

GUIDELINES

FOR STAKEHOLDER MANAGEMENT IN BID-MAKING

Prepared by



Funded by





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Introduction

These guidelines are based on the roundtable entitled "Stakeholder Management in Bid-Making" that took place on the 3rd of July 2024 in Palazzo Re Enzo, Bologna, as part of The Exchange, an event by Convention Bureau Italia's association division - Italian Knowledge Leaders (IKL).

The workshop brought together 40 experts from different professional backgrounds within the congress industry, including representatives from Convention Bureaux (CBs), from Convention Centers, Association executives, and Professional Congress Organizers (PCOs) executives.

The occasion was a remarkable one. It is not everyday that people from across the congress industry have the opportunity to sit and discuss the ins and outs of collaborative bid-making, a fundamental step to ensure associations can receive solid offers and the acquisition of congresses by destinations and PCOs.

The outcome of the session was the identification of best practices and strategies for successful bid proposals aligned with associations' needs and for building strong and trusting relationships with stakeholders.

This report documents the findings of the session while capturing the unique and different roles, points of view, needs, goals, difficulties and strengths of three of the key stakeholder involved in congress organization: Destinations (Convention Bureaux & Congress Centers), Associations, and Professional Congress Organizers.

This is because congresses are not made in a void. They are the fruitful outcome of advanced teamwork rooted in transparency, shared goals, communication, and adaptability. They require both creativity and organizational excellence, soft skills and a practical outlook, awareness of global trends and a deep understanding of local sensitivities and communities. Therefore, the active and positive engagement of all parties can be the secret weapon to producing a competitive bid document. The stress has to be on working towards mutual understanding, productive listening, openmindedness, and honesty.

The workshop consisted of two parts: a panel and 4 working tables. The panel was moderated by Milos Milovanovic (Gaining Edge) while the speakers were Ginevra De Bellis (OIC Group); Rossella della Paolera (Allianz MiCo); Lara Sandre (Rimini Convention Bureau); Barbara Myers (IMN Solutions). After the panel, each speaker moved to a working table to lead the discussion. Below are the topic explored by each table:

Blue Table: How to Build a Bid Team

Red Table: Destination Strength & Weakness Analysis

Green Table: The Essential Criteria for an RFP **Yellow Table:** Venue & Destination Collaboration

This report starts off by defying the roles of the stakeholders involved. This is followed by a series of recommendations based on the analysis of panel discussion. Afterwards, a similar analysis for each table's debate is presented. Conclusions close the report.

Each in-depth table analysis is organized around thematic areas, while the first section (panel analysis) is divided into recommendations for Destinations & PCOs and recommendations for associations. Given the key role of communication for the purpose of bid-making, the first section also identifies the most important areas of communications for the stakeholders to work on.

As the national Italian Convention Bureau, we are honored to be fostering meaningful relationships and collaborations within the international congress industry. We hope that this report can contribute in whatever small way possible to the growth of the Italian congress industry, as well as be a guiding light for professionals in our industry to turn to when thinking of setting up a bid team for congresses of all sizes.

Maddalena Chiellini

Association Segment Developer

Convention Bureau Italia

The Stakeholders

For the sake of what follows, it is first important to define the roles and responsibilities of the members of the bidding team, that is to say Convention Bureaus, PCOs, and Associations.

Role of Associations

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Role of Convention and Visitor Bureaus (CBs)

CBs play a central role as community engagers. They coordinate local stakeholders, such as hotels and venues, to ensure a cohesive and attractive destination proposal.

Role of Professional Congress Organizers (PCOs)

PCOs act as intermediaries between the needs of associations and the offerings of destinations, playing a crucial role in the bidding process.

To be noted: The above shows that **communication** between groups is central, as each of them contributes in a different form to the construction of the team and the production of a solid bid, but cannot do it alone.

Because of this, clarifying and respecting everyone's roles from the start of the bid-making process will help avoid misunderstandings later on and minimize the chances of losing the bid.



This section is based on the panel discussion moderated by Milos Milovanovic (Gaining Edge), where the speakers were: Ginevra De Bellis (OIC Group); Rossella della Paolera (Allianz MiCo); Lara Sandre (Rimini Convention Bureau); Barbara Myers (IMN Solutions).

