BE>FUTURE

shaping the future of business events

Business Events' Engagement Plan

Deliverable 1.2

Generalitat de Catalunya
Government of Catalonia
Catalan Tourist Board

NHL STENDEN
university of applied sciences

European Tourism Futures Institute

VDVO

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BICOCCA

Flanders
State of the Art

List of acronyms

ACCIÓ - Agency for business competitiveness

BE - Business Events

C&D - Communication and Dissemination

CfBP - Call for Best Practices

CfP - Call for Proposals

CityDNA - City Destinations Alliance

CVB's - Convention Bureaux

DG JUST - Directorate General Justice and Consumers

DMO's - Destination Management Organisations

EEIA- European Exhibition Industry Alliance

IBTM World - Incentives, Business Travel Meeting

ICCA - International Congress and Convention Association

IMEX- Worldwide Exhibition for Incentive Travel, Meetings, and Events

ITB - Internationale Tourismus Börse

JMIC – Joint Meetings Industry Council

MICE - Meetings Incentives Conventions and Exhibitions

NBTC - Netherlands Board of Tourism & Conventions

NECStOUR - Network of European Regions for Sustainable and Competitive Tourism

non BE - non Business Events

PCMA – Professional Convention Management Association

PCO's - Professional Congress Organisers

SANCBE - Strategic Alliance of National Convention Bureaus Europe

SDG's - Sustainable Development Goals

SMEs - Small and Medium Enterprises

UFI – Global Association of the Exhibition Industry

UNIMEV – Union Française des Métiers de l'Evénement

Content

1. Introduction: About BEFuture and the Engagement, Plan deliverable

1.1 About BEFuture

The BEFuture is a three-year project co-funded by the European Commission. The project lasts 30 months, starting on 16th September 2023 and finishing on 16th March 2026.

The BEFuture project aims to transform the European Business Events (BE) sector by driving it towards sustainability, inclusivity, and resilience. It will facilitate innovation and collaboration within the industry, support SMEs through an acceleration programme, and secure Europe's future as a frontrunner in hosting environmentally and socially responsible corporate events.

The BEFuture project envisions an industry that not only thrives on innovation and technology but also prioritises regenerative practices, ensuring a positive and lasting impact. The goals are to:

- Steering the business events sector towards a sustainable and inclusive future.
- Establish an open innovation space for ideas and knowledge exchange for the progress of the industry.
- Develop and empower talent within SMEs and the industry.
- Provide financial support to a minimum of 80 innovative projects across six European countries through a dedicated acceleration programme.
- Utilise significant industry events (IBTM World, IMEX, and Mobile World Congress, etc.) to enhance communication and raise awareness.

BEFuture is set to address the pressing need for a sustainable transformation in the European business events sector, aiming to significantly reduce the industry's carbon footprint and waste production while ensuring inclusivity and positive social impacts.

During the project and its deliverables the terms MICE (Meetings Incentives Conventions and Exhibitions) and BE are used interchangeably.

1.2 About the Engagement Plan

In order to transform the European Business Events sector, it's essential to engage with key stakeholders that shape the Business Events industry. For that, a first deliverable (Deliverable D1.1 Stakeholder Map) was created under BEFuture in order to identify these stakeholders. **The current deliverable aims at strategizing how they will be engaged through the project and how other stakeholders will be engaged along the way**.

As BEFuture partners embark on the journey towards innovation and sustainability in the BE industry, it becomes imperative to build a robust framework that not only engages stakeholders but also fosters an environment of collaboration and progression. Our primary goal is to create an Engagement Plan aimed at establishing and nurturing an open innovation European MICE (Meetings, Incentives, Conferences, and Exhibitions) ecosystem. This ecosystem will serve as a catalyst for change, inviting key stakeholders who are dedicated and influential within the industry to be part of this transformative initiative.

Understanding that the success of any project lies in the active involvement and collaboration of various stakeholders, **BEFuture partners aspire not only to outline a comprehensive engagement strategy but also to emphasize the long-term sustainability and growth of the industry.**

To explain the Engagement plan, the consortium uses Simon Sinek's Golden Circle[1:] Why, How and What. Sinek's Golden Circle says people are inspired by a sense of purpose (or "Why"), and that this should come first when communicating, before "How" and "What". The Golden Circle provides compelling evidence of how much more BEFuture partners can achieve if **the engagement starts by first asking a simple question: "Why?"**. Put simply, The Golden Circle helps understand why things are done.
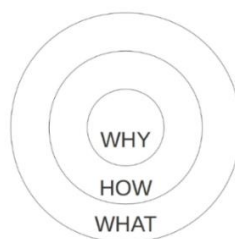
Figure 1: the golden circle. Source: Simon Sheck

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[1] The Golden Circle (no date) Simon Sinek. Available at: https://simonsinek.com/golden-circle/ (Accessed: 08 January 2024).

Why: the purpose

Engaging stakeholders around the project aims to facilitate an ecosystem in Europe and beyond, fostering a comprehensive partnership with those who share a similar vision for the future of Business Events. This engagement will deepen stakeholder's collaboration and support greater impact through business activities and client events. In this regard, the BEFuture consortium develops an engagement plan to:

- Support the project's sustainability by engaging stakeholders, crucial for long-term success.
- Enhance expertise in sustainability and digitalization trends within the Business Events (BE).
- Foster better alignment among stakeholders for a futureproof industry.
- Establish bridges between BE and non-BE sectors, fostering transversal and cross-sectoral collaboration.
- Engage multiple stakeholders from diverse backgrounds to share knowledge and best practices.
- Understand stakeholder needs, strategies, and missions aligned with the project.
- Use these connections as amplifiers for the BEFuture activities and purpose.
- Facilitate an **eco-system in Europe and beyond.**

How things are going to be done

To achieve the project goals, the BEFuture partners focus on how to act, how the consortium is going to do it. This is:

- Employ various channels to engage stakeholders and conduct a critical analysis of their profiles.
- Involve non-BE stakeholders through a holistic approach incorporating SDGs framework.
- Facilitate interaction and continuously engage new stakeholders throughout project phases.
- Offer a value proposition and demonstrate the purpose and impact for stakeholders.
- Create different categories of stakeholders in order to reach them and engage them at different moments of the project for specific purposes according to their expertise
- Design the BEFuture ecosystem built upon:
  - A more comprehensive range of working partnerships with Business Events stakeholders who share a similar vision on the future

- A deeper and sustainable stakeholder collaboration with different resources, such as the business event's knowledge sector, local businesses, academia, government and the civil society
- A stronger support for greater impact through business activity and clients' events
- More and better contact with the innovation and tech European ecosystems with the BE industry in order to be able to adapt the BE industry to new trends taking advance of their talent and knowledge in which the BE industry is lacking

With the identified stakeholders from the Deliverable D1.1 Stakeholder Map as a starting point, the engagement plan aims to involve business event professionals, industry experts, local businesses, academia, government representatives, civil society stakeholders and very important, professionals from other industries such as innovation, technology, sustainability, mobility and more. (= the Quadruple Helix).

What will be done

Through the engagement plan, the consortium will create a plan of action with the purpose of gathering specific insights from all individual contributors. In addition, the engagement plan includes a plan for activities where key players get together to share experiences throughout the project (see Figure 5 on page 13).

BEFuture partners want to create a successful stakeholder engagement strategy that connects the appropriate engagement format to the right stakeholder group.
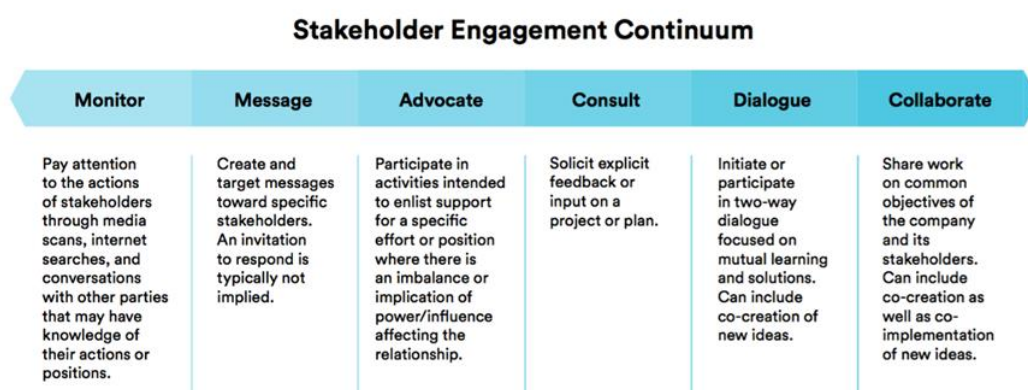
Figure 2: stakeholder Engagement Continuum. Source: Visit Flanders

The BEFuture consortium developed an Engagement plan to create and promote an open innovation European BE Ecosystem: Most relevant and committed stakeholders will be invited to be part of the community. In addition to the Golden Circle questions, there is a need to also anticipate the **foreseen outcomes**.

