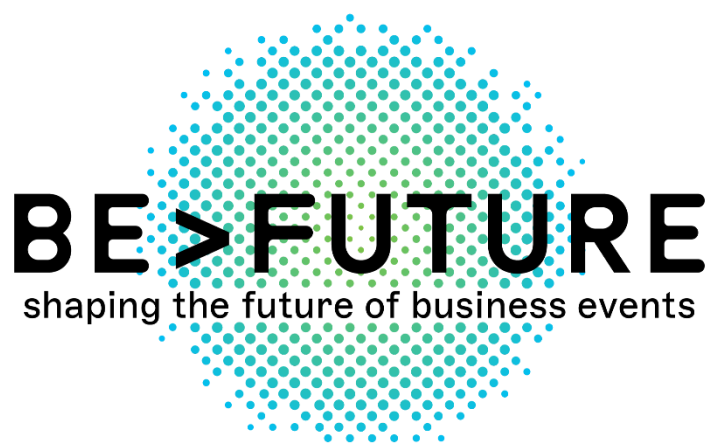




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Business Events' Stakeholder Map

Deliverable D.1.1



Generalitat de Catalunya
Government of Catalonia
Catalan Tourist Board



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STRATEGIC PROJECTS



Flanders
State of the Art

Project information

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1. Introduction: BEFuture and the Stakeholder map deliverable

About BEFuture

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 support the competitiveness and resilience of the Business Events (BE) industry. It will facilitate innovation and collaboration within the industry. It will support entrepreneurs and SMEs with innovative solutions through an acceleration programme, and secure Europe's future as a frontrunner in hosting environmentally and socially responsible corporate events. Digitalisation will be one of the key main drivers to make the industry more resilient and futureproof.

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:

- Steer 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 poised 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.

About the Stakeholder Map

The current deliverable is a stakeholder map of the business events (BE) industry.

The stakeholder map is the outcome of an activity that was aimed to understand which are the key players in the Business Event's tourism ecosystem at regional and national level in the countries targeted by the BEFuture partnership (Spain, Italy, France, Germany, Belgium and the Netherlands) as well as the most relevant ones at EU level (identified by partners and include organizations in countries such as Austria, Sweden or the United Kingdom). The mapping also

identifies other stakeholders especially relevant to the uptake of innovation and digitalisation of the BE industry. In short, the stakeholder map intends to identify and classify a selection of key stakeholders and identify how the stakeholders will contribute to the BE ecosystem.

The stakeholder map is linked with the engagement plan (D1.2) focuses on establishing a relationship of exchange and collaboration among stakeholders in order to build together the pathway towards a better future for the industry of business events through BEFuture activities.

Key stakeholders are organisations and professionals who have a leading role in connecting, influencing, educating or assessing the companies and professionals from the business events ecosystem. These are business events industry associations, business support organisations, convention bureaus, governments and public organisations, academics and researchers, hubs of innovation, technology, sustainability or impact, incubators, media and other sectorial associations or networks.

The business events ecosystem in this project is composed of all organisations linked to the industry of business events but also organisations from other economic sectors (non-BE).

In order to make the transition to a more sustainable, responsible and digital future, the business events professionals need a number of skills and a certain expertise that are currently lacking in the BE industry. By inviting professionals from outside the BE industry such as the innovative, digital, tech and sustainable sectors, the project aims at getting insights and inspiration about for instance AI, Big Data, circular economy, social innovation, mobility, smart living among others. The project seeks a more cross-sectoral approach and outreach in its activities.

The map covers the geographical area of the 27 members of the European Union but also the broader Europe including organisations at a national and regional level. The map distinguishes three groups of reach:

1. The six member states of the Consortium (Belgium, Germany, France, Italy, Spain and the Netherlands).
2. The 27 EU member States.
3. Other European or non-European countries.

The first group, composed by the members of the Consortium, will have the focus and will be further developed.

The map is organised as a directory of the identified stakeholders. It includes information on the knowledge and resources each stakeholder can contribute to

the ecosystem. It also highlights which stakeholders can assist in the transition to a more sustainable, digital and tech savvy future for the business events.

The map illustrates the type of involvement of each of them. The involvement will depend on the stakeholders' profile:

- Stakeholders will be invited to join the Talent Programme activities.
- Stakeholders will be engaged in communicating the activities and the work of the project.
- Stakeholders will be invited to share their experience and knowledge and contribute to the development of the content to shape the future.

The map will be used to inform about the development of the BEFuture business model, and to ensure that the project meets the needs of all stakeholders.

The selected key actors will have an important role to play. They can voice the project's vision and act as a bridge between all organisations in the entire business events allowing the industry at large to benefit from the project.

2. Methodology used to create the Stakeholder map

A qualitative method was used to create the stakeholder map. The methodology had two steps:

1. The project partners first created an Excel spreadsheet to gather information on potential stakeholders.
2. Once the stakeholders were identified by each partner, a questionnaire was sent to the identified stakeholders to ask them if they would like to be part of the stakeholder map (see Figure 1).

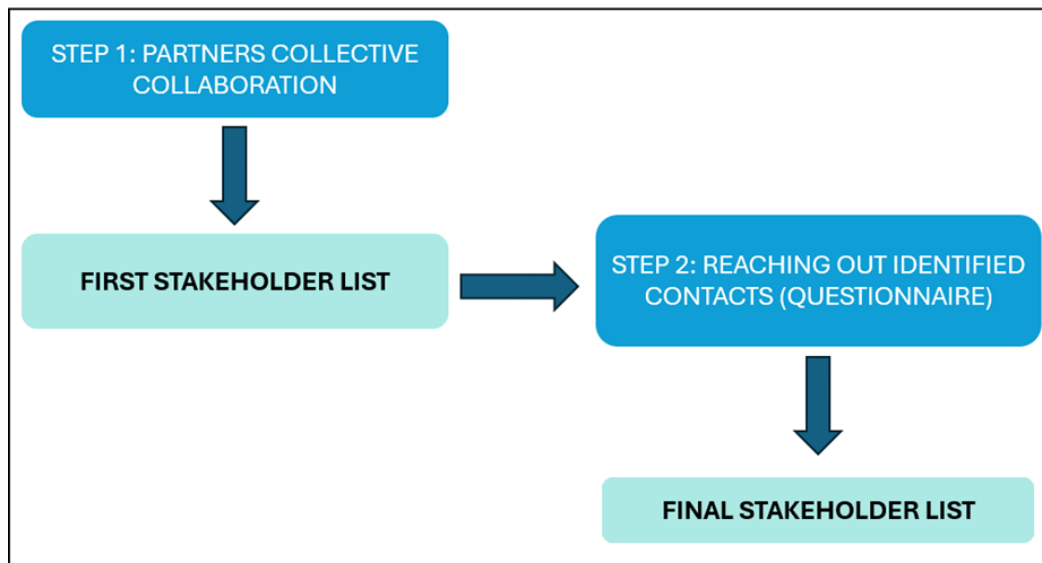


Figure 1: steps to create the stakeholder list.

Source: Catalan Tourist Board

The end goal is to have an illustrative representation of key Business Event's stakeholders in Europe and beyond, with a special focus on Spain, Italy, France, Germany, Belgium and the Netherlands. Together they can shape a more resilient, green and digital future of business events. The map aims to reflect upon how to design and create a **SMART destination**.

Step 1: collective collaboration to gather key contacts

There were two main challenges in creating the stakeholder map: on the one hand it was important to identify the type of stakeholders who could contribute to the project's purpose. On the other hand, the project wanted stakeholders to feel they could equally benefit from being part of this new project. The initial roster of identified stakeholders is detailed in [Annex II](#), featuring **242 organizations** initially pinpointed by partners. Subsequently, this list underwent refinement through a dual-process approach: (1) scrutiny based on the additional analysis criteria outlined in this section, and (2) adherence to data protection standards, ensuring stakeholder acceptance.

The main criteria used to select the first list of stakeholders were:

1. Geographic: the stakeholders should be located and operating in Europe with a focus on the six countries members of the Consortium. Other well-known international business events stakeholders can be also included since they represent value to the overall business events ecosystem.

2. Quadruple Helix (see Figure 2 page 12): the stakeholders align with one of the four groups within the Helix. The final list should include a balance between government, academics/research, corporates-SMEs and NGO's/residents.

3. Business Events (BE) and Non-Business Events related: since BE organizations are affected by the large economic and societal system they operate in, the stakeholders are divided into two key decisive specifications. On the one hand, it is key to include stakeholders whose work is related to the business events industry as they are the focus of this project. On the other hand, it is important to involve stakeholders which are not related to the BE industry in order to transfer expertise, new ideas and inspiration from other sectors that are pioneers in domains such as innovation, tech and digitalization. E.g. the banking and automotive sectors are much more advanced in certain technologies.

4. Project's main pillars: In line with the EU Tourism Transition Pathways and the Sustainable Development Goals, the consortium highlighted the three pillars that are at the core of the project: (a) Sustainability (b) Digital/Tech, and (c) Innovation.

In this regard, the stakeholders included in the map shall work on business events in at least one of the three pillars.

Considering the above selection criteria, a first list of the main profiles and types of stakeholders was made. The descriptions below attempt to provide an explanation of why these profiles can be considered strategic for BEFuture.

Each of them will have a role varying from influencing or disseminating to delivering inputs and content for the BEFuture activities. More detailed information on figure 2, page 14.

- 1. Events:** Gatherings of people for a variety of purposes such as entertainment, commercial activities or knowledge sharing. Big thematic events relating to business events (e.g. IBTM or IMEX) technology (e.g. Mobile World Congress or ISE Europe) or innovation (e.g. Smart City Expo) are of interest for BEFuture for their expertise and the trends they showcase.
- 2. Business Events Industry Associations:** National or international associations of business events professionals are very strategic for BEFuture because they represent the whole event industry and have direct contact with them. BEFuture aims to work closely with them. E.g. ICCA (International Congress and Convention Association) or PCMA (Professional Convention Management Association).