THIS SECTION IS DIVIDED INTO THREE PARTS:

Recommendations for Destinations & PCOs; Recommendations for Associations; Key Areas of Communication between CBs, PCOs, and Associations.

01 — Recommendations for Destinations & PCOs

Since CBs, Convention Centers, and PCOs act as intermediaries between associations and the city/region that will host the event, it is their job to present the destination, sensibilize the local community about the congress, and in general to create an environment conducive to a bid-making that keeps into account the needs and goals of associations.

1. Transparency and Honesty in Presenting Destination Capabilities

Being transparent about a destination's strengths and weaknesses is essential for building trust and creating informed and advantageous partnerships.

2. Importance of Teamwork in Bid Documents

Demonstrating a strong sense of collaboration among local stakeholders within bid documents is key to fostering trust and confidence from associations.

3. Collaboration Among Industry Stakeholders

A unified approach among local industry stakeholders can be crucial for creating compelling bids and successful events.

4. Ongoing Stakeholder Communication1

Regular communication and meetings among stakeholders help in understanding industry trends and preparing for upcoming bids.

5. Identifying Key Influencers

Understanding and engaging with key influencers in the decision-making process is crucial for successful bidding.

6. Balancing Infrastructure and Soft Factors

Successful bids balance infrastructure requirements with soft factors that enhance the overall experience.

7. Comprehensive RFP Responses

Successful bids require comprehensive responses that address all aspects of the RFP and demonstrate understanding of the association's needs.

02 — Recommendations for Associations

Associations have primarily one responsibility towards local stakeholders: clarify much to as possible their as organizational model when it comes to events, and to be available provide explanations to should their initial communications not be enough.

1. Association Decision-Making Processes

Clarifying the complex decisionmaking processes within associations, which is essential for effectively tailoring the destination's approach.

2. Feedback for Unsuccessful Bids

Obtaining feedback from associations on unsuccessful bids is useful for understanding areas for improvement and better preparing for future proposals.

03

Key Areas of Communication between CBs, PCOs, and Associations

As already established, strategic communication among stakeholders is at the heart of successful bid making. Multiple areas of communication between CBs, PCOs, and Associations were identified.

1. Understanding Association Goals and Strategies

It is crucial to understand the goals and strategies of associations to attract interest and effectively tailor bid proposals. Associations ought to communicate them effectively on their websites, promotional materials, and/or RFP.

3. Transparency in the RFP Process

Transparency in the RFP process from both associations and destinations leads to better outcomes.

5. Balancing Profitability and Mission-Driven Goals

Associations must balance financial considerations with mission-driven goals when evaluating bids.

2. Interpreting Request for Proposals (RFPs)

It is essential to effectively interpret the explicit and implicit needs stated in RFPs to craft a bid that aligns with an association's objectives.

4. Legacy and Soft Factors in Decision Making

Beyond economic factors, associations also consider legacy programs and community impact in their decision-making process.

CBs and PCO should keep this into consideration and include in the bid team relevant community stakeholders.

6. Adapting to Global Trends

Associations and destinations must adapt to global trends and changing attendee expectations.

Conclusions

The "How to Build a Bid Team" session underscored the importance of clearly defining roles, effective communication, and strategic tailoring in the bid process. It revealed the complexity of collaboration within the event industry and highlighted the need for a well-coordinated and adaptable bid team. Effective stakeholder management in the bid submission phase requires a **collaborative**, **transparent**, and **informed** approach.

- Understanding the specific needs of associations, balancing infrastructure and soft factors, and maintaining ongoing communication among stakeholders are key elements for success.
- Adapting to global trends and balancing economic considerations with the strategic and mission-driven goals of associations can make the difference between a winning bid and a missed opportunity.
- Financial incentives, strategic site inspections, and the involvement of local committees and authorities can significantly strengthen bids, contributing to the overall success of events.

In conclusion, building an effective bid team requires clear role definition, open communication, strategic flexibility, and a tailored approach to bid creation. By addressing these areas, bid teams can enhance their chances of winning bids and delivering successful events.