Outcomes

The engagement plan serves as the backbone, ensuring the project's sustainability, fostering innovation, and shaping a more inclusive, sustainable, and futureproof Business Events industry. The anticipated outcomes include:

- Enhanced stakeholder commitment and active participation.
- Increased awareness and implementation of sustainable practices in the BE industry.
- Generation of new business ideas leading to innovative products and services.
- Global acknowledgment of BE industry solutions and innovations.
- Strengthened collaboration among diverse stakeholders from different industries and ecosystems for a resilient industry.
- Continued innovation and refinement post-project, ensuring industry adaptability.
- Creation of new value and acceleration of innovative business models.
- Effective communication strategies fostering knowledge sharing and dissemination.
- Establishment of collaborative links between BE and non-BE sectors, fostering cross-industry collaboration for mutual benefit.
- Development of a tangible roadmap for an innovative, sustainable and environmentally conscious BE industry.

2. Engaging the stakeholders

2.1 The methodology

The methodology is divided into three steps that follow a logic of analysis, decisions and action.

01 analysis	02 decision	03 action
Analyse influence & interest per stakeholder group	**Align the groups of stakeholders with activities & channels**	**Enhance collaboration & active participation**

Figure 3: overall methodology depiction. Source: Catalan Tourist Board

First, (1) partners will **analyse the influence and interest of stakeholders** per stakeholder group in the Business Event's ecosystem and outside of the BE using the BEFuture stakeholder map. Then (2), partners will make decisions on where each stakeholder best aligns to be engaged in activities, that is, **align the groups of stakeholders with activities and channels** created for the BE ecosystem through the project. Finally, (3) partners will take action by **enhancing collaboration through the actual engagement in the activities** using a framework on how to onboard the key stakeholders and enhance collaboration and active participation.

The next three sections specify the steps and what they entangle.

2.2 Step 1: Analyze the influence & interest per stakeholder group

The BEFuture consortium did an exercise to understand the stakeholders more in depth. To do so, partners took **4 groups of stakeholders** (creators, influencers, enablers, participants) identified in the Stakeholder mapping (D1.1) and analysed their influence and interest in the project.

High influence means people and organizations that are well connected to a larger ecosystem, that represent a collective or that can reach out to large audiences and influence them spread the word.

High interest means people and organizations that are interesting to connect with, to help achieve the project objectives. These are also stakeholders for whom the project might be specially interesting for heir professional activity. Furthermore, this group may also benefit from the project's results and developments.

Figure 4 below shows the types of stakeholders foreseen.

Figure 4: influence and interest of stakeholders
Source Visit Flanders Convention Bureau

Next sub-sections describe each sub-category.

High Influence & High Interest
Group of stakeholders: *Influencers and enablers*
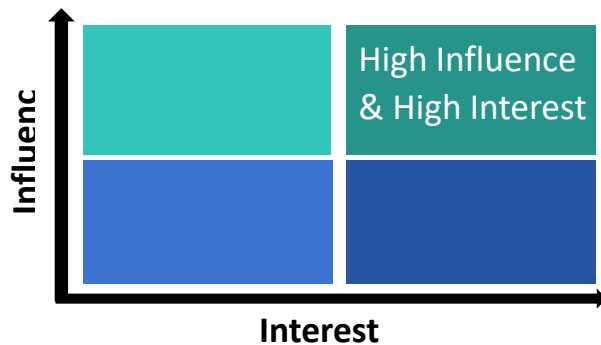
In this category, one finds stakeholders of high interest in the project and with an important influence in the Business Events field and other fields that are relevant to the Business Event's industry.

Influencers are the stakeholders who can help address the specific needs of the project by adopting innovative and disruptive solutions, whether they work or have worked within similar projects. They have the right mindset to think and reshape the future of Business Events or they have expertise in sustainability, digitalization or social innovation. **This group is instrumental** to the project as they can contribute to the development and implementation of the BEFuture business model.

They can also facilitate the BEFuture consortium to connect with new stakeholders and amplify the results of the project. This category includes **convention bureaus, business events associations or organisations, academics or media**.

Enablers are professionals and organisations from the business events or non business events that can amplify the results and activities of BEFuture in and outside the BE, connect BEFuture with other industries and help the consortium address the specific needs of the project.

This category includes **specialized hubs, government organisations or professional networks with specific expertise on business events or other related industries** that can assess the project activities and disseminate them within their network.

High Influence & Low Interest
Group of stakeholders: Creators-experts

Influence / **Interest**

High Influence & Low Interest

These are the **stakeholders who will shape the future with tangible projects** and ideas (e.g. Acceleration program) or can assist in framing the trends and needs that might have direct impact to the industry (e.g. during innovation workshops).
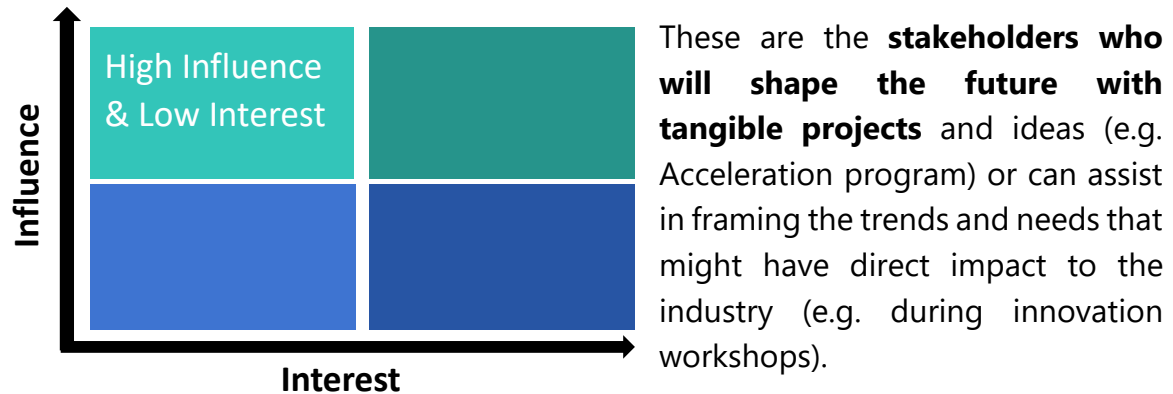
These are the stakeholders who can provide the resources and expertise needed to implement the BEFuture business model but also **be amplifiers** and spread the word throughout the BE ecosystem. They can join and disseminate the consortium activities through their connections.

They can help the BEFuture consortium address the specific needs of the project thanks to their futureproof mindset and their expertise in business events, social innovation, sustainability or digitalization by bringing innovative and disruptive solutions. Here there might also be organizations with concerns or objections related to the project.

This category includes the largest group of non-BE stakeholders. They belong to industries that work in the technology field such as AI, Big data or Blockchain; smart living; sustainability; mobility; circular economy, or social innovation. They can join the project activities and co-create with the consortium. They might not have an innate interest in the project, if they are not part of the BE industry, but their practices and know-how are of great value for the project, and there is a need to engage them and let them influence the BE industry.

An additional goal of this stakeholder group is to move it into *high influence and high interest*.

Low Influence & High Interest
## Group of stakeholders: *participants*
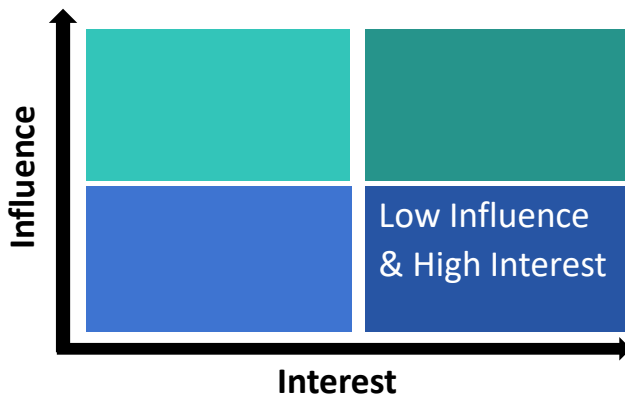
These are the stakeholders who are part of the Business Events' industry or that are affected by its activity, such as tourism organizations, event organizers or suppliers. These are a large number of stakeholders that may not have much influence in shaping the future of the industry but they get impact by it and at the same time, they are interested to know how this future will affect them.

They might be **able to help** the Consortium address the specific needs of the project as well as be influenced or affected by the project's impact. As a critical mass, they represent a large part of the industry. They could be direct beneficiaries of the project through the talent development and acceleration programs.

Low Influence & Low Interest
Group of stakeholders: *none*
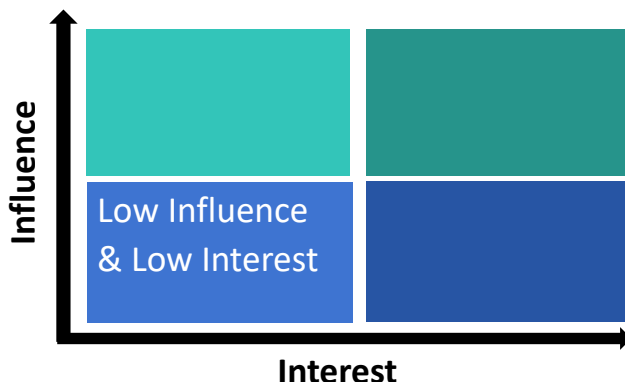
These stakeholders are not linked and have no interest in the BE industry and its activities, even though they might be affected by it. Some examples are local communities or other industries that could be inspired by BEFuture.

It is possible that there are some stakeholders who are believed to be low influence low interest who, however, by getting to know the project better, do become more interested in the project. This is why this group is still valuable but the BEFuture partners will give it relatively low importance in this document as there is a priority to engage with stakeholders who can add value or receive value from the project.