3. **Business Events Partners:** Professionals supporting the Business Events Industry and that have a broad audience or influence. E.g. media partners such as Boardroom.
4. **Convention Bureaus:** Convention Bureaus are a destination's marketing body. They have a strong link with all the business events industry in their territory. For BEFuture they are very strategic as they have relations with all the industry and are aware of their needs and capabilities.
5. **Event Organisers:** Professionals responsible for the organization of small to large events (logistics, finances, communication). They are the end beneficiaries of BEFuture and represent the core of the industry. In general, they cannot be considered key or strategic for the stakeholder map.
6. **Event Agencies:** Event agencies offer a variety of services, including event planning, design, marketing, logistics, and production. They are the end beneficiaries of BEFuture and represent the core of the industry. In general, they cannot be considered key or strategic for the stakeholder map.
7. **Meeting and corporate planners:** The planner is in charge of coordinating the meeting venue as well as lodging and transportation for out-of-town guests. E.g. Mars360. They are the end beneficiaries of BEFuture and they are the core of the industry. In general, they cannot be considered as key or strategic partners for the stakeholder map.
8. **Professional Conference Organiser (PCO)** or conference companies: Companies which are specialised in the organisation and management of congresses, conferences, seminars and similar events. They are the end beneficiaries of BEFuture, they represent the core of the industry. In general, they cannot be considered as key or strategic partners for the stakeholder map.
9. **Destination Management Company (DMC):** Professional service companies with local knowledge, expertise and resources, working in the design and implementation of events, activities, tours, transportation and program logistics. E.g. Bravo DMC. They are the end beneficiaries of BEFuture, they are the core of the industry that is the object of the project. In general, they cannot be considered as key or strategic partners for the stakeholder map.
10. **Business Events Suppliers:** Professionals working in the business events supporting clients with products and services. This is a large group going from transport to accommodation, from venues to catering or communication services. E.g. GL-events. They are the end beneficiaries of

BEFuture. In general, they cannot be considered as key or strategic partners for the stakeholder map.

11. **Business Support Organisations:** Publicly funded agencies who provide support to businesses and start-ups often within an ecosystem and often with a focus on internationalization. BEFuture needs to identify them and engage them in order to enable SMEs and start-ups to be informed of BEFuture activities and join the acceleration program.
12. **Corporate companies, Small Medium Enterprises (SME's), start-ups and entrepreneurs** are legal entities with the purpose of operating for profit in a specific economic sector. In the business events they would be event organisers, event planners, DMCs, etc. They are the end beneficiaries of BEFuture. In general, they cannot be considered as key or strategic partners for the stakeholder map.
13. **Governments:** Governmental organisations or agencies that provide support and policies in the framework of BEFuture interests. They might be of local, national or international administrations. E.g. internationalization agencies, tourism departments, climate offices, tech departments, etc.
14. **Academics, researchers (R&D) and education:** Experts from the university's environment or similar, whether they teach or do research. BEFuture aims at identifying the main universities and researchers in the fields of business events, but also sustainability and innovation in order to be aware of the last findings and trends and take them into account in the definition of the future of the industry.
15. **Associations:** They are organisations founded and funded by businesses that operate in a specific industry. Their main goal is to advocate/lobby, support their members via training, capacity building, events and congresses. In this document we make the difference between business event industry associations, and other associations that represent all other economic sectors. These last ones are considered clients of the BE industry and would not be considered as strategic for the stakeholder map. E.g. Association for Women Computing WC They can be active on a local, regional, national, European and international level.
16. **Incubators and accelerators:** Incubators provide space and resources for the full spectrum of startups, from an early stage to a growth stage. Accelerators are ideal for businesses in the startup stage with a minimum viable product (MVP). BEFuture needs to identify them and engage them in order to enable start-ups to be informed of BEFuture activities and join the acceleration program.

17. **NGO's:** non-governmental organizations use to be established by a group of individuals that wish to pursue goals and aspirations that relate to the public, social, or political good of a nation or the world. They can be citizen initiatives, social platforms, networks, etc. BEFuture aims to identify international NGOs or networks that can assess BEFuture in the development of its goals and multiply its message.
18. **Sustainability partners and initiatives:** All sorts of organisations or professionals that are active in the topic of sustainability. E.g. . Outstanding partners in the field of sustainability are of strategic interest for BEfuture as they can be instrumental in identifying trends and needs to incorporate in BEFuture's activities.
19. **Tech agents and partners / Innovation partners or Hubs:** All sorts of organisations or professionals that are active in the topic of technology and digitalisation. They might be individuals or hubs that provide support in developing, implementing, or enhancing digital solutions. E.g. Eventroni These outstanding tech partners are of great interest for the project as they are part of the change BEFuture aims to foster in the BE industry.

With this list as a starting point, the conclusion is that out of the 19 types of organisations identified, there was a need to fine-tune shorten and simplify it.

It was important to start the mapping with an accurate representation of the European playfield of Business Events. It's agreed to use and work with the following list of **types of stakeholders** entailing **15 types of organisations** to include in the map:

1. Business Events Partners
2. Corporates/SMEs/ Start-ups
3. Customers/Clients - Associations Corporate planners
4. Convention Bureaus
5. Events
6. Governments
7. Innovation HUBS and partners
8. International organizations
9. Media
10. NGO's, citizen platforms
11. Sustainability partners/initiatives
12. Tech partners/initiatives
13. Universities/Knowledge institutions
14. Venues
15. Others

TVL, as the Work Package leader created an Excel template and provided four weeks for each partner to insert contacts. The template information included the stakeholder's name, organization, role or added value, and type of stakeholder.

To create the map of stakeholders, the consortium considered the **potential role** each stakeholder would take in the project (see figure 2). In this regard, partners added on the specific 'Alliances' and Associations within the national and international Business Events e.g. the Strategic Alliance of the National Convention Bureaus and the International Alliance for Impact. These alliances connect many stakeholders through Europe and are potentially real amplifiers for the project.

The consortium also identified a number of industries **outside the Business Events**. These are industries which are innovative, tech and digitally driven or/and orientated, socially committed, sustainable or even disruptive. Organisations that can play a role as influencer, innovator and can be a true inspiration for the BEFuture partners.

The following figure shows the framework under which the stakeholders were selected: (a) taking into account the quadruple helix in the centre and (b) the project needs written outside the centre.

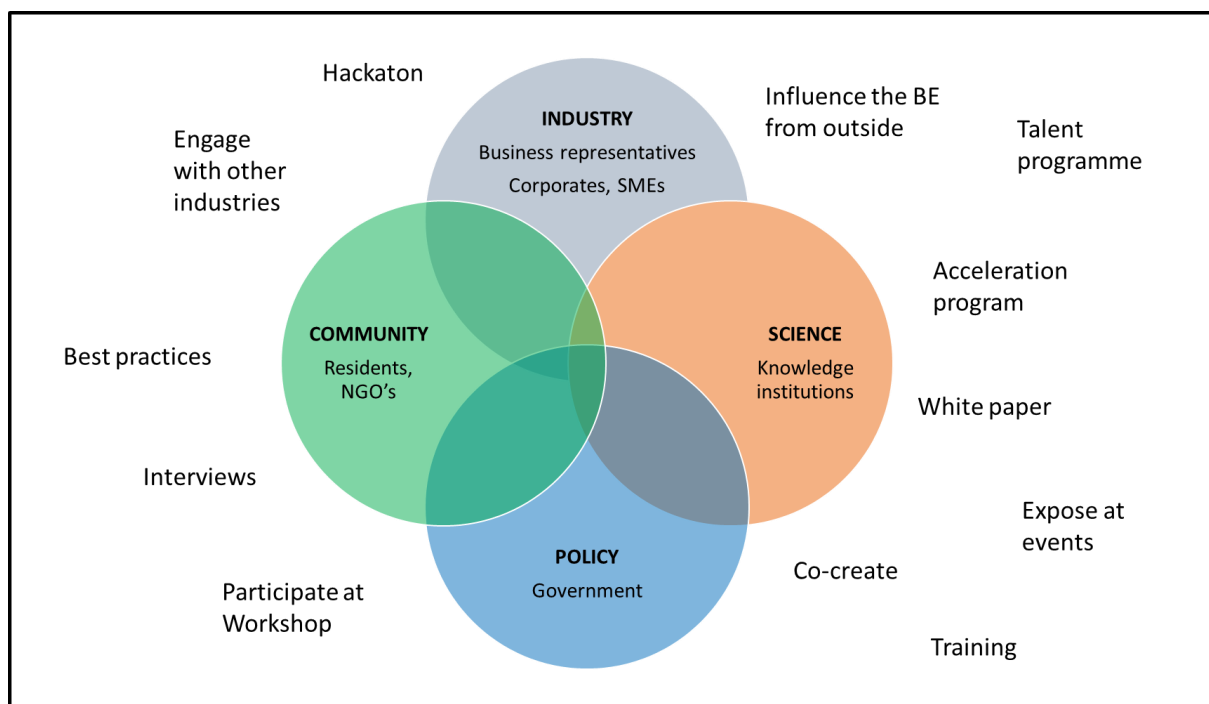


Figure 2: roles of stakeholders within the Quadruple Helix

Source: Visit Flanders Convention Bureau (TVL)

With the quadruple helix and the composition of the BEFuture consortium in mind (in terms of country and partner's specialisation), it has been proposed

that **the strategic stakeholder map should at least include** the following organisations for the 27 countries of the European Union:

- National Convention Bureaus
- Business event industry associations
- Most relevant universities offering tourism and business event studies
- Most relevant hubs or clusters specialized in technology and innovation

This will guarantee that all countries of the European Union are represented accurately in the stakeholder map.

For the six countries represented in the BEFuture consortium, the stakeholder map will be more extensive and include multiple organizations from every category at a national, regional and local level.

Step 2: reaching out to identified contacts

With a first list of stakeholders identified by all the BEFuture partners as a base, the BEFuture stakeholder map is launched.

To create a more detailed and exact list, a questionnaire (see Annex III) was developed to ask identified stakeholders their consent to be part of the map. With these the following two objectives were achieved:

1. The identified stakeholders were checked on their relevance
2. By filling in the questionnaire, the stakeholders agreed on being part of the BEFuture stakeholder map and accepted the data protection policy (see Annex IV). This procedure was put into place to ensure that the data protection policy was consulted with a Data Protection Officer (DPO) and the legal department of the Catalan Tourist Board.