Round Tables Analysis

The panel discussion was followed by four round table discussions that involved a mix of 40 professionals hailing from Associations, Convention Bureaus, Congress Centers, and PCOs, concentrating on the following topics:



Blue Table: How to Build a Bid Team

Red Table: Destination Strength & Weakness Analysis

Green Table: The Essential Criteria for an RFP

Yellow Table: Venue & Destination Collaboration

What follows is an analysis of the discussion of each table, organized around themes that unpack the multiple issues related to each topic.

The key takeaways delivered here provide a comprehensive overview of the main points discussed during the session.

How to Build a Bid Team

The session titled "How to Build a Bid Team" discussed the essential components and strategies for **forming an effective bid team.**

The discussion concentrated on three macro areas: Roles in the Bid Team; Work modes & Communication within the Bid Team; Tailoring the Bid; Practical Suggestions & Strategies.

Given how closely related the topic of the Blue Table was to that of the panel, many concepts already discussed above return here. Interestingly, some differences in approaches can be identified when comparing the takeaway from both analysis.

01 — Roles in the Bid Team



Understanding Each Player's Role

Identifying the precise roles of each stakeholder—from PCOs and convention bureaus to venues and associations—is crucial for streamlining the bid process and ensuring effective collaboration.



Professional Conference Organizers (PCOs) can play a central role in presenting bids and managing events, serving as a hub of information and coordination among stakeholders.



Convention Bureaus as Intermediaries

Convention bureaus can act as effective intermediaries, leveraging their neutral role to coordinate between various stakeholders and optimize the event's success.



TO BE NOTED: Interestingly, during this discussion the roles of PCOs & CBs were switched vis-a-vis the panel discussion, where CBs were seen as "coordinators" and PCOs as "intermediaries". This highlights the ongoing difficulties of communication and role-definition within a complex industry, and hence the importance of maintaining an open channel of communication among stakeholders.



Understanding the Diverse Functions of Bid Team Members

Recognizing the unique contributions of each bid team member is essential for a comprehensive and competitive bid.

02 — Work modes & Communication within the Bid Team



The Value of Transparency among all parties involved in the bidding process

Transparency among all parties involved in the bidding process is essential for aligning communication and expectations, ultimately building trust with clients.



Flexibility and Adaptability

Flexibility and adaptability are crucial for bid teams to cater to various scenarios, whether associations work independently or in conjunction with PCOs.



The Importance of Feedback

Open feedback mechanisms are vital for improving future bids constructive criticism as can enhancements in service and collaboration.



Alignment and Synergies Between Stakeholders

Aligning all stakeholders towards a common goal is essential for successful event planning and execution.



Face-to-Face Interactions

Personal interactions and face-to-face meetings are crucial for building trust and understanding client needs.

03 — Tailoring the Bid



The Power of Unique Offers

Differentiating a bid with unique offers, such as legacy programs or added value services, can be a decisive factor for associations when choosing a destination.



Cultural Considerations in International Event Planning

Understanding and adapting to cultural differences is crucial when planning international events.



Legacy Programs and Sustainability in Congress Events

Incorporating legacy programs and sustainability initiatives can enhance the long-term value and impact of congress events.



Adding Value through Tailored Event Proposals

Tailoring event proposals to meet specific client needs and expectations can significantly increase their value and appeal.



Enhancing Event Experiences with Unique Destination Features

Incorporating unique local features and experiences can significantly enhance the overall event appeal and participant satisfaction.

—— Practical Suggestions & Strategies



Financial Subventions and Economic Contributions to Congresses

Economic contributions and subventions from destinations can provide a competitive edge in attracting congresses.



Strategic Site Inspection for Event Success

Site inspections are crucial for understanding the destination's capabilities and aligning expectations.



Effective Utilization of Local Committees and Authorities in Bids

Involving local committees and authorities can strengthen bids and enhance the overall event experience.

Conclusions

The "How to Build a Bid Team" session underscored the importance of clearly defining roles, effective communication, and strategic tailoring in the bid process. It revealed the complexity of collaboration within the event industry and highlighted the need for a well-coordinated and adaptable bid team.