Through an impact program, they could evolve to H*igh interest – Low influence* stakeholders.

Analysis and results

In order to place the stakeholders in the framework, BEFuture partners used a list of questions to understand their potential influence and interest in the project. Partners then aligned the stakeholders with the project's goals. The Consortium asked and discussed the following questions among its members:

1. Who can help the Consortium to connect with the entire BE industry?
2. Who can amplify the results of the project to others in and outside the BE?
3. Who might be affected or influenced by the project's impact?
4. Who is likely to express concerns or put obstacles to the project?
5. Who has been involved in the past with similar projects?
6. Who can help the Consortium address the specific needs of the project?
7. Who can help the Consortium with new innovative disruptive solutions?
8. Who has expertise within sustainability and/or digitalization?
9. Who can join the activities and co-create with the Consortium?
10. Who would be disadvantaged if excluded from the project?
11. Who has the capacity to assist in shaping the future?
12. Who has the right mindset to think about the future of the Business Events?

It's important to note that these questions are asked within a specific timeframe. The answers therefore might also evolve and change over time. A stakeholder may for instance be 'less interested' in the project at first but might become more aware of the activities through the duration of the project and eventually become 'highly interested'.

Results:

The analysis done by BEFuture partners allowed us to classify each stakeholder of the current stakeholder map into the four identified categories (1. Influencers, 2. Enablers, 3. Creators-experts and 4. Participants).

Annex 1 shows a list of all the stakeholders classified. Hereunder one can find an explanation of the results by type of stakeholder group. Note that there are different types of organizations that fall into different groups and that the stakeholder map is a live document that will grow and evolve throughout the project.

The classification will be used for the Communication and Dissemination Plan. That is, it will be possible to know, depending on the type of stakeholder, who to send the information to.

While the primary focus is on tourism entrepreneurs and SMEs, it's crucial to establish clear communication with other stakeholders who play a significant role in the project. This includes start-ups and tech providers, local/regional/national tourist boards and convention bureaus, other government organizations, business support organizations, other knowledge providers, as well as corporate travelers and communities. These stakeholders are already classified under the 'influence and interest categories.'

2.3 Step 2: Align the groups of stakeholders with activities & channels

After having classified the stakeholders into the four groups, the BEFuture partners will align the four groups with the different BEFuture activities and see how they can continue being engaged beyond the project lifetime. This step will help to determine:

1. **Which activity** is most relevant for which stakeholder
2. **Show the channels** that can be used to engage each stakeholder
3. **When to communicate** and engage with the stakeholders

In order to define the activities and channels, the Consortium will take into account the following information. In green, the information about the stakeholder and in orange, the link to the project.

- **Stakeholders**: Identify Business Events stakeholders
- **Their role**: Divide them in roles (the 4 groups): creators-experts, enablers, influencers and participants
- **Value to them**: Look at what is the value per stakeholder in engaging in the project
- **Engagement strategy**: Analyse the best strategy to engage them and align with the Communication plan
- **Activities**: Align with activities
- **Intended outcomes**: Identify the outcomes that are expected from engaging them.
- **Resources**: Look at which resources (staff, location, etc.) are needed so that the BEFuture team can engage with them.

The image below illustrates the above and visualizes the process and steps to go through with each stakeholder group.
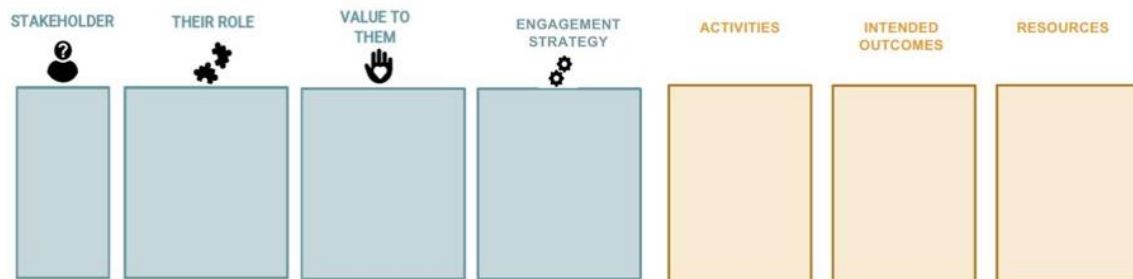
Figure 4: link between stakeholder and activities
Source Visit Flanders Convention Bureau - Meet4Impact

Step 3 (page 26) further develops **how** to engage the top key stakeholders. Next sub-sections show the BEFuture activities targeted to stakeholders.

Activities: Which activity is most relevant for which stakeholder

As stated, the main goal is to identify which activity is most relevant for which stakeholder. In this regard, the reader can first find an overview of all the main activities of the project.

1. Think Tanks

BEFuture Think Tanks are sessions that gather a mix of experts from different professional backgrounds and nationalities in order to connect and share knowledge from different fields with the aim to explore together the future of the business events, their challenges, future scenarios and business models.

The professionals participating in these Think Tanks are individuals that represent organisations or that individually have an expertise that contributes to enriching the BEFuture's knowledge.
Originally, they were part of the network of the BEFuture consortium members. Thanks to the participation to the Think Tanks they developed an interest in the project and established relationships with other stakeholders present at the sessions with whom they share synergies.

The objective is to keep these stakeholders engaged throughout the whole length of the project and beyond, by inviting them to events that might be of their interest, sharing with them information and results of BEFuture activities and exchanging know-how with them.

Example: Think Tank on Monday 27th November 2023 – Barcelona

2. Interviews

Although not foreseen during the BEFuture proposal writing, the consortium decided to do semi-structured interviews since some stakeholders deserve one-to-one in-depth meetings where the partners can present the BEFuture objectives and developments, and the interviewees share their valuable knowledge and know-how that serves as a factor to the project objectives and the industry.

These one-to-one meetings are an excellent opportunity to engage these stakeholders to BEFuture and also to recommend other potential stakeholders to engage with.

Example: Mobile World Congress representative

3. Best practices

The call for best practices aims to reach the SMEs and organizations that have solutions or practices that are aligned with the objectives of the BEFuture business model.

The organizations that are intended to reach with this call might be BE or non-BE related. These organizations are not yet part of the stakeholder map since BEFuture partners anticipate that the call for Best Practices will reach new stakeholders. To reach Best Practice examples, BEFuture partners will: (a) use contacts identified through the stakeholder map and (b) LinkedIn communication. The stakeholders identified in the stakeholder map will act as amplifiers of BEFuture activities because of their connections and network. LinkedIn will serve as a communication channel to reach organizations that are not yet identified.

Organizations that apply to the call for Best Practices will enter the BEFuture contacts database. Besides being owners of the Best Practices, the organizations might also be, in the foreseen future, beneficiaries of the BEFuture talent development program and acceleration program. The Best Practice winning examples will be presented in a BEFuture event during IMEX 2024.

Example: Green / Social Certified Venues, tech solutions to measure and mitigate emissions, AI applied to improve the delegate experience, blockchain for a new BE business model…

4. Acceleration Program

The Acceleration program will facilitate and stimulate the creation of innovative products and services to make the BE more sustainable and digital. Up to 80 SMEs will benefit from the program.

Although 80 SMEs will be the beneficiaries, it is expected that more will apply. In this regard, more than 80 SMEs are expected to be interested and engaged in this activity and think about possible solutions for the Business Events Industry. In this regard, this activity is one of the most relevant in terms of engagement and impact. The collaboration of influencers and enablers will be crucial in order to disseminate the call and reach the SMEs.

Example: SMEs working on artificial intelligence that can apply their knowledge to the BE, for instance, to help measure the carbon footprint of events or to personalize their attendance and impact or to get more data to improve and aligned the future events to the SDGs.

5. White Paper

The white paper is a publication that identifies trends and needs of the sector, defines new scenarios for the future of the BE and for the transformation of the industry and related sectors.

The white paper will be based on conversations and outputs of the Think Tanks, the interviews, the compilation of best practices and trends and needs compiled from research of the Consortium members and its close stakeholders. This is why the engagement of key stakeholders will contribute to having up-to-date data and information not only from the BE sector but also from the non-BE stakeholders. In addition, organizations interested in the BE events will benefit from the white paper itself.

Example: Convention Bureaus around Europe and beyond. Innovation and tech hubs, social innovation hubs, other similar projects aligned with the aim of BEFuture.

6. Webinars and trainings

BEFuture talent development program aims at transferring the knowledge and trends acquired and developed during the project to the BE sector. With this knowledge transfer, the project aims to train the professionals and provide them

with the tools and knowledge to adapt their business models, practices and projects to future trends.

The training program is mostly addressed to BE events and professionals, SMEs and BE related organizations with an emphasis on the SME's. Capacity building for local tourism ecosystems is also crucial. In order to reach these professionals, the Consortium will use the contacts identified through the stakeholder mapping as well as new contacts that are gathered through communication on LinkedIn.

An important part of the training program will be held locally at every consortium partner's home country. This will allow strengthening links with local stakeholders.

Example: a natural outcome of the BEFuture training would be to foster inspiration to SMEs in order to ideate new projects and solutions to present at the BEFuture acceleration program.

The innovation and tech ecosystem / organizations can be involved in the trainings at the local co-creation hubs for instance.