By creating the online questionnaire, the consortium decided to adjust further the original categories of stakeholders. It became clear there was a necessity for better structured and standardized categories. The final categories were as follows:

1. BE Industry Association
2. Event organizer (including all types of event organizers)
3. Event / Fair
4. Business Events 'supplier (including all types of event suppliers)
5. Convention Bureau
6. Business Support Organization
7. Government
8. NGO
9. Academics & researchers

10. Media
11. SME & entrepreneurs
12. Incubator
13. Association
14. Innovation HUBS and partners
15. Others

In addition, the creation of the questionnaire allowed the consortium to bring the list one step further, a 'Snowball methodology' was used to expand and scale the initial list of stakeholders. Selected stakeholders were asked to share other relevant organizations or professionals that they believe would be relevant to include in the stakeholder map (see question 13 of the questionnaire).

Once the questionnaire was created, each BEFuture partner sent the invitation to their identified stakeholders and asked them to be part of the stakeholder map. A total of **140 people** answered the questionnaire and a total of **126 organizations** were included in the stakeholder map. **The difference in numbers is because some organizations have more than one relevant contact or expert. The stakeholder map only shows organizations.**

To be part of the stakeholder map, organizations **are required to fill in the data protection questionnaire** (see [Annex IV](#)), which consequently influenced the final number of organizations filling the questionnaire.

The final Stakeholder map comprises 126 organizations and 140 contacts. The table below shows a summary of the countries and types of organizations based on data from the contacts.

Country	Contact
Spain	28
France	23
Belgium	22
The Netherlands	17
Italy	11
United Kingdom	8
Germany	7
Outside of Europe	6
Ireland	3
Sweden	3
Austria	2
Finland	2
Croatia	1
Cyprus	1
Czech Republic	1
Denmark	1
Estonia	1
Greece	1
Portugal	1
Slovenia	1

Type	Count
BE supplier	27
Event organizer	23
Convention Bureau	21
Association	17
Academics & researchers	13
BE Industry Association	12
Innovation HUBS and partners	10
Media	8
SME & entrepreneurs	5
NGO	4
Business Support Organization	3
Incubator	2
Government	2

Interest	Count
Sustainability	76
Innovation	71
Digitalization	56
Governance	53

Figures 3: number of contacts by country, type of organization and topic of interest.

Source: Catalan Tourist Board

The data from figure three shows the data based on contacts that answered the questionnaire. Note that the final list included organizations and not contacts. Some organizations have more than one key contact. Next section shows the final stakeholder map.

3. Stakeholder Map

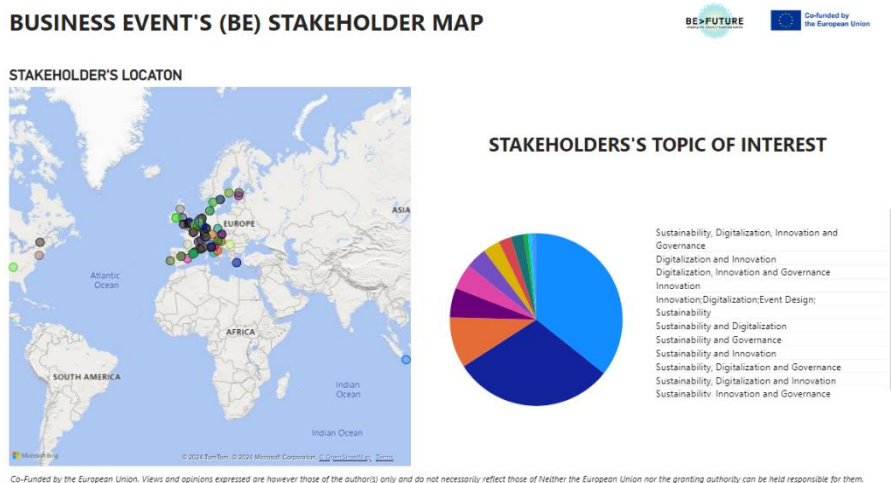
The final stakeholder map is presented in two ways. Firstly, as a list of stakeholder organizations which include the main contacts for every organization. The list can be found in Annex I.

Secondly, and most importantly for the project communication and a key available output, the stakeholder map is portrayed as a virtual interactive platform via Power BI with the curated list of organizations and main information for easy access.

The map of stakeholders is featured in the BEFuture platform and will be updated throughout the project lifetime to include the knowledge gained during the process.

The stakeholder map in Power BI has three pages, the first one shows the stakeholder organizations by location and provides the website and general contact (data protection has been acquired). The second one, shows the classification of stakeholders by topic of interest and the third one on whether they belong to the BE industry and by type of organization.

BEFuture Stakeholder Map be-future.eu/befuture-ecosystem



Figures 4: caption of Power BI created with the BEFuture stakeholders list.
Source: Catalan Tourist Board

The BEFuture stakeholder Business Event's map fills an existing gap in the Business Event's sector by providing a unique point for stakeholders to check the key organizations in the field of Business Event's.

4. Ecosystem steps: towards a BEFuture engagement plan

The current stakeholder map is a well-thought-out and planned output of the BEFuture project. At the same time, the BEfuture partners want to take a step forward and keep updating the map throughout the project and upload it to the future Marketplace. This map is, as such, a representation of the BE Ecosystem that is going to be nourished throughout the project and beyond.

BEFuture Ecosystem it is understood as:

1. All the stakeholders identified (BE and non-BE)
2. The interactions between the stakeholders (in workshops, exchange of information...).

The BEFuture Ecosystem will be built in different steps and phases in time. One key step will be the **deliverable D1.2 Engagement Plan**. The ecosystem will be dynamic and allow the stakeholders within it to (inter)connect and understand the importance of being part of it.

The ecosystem and the engagement are foreseen to be one of the success drivers of the project in the short and the long term. While the engagement plan is another deliverable, see hereunder the anticipated steps.

The ecosystem will be alive during the whole duration of the project. In this regard, the first elements to consider are:

Step 1: a series of questions will be put forward to understand the potential of the ecosystem around the project. It will allow to better align the stakeholders with the project's outcomes. The following questions will be asked:

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 Business Events?

Step 2: this graph illustrates the potential **interest** and the potential **influence** **each** stakeholder might have in the project. It also gives an overview on where to position the stakeholders

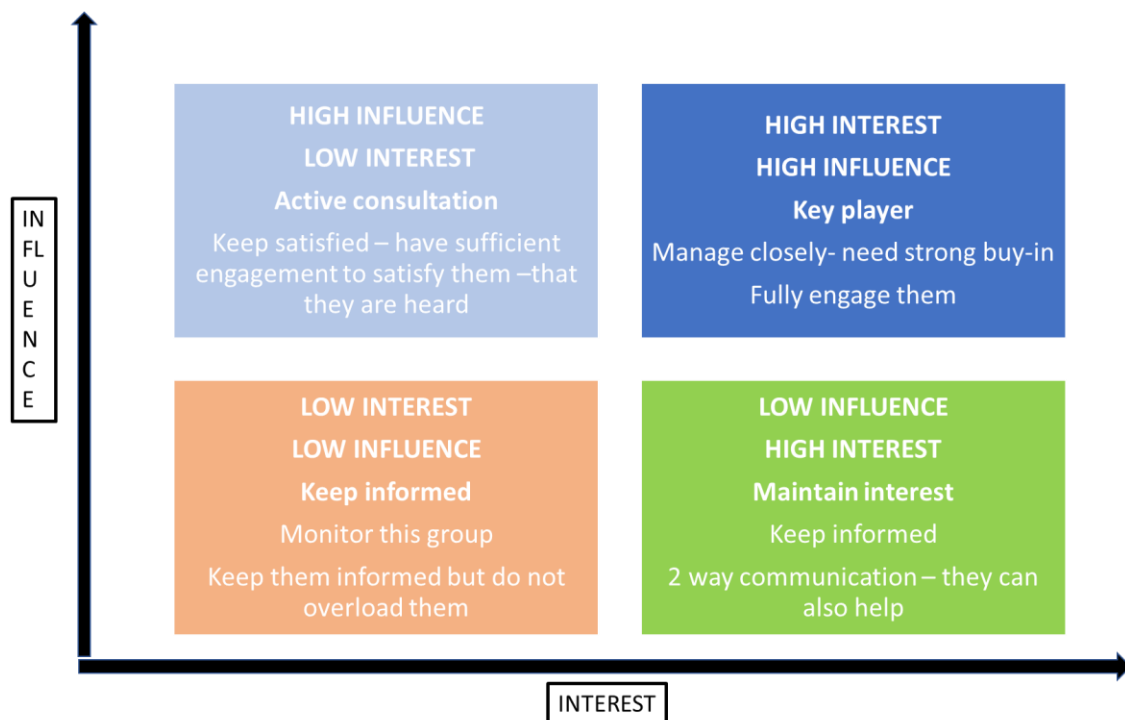


Figure 5 : Influence and interest of stakeholders.
Source: Visit Flanders Convention Bureau

The figure below shows another way to understand the four groups of stakeholders and their involvement in BEFuture. The lighter the shade of blue, the more involved the stakeholders are in the implementation of BEFuture. This will be further developed in the Engagement plan.

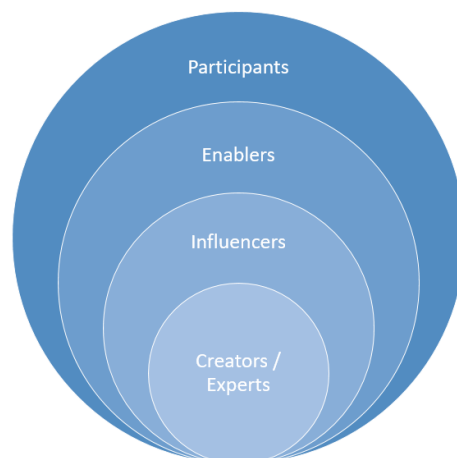


Figure 6: four roles for the stakeholders in the project
Source: Visit Flanders Convention Bureau (TVL)

1. **Creators or experts:** These are the stakeholders who will shape the future with tangible projects and ideas (e.g. Acceleration programme) or can assist in framing the possible future scenarios for the industry (e.g. during Think Tank Workshops). This is the largest group of non-BE stakeholders. They come from industries which work on AI, Big data, Blockchain, circular economy, social innovation, mobility, smart living, etc.
2. **Influencers:** These are the stakeholders who can influence the development and implementation of the BEFuture business model, such as industry associations, academics, and media representatives.
3. **Enablers:** These are the stakeholders who can provide the resources and expertise needed to implement the BEFuture business model, such as technology companies and financial institutions but also be an 'amplifier' and spread the word throughout the BE ecosystem.
4. **Secondary stakeholders or participants:** These are the stakeholders who are indirectly affected by the business events industry, such as local communities, governments, and tourism organizations and suppliers.

