeetingsindustry.org | www.the-iceberg.org

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