In conclusion, building an effective bid team requires clear role definition, open communication, strategic flexibility, and a tailored approach to bid creation. By addressing these areas, bid teams can enhance their chances of winning bids and delivering successful events.

Red Table Destination Strength & Weakness Analysis

The session titled "Destination Strength & Weakness Analysis" discussed how to leverage destination strengths and address weaknesses in bid documents for events.

The discussion concentrated on two macro areas: Recommendations for Venue & Destination Presentation; The value of involving the local community.

The debate about this much-felt topic hinged around the importance of keeping a balance between **transparency** and **strategic creativity**, between being honest about a destination's capability and highlighting its unique offers and strengths. These key takeaways provide suggestions on how to work around and communicate this tension.

01 — Recommendations for Venue & Destination's Presentation



Transparent and Sincere Communication

Transparency about a destination's capabilities, including both strengths and limitations, is essential for building trust with clients and ensuring successful event planning.



Professional Conference Organizers (PCOs) can play a central role in presenting bids and managing events, serving as a hub of information and coordination among stakeholders.



Leveraging Strong Points in Bid Documents

Bid documents should primarily highlight the destination's strengths to increase the chances of consideration. Potential weaknesses should be presented creatively as unique opportunities.



TO BE NOTED: already in point 1 and 2 we can identify the tension between transparency and being strategically creative about weaknesses. While honesty about capabilities is crucial, fear of being excluded from a bid for limitations that can be overcome is understandable.



Strategic Problem-Solving for Event Challenges

Destinations and event organizers must engage in strategic problem-solving, turning potential weaknesses into strengths or opportunities for unique event experiences.



Addressing Accessibility Challenges

Destinations with limited direct accessibility can remain competitive by presenting alternative travel options creatively, positioning these as opportunities for a richer travel experience.



Impact of Destination's Air Connectivity

While direct air connectivity is important, destinations can overcome this limitation by emphasizing other strengths and offering creative travel solutions



Proactive Solutions for Accessibility Concerns

Addressing accessibility issues with creative solutions and support for delegates is essential.



Influence of Sustainability and Diversity on Venue Selection

Sustainability and diversity considerations are becoming increasingly important factors in venue selection for events.



Flexible Venue Solutions

Destinations offer flexible must venue solutions to accommodate various event formats. Demonstrating creativity in fulfilling event requirements is crucial when traditional solutions are not feasible.



Destinations should be prepared to offer alternative venue solutions when primary facilities are unavailable or insufficient.

Navigating Financial Considerations and Support in Bidding

Financial flexibility is appreciated, and while complimentary valued, associations appreciate financial services are sustainability in venue offerings.



Strategic Problem-Solving for Event Challenges

Destinations and event organizers must engage in strategic problem-solving, turning potential weaknesses into strengths or opportunities for unique event experiences.



Crisis Management During Events

Having a reliable partner to navigate unexpected crises during events is crucial for associations, so destinations should highlight their capacity to manage complicated situations.

02 — The Value of involving the Local **Community**

The involvement of the local community, be it academics or sponsors, can drastically turn the tide for a destination that might have connectivity issues or other kinds of limitations.



Leveraging University Partnerships

Collaborations with universities can provide added value to events, offering educational partnerships and potential venue spaces, which are particularly appealing to academic and professional associations.



Balancing Business and In-kind Contributions

While offering complimentary venue space can be challenging business perspective, destinations can explore partnerships or sponsorships to balance financial sustainability with supporting events.



Significance of Local Community Engagement for Events

Events should aim to connect with and benefit the local community, creating a lasting positive impact.

Conclusions

The "Destination Strength & Weakness Analysis" session highlighted the delicate balance between transparency and strategic creativity in presenting a destination's capabilities. Effective bid documents must candidly showcase a destination's strengths while creatively addressing potential weaknesses, turning them into unique opportunities.

Key recommendations emphasize the importance of transparent communication, strategic problem-solving, and flexibility in venue solutions to address challenges such as accessibility, sustainability, and financial considerations.

Moreover. the session underscored the critical value of involving the local community, particularly through partnerships with universities and leveraging local sponsorships. Such collaborations not only enhance the bid's appeal but also ensure that events leave a positive and lasting impact on the host community.

In conclusion, by navigating the