The final list of stakeholders identified by partners can be found in [Annex II](#)

Step 3: an engagement plan will be developed in order to activate and communicate with the ecosystem. Through the duration of the project it will be crucial to align the key stakeholders with the series of events, activities and deliverables of the project.

For example for the Think Tank on 27th November 2023 at IBTM- Barcelona, a diverse group of stakeholders was selected and invited, including from different geographical origin and multiple types of expertise. Each group was composed of a combination of profiles and specific knowledge (e.g. around technology or sustainability). This increased the quality of the outputs. The participants of the Think Tank have now become part of the ecosystem.

The BEFuture Ecosystem will aim for:

- **A shared vision:** generate a dynamic sustainable ecosystem based on the stakeholder map. A more comprehensive range of working partnerships will be designed with BE stakeholders who **share the vision of the project**.
- **Collaboration:** stimulate, deepen and sustain the stakeholder collaboration and engage with varied sectors and industries such as the business event's knowledge sector, local businesses, academia, governments and the civil sector. It will be important to stimulate cross-sectoral and smart collaboration **within the ecosystem**.

- **Impact:** generate positive long-term impact. Support businesses to make real substantial change. The ecosystem needs to be designed to support not only economic impact but moreover a greater societal impact through all (business) activities.
- **Innovation:** drive more SMART destinations. Stimulate the innovation and the use of technology and technological solutions in order to walk towards a SMART BE industry based on sustainable, resilient and regenerative practices.

The stakeholder map will be continuously fine-tuned and deepened to generate a dynamic and futureproof ecosystem.

5. Conclusions and Next Steps

The BEFuture stakeholder map serves as a foundational resource, offering a comprehensive overview of key players within the dynamic Business Events industry and their influential roles. It successfully identifies a diverse array of stakeholders, each with unique interests and spheres of influence. Its significance extends beyond information gathering—it plays a pivotal role in shaping the BEFuture business model. Functioning as a compass, it guides engagement with various organizations, ensuring alignment with the needs of all involved stakeholders.

Acknowledging its dynamism, the consortium considers this stakeholder map a living document, destined to evolve alongside the project. The ongoing focus remains on the engagement plan and subsequent activities aimed at precisely involving stakeholders in envisioning the industry's future and enhancing it. Additionally, the consortium anticipates embracing new stakeholders and uncovering organizations. The expanding network implies the possibility of unknown stakeholders yet to be discovered or emerging entities finding their place on the final map.

Recognizing the global reach of the Business Events industry, encompassing international associations hosting events worldwide, the current focus is on the six member countries of the BEFuture Consortium and other key global players. Acknowledging this international scope is vital in updating the project to reflect global presence, considering alliances bridging EU and non-EU states. Moreover, the engagement plan will aim to involve non-BE stakeholders contributing value to the BE ecosystem.

In conclusion, the BEFuture stakeholder map is a cornerstone resource, invaluable in navigating the complexities of the Business Events industry. Its ongoing evolution and comprehensive stakeholder involvement ensure its continual relevance and effectiveness in positively shaping the project's trajectory.

Moving forward, the BEFuture project aims to:

- Engage with the stakeholders identified in the map to **gather their input on the development of the business model** through the different activities of the project.
- Develop a communication and engagement plan (D1.2) to **facilitate and stimulate engagement between the different stakeholders**, not only nationally but also cross-European borders.

- Activate a communication plan to **support and intensify the engagement between stakeholders** inside the business events but also outside our industry.
- **Identify and select the right profiles** according to the different needs of the project, especially including SDG-related organizations.
- Keep **enriching the stakeholder map** on a regular basis (after each event) with new additions throughout the whole length of the project. Interest will be generated in the project and the activities will aim at enrolling potential stakeholders interested in our goals.

The BEFuture project team is confident that the stakeholder map will be a valuable tool in developing and implementing a new, sustainable, and resilient business model for the business events industry.

6. Annexes

Annex I: BEFuture Business Events list of stakeholders

The list is alphabetically organized by country. Every contact has signed the data protection

ORGANIZATION	WEBSITE	EMAIL	COUNTRY	ADRESS	BE	TYPE	TOPICS OF INTEREST
Austrian Convention Bureau	www.acb.at	office@acb.at	Austria	Margaretengürtel 14, Top 20, 1050 Wien, Austria	Yes	Convention Bureau; Event organizer; Association	Sustainability, Digitalization, Innovation and Governance
ENITED business events	https://www.enited.eu/	welcome@enited.eu	Austria	Gilgegasse 11, 1090 Vienna, Austria	Yes	BE supplier	Sustainability, Innovation and Governance
Antwerp Convention Bureau	antwerpconventionbureau.be	info@antwerpconventionbureau.be	Belgium	Francis Wellesplein 1, 2018 Antwerp, Belgium	Yes	Convention Bureau	Sustainability, Digitalization, Innovation and Governance
Association World	https://linktr.ee/associationworld	hello@associationworld.eu	Belgium	Rond-Point Schuman 2-4, 1040 Brussels, Belgium	Yes	BE Industry Association; Event organizer	Sustainability, Digitalization, Innovation and Governance
Boardroom Magazine	www.boardroom.global	info@boardroom.global	Belgium	Avenue des Volontaires 19, 1160 Brussels, Belgium	Yes	Media	Sustainability, Digitalization, Innovation and Governance
European Society of Association	www.esae.eu	info@esae.eu	Belgium	38-40 Square de Meeûs, 1000 Brussels, Belgium	Yes	Association	Sustainability, Digitalization, Innovation and Governance

Executives (ESAE)							
European Exhibition Industry Alliance (EEIA)	www.exhibition-alliance.eu	barbara.weizsaecker@exhibition-alliance.eu	Belgium	Rue de l'Amazone 2, 1050 Brussels, Belgium	Yes	BE Industry Association	Sustainability, Digitalization, Innovation and Governance
European Major Exhibition Centres Association (EMECA)	www.emeca.eu	info@emeca.eu	Belgium	Rue de l'Amazone 2, 1050 Brussels, Belgium	Yes	BE Industry Association	Sustainability, Digitalization, Innovation and Governance
Event Confederation	www.event-confederation.be	info@event-confederation.be	Belgium	Belgiëplein 1, 1020 Brussels, Belgium	Yes	BE Industry Association	Digitalization, Innovation and Governance
Event Masters	eventmasters.eu	info@eventmasters.eu	Belgium	Brownfieldlaan 37-1, B-2830 Willebroek, Belgium	Yes	Event organizer	Sustainability, Digitalization and Innovation
eventplanner.net	https://www.eventplanner.net	info@eventplanner.net	Belgium	Moleneinde 10, 2381 Weelde, Belgium	Yes	Media; BE supplier	Sustainability, Digitalization and Innovation
Eventronics	www.eventronics.eu	poweron@eventronics.eu	Belgium	Maanstraat 7d, 2800 Mechelen, Belgium	Yes	BE supplier	Sustainability, Digitalization and Innovation
Globus	www.globsus.com	peter@globsus.com	Belgium	Koekoekdreef 25, 2980 Zoersel, Belgium	Yes	BE supplier	Sustainability
Greentripper	www.greentripper.org	info@greentripper.org	Belgium	Cantersteen 47, 1000 Brussels, Belgium	Yes	Sustainability expert	Sustainability, Digitalization and Innovation
Joint Meetings Industry Council (JMIC)	www.themeetingsindustry.org	jmic@thmemetingsindustry.org	Belgium	Rue de l'Amazone 2, 1050 Brussels, Belgium	Yes	Association	Sustainability, Digitalization,

NECSTouR	www.necstour.eu	info@necstour.eu	Belgium	Grasmarkt 61, 1000 Brussels, Belgium	No	NGO	Innovation and Governance Sustainability, Digitalization and Governance
S-kwadraat	skwadraat.eu	stijn@skwadraat.eu	Belgium	Grensstraat 25, 1800 Vilvoorde, Belgium	Yes	Event organizer; BE supplier; SME & entrepreneurs	Sustainability, Digitalization, Innovation and Governance
Sustainability Addict	www.sustainabilityaddict.com	melanie@sustainabilityaddict.com	Belgium	Square Coghen 2, 1180 Brussels, Belgium	Yes	Sustainability expert	Sustainability, Innovation and Governance
Thomas More University of Applied Sciences	www.thomasmore.be	lieve.plasqui@thomasmore.be	Belgium	Mechelen, Belgium	Yes	Academics & researchers	Sustainability, Digitalization and Innovation
Visit Bruges Convention Bureau	www.visitbrugesconventionbureau.be	meeting@brugge.be	Belgium	Toerismehuis St- Jan, Mariastraat, Bruges, Belgium	Yes	Convention Bureau	Sustainability, Digitalization and Innovation
Meet4Impact	www.meet4impact.global/	community@meet4impact.global	Canada	Montreal, Canada	Yes	BE supplier	Sustainability, Digitalization, Innovation and Governance
Croatian National Tourist Board	www.croatia.hr	info@htz.hr	Croatia	Iblov trg 10, 10000 Zagreb, Croatia	Yes	Convention Bureau	Sustainability, Digitalization and Innovation
Czech Convention Bureau	www.czechconvention.com	czechconvention@czechtourism.cz	Czech Republic	Štěpánská 567/15, 120 00 Prague, Czech Republic	Yes	Convention Bureau	Sustainability, Digitalization, Innovation and Governance
DestinationFyn	www.visitfyn.dk/convention-bureau/convention	info@destinationfyn.dk	Denmark	Munkebjergvænget 1, 5230 Odense M, Denmark	Yes	Convention Bureau	Sustainability, Digitalization,