7. Innovation Hubs and forum

Innovation Hubs encompass dynamic initiatives like co-creation workshops and challenge-driven activities, strategically crafted to facilitate collaborative innovation processes. The Innovation Hubs aim to generate ideas that can be harnessed for the development of innovative concepts or projects.

The Innovation Forum serves as a venue for conducting presentations on business events, technological advancements, and sustainability trends. Additionally, the Innovation Forum hosts activities designed to foster creativity and innovation.

These events will engage with influencers, creators-experts, and enablers at a local and international level. The hubs will be held locally and will strengthen the relationships of local stakeholders among them and with the local partner.

The workshops shall bring together tourism SMEs and other key stakeholders of the BE ecosystems, including tech, innovation, sustainable among others. Also, the innovation and tech ecosystem will be invited to contribute and share their knowledge and expertise. The Innovation Forum targets the participation of stakeholders across Europe.

They will be organized by the consortium members in coordination with key stakeholders and amplifiers.

Example: tech and innovation companies, sustainability experts, Start-ups

8. Final Conference

The final conference will be the place where all BEFuture results will be shown: The trends and challenges identified, the innovation roadmap of the Business Events ecosystem and above all the results of the acceleration program with the presentation of its brand-new projects in line with BEFuture main subjects.

The event will address all type of stakeholders that have been engaged throughout the project, from SMEs to influencers, from experts to participants.

Example: Associations, Convention bureaus, SMEs, Academics

9. Participation to third-party events

In order to represent BEFuture to society, the BEFuture consortium partners will participate in third party events. At these events BEFuture partners will have the opportunity to meet new potential key stakeholders, projects, initiatives and so on that might be interesting for the project.

These events related to tech, smart destinations, sustainability, mobility or climate change, for example, might also be the opportunity to present BEFuture and its results to society in order to promote BEFuture's activities and attract the interest of potential participants to the acceleration program.

Example: ITB 2024 event or ICCA Iberian Chapter. Other events identified by each partner can be found under Annex 2. Participation in conferences, seminars, workshops, events, etc., to amplify the voice of BEFuture.

After having described each activity, the table below shows which group of stakeholders will be targeted for each project activity.

Activity	Stakeholder			
Partner/ Activity	CREATOR	INFLUENCE	ENABLER	PARTICIPANT
1. Think Tanks	■	■	■	
2. Interviews	■	■	■	
3. Best Practices	■			■
4. Acceleration Program	■			■
5. White Paper	■	■	■	
6. Webinar & Training	■	■	■	■
7. Innovation Hubs & Forum	■	■	■	■
8. Final Conference	■	■	■	■
9. Third Party Events	■	■	■	

Figure 5. Activities under which each stakeholder will be targeted.

Note: Annex 2 includes a list of non Business Events identified that have potential for collaboration and inspiration and where it's worth establishing new contacts to create synergies.

Channels: Which channels for which stakeholders

Online Platform
The online platform provides information about the project. It shows an agenda with the different events and activities that are part of the project. It is the place where the calls are published, with its deadlines and criteria, as well as the marketplace of all the project outputs. It lays out the stakeholder map with a list visually and will have a place for specific information for key stakeholders. It will also publish the main results of the project and facilitate the contact and exchange among different professionals, stakeholders and ecosystems. **Example**: Online platform with similar functionalities as the "Promoting Diversity in the EU in 2024" platform developed for DG JUST (featuring the European Capitals of Inclusions and Diversity Award and the European Diversity Month 2024).

LinkedIn
LinkedIn is a famous professional online network and database. With LinkedIn you can connect to many professionals in the world in any kind of industry. It's the ideal place to communicate and send out messages to a targeted group. Professionals can follow the LinkedIn Page of the project to stay up to date. And BEFuture partners can reach out with specific information (calls, events calendar, surveys, results, updates, news,). **Example**: BEFuture LinkedIn account

Newsletter
As an average, BEFuture partners will send a newsletter 4 times per year to the target audience explaining the updates of the project and the opportunities. The newsletters will be focused on things stakeholders can benefit from or they can be involved with. **Example**: Newsletter for European Capitals of Inclusion and Diversity Awards

Info Session

These are sessions through which BEFuture partners will communicate about the project. This will be mostly related to the acceleration program. Other info sessions may be related to the Best Practices presentation. This is foreseen to be needed to inform the BEFuture stakeholders about a specific project activity.

This can be done virtually, in person, using partners or association platforms or BE and non-BE platforms.

Example: Acceleration program info sessions, informative sessions with investors for start-ups.

One to one meetings

It is important to get to know the new stakeholders and to take the time to explain the project. Scheduling one to one meetings (live or virtual) will give the consortium the opportunity to go in depth. These are also meetings that take place during the main BE events, both the ones scheduled as part of the project and outside it, since partners also go to other events and talk about BEFuture.

Example: Meeting with ICCA representatives in order to explore collaboration possibilities.

Press Release and Press Conferences

The consortium will regularly inform specialized media about the project and its milestones, leveraging an additional communication channel to reach stakeholders and beneficiaries (SMEs) alike.

Example: Press release about the launch of BEFuture

After having described each BEFuture communication channel, the table below illustrates the targeted stakeholder groups for each channel.

Channels	Stakeholder			
	CREATOR	INFLUENCE	ENABLER	PARTICIPANT
1.Online Platform	▩	▩	▩	
2. LinkedIn	▩	▩	▩	▩
3. Newsletter	▩	▩	▩	▩
4. Info sessions	▩	▩	▩	▩
5. One to one meetings	▩	▩	▩	
6. Press Release & Conference	▩	▩	▩	▩

Figure 6. Channels
Source Visit Flanders Convention Bureau

When to communicate and engage with stakeholders

While communication with stakeholders is explained at the Communication and Dissemination Plan Deliverable, the following table links the engagement and related communication with the project milestones.

Communication related to Milestones

No	Milestone Name	WP	Means of Verification	Date	Communication action
1	Map of innovators	WP1	Directory of stakeholders	Dec 2023	Online publication Social media promotion (organic)
2	White Paper	WP1	Publication (URL)	Sep 2024	Presentation Web news Press release Social media promotion (organic and paid)
3	State of the art and best practices for BEFuture	WP2	Compendium published (URL)	March 2024	Presentation Web news Press release Social media promotion (organic and paid)
4	Innovation Forum	WP2	Pictures and Attendance to the event	Dec 2024	Web news Press release Social media promotion (organic)
5	Call for Proposals (CfP) Launch	WP3	Guidelines for Applicants published and Open Call	Jan 2025	Web news Press release Social media promotion (paid and organic)
6	Signature of Grant Contracts	WP3	Grant Contracts signed	April 2025	Web news Press release Social media promotion (organic)
7	Showcase of BEFuture innovative projects	WP3	Digitally supported presentations of Innovative projects published	December 2025	Presentation Web news Press release Social media promotion (organic and paid)

The specific timeline is presented at the Communication and Dissemination Plan.

2.4 Step 3: Enhance collaboration & active participation

After having determined who to engage (step 1) and through what channels and activities the consortium will engage them (step 2), it is time to move into how the BEFuture partners will ensure the active collaboration and participation of the mentioned stakeholder groups. The reader can hereunder see how this will be done.

Onboarding process

To foster deeper engagement with key stakeholders, both within and beyond the BE industry, BEFuture aims to establish meaningful connections with selected stakeholders from the stakeholder map and other future stakeholders with whom partners connect through the project.

By doing so, there is the intention to identify and explore collaborative opportunities with these stakeholders. These collaboration opportunities entail joint activities with the contacts, presenting mutual benefits as they participate in the BEFuture project. These engagements encompass a variety of collaboration ideas and are customized for each organization based on their unique needs and requirements.

The next sub-sections explain what opportunities of collaboration are envisioned, for whom they are and thought for, and who will be in charge of engaging the stakeholders.

What: Collaboration opportunities

Outside the consortium partners there is a group of stakeholders which can be of real added value to the project. Their value to the project differs from partner to partner. BEFuture partners want to connect them more in depth with the project.
To truly engage them partners need to go beyond the sharing of activities or information. There is a need to seek their genuine commitment to engage in helping us make the BEFuture a sustainable success. It is important to find out and understand what is in it for them.

The consortium wants to go one-step further and work with different collaboration proposals (see Annex 3).

The collaboration proposals have **different building blocks** from which the stakeholders can *pick and choose*:

Content driven collaboration

- Join the exclusive reading of the White Paper before publication
- Join the special sessions about MICE literacy and advocacy at events like IMEX (Worldwide Exhibition for Incentive Travel, Meetings, and Events) or Professional Convention Management Association (PCMA)
- Identify best practices from within their network/community
- Co-develop talent in their own community/network

Capacity building collaboration

- Join local trainings in the language of the market (Germany, France, Italy, Belgium, Spain and The Netherlands)
- Become one of the Jury members for the Acceleration programme
- Co-organize co-creation workshops and other innovation events that explore technologies, new generation of events, etc.