Estonian Convention Bureau	www.ecb.ee	kadri.karu@ecb.ee	Estonia	Viru 19, Tallinn, Estonia	Yes	Convention Bureau	Innovation and Governance Sustainability, Digitalization, Innovation and Governance
Finland Convention Bureau	www.fcb.visitfinland.com	fcb@businessfinland.fi	Finland	Porkkalankatu 1, 00180 Helsinki, Finland	Yes	Convention Bureau	Sustainability, Digitalization and Innovation
Högskolan på Åland	www.ha.ax	Monika.birkle@gmail.com	Finland	Ålands landskapsregering, Högskolan på Åland/PB 2050, AX-22111 Mariehamn, Åland, Finland	Yes	Academics & researchers	Sustainability and Innovation
Alive Events	www.events.group-alive.com	e.mollard@group-alive.com	France	220 Impasse du Plan Oriental, 83340 Montauroux, France	Yes	BE supplier	Sustainability and Innovation
Atout France	www.atout-france.fr	contact@atout-france.fr	France	200/216 Rue Raymond Losserand, 75014 Paris, France	Yes	Convention Bureau; Government	Sustainability, Digitalization, Innovation and Governance
Egg	www.egg-events.com	angelique.eriksen@egg-events.com	France	11 Rue de Rouvray, 92200 Neuilly-sur-Seine, France	Yes	Event organizer	Sustainability
French Event Booster	www.frencheventbooster.com	alix.fissot@frencheventbooster.com	France	1 Place de la Porte de Versailles, 75015 Paris, France	Yes	Business Support Organization; Incubator; Innovation	Sustainability, Digitalization, Innovation and Governance

							HUBS and partners
Galis	www.galis.fr	hello-paris@galis.fr	France	4 Rue Louis de Broglie, 77400 Saint-Thibault-des-Vignes, France	Yes	BE supplier	Sustainability, Digitalization and Innovation
GL events	www.gl-events.com	Accueil.CONFLUENCE@GL-events.com	France	59 Quai Rambaud, 60002 Lyon, France	Yes	Event organizer; BE supplier	Sustainability, Digitalization, Innovation and Governance
Novelty Group	www.novelty-group.com	jlq@novelty.fr	France	86 Boulevard de La Tour Maubourg, 75007 Paris, France	Yes	BE supplier	Innovation
La Collective des Lieux Evenementiels	www.la-cle.community	contact@la-cle.community	France	22 Rue d'Aumale, 75009 Paris, France	Yes	Association	Digitalization and Innovation
MARS360	www.mars360.fr et www.orangevelodrome.com	contact@mars360.fr	France	Orange Vélodrome, 3 Boulevard Michelet, 13008 Marseille, France	Yes	Event organizer	Sustainability, Digitalization, Innovation and Governance
Office de Tourisme et des Congrès Bordeaux Métropole	www.congres.bordeaux-tourisme.com	conventionbureau@bordeaux-tourisme.com	France	42 Allée d'Orléans, 33000 Bordeaux, France	Yes	Convention Bureau	Sustainability and Innovation
Paris je t'aime Convention Bureau	www.parisjetaime.com/convention	convention@parisjetaime.com	France	76 Rue Beaubourg, 75003 Paris, France	Yes	Convention Bureau	Sustainability and Innovation
Raising Stones Events	www.raising-stones-events.com	pierre@raising-stoners-events.com	France	Rue Évariste Galois, Batiment B, 06410 Biot, France	Yes	Event organizer; Association; Innovation	Sustainability, Digitalization, Innovation and Governance

							HUBS and partners
Foire Internationale de Marseille	www.safim.com	contact@safim.com	France	Parc Chanot, Rond Point du Prado, 13008 Marseille, France	Yes	Event organizer; Event / Fair	Sustainability, Digitalization and Innovation
Société d'économie mixte des événements Cannois (SEMEC)	www.palaisdesfestivals.com	hello@cannesconventionbureau.com	France	La Croisette, CS 30051, 06414 Cannes Cedex, France	Yes	Convention Bureau	Sustainability and Digitalization
Strasbourg Events	www.strasbourg-events.com	Palais des Congrès, Pl. de Bordeaux, 67082 Strasbourg	France	Palais des Congrès, Place de Bordeaux, 67082 Strasbourg, France	Yes	BE supplier	Sustainability, Innovation and Governance
Telecom Valley	www.telecom-valley.fr	mtourisme@telecom-valley.fr	France	Telecom Valley, Business Pôle 1, 1047 Route des Dolines, Allée Pierre Ziller, F06560 Sophia Antipolis, France	Yes	Association; SME & entrepreneurs ; Innovation HUBS and partners	Sustainability, Digitalization, Innovation and Governance
Toulon metropole events & Congress	www.toulon-metropole-evenements-congres.com/	toulon@congresneptune.com	France	Place Besagne, 83070 Toulon, France	Yes	BE supplier	Sustainability, Innovation and Governance
UFI - The Global Association for the Exhibition Industry	Www.ufi.org	Info@ufi.org	France	17 Rue Louise Michel, 92300 Levallois-Perret, France	Yes	BE Industry Association; Event organizer	Sustainability, Digitalization and Innovation
ViParis	www.viparis.com	sales@viparis.com	France	2 Place de la Porte Maillot, 75017 Paris, France	Yes	BE Industry Association; Incubator;	Sustainability, Digitalization and Innovation

						Innovation HUBS and partners; BE supplier	
Wytland	www.wytland.co	k.moisan@wytlad.c o	France	6 Rue des Bateliers, 92110 Clichy, France	Yes	SME & entrepreneurs	Digitalization and Innovation
GALIS	www.galis.fr	hello-paris@galis.fr	France	4 Rue Louis de Broglie, 77400 Saint-Thibault-des- Vignes, France	Yes	BE supplier	Sustainability
Deutscher Bundestag	www.lenawerner.de	<a href="mailto:Lena.werner@bunde
stag.de">Lena.werner@bunde stag.de	Germany	Platz der Republik 1, 54516 Wittlich, Germany	No	Government	Sustainability, Digitalization, Innovation and Governance
EVVC Europäischer Verband der Veranstaltungsc entren	www.evvc.org	info@evvc.org	Germany	Niddastraße 74, 60329 Frankfurt am Main, Germany	Yes	Association	Sustainability, Digitalization and Innovation
Fraunhofer Institute for Industrial Engineering IAO	<a href="http://www.iao.fraunhofer.de/en
.html">www.iao.fraunhofer.de/en .html	<a href="mailto:presse@iao.fraunhof
er.de">presse@iao.fraunhof er.de	Germany	Nobelstraße 12, 70569 Stuttgart, Germany	Yes	Academics & researchers	Sustainability, Digitalization and Innovation
GCB German Convention Bureau	www.gcb.de	info@gcb.de	Germany	Taunusanlage 8, 60329 Frankfurt am Main, Germany	Yes	Convention Bureau	Sustainability, Digitalization and Innovation
ISDV - Professional association of Independent Service	www.isdv.net	info@isdv.net	Germany	Hanauer Landstraße 328- 330, 60314 Frankfurt am Main, Germany	Yes	Association	Sustainability, Digitalization, Innovation and Governance

Providers in the Event Industry							
Meta-Fusion GmbH	www.meta-fusion.com	info@meta-fusion.com	Germany	Deutz-Mülheimer Straße 119, Kunst- und Gewerbehof, Haus B, 51063 Cologne, Germany	Yes	BE supplier	Sustainability, Digitalization and Innovation
AGEG Tourism for Sustainability	www.ageg-tourism.de	info@ageg-tourism.de	Germany	Rumfordstraße 7, 80469 Munich, Germany	No	Academics & researchers	Sustainability
AFEA Travel and Congress Services	www.afea.gr - www.iapco.org	info@afea.gr / info@iapco.org	Greece	Lykavittou 39-41, 1062 Athens, Greece (AFEA premises)	Yes	Event organizer; BE supplier	Sustainability, Digitalization and Innovation
Faillte Ireland - Ireland's National Tourism Development Authority	www.meetinireland.com	info@meetinireland.com	Ireland	88-95 Amiens Street, Dublin 1, Ireland	Yes	Convention Bureau	Sustainability, Digitalization, Innovation and Governance
Native Events	www.nativeevents.ie	admin@nativeevent.ie	Ireland	Native Events, D-Light Studios, 46 North Great Clarence Street, Dublin 1, Ireland	Yes	Event organizer; BE supplier; SME & entrepreneurs	Sustainability
Alpitour World	www.voihotels.com	info@voihotels.com	Italy	Via Andrea Doria 41, 00192 Rome, Italy	Yes	BE supplier	Sustainability and Innovation
Associazione Italiana Confindustria Alberghi	www.alberghiconfindustria.it/home	segreteria@alberghiconfindustria.it	Italy	Viale Pasteur 10, 00144 Rome, Italy	Yes	Association	Innovation
BolognaFiere Group	www.bolognafiere.it	Segreteria.generale@bolognafiere.it	Italy	Viale della Fiera 20, Bologna, Italy	Yes	Event / Fair	Sustainability, Digitalization,

							Innovation and Governance
Clubbing	www.clubbingapp.it	ciao@clubbingapp.it	Italy	Via di Salicchi 711x, 55100 Lucca (LU), Italy	No	BE supplier	Digitalization and Innovation
C-Nova Holding - Carlo Maresca Group	www.carlomaresca.it	cnovasrl@legalmail.it	Italy	Via Caravaggio 125, 65125 Pescara, Italy	Yes	Event organizer	Sustainability and Innovation
Convention Bureau della Riviera di Rimini - E&C Division of Italian Exhibition Group	www.riminiconvention.it - www.iegexpo.it	infor@riminiconvention.it - info@iegexpo.it	Italy	Via Monte Titano 152, 47921 Rimini (RN), Italy	Yes	Convention Bureau	Sustainability, Digitalization and Innovation
Convention Bureau Italia	www.conventionbureauitalia.com	info@conventionbureauitalia.com	Italy	Via Nazionale 57, 50123 Florence, Italy	Yes	Convention Bureau	Sustainability, Digitalization, Innovation and Governance
Fiere di Parma	www.fiereparma.it	Info@fiereparma.it	Italy	Viale Esposizioni, Parma, Italy	Yes	Event / Fair; Event organizer	Sustainability and Digitalization
Hotel Regency Firenze	www.regency-hotel.com	INFO@regency-hotel.com	Italy	Piazza d'Azeglio, Florence, Italy	Yes	Business Support Organization; BE supplier	Sustainability and Digitalization
The Data Appeal Company (Data Appeal)	www.datappeal.io	https://www.linkedin.com/in/hannah-babineau/	Italy	Via del Tiratoio 1, 50124 Florence FI, Italy	Yes	BE supplier	Sustainability and Innovation
Puzzle X	www.puzzlex.io	zina.cinker@matternetwork.io	Outside of Europe	1033 Demonbreun St #300, Nashville, TN 37203, USA	Yes	Association	Sustainability, Digitalization and Innovation

Skift Meetings	www.skiftmeetings.com	meetings@skift.com	Outside of Europe	Skift, Inc., 35 W 31st St, Front 1, New York, NY 10001, USA	Yes	Media	Sustainability, Digitalization and Innovation
Switzerland Tourism	www.myswitzerland.com/meetings	scib@switzerland.com	Outside of Europe	Switzerland Tourism, Morgartenstrasse 5a, 8002 Zurich, Switzerland	Yes	Convention Bureau; Government	Sustainability, Digitalization and Innovation
Turismo de Portugal	www.visitportugal.com	info@visitportugal.com	Portugal	Rua Ivone Silva It 6, Spain	Yes	Convention Bureau	Sustainability, Digitalization, Innovation and Governance
Serbia Convention Bureau	www.scb.travel	scb@serbia.travel	Serbia	Cika Ljubina 8, 11000 Belgrade, Serbia	Yes	Convention Bureau	Sustainability and Governance
Toleranca marketing d.o.o.	www.toleranca.eu	gorazd.cad@toleranca.eu	Slovenia	Štihova ulica 4, 1000 Ljubljana, Slovenia	Yes	Event organizer	Sustainability, Digitalization, Innovation and Governance
Agencias de Eventos Españolas Asociadas (AEVEA)	www.aevea.es	SSC@AEVEA.ES	Spain	Glorieta de Quevedo 9, 28015 Madrid, Spain	Yes	BE Industry Association	Digitalization and Innovation
AIM Group International	www.aimgroupinternational.com	spain@aimgroup.eu	Spain	Carrer del Pallers, Spain	Yes	Event organizer	Sustainability, Digitalization, Innovation and Governance
OPC Catalunya	www.opc.cat	info@bocemtium.com	Spain	Violant d'Hongria-Reina d'Aragó 107-109, Spain	Yes	Event organizer	Sustainability, Digitalization and Innovation

CBCat - Barcelona Chamber of Commerce	www.cbcat.io	info@cbcat.io	Spain	Parc Tecnològic de Girona, Spain	Yes	Innovation HUBS and partners	Sustainability, Digitalization, Innovation and Governance
Cluster Audiovisual de Catalunya	www.clusteraudiovisual.cat	info@clusteraudiovisual.cat	Spain	Via Laietana 32-34, 08003 Barcelona, Spain	Yes	Association	Sustainability, Digitalization and Innovation
Cruïlla	www.cruillabarcelona.com	festival@cruillabarcelona.com	Spain	Carrer de Pujades 77, 2 ^a - 7 ^a , Spain	Yes	Event organizer	Sustainability, Digitalization and Innovation
Eurecat	www.eurecat.org	events@eurecat.org	Spain	72 Bilbao Street, 08005, Barcelona, Spain	Yes	Academics & researchers	Sustainability, Digitalization and Innovation
Event Managers Association Spain	www.eventmanager.es	info@eventmanager.es	Spain	Carrer Salvador Soler Forment 9-A 3 ^{er} 1 ^a , Spain	Yes	Association	Digitalization and Innovation
Fundació TecnóCampus	www.tecnocampus.cat	info@tecnocampus.cat	Spain	Avinguda Ernest Lluch 32, Spain	Yes	BE supplier	Sustainability, Digitalization and Innovation
CETT	www.cett.es/en/	cett@cett.cat	Spain	Av. de Can Marçet 36-38, Horta- Guinardó, 08035 Barcelona, Spain	Yes	Academics & researchers	Sustainability, Digitalization, Innovation and Governance
Impact Hub Barcelona	www.barcelona.impacthub.net	barcelona.22@impacthub.net	Spain	Carrer de Pujades 94, 08005 Barcelona, Spain	No	Business Support Organization; SME & entrepreneurs ; Incubator; Innovation HUBS and partners	Sustainability and Innovation

IQS - School of Management - Ramon Llull University	www.iqs.url.edu	decade@iqs.edu	Spain	Via Augusta 390, 08017 Barcelona, Spain	Yes	Academics & researchers	Sustainability and Governance
Knowledge Innovation Market BCN Foundation	www.kimglobal.com	info@kimbcn.org	Spain	Av. Diagonal 452, Gràcia, 08006 Barcelona, Spain	Yes	Event organizer; Innovation HUBS and partners; Business Support Organization	Sustainability, Digitalization and Innovation
Meet In & Forum Business Travel	www.meet-in.es	Info@meet-in.es	Spain	Santísima Trinidad 30, 28010 Madrid, Spain	Yes	Media; Innovation HUBS and partners	Sustainability, Digitalization and Innovation
Mobile World Capital Barcelona Foundation	www.mobileworldcapital.com	info@mobileworldcapital.com	Spain	Plaça de Pau Vila 1, 08003 Barcelona, Spain	Yes	NGO	Sustainability, Digitalization and Innovation
NEBEXT - Next Business Exhibitions	www.nebext.com	info@nebext.com	Spain	Carrer Poeta Joan Maragall 23, Planta 1a, 28020 Madrid, Spain	Yes	Event organizer	Sustainability and Innovation
Spain Convention Bureau	www.scb.es	scb@femp.es	Spain	Nuncio 8, 28005 Madrid, Spain	Yes	BE Industry Association	Sustainability, Digitalization, Innovation and Governance
Tech Tourism Cluster	www.techtourismcluster.org	info@techtourismcluster.org	Spain	Carrer Milà i Fontanals 14, 08012 Barcelona, Spain	Yes	Association	Sustainability, Digitalization and Innovation

TechForMICE	www.techformice.com	jonathan@techformice.com	Spain	Plaza Pablo Ruiz Picasso 1, Madrid, Spain	Yes	BE supplier	Sustainability, Digitalization and Innovation
Turisme De Barcelona	www.barcelonaconventionbureau.com	bcb@barcelonaturisme.com	Spain	Passatge de la Concepció 7-9, 08008 Barcelona, Spain	Yes	Convention Bureau	Sustainability, Digitalization and Innovation
Universitat Autònoma de Barcelona	www.uab.cat/turisme-direccio-hotelera/	fuab.formacio@uab.cat	Spain	Carrer de la Vila, s/n, 08193 Bellaterra, Barcelona	No	Academics & researchers	Sustainability, Digitalization and Innovation
Universitat de Girona	https://www.udg.edu/en/ed/programes-de-doctorat/detall?IDE=890&ID=350130913	lluis.prats@udg.edu	Spain	Universidad de Girona, Plaça Josep Ferrater i Móra 1, 17004 Girona, Spain, Teléfono: 972 41 82 00	Yes	BE Industry Association	Sustainability, Digitalization, Innovation and Governance
University of Barcelona	www.web.ub.edu	https://web.ub.edu/contacte	Spain	Gran Via de les Corts Catalanes 585, 08007 Barcelona, Spain	No	Academics & researchers	Sustainability

Annex II: stakeholders identified by partners

Organizations identified during **step one** of the stakeholder map identification. This was a first list identified by partners.

TYPE OF STAKEHOLDER	ORGANIZATION	ADDED VALUE	COUNTRY	BE/NON-BE
Business Events Partners	Association World	Influencers	Belgium	BE
Business Events Partners	B Tonic	Enablers	Belgium	BE
Business Events Partners	City DNA	Enablers	France	BE

Business Events Partners	CLC-VECTA Centre for Live Communication	Enablers	The Netherlands	BE
Business Events Partners	Comexposium	Participants	France	BE
Business Events Partners	Compas Group Denmark	Participants	Denmark	NON-BE
Business Events Partners	EA Exhibitions	Participants	The Netherlands	BE
Business Events Partners	Event Masters	Enablers	Belgium	BE
Business Events Partners	Event Summit	Influencers	The Netherlands	BE
Business Events Partners	Eventplus	Enablers	Spain	BE
Business Events Partners	Eventplanner	Influencers	The Netherlands & Belgium	BE
Business Events Partners	EXEMPLA	Enablers	Belgium	BE
Business Events Partners	Faber audiovisuals	Creators or experts	The Netherlands	NON-BE
Business Events Partners	ICCA - France-Benelux Chapter	Enablers	France	BE
Business Events Partners	GEBTA	Creators or experts	Spain	NON-BE
Business Events Partners	GL Events	Participants	UK	BE
Business Events Partners	IAPCO - International Association of Professional Congress Organizers	Influencers	Greece	BE
Business Events Partners	ICCA - International Congress and Convention Association	Influencers	The Netherlands	BE
Business Events Partners	IDEA - Independent Dutch Event Association	Influencers	The Netherlands	BE
Business Events Partners	Live Com Alliance	Influencers	The Netherlands	BE
Business Events Partners	Mainstage Event Campus	Influencers	The Netherlands	BE
Business Events Partners	MCI & Ovation	Influencers	The Netherlands & Belgium	BE
Business Events Partners	MCI Group	Participants	Spain	BE

Business Events Partners	MPI - Meeting Professionals International	Influencers	International	BE
Business Events Partners	MPI Netherlands Chapter	Influencers	The Netherlands	BE
Business Events Partners	MPI Iberian Chapter	Influencers	Spain	BE
Business Events Partners	NEBEXT	Influencers	Spain	BE
Business Events Partners	PCMA - Professional Conventiona Manager Association	Influencers	USA	BE
Business Events Partners	Strategic Alliance of National Convention Bureaus	Influencers	International	BE
Business Events Partners	UFI - Global Association of the Exhibition Industry	Influencers	France	BE
Business Events Partners	UNICEO - United Networks of International Corporate Events Organisers	Influencers	International	BE
Business Events Partners	UNIMEV - Professional group of French MICE operators	Influencers	France	BE
Business Events Partners	Zynchrone Event Live Media	Influencers	The Netherlands	BE
Business Events Partners	EMA - Event Manager Association Spain	Influencers	Spain	BE
Business Events Partners	AEVEA - Agencias de Eventos Españolas Asociadas	Influencers	Spain	BE
Business Events Partners	AEGVE - Asociación Española de Gestores de Viajes de Empresa	Influencers	Spain	BE
Business Events Partners	Global Mice Forums	Influencers	Spain	BE
Business Events Partners	Spain DMCs - Asociación Española de DMCs	Influencers	Spain	BE
Business Events Partners	Foro MICE	Influencers	Spain	BE
Business Events Partners	IBTA - Iberian Business Travel Association	Influencers	Spain	BE
Business Events Partners	Gremi d'Hotels de Barcelona	Influencers	Spain	BE