Communication driven collaboration

- Support the communication around the project via channels and join the conversation
- Share BEFuture learnings (from e.g. The Think Tanks) in sessions of the partners network – e.g. a member of the consortium speaks about the project and also generates and gathers feedback and data/ideas from the potentially new network.
- Use the content of the project in other events for workshops, sessions, etc.
- Communication and awareness raising campaign

Other tailor-made activities that can be considered collaborations (see also Annex 3)

- Co-leading with the BEFuture local partner at the implementation of the activities
- Visibility at the BEFuture project as national Convention Bureaux and supporter
- Invitation and participation in the co-creation and innovation sessions and events
- Be part of a European project and in the exploration for the future of the events
- Capitalize knowledge in digitalization and innovation in BE
- To become an active member of the stakeholder map and the European BE innovation hub network
- Be part of the jury for the innovative solutions, results of the Acceleration program

Tailor made activities for the *non BE sector:*

- Present and pitch the value of the BE industry for the non BE partner/network
- Open doors and new business opportunities through the connection to specific activities and events
- Co-create new projects – services and goods
- Create transversal partnerships
- Raise the profile and the image/reputation of the BE within other industries by showing the what's in it for them if they collaborate with the BE
- Show the value of events to the non BE partners

For whom

A. For the Business Events stakeholders

A.1. Within the BEFuture stakeholder map, the consortium has selected a **top list of stakeholders** to create a special collaboration or engagement with. These top stakeholders are considered key amplifiers for their strategic connections and knowledge:

- EEIA- European Exhibition Industry Alliance
- IBTM World - Incentives, Business Travel Meeting
- ICCA – International Congress and Convention Association
- IMEX- Worldwide Exhibition for Incentive Travel, Meetings, and Events
- International Alliance for Impact
- JMIC – Joint Meetings Industry Council
- EEIA- European Exhibition Industry Alliance
- PCMA – Professional Convention Management Association
- SANCBE - Strategic Alliance of National Convention Bureaus Europe
- UFI – Global Association of the Exhibition Industry

Other associations such as the ones presented at the "Join the Meetings Industry Council" may be considered along the project.

These specific associations gather professionals from the Business Events from all over Europe and beyond. Having their engagement and commitment with BEFuture activities and purposes will enable us to gather knowledge and expertise from all the industry and also identify together challenges, needs and trends that are aligned with BEFuture topics and work together to face them.

A.2. **Group of support** organisations: these are those that signed the BEFuture letter of support and boost and reinforce the project activities and provide assessment when needed:

- ACCIÓ - Agency for business competitiveness
- Atout France
- Barcelona Turisme Convention Bureau
- CityDNA - City Destinations Alliance
- Cluster Audiovisual
- General Directorate of Tourism of Catalonia
- German Convention Bureau
- Italian Tourism Board
- Mobile World Capital Barcelona
- NBTC - Netherlands Board of Tourism & Conventions
- NECStOUR - Network of European Regions for Sustainable and Competitive Tourism
- UNIMEV – Union Française des Métiers de l'Evénément
- Visit Flanders

A.3. Stakeholders who replied (and will reply during the time of the project) **to the project activities** and are included as part of the stakeholders.

In the business events there is a need to put the stress in engaging all stakeholders considered as influencers, enablers, creators-experts, that are part of the stakeholder map but also all the potential stakeholders that are in the contact network of BEFuture's consortium members. Hopefully the network of contacts and stakeholders will grow as the project evolves, engaging with stakeholders that are not yet known or identified.

B. For the *non-Business* Events stakeholders

B.1 Within the non BE group, BEFuture partners look at top stakeholders within the innovation, digitalization, technology and sustainability sectors.

BEFuture partners consider in the top list, hubs or umbrella organisations for their expertise and network, academics from diverse backgrounds for their specialisation and knowledge, big events that are inspiring, other industries with different expertise and background that can be applied to the BE industry.

- Events like e.g. World Mobile Congress Barcelona
- Academics and researchers e.g. Howest-Flanders
- Other industries: Bank and Automotive industries
- Start-ups and scale-ups

Engaging non-BE stakeholders is pivotal for two primary reasons:

1. **Holistic Approach:** Non-BE stakeholders contribute to a more comprehensive perspective. Leveraging events as catalysts for change, partners can seamlessly integrate strategies aligned with Sustainable Development Goals (SDGs). Events serve as powerful agents for positive transformation, mobilizing diverse audiences.
2. **Business Advancement:** From a business standpoint, partnering with non-BE stakeholders enhances overall value. The equation is simple: a larger pool of potential partners and clients equates to an increased value proposition. This strategic collaboration not only broadens business horizons but also fosters mutually beneficial relationships.

The underlying principle of this model emphasizes the necessity to construct scenarios, specifically a flow of communication, to delineate how the engagement with stakeholders will be done. This involves reaching out to organizations and understanding their motivations, essentially discerning 'what's in it for them.' The objective is to cultivate strong relationships, making them akin to the new stakeholders, and ensuring they feel a genuine sense of welcome within the BE industry.

Therefore, the **communication plan is** crucial and will:

- **Offer a toolbox** with communication tools such as
    - A clear pitch on 'why' they should join the project
    - A clear pitch of the BE industry, as many people don't understand what Business Events stand for.
- **Offer a concrete plan** on how to stay in touch with the professionals encountered during the different activities. For instance, the Think Tank stakeholders of the IBTM session – when are the BEFuture partners reaching out to them, and with what message?
- **Database of contacts**: explain how the stakeholders who filled in the questionnaire created to gather the partner's contact will be kept involved. Extend the questionnaire to all new stakeholders that partners meet at events and activities.
- **Face to face**: how to connect people online and face to face

Who engages the stakeholders

The following figure shows the task per consortium partner in engaging the stakeholders.

ACTION	PARTNER							
	ACT	**BLINK**	**TVL**	**ETFI**	**VDBO**	**LINKEUS**	**UNIMIB**	**TIPIK**
Think Tank	✓		✓	✓	✓	✓	✓	
White Paper	✓			✓			✓	
Call for Best Practices	✓	✓	✓	✓	✓	✓	✓	✓
Acceleration Programme	✓	✓	✓	✓	✓	✓	✓	✓
Local trainings	✓		✓	✓	✓	✓	✓	
Innovation Hubs & Forum	✓		✓	✓	✓	✓	✓	
Newsletter								✓
Online Platform								✓

Figure 7. Channels and partners involved in engaging the stakeholders
Source Visit Flanders Convention Bureau

While every partner plays a fundamental role in communicating the project's actions and outcomes, specific partners are allocated distinct responsibilities to ensure a balanced distribution of weight and duties. This intentional focus allows for a more nuanced approach to project communication.

Moreover, the partners have proactively initiated stakeholder engagement activities. In Annex 4, a comprehensive list of activities conducted thus far is provided, categorized by the type of activity. This documentation serves as a valuable resource for assessing the ongoing efforts and effectiveness in engaging various stakeholders across different spheres of the project.

3. Conclusions and Next Steps

3.1 Conclusions

In conclusion, the Engagement Plan for the BEFuture Project embodies a dual purpose, aiming to address specific goals for the project's success and broader aspirations for the entire BE industry. These specific objectives encompass identifying key stakeholders crucial to the project's success, employing effective engagement strategies, gathering insights from all contributors, fostering shared experiences, and ultimately formulating a sustainable blueprint for the BE industry.

Simultaneously, the plan aims to catalyse a transformative shift within the BE industry itself. It seeks to fortify the industry against future challenges, promote sustainable and green practices, spark innovative ideas across products, services, and business models, maintain dynamism, continuously evolve, champion inclusivity, diversity, and societal representation.

To achieve these goals, diverse engagement activities have been delineated, including leveraging various communication channels, participating in events, facilitating meetings, conducting interviews, and organizing training sessions. Emphasizing virtual and hybrid events ensures inclusivity and widespread participation, aligning with the overarching ethos of the Engagement Plan to engage both BE and non-BE stakeholders actively.

Crafting a comprehensive strategy for engaging various stakeholders demands meticulous structuring and planning. Building and nurturing relationships with each stakeholder group should form a continuous and evolving process. An effective approach hinges on aligning suitable engagement methods with the specific stakeholder cluster.

Recognizing distinct disparities in influence and interest among the four stakeholder groups is imperative. The analysis underscores the necessity for tailored approaches, acknowledging that a one-size-fits-all method is inadequate. Employing a framework will facilitate the direction of relevant activities and events toward the respective stakeholders.

Enablers and Influencers: efforts must focus on activating enablers and influencers within BE networks to advocate for the project, framing future solutions and ensuring recognition of innovations. They represent allies in this project.

Creators-Experts: pinpointing SMEs within this group poses challenges due to their varied frames of influence and interest. Depending on their activities, their positions on the influence-interest graph may shift. Identifying 'missing stakeholders' within creators-experts, particularly those from non-BE industries offering substantial value, necessitates refining selection criteria based on project outcomes, such as insights from Think Tanks, Best Practices, and White Paper. Additionally, the voices of younger generations (Y, Z, and Alpha) will be considered in training and co-creative sessions.

Participants: a larger pool of participants requires consistent updates through a well-structured communication plan encompassing newsletters and LinkedIn posts.

Precision in reaching relevant profiles within each group is vital. For instance, targeting the innovation manager within SMEs serves as an appropriate initial contact. Furthermore, increased engagement with non-BE stakeholders, particularly experts in domains like Data, Digitalization, AI, Sustainability, Regeneration, and Social Innovation, is imperative.

Engaging the right stakeholders, at opportune moments and events, will invigorate and nourish the dynamic BE industry ecosystem, projecting sights toward 2023-2026 and beyond, envisioning a horizon in 2035.

Continual reflection on the optimal stakeholder mix is vital. Who needs involvement now and in the future? Which entities will strengthen the BE industry for the challenges ahead? Crucially, the forthcoming step involves activating the four stakeholder groups outlined in the preceding sections. The implementation of a communication plan will be pivotal in this endeavour.

3.2 Next Steps

The next steps are crucial for the correct development of the engagement plan. As such, the reader can hereunder read the next steps foreseen by the partners under this activity and the connection with the next due deliverable, the Communication and Dissemination Plan.

As the project progresses towards the stablished shared goals, it is imperative to strategize and execute the next steps effectively. The following action plan outlines key initiatives to foster collaboration, engage partners, and maximize participation in upcoming activities. From expressing gratitude to past contributors to identifying

new partners and confirming involvement in specific programs, the focus remains on building a robust network and actively participating in relevant industry events. This roadmap sets the stage for continued success, ensuring that the collective efforts lead to impactful outcomes.

- **Contact:**
  - Reach out to all stakeholders who completed the stakeholder map questionnaire, addressing any outstanding queries and ensuring engagement.
  - Express gratitude to stakeholders who participated in Think Tank 1 and 2 through thank-you emails. Consider sharing the workshop's presentation or outcomes for their reference and benefit.
  - Reach out to stakeholders with whom BEFuture has collaboration opportunities in order to spread the word on BEFuture events and campaigns among their network.

- **Identify:**
  - Identify potential new stakeholders for participation in the upcoming sessions.
  - Regularly update the partner map with a focus on new and strategic additions.
  - Target partners in specific sectors such as the Festival industry (e.g., Tomorrowland), Governmental organizations and policy makers (e.g., UNWTO), Tech and data companies, Companies specializing in AI, Sustainability solution partners, and Carbon removal/insetting.

- **Identify and confirm Partners:**
  - Confirm and finalize partners for various planned activities, including the Acceleration Programme, Innovation Hub, and White Paper.

- **Attend and engage upon Agenda and Events:**
  - Determine the agenda and events for participation, considering key activities of top stakeholders like ICCA.
  - Use these events as networking events where to meet and engage new contacts for the benefit of BEFuture.
  - Include BEFuture in the programme of strategic events organised by strategic stakeholders. By means of collaboration agreements, make BEFuture visible and attract the interest of new stakeholders, share the CfP and disseminate BEFuture activities.

- o Mark key events in the calendar, including Iberian & France Benelux Chapter in Barcelona (6-8 March 2024)

By addressing these steps, BEFuture partners aim to enhance collaboration, strengthen partnerships, and ensure active participation in the planned activities, contributing to the overall success of the initiatives.

Annexes

Annex 1: List of stakeholder type by group

Organization	Group
AFEA - IAPCO-PCO organisation	PARTICIPANT
Agencias de Eventos Españolas Asociadas - AEVEA	INFLUENCER
Åland University of Applied Sciences	INFLUENCER
ALIVE EVENTS	PARTICIPANT
ALPITOUR WORLD	INFLUENCER
amsterdam&partners	ENABLER
Antwerp Convention Bureau	INFLUENCER
ASSOCIATION WORLD	INFLUENCER
Associazone Italiana Confindustria Alberghi	INFLUENCER
ATOUT FRANCE	INFLUENCER
Austrian Convention Bureau	INFLUENCER
Boardroom Magazine	INFLUENCER
Bocemtium congress and event organiser	CREATOR/EXPERT
BolognaFiere Group	PARTICIPANT
Breda University	PARTICIPANT
Centre Blockchain de Catalunya	CREATOR/EXPERT
Clubbing	CREATOR/EXPERT
Cluster Audiovisual de Catalunya	ENABLER
C-Nova Holding - Carlo Maresca Group	CREATOR/EXPERT
Conferli	PARTICIPANT
Convention Bureau della Riviera di Rimini	INFLUENCER
Convention Bureau Italia	INFLUENCER
Croatian National Tourist Board	INFLUENCER
Cruïlla Music festival	CREATOR/EXPERT
Czech Convention Bureau	INFLUENCER
DestinationFyn	INFLUENCER
East Sweden Convention Bureau	INFLUENCER
Egg-create events and experiences	PARTICIPANT
Esns Groningen NL	INFLUENCER
Estonian Convention Bureau	INFLUENCER
Eurecat Centre Tecnològic de Catalunya	CREATOR/EXPERT
European Exhibition Industry Alliance (EEIA)	INFLUENCER
European Major Exhibition Centres Association (EMECA)	INFLUENCER
European Society of Association Executives	INFLUENCER
Event Confederation (Confederation Events vzw)	CREATOR/EXPERT
Event Managers Association Spain	INFLUENCER
Event Masters	PARTICIPANT

EventBranche.nl / EvenementOrganiseren.nl / Gouden Giraffe / The Next Event	INFLUENCER
eventplanner.net	INFLUENCER
Eventronics	CREATOR/EXPERT
Eventscase	PARTICIPANT
EVVC Europäischer Verband der Veranstaltungscentren e.V.	INFLUENCER
Failte Ireland - Ireland's National Tourism Development Authority	INFLUENCER
Fiere di Parma	PARTICIPANT
Finland Convention Bureau	INFLUENCER
Fraunhofer Institute for Industrial Engineering IAO	CREATOR/EXPERT
French Event Booster	INFLUENCER
GCB German Convention Bureau e.V.	INFLUENCER
GL events	PARTICIPANT
Glasgow Life	INFLUENCER
GLOBSUS BV	CREATOR/EXPERT
Green Events	INFLUENCER
GREENTRIPPER	CREATOR/EXPERT
Groupe Novelty AV	PARTICIPANT
https://www.linkedin.com/in/elsa-soro/	INFLUENCER
IMEX Group	INFLUENCER
Impact Hub Barcelona	CREATOR/EXPERT
International Congress & Convention Association - ICCA	INFLUENCER
IQS - School of Management - Ramon Llull University	INFLUENCER
Isdv e.V. (Independent Service Providers of the Event Industry)	INFLUENCER
JMIC Joint Meetings Industry Council	INFLUENCER
Liverpool Convention Bureau	INFLUENCER
MARS360 Event Management	PARTICIPANT
Meet In & Forum Business Travel	INFLUENCER
Meet4Impact	CREATOR/EXPERT
Meta-Fusion GmbH	CREATOR/EXPERT
MICE Knowledge	ENABLER
Mobile World Capital Barcelona Foundation	CREATOR/EXPERT
NEBEXT - Next Business Exhibitions	CREATOR/EXPERT
NECSTouR	INFLUENCER
Novelty group	PARTICIPANT
Office de Tourisme et des Congrès Bordeaux Métropole	INFLUENCER
Paris je t'aime Convention Bureau	INFLUENCER
Publique, platform for live communication	ENABLER
PUZZLE X	CREATOR/EXPERT

RAISING STONES EVENTS	PARTICIPANT
S.A. Foire Internationale de Marseille	PARTICIPANT
SEMEC	PARTICIPANT
Serbia Convention Bureau	INFLUENCER
Skift Meetings_media	INFLUENCER
S-kwadraat_event organiser	CREATOR/EXPERT
SPAIN CONVENTION BUREAU part of the Spanish Federation of municipalities and provinces	INFLUENCER
Strasbourg Events / GL Events / Icca France BeNeLux Chapter	CREATOR/PARTICIPANT
Sustainability Addict	CREATOR/EXPERT
Swedish Network of Convention Bureaus	INFLUENCER
Switzerland Tourism	INFLUENCER
Tech Tourism Cluster	ENABLER
TechForMICE	PARTICIPANT
Telecom Valley	ENABLER
The Data Appeal Company (Data Appeal)	CREATOR/EXPERT
The Global Association of the Exhibition Industry	INFLUENCER
The Iceberg - Joint Meetings Industry Council (JMIC)	ENABLER
The Travel Foundation	INFLUENCER
Thomas More University of Applied Sciences	ENABLER
Toleranca marketing d.o.o.	PARTICIPANT
Toulon metropole events &Congress	PARTICIPANT
Turisme De Barcelona	INFLUENCER
Turismo de Portugal	INFLUENCER
UFI - The Global Association for the Exhibition Industry	INFLUENCER
Universitat Autònoma de Barcelona	INFLUENCER
University of Barcelona	CREATOR/EXPERT
Visit Bruges Convention Bureau	INFLUENCER
VISYON-MEDIAPRO	CREATOR/EXPERT
WYTLAND_Innovative Studio for branding	ENABLER

Annex 2: List of events of Non-BE sector

List of events identified by partners that are not part of the Business Event's industry.