Business Events Partners	AIM Group	Influencers	Spain	BE
Business Events Partners	bnetwork	Influencers	Spain	BE
Business Events Partners	Digital Mind	Influencers	Denmark	BE
Business Events Partners	Humanside	Creators or experts	International	NON-BE
Business Events Partners	OPC Catalunya	Influencers	Spain	BE
Business Events Partners	ICCA Iberian Chapter	Influencers	Spain	BE
Corporates/SMEs/ Start-ups	Aeroporti di Roma (AdR)	Participants	Italy	NON-BE
Corporates/SMEs/ Start-ups	BPI FRANCE - Banque Publique d'Investissement	Creators or experts	France	NON-BE
Corporates/SMEs/ Start-ups	Event Inc	Creators or experts	Germany	BE
Corporates/SMEs/ Start-ups	Hivr.ai	Creators or experts	Germany	BE
Corporates/SMEs/ Start-ups	Spacebase	Creators or experts	Germany	BE
Corporates/SMEs/ Start-ups	Vivatickets	Creators or experts	International	NON-BE
Corporates/SMEs/ Start-ups	Vok Dams	Creators or experts	Germany	NON-BE
Corporates/SMEs/ Start-ups	Bundesverband Nachhaltige Wirtschaft (BNW e.V.)	Creators or experts	Germany	NON-BE
Corporates/SMEs/ Start-ups	Business Angels Deutschland	Creators or experts	Germany	NON-BE
Corporates/SMEs/ Start-ups	Business Angels Club Berlin Brandenburg	Creators or experts	Germany	NON-BE
Corporates/SMEs/ Start-ups	Startup Verband	Creators or experts	Germany	NON-BE
Corporates/SMEs/ Start-ups	Munich Ventures	Creators or experts	Germany	NON-BE
Corporates/SMEs/ Start-ups	West Tech Ventures		Germany	NON-BE
Customers/Clients - Associations Corporate planners	EAIE - European Association for International Education	Influencers	The Netherlands	BE

Customers/Clients - Associations Corporate planners	ESAE - European Society for Association Executives	Influencers	Belgium	BE
Customers/Clients - Associations Corporate planners	SEA - Sociedad espanola de arteriosclerosis	Influencers	Spain	NON-BE
Customers/Clients - Associations Corporate planners	Genokom Group	Creators or experts	Germany	BE
Customers/Clients - Associations Corporate planners	Comexposium	Creators or experts	France	BE
Customers/Clients - Associations Corporate planners	EASL - European Association for the Study of the Liver	Creators or experts	Switzerland	BE
Customers/Clients - Associations Corporate planners	Bayer AG	Creators or experts	Germany	BE
Customers/Clients - Associations Corporate planners	Windeurope	Creators or experts	Belgium	BE
Convention Bureaus	ENIT - Agenzia Nazionale del Turismo	Enablers	Italy	BE
Convention Bureaus	Amsterdam and Partners	Enablers	The Netherlands	BE
Convention Bureaus	Antwerp Convention Bureau	Enablers	Belgium	BE
Convention Bureaus	ATOUT FRANCE	Enablers	France	BE
Convention Bureaus	Barcelona Convention Bureau (BCB)	Enablers	Spain	BE
Convention Bureaus	Belfast Convention Bureau	Enablers	Northern Ireland	BE
Convention Bureaus	Bordeaux Convention Bureau	Enablers	France	BE
Convention Bureaus	Visit Bruges Convention Bureau	Enablers	Belgium	BE
Convention Bureaus	Catalan Tourist Board / Catalunya Convention Bureau	Enablers	Spain	BE
Convention Bureaus	Convention Bureau Italia	Enablers	Italy	BE
Convention Bureaus	East Sweden Convention Bureau	Enablers	Sweden	BE
Convention Bureaus	Destination Fyn Convention Bureau	Enablers	Denmark	BE
Convention Bureaus	German Convention Bureau	Enablers	Germany	BE

Convention Bureaus	Glasgow Convention Bureau	Enablers	UK	BE
Convention Bureaus	Gothenburg Convention Bureau	Enablers	Sweden	BE
Convention Bureaus	Italy Convention Bureau	Enablers	Italy	BE
Convention Bureaus	Krakov Convention Bureau	Enablers	Poland	BE
Convention Bureaus	Lausanne Meeting & Events	Enablers	Switzerland	BE
Convention Bureaus	Leuven Convention Bureau	Enablers	Belgium	BE
Convention Bureaus	Liverpool Convention Bureau	Enablers	UK	BE
Convention Bureaus	Maastricht Convention Bureau	Enablers	The Netherlands	BE
Convention Bureaus	Madrid Convention Bureau	Enablers	Spain	BE
Convention Bureaus	Meet Denmark	Enablers	Denmark	BE
Convention Bureaus	Meet in Ireland	Enablers	Ireland	BE
Convention Bureaus	Meet Riga	Enablers	International	BE
Convention Bureaus	Paris Convention Bureau	Enablers	France	BE
Convention Bureaus	Slovenia Convention Bureau	Enablers	Slovenia	BE
Convention Bureaus	Spain Convention Bureau	Enablers	Spain	BE
Convention Bureaus	Visit Berlin	Enablers	Germany	BE
Convention Bureaus	Visit Brussels	Enablers	Belgium	BE
Convention Bureaus	Visit Scotland	Enablers	Scotland	BE
Convention Bureaus	Visit Tórshavn	Enablers	Faroe Islands	BE
Convention Bureaus	German National Tourist Board	Enablers	Germany	BE
Events	IBTM World	Enablers	UK	BE
Events	IMEX	Participants	UK	BE
Events	Smart City Expo	Participants	Spain	NON-BE
Events	Futurhane	Participants	Germany	BE
Events	La Biennale di Venezia	Participants	Italy	BE

Events	Mobile World Congress	Participants	Spain	NON-BE
Events	ISE - Integrated Systems Europe	Participants	Spain	NON-BE
Events	Tourism Innovation Summit - TIS	Participants	Spain	BE
Events	Festival Cruïlla Barcelona	Participants	Spain	NON-BE
Events	Sònar	Participants	Spain	NON-BE
Governments	ACCIÓ	Participants	Spain	NON-BE
Governments	Barcelona Activa	Participants	Spain	NON-BE
Governments	Directorate General of Enterprise - Directorate of Tourism, Trade, Crafts and Services	Participants	France	NON-BE
Governments	German Bundestag	Participants	Germany	NON-BE
Governments	Polis Lombardia	Participants	Italy	NON-BE
Governments	European Environment Agency (EEA)	Creators or experts	Denmark	NON-BE
Innovation HUBS and partners	Enterprise Europe Network	Creators or experts	Belgium	NON-BE
Innovation HUBS and partners	Barcelona Tech City	Creators or experts	Spain	BE
Innovation HUBS and partners	CBCAT - Centre Blockchain de Catalunya	Creators or experts	Spain	BE
Innovation HUBS and partners	Cluster Audiovisual de Catalunya	Creators or experts	Spain	NON-BE
Innovation HUBS and partners	Global Institute of Innovation Districts	Creators or experts	Spain	NON-BE
Innovation HUBS and partners	Howest	Creators or experts	Belgium	NON-BE
Innovation HUBS and partners	INLEA	Creators or experts	Spain	NON-BE
Innovation HUBS and partners	Innofest	Creators or experts	The Netherlands	NON-BE

Innovation HUBS and partners	Innovation Hubs	Creators or experts	International	NON-BE
Innovation HUBS and partners	Living Tomorrow	Creators or experts	Belgium	NON-BE
Innovation HUBS and partners	Mediterranean Open Innovation MEDHUB	Creators or experts	International	NON-BE
Innovation HUBS and partners	Mobile World Capital Foundation (MWC)	Creators or experts	Spain	NON-BE
Innovation HUBS and partners	Tech Tourism Cluster	Creators or experts	Spain	NON-BE
Innovation HUBS and partners	European Cluster Collaboration Platform	Creators or experts	International	NON-BE
Innovation HUBS and partners	Impact Hub Germany/Berlin	Creators or experts	Germany	NON-BE
Innovation HUBS and partners	Impact Hub Barcelona	Creators or experts	Spain	NON-BE
Innovation HUBS and partners	Cluster TIC Sud	Creators or experts	Spain	NON-BE
Media	Meetin	Influencers	Spain	BE
Media	The BoardRoom	Influencers	Belgium	BE
Media	The Iceberg	Influencers	UK	BE
Media	Nexotur/Conexo	Influencers	Spain	BE
Media	Hosteltur	Influencers	Spain	BE
Media	Punto MICE	Influencers	Spain	BE
Media	Skifts	Influencers	UK	BE
Media	Skifts Meetings	Influencers	Denmark	BE
NGO's, citizen platforms	NECSTour	Influencers	Belgium	BE
NGO's, citizen platforms	NetzeroCarbon Events	Influencers	Belgium	BE
NGO's, citizen platforms	UNWTO Glasgow Declaration on climate action in tourism - United Nations World Tourism Organisation	Influencers	International	BE

NGO's, citizen platforms	UNDP - United Nations Development Program	Influencers	International	NON-BE
NGO's, citizen platforms	Business with Social Value	Influencers	Spain	NON-BE
NGO's, citizen platforms	Conscious travel	Influencers	UK	NON-BE
NGO's, citizen platforms	Creative Tourism	Influencers	France	BE
NGO's, citizen platforms	Global Cad / Inclimo Tech Fund	Influencers	Spain	NON-BE
NGO's, citizen platforms	Groundbreakers	Influencers	The Netherlands	NON-BE
NGO's, citizen platforms	Meet4Impact	Influencers	Canada	BE
NGO's, citizen platforms	My Climate	Influencers	International	BE
NGO's, citizen platforms	SoolNua	Influencers	Ireland	BE
NGO's, citizen platforms	My Climate	Influencers	Germany	NON-BE
NGO's, citizen platforms	CAN - Climate Action Network Europe	Influencers	Belgium	NON-BE
NGO's, citizen platforms	EEB - European Environmental Bureau	Influencers	Belgium	NON-BE
NGO's, citizen platforms	She changes climate	Influencers	UK	NON-BE
NGO's, citizen platforms	WLT - Women Leading Tourism	Influencers	Spain	BE
Sustainability partners/initiatives	Alba Sud	Influencers	Spain	BE
Sustainability partners/initiatives	Ecounion	Creators or experts	Spain	NON-BE
Sustainability partners/initiatives	Bundesverband Nachhaltige Wirtschaft (BNW e.V.)	Creators or experts	Germany	BE
Sustainability partners/initiatives	centre4ni.com	Creators or experts	Belgium	NON-BE
Sustainability partners/initiatives	Green Events	Influencers	The Netherlands	BE
Sustainability partners/initiatives	Greentripper	Creators or experts	Belgium	NON-BE
Sustainability partners/initiatives	GSTIC	Creators or experts	Belgium	NON-BE

Sustainability partners/initiatives	Sustainability Addict	Creators or experts	Belgium	NON-BE
Sustainability partners/initiatives	The Travel Foundation	Creators or experts	Belgium	BE
Tech partners/initiatives	Denys Holovatyi	Creators or experts	Germany	BE
Tech partners/initiatives	Ostec	Creators or experts	Germany	BE
Tech partners/initiatives	i2Cat	Creators or experts	Spain	BE
Tech partners/initiatives	Anteverti	Creators or experts	Spain	NON-BE
Tech partners/initiatives	CVENT - Event Tech	Creators or experts	Germany	BE
Tech partners/initiatives	Domestic Data Streamers	Creators or experts	International	NON-BE
Tech partners/initiatives	Edojo	Creators or experts	Spain	NON-BE
Tech partners/initiatives	Eulidia	Creators or experts	France	NON-BE
Tech partners/initiatives	Eventronics	Creators or experts	Belgium	BE
Tech partners/initiatives	Events & Media Hacker	Creators or experts	Italy	BE
Tech partners/initiatives	Events Case	Creators or experts	Spain	BE
Tech partners/initiatives	French Eventbooster	Creators or experts	France	BE
Tech partners/initiatives	Futurity Systems	Creators or experts	Spain	NON-BE
Tech partners/initiatives	Hiperreal	Creators or experts	Spain	NON-BE
Tech partners/initiatives	Inwink	Creators or experts	France	BE

Tech partners/initiatives	Meta-Fusion	Creators or experts	Germany	BE
Tech partners/initiatives	Munich Ventures	Creators or experts	Germany	BE
Tech partners/initiatives	Puzzle	Creators or experts	Spain	NON-BE
Tech partners/initiatives	Swapcard	Creators or experts	International	NON-BE
Tech partners/initiatives	Tech for Mice	Creators or experts	Spain	BE
Tech partners/initiatives	TECH Hubs	Creators or experts	International	NON-BE
Tech partners/initiatives	Validated ID	Creators or experts	Spain	NON-BE
Tech partners/initiatives	Visyon 360	Creators or experts	Spain	NON-BE
Tech partners/initiatives	VIVATECH Paris	Creators or experts	France	BE
Tech partners/initiatives	Vottun	Creators or experts	Spain	NON-BE
Tech partners/initiatives	Wytland	Creators or experts	France	NON-BE
Tech partners/initiatives	SpaceBase	Creators or experts	Germany	NON-BE
Tech partners/initiatives	Event Inc	Creators or experts	Germany	BE
Tech partners/initiatives	Hivr.ai	Creators or experts	Germany	BE
Tech partners/initiatives	No Venture Studio	Creators or experts	Germany	NON-BE
Universities/Knowledge institutions	IKN Italy	Influencers	Italy	BE
Universities/Knowledge institutions	Eurecat	Influencers	Spain	NON-BE
Universities/Knowledge institutions	AEME - Association of Event Management Educators	Influencers	UK	BE

Universities/Knowledge institutions	ATLAS - Association for Tourism and Leisure Education and Research	Influencers	UK	BE
Universities/Knowledge institutions	Breda University	Influencers	The Netherlands	NON-BE
Universities/Knowledge institutions	BUas	Influencers	The Netherlands	BE
Universities/Knowledge institutions	Esade	Influencers	Spain	NON-BE
Universities/Knowledge institutions	ESNS	Influencers	The Netherlands	NON-BE
Universities/Knowledge institutions	Forward Keys	Influencers	Spain	BE
Universities/Knowledge institutions	Fraunhofer IAO	Influencers	Germany	BE
Universities/Knowledge institutions	Greenwich university	Influencers	UK	BE
Universities/Knowledge institutions	Haaga Helia University of Applied Sciences	Influencers	Finland	BE
Universities/Knowledge institutions	KdG School	Influencers	Belgium	NON-BE
Universities/Knowledge institutions	Kozminski University Prague	Influencers	Txec Republic	NON-BE
Universities/Knowledge institutions	Leeds Beckett University	Influencers	UK	BE
Universities/Knowledge institutions	Napiers University	Influencers	UK	BE
Universities/Knowledge institutions	NHLStenden University of Applied Sciences	Influencers	Netherlands	BE
Universities/Knowledge institutions	Surrey University	Influencers	UK	BE
Universities/Knowledge institutions	Technical University Chemnitz	Influencers	Germany	BE
Universities/Knowledge institutions	Thomas More School	Influencers	Belgium	BE
Universities/Knowledge institutions	UAB - Universitat Autònoma de Barcelona	Influencers	Spain	BE
Universities/Knowledge institutions	UB - Universitat de Barcelona	Influencers	Spain	BE
Universities/Knowledge institutions	UPC - Universitat Politècnica de Catalunya	Influencers	Spain	NON-BE
Universities/Knowledge institutions	UdG - University de Girona	Influencers	Spain	BE
Universities/Knowledge institutions	UQ - Researchers University of Queensland	Influencers	International	NON-BE

Universities/Knowledge institutions	R.I.F.E.L.	Influencers	Germany	NON-BE
Universities/Knowledge institutions	ICTA-UAB - Institut de Ciència i Tecnologia Ambientals	Influencers	Spain	NON-BE
Universities/Knowledge institutions	IQS/ESADE	Influencers	Spain	BE
Universities/Knowledge institutions	CETT - Barcelona School of Tourism and Hospitality	Influencers	Spain	BE
Venues	Jaarbeurs Utrecht	Participants	The Netherlands	BE
Venues	Federcongressi	Participants	Italy	BE
Venues	Fiera Bologna	Participants	Italy	BE
Venues	Fiera Milano	Participants	Italy	BE
Venues	Fiera Parma	Participants	Italy	BE
Venues	CCH	Participants	Germany	BE
Venues	CCIB - Centre de Convencions Internacional de Barcelona	Participants	Spain	BE
Venues	Palais Festival de Cannes	Participants	France	BE
Venues	Messe Berlin	Participants	Germany	BE
Venues	APCE - Asociación Palacios de Congresos	Participants	Spain	BE
Venues	RAI Amsterdam	Participants	The Netherlands	BE
Venues	Excel London	Participants	UK	BE
Venues	Fira Barcelona	Participants	Spain	BE
Venues	IFEMA Madrid	Participants	Spain	BE
Venues	Radisson Hotels	Participants	Belgium	BE

Annex III: questionnaire

The following are the questions of the questionnaire that was used to collect information of each stakeholder.

1. Full name *
2. Job Position *
3. Email address *
4. LinkedIn account
5. Name of the organization you are part of *
6. Organization website *
7. Organization's general contact email *
8. Country of the organisation *
9. Full address (to locate the organization on the map) *
10. Are you active in the Business Events Industry? *
11. Type of organization * If you write other, please say which one(s)
 - BE Industry Association
 - Event organizer
 - Event / Fair
 - Business Events 'supplier
 - Convention Bureau
 - Business Support Organization
 - Government
 - NGO
 - Academics & researchers
 - Media
 - SME & entrepreneurs
 - Incubator
 - Association
 - Innovation HUBS and partners
 - Other
12. Which topics are of interest to your organization? * If you write other, please say which one(s)
 - Sustainability
 - Digitalization
 - Innovation
 - Governance
 - Other
13. Can you recommend us any other organizations or expert(s)?
14. Data protection *

Annex IV: personal data protection

The following is the data protection text used in the stakeholder map questionnaire:

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 by the stakeholders 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. They have been informed that they have the right to obtain information on how your data is managed, and to revoke the consent granted or to exercise their 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. They have been also informed that they 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 or to the data protection officer of ACT at the following address: Lopd.act@gencat.cat.

The Data controller is the BEFuture consortium, led by the Catalan Tourism Board which address is: Passeig de Gràcia, 105, 08008 - Barcelona (Spain) Tel: + 34 934 849 900. lopd.act@gencat.cat.

The data recipients would be the entities that form part of the Consortium of this BEFuture project, acting as co-managers.

Data Legitimation would be for the sole purpose of the Project's execution, with all the necessary security measures and all the suitable safeguards.

Additional information: For more information, you can consult our privacy policy at <http://act.gencat.cat/> or at the project website.

Annex V: example of template mail sent

Template Email prepared that was used by each partner to send to their contacts

Dear _____,

I am emailing you because at the [name or partner] we are currently developing a unique up to date Business Events' **stakeholder map**, intended for presentation to the European Commission as part of the [BEFuture project](#).

The goal of the BEFuture project is to shape the future (2035) of Europe's Business Events (BE) sector through a regenerative, resilient, digital and sustainable Tourism industry transformation.

We believe the Business Events industry has a strong link to society and the territory and therefore it connects to a broader ecosystem.

That's why we would like to extend this stakeholder map, **not only to the Business Events industry**, but also to a larger ecosystem including technology, sustainability and governance.

Recognizing the invaluable role that [**your organization**] plays within the Business Events landscape (adapt if we send to another type of professional), we identified you as a **Key Stakeholder because** your organization's insights are pivotal in shaping a nuanced understanding of the industry.

In order to be part of the Business Events' stakeholder map, we would like you to take 3 minutes to [fill in this questionnaire](#). And this before Monday 3 December.

Thank you very much for being part of the change!
Or Join us in making our industry more futureproof!

We count on you!

Best regards,