Event name	Date	Link
Digitale Leute Summit	2023 November	https://www.digitale-leute.de/summit/23/
IdeaLab WHU	2023 October	https://www.idealab.io/
Startup Night	2023 September	https://www.startupnight.net/
Tech Rocks	2023-2025 December	https://events.tech.rocks/summit-2023/en
deGUT Messe	2023-2025 October	https://www.degut.de/tickets
Bits and Brezels	2023-2025 September	https://www.bitsandpretzels.com/
Summit: Future Multilateral Solutions for a Better Tomorrow	2024 September	https://www.un.org/en/summit-of-the-future
WFTGA SIRACUSA 2024	2024, January	https://convention.wftga.org/
CHANGE NOW	2024, March	https://www.changenow.world/join_changenow_2024/
Tech Spirit Barcelona	2024-2025 February	https://www.techbarcelona.com/ca/event/tech-spirit-health-edition-2024/
Integrated Systems Europe	2024-2025 January	https://www.iseurope.org/
International Marketing Trends Conference	2024-2025 January	https://www.marketing-trends-congress.com/
TOA Berlins Technology Event	2024-2025 July	https://festival.toa.media/
Hinterland of Things	2024-2025 June	https://conference.hinterlandofthings.com/
Global Innovation Forum, London	2024-2025 November	https://giflondon.com/
Mobile World Congress	2024-2025 February	
Mobile Social Congress	2024 February	https://mobilesocialcongress.cat/en/
Sixteenth International Conference on Climate Change: Impacts & Responses	2024-2025 April	https://on-climate.com/2024-conference
Germany Startup Conference By Startup Network Europe	2024-22025 September, events throughout the year	https://startupnetwork.eu/about-us/
Green Week Events	29-30 May 2024	https://environment.ec.europa.eu/events/green-week-2024-towards-water-resilient-europe-2024-05-29_en
Congreso Nacional del Medio Ambiente	2024-2025 November	https://www.fundacionconama.org/que-hacemos/espacios-de-dialogo/congreso-nacional-del-medio-ambiente/
Growth vs Climate	2024 March	https://www.growthvsclimate2024.org/

Annex 3: BEFuture Supporter / Special collaboration proposal

To the Strategic Alliance of National Convention Bureaux of Europe

Support to ask for

- Communication support (through members, website, LinkedIn…) of the project and activities in the frame of BEFuture. Support in the innovation and event calls, to decide together.
- To exchange knowledge and findings of studies and works done by the Alliance
- To share information and projects findings useful and related to BEFuture project, compilation of all the members (to ask directly to all members by mail)
- Participation of the members at the Think Tank and other co-creation specific sessions: PCMA EMEA Copenhagen and others to identify together
- January 2024, SANCBE annual meeting, in Barcelona. Digital Think Tank, collaboration in a new whitepaper: BEFuture and SANCBE co-findings aligned and complemented.
- Identification of speakers and other key stakeholders to involve
- Others to identify together

To offer

- Visibility as supporters (Presentations, documents and rapports)
- To considerer all the countries members in the research part, exploration and training part, at all the work pages WP 1 and 2, except in the acceleration program WP 3 (only open to the countries members of the BEFuture Consortium)
- Invitation of the members in some of the activities depending on the goals and context to develop
- To share the main results with the SANCBE and its members
- To provide the SANCBE with new tools and knowledge about digitalization in the BE
- A pilot experience in the development of a European project within the SANCBE and its members.
- To be an active member of the European project for the future of BE.
- Be part of / Collaboration in a new whitepaper "digitalization and innovation in the BE of the future", in a co-creation process: SANCBE + BEFuture Cosme Project for the digitalization and future of the BE / Smart MICE Destinations
    o   SANCBE, within the members
    o   BEFuture, within other ecosystems

To the National convention bureaux of the countries partners of the BEFuture Consortium

Countries: Belgium / Flanders, Germany, Netherland, Italy, France, Spain / Catalonia.

Support to ask for

- To connect with the rest of the MICE and Innovative national ecosystem
- To share and exchange information and similar project results related with the aim of the BEFuture project
- Visibility and communication at the national level of the BEFuture project
- Involve the BEFuture partner at the Nacional CVB activities related with the aim of the project, looking for collective intelligence
- Assessment at national level to execute the BEFuture activities

To offer

- Co-leading with the BEFuture local partner at the implementation of the activities
- Visibility at the BEFuture project as national CVBx and supporter
- Invitation and participation in the co-creation and innovation sessions and events
- Open the opportunity at a national level, open innovation national process
- Be part of an European project and in the exploration for the future of the events
- Capitalize knowledge in digitalization and innovation in BE
- To become an active member of the stakeholders map and the European BE innovation hub network
- Be part of the jury for the innovative solutions, results of the Acceleration program (to be confirmed)
- Be part of the advisory board

PCMA

Support to ask

- Communication of the project and event calls (strategic communication plan)
- To share and exchange information, knowledge and case studies
- To identify key stakeholders and potential speakers and professionals to be involve in specific sessions of co-creation and innovation
- Participation at the co-creation and innovative sessions and events

- Stage to present the findings and specific calls of the BEFuture project
- (Negotiate) To provide context to the specific event / Add value to BEFuture: Need to negotiate special agreement per events: Innovation Forum, Workshops and Talent programs

To offer

- Visibility at the BEFuture project as supporter
- Identification with an European Project to reinforce the position of the PCMA EMEA and the innovation ecosystem to be build
- Invitation and participation in the co-creation and innovation sessions and events
- Be part of an European project and in the exploration for the future of the events
- Capitalize knowledge in digitalization and innovation in BE
- To become an active member of the stakeholders map and the European BE innovation hub network
- Be part of the jury for the innovative solutions, results of the Acceleration program
- Be part of the advisory board
- (Negotiate collaboration) Be part of the Innovation Forum and Talent Program (September 2024, Barcelona)

Annex 4: BEFuture engagement by type of activity

Below is a list of engagement activities done up to January 2024 by the BEFuture consortium.

The contacts are personal and as such, and to comply with data protection, names are not shown. The reader should note that for activities such as the Think Tank, stakeholders have signed a data protection. For individual interviews and considering they are personal contacts, they have not. The data protection information is as follows:

The BEFuture European Project Partnership (AGENCIA CATALANA DE TURISME, B. LINK BARCELONA STRATEGIC PROJECTS SL, TIPIK COMMUNICATION AGENCY SA, TOERISME VLAANDEREN, LINKEUS, VERBAND DER VERANSTALTUNGSORGANISATOREN E.V., STICHTING NHL STENDEN HOGESCHOOL and UNIVERSITA' DEGLI STUDI DI MILANOBICOCCA) is responsible for the processing of the data and, as such, it processes the data you provide to collect information to create the stakeholder map for the European MICE tourism.

The data provided will be part of the stakeholder map that will be available to the general public and will be kept as long as the stakeholder map is alive. You also consent to have videos with audio and photos taken during the event. You have the right to obtain information on how your data is managed, and to revoke the consent granted or to exercise your rights of access, rectification, deletion and portability of the data, and of opposition and limitation to its treatment by communicating to lopd.act@gencat.cat or at the postal address Passeig de Gràcia, 105, 08008 - Barcelona. You are also informed that you have the right to submit a claim to the Data Protection Control Authority, being in the case of the Catalan Tourist Board, Data Protection Authority.

Reporting engagement								
NUM.	TYPE	NAME OF EVENT	BEF partner	DATE	PLACE	TOTAL NUM. PEOPLE INVOLVED	ENGAGEMENT GOAL	AGREEMENTS / TAKE AWAYS
1	Think Tanks	BEFuture Think Tank PCMA 23	ALL	23/9/2023	Copenhaguen	27	First contact with the project goal and mission. Get the first engagement. First Think Tank to collect information.	Connection with first number of key stakeholders
2	Interviews	Personal contact	ACT	23/12/2023	Online	1	Professor at the University of Surrey.	Share his knowledge and expertise
3	Interviews	Personal contact	ACT	20/12/2023	Barcelona	1	Director Festival Cruïlla Barcelona.	Share his knowledge and expertise. Share contacts, best practices and engage with new stakeholders.
4	Interviews	Personal contact	ACT	14/11/2023	Barcelona	1	Director of Eventoplus	Share his knowledge and expertise
5	Interviews	Personal contact	ACT	15/11/2023	Barcelona	1	CEO NEBEXT	Share his knowledge and expertise. Share contacts, best practices and engage with new stakeholders.
6	Think Tanks	BEFuture Think Tank Barcelona	ALL	27/11/2023	Barcelona	48	Second Think Tank where partners collected information for the Future of Literacy. Presentation of BEFuture to the Press and contact with key stakeholders	Share BEFuture project within a big number of international stakeholders. Discussion about future scenarios of the BE industry. Knwledge sharign. Engage with BEF

								and BEF next activities.
7	Other	Meeting NBTC	TVL / ETFI	1/2/2024	The Hague	20	Amber, Jochem and Gemmeke presented the project and did a brainstorm	
8	Interviews	Personal contact	ACT	20/11/2023	Barcelona	1	AIM Group	Share her knowledge and expertise. Share contacts, best practices and engage with new stakeholders.
9	Participation Third Party Events	Integrated Systems Europe	ACT	31/1/2024	Barcelona		Identify trends in the audiovisual sector that are applied or can be applied to the business events. Visit companies that provide services and products. Listen to trend conferences. Meet with new and/or strategic contacts and stakeholders.	- Identification of new trends and services. Useful for Best Practices and White Paper. - Meeting with organisations interested in training and best practice (join and/or share) - Identification of new companies providing solutions that can apply to BEF purposes
10	Other	Meeting with ICCA	TVL / ACT	18/1/2024	Online	1	Engage ICCA with BEFuture. Involve ICCA in BEFuture events. Become a strategic stakeholder and establish collaboration options.	Present BEFuture in some of ICCA regional meetings. Organise co-creation sessions or similar. Help disseminate BEFuture Call for Best Practices, Acceleration program and invite ICCA associates to join the Talent Development Program
11	Other	Meeting/presentaion Strategic Alliance of COnvention Bureaux	ACT	25/1/2024	Barcelona	26	Engage SANCBE with BEFuture. Involve sancbe in BEFuture events. Become a strategic stakeholder and establish collaboration possibilities.	Organise an Innovation Forum together in the framework of PCMA/SANCBE Climate and Tech Event in Barcelona. Help disseminate BEFuture Call for Best Practices,

								Acceleration program and the Talent Development Program sessions. Identificate experts within its members to be part of the selection committees of Best Practices or Acceleration Program, present events, etc.
12	Interviews	GL EVENTS	Linkeus	6/11/2 023	Online	1	identify trends in the event sector, invite to the think tank and as a participant in all the BEFuture activities	Share his knowledge and expertise
13	Interviews	COMEXPOSI UM	Linkeus	6/11/2 023	Online	1	identify trends in the event sector, invite to the think tank and as a participant in all the BEFuture activities	Share his knowledge and expertise
14	Webinar & Training	Personal contact	Linkeus	16/11/ 2023	Phone	1	identify trends in the AI sector and the challenges for event professionals, invite to think tank, and innovation hub	Share his knowledge and expertise and identify other stakeholders in the event industry who are using AI and how, organise an awareness-raising worshop
15	Webinar & Training	Personal contact	Linkeus	20/11/ 2023	Phone	1	identify trends in the AI sector and the challenges for event professionals, invite to think tank, and innovation hub	Share his knowledge and expertise and identify other stakeholders in the event industry who are using AI and how, organise an awareness-raising worshop
16	Webinar & Training	Personal contact	Linkeus	7/11/2 023	Phone	1	Engage in think tank of innovation hub on issues related to innovative mobility or energy solutions	Engage in think tank or co-creation workshop
17	Best Practices	"Journées partenariales	Linkeus	14/12/ 2023	Paris	50	Engage French MICE Stakeholders in the call for best	PowerPoint presentation with

		" - Atout France					practices and acceleration programme	milestones and key dates
18	Best Practices	Atout France	Linkeus	6/3/2024	Online	not known yet	Engage French MICE Stakeholders at Atout France in the call for best practices and acceleration programme	PowerPoint presentation with milestones and key dates
19	Best Practices	Linkeus - presentation of action plan	Linkeus	18/12/2023	Marseille	15	Engage MICE Stakeholders from the South of France in the call for best practices and acceleration programme	Share BEFuture project with MICE stakeholders. Engage with BEF and BEF next activities.
20	Best Practices	Linkeus - presentation of action plan	Linkeus	21/12/2023	Mandelieu	30	Engage MICE Stakeholders from the South of France in the call for best practices and acceleration programme	Share BEFuture project with MICE stakeholders. Engage with BEF and BEF next activities.
21	Best Practices	France Tourism Lab	Linkeus	31/12/2024	Online	10	Engage 10 incubators in the field of tourism and events in France to take part in the call for best practices and acceleration programme	Share BEFuture project with MICE stakeholders. Engage with BEF and BEF next activities.
22	other	ATLAS conference	ETFI	17/11/2024	Amsterdam	15	Test the scenarios to enrich and validate the data beneficial to the Barcelona Think Tank. Furthermore, the session informed 15 European academics within ATLAS (Association for Tourism and Leisure Education and Research) and the Special Interest Group Business Events	Share BEFuture project with BEF university stakeholders. Quality check and confirmation of the data and Think Tank approach.
23	Other	Eurosonic Noorderslag (ESNS)	ETFI	19/1/2024	Groningen	50	Host table session to collect input on future literacy and skills and training need from attending triple helix partners	Validation of Talent Development program, enriched with additional data and insights. Finalise agreement

						focussing on (green) innovation and events in the Netherlands. ESNS is Europe's largest music festival conference.	on 2024/2025 co-creation session.
24	other	CLC-Vecta expertgroup Sustainability	ETFI	31/5/2023	Maarsen	20	CLC-Vecta is the association for Live communication	
25	other	IDEA Green Ambassadors	ETFI	9/1/2024	online	3	IDEA is the International Dutch Event Association representing all leading event agencies in the Netherlands. Their Green Ambassador program takes their members each quartal to a member to showcase sustainable best practices,	IDEA will partner with ETFI in organising the BEFUture local training for 20-40 Green Ambassadors members in Q4 2024.
26	Other	ADE Green	ETFI	20/10/2023	Amsterdam	60	At ADE Green, a session from Green Events was attended where contacts were made with varieous (international) events that could be eligeble for the Best Practices. Furthermore, cooperation was explored between Green Events and BEFuture	
27	Interviews	Personal contact	VDVO	15/11/2023	Online	1	Facilitator with a focus on Business Modelling, Design Thinking for the Start Up Ecosystem	Share his knowledge and expertise
28	Interviews	Personal contact	VDVO	14/11/2023	Online	1	Investor/ Venture Capital	Share his knowledge and expertise
29	Other	German Convention Bureau	VDVO	12/12/2023	Online	2	Engagement on a national level	Press Releases, Social Media Presence & Workshops

30	other	ISDV	VDVO	30/11/2023	Online	1	Engagement for Think Tank	Joined the Community
31	other	EVVC	VDVO	30/11/2023	Online	1	Engagement for Think Tank	Joined the Community
32	other	Personal contact Imex	VDVO	6/10/2023	Online	1	Imex Planning/ Session Slots & collaboration	3 Sessions at Imex within the Impact Hub
33	other	Personal contact	VDVO	25/1/2024	Online	1	possible Best Practice/ Business Model for the Acceleration Program	waits for more information
34	Other	Personal contact	VDVO	1/11/2023	Online	1	Engagement for Think Tank	no time for the Barcelona Think Tank
35	other	Personal contact	VDVO	1/11/2023	Online	1	Engagement for Think Tank	no time for the Barcelona Think Tank
36	other	Personal contact	VDVO	1/11/2023	Online	1	Engagement for Think Tank	no time for the Barcelona Think Tank
37	other	Personal contact	VDVO	25/1/2023	Berlin	1	Press Contact TW - Tagungswirtschaft	invitation for Imex, waits for information
38	Interviews	Personal contact	UNIMIB	24/11/2023	Online	1	Interview on the Business Event industry perspectives with the CEO of Convention Bureau Italia	Confirmation that Convention Bureau Italia is part of the BEFuture network and its participation to future initiatives is assured.
39	Interviews	Personal contact	UNIMIB	17/11/2023	Online	1	Interview on the Business Event industry perspectives with the Associated Segment Developer of Convention Bureau Italia	Invitation to participate to the Italian Knowledge Leaders Event promoted by the Bureau.
40	Other	Personal contact	UNIMIB	19/1/2024	Milan	2	Meeting PoliS Lombardia to discuss how the future of Business Events and the increasing need for understanding and programming tourism activities in Italy	General understanding in developing a joint study on tourism and Business Events.

41	Other	Personal contact	UNIMIB	11/12/2023	Rome	1	Director of Confindustria Alberghi that It is present throughout the country, with more than 2,500 tourist accommodation facilities totalling 175,000 rooms.	Engaged in participating in future events and initiatives by BEFuture. He organised a lecture for students on the project
42	Think Tanks	Personal contact	TVL	31/10/2023	Flanders	1	First contact with the project goal and mission. Get the first engagement. Second Think Tank to collect information.	Engaged in participating in future events and initiatives by BEFuture.
43	Think Tanks	Personal contact	TVL	31/10/2023	Flanders	1	First contact with the project goal and mission. Get the first engagement. Second Think Tank to collect information.	Engaged in participating in future events and initiatives by BEFuture.
44	Think Tanks	Personal contact	TVL	31/10/2023	Flanders	1	First contact with the project goal and mission. Get the first engagement. Second Think Tank to collect information.	Engaged in participating in future events and initiatives by BEFuture.
45	Think Tanks	Personal contact	TVL	31/10/2023	Flanders	1	First contact with the project goal and mission. Get the first engagement. Second Think Tank to collect information.	Engaged in participating in future events and initiatives by BEFuture.
46	Think Tanks	Personal contact	TVL	31/10/2023	Flanders	1	First contact with the project goal and mission. Get the first engagement. Second Think Tank to collect information.	Engaged in participating in future events and initiatives by BEFuture.
47	Other	Personal contact	TVL	31/10/2023	Flanders	1	First contact with the project goal and mission. Get the first engagement. Second Think Tank	Engaged in participating in future events and initiatives by BEFuture.

						to collect information.	
48	Other	Personal contact	TVL	31/10/2023	Flanders	1	First contact with the project goal and mission. Get the first engagement. Second Think Tank to collect information.	Engaged in participating in future events and initiatives by BEFuture.
49	Other	Personal contact	TVL	17/11/2023	Flanders	1	First contact to see if partners can collaborate together on training with Thomas More School	Readiness to work together in 2024 and 2025
50	Other	Personal contact n	TVL	17/11/2023	Flanders	1	First contact to see if partners can collaborate together on training with Thomas More School	Readiness to work together in 2024 and 2025- especially on innovation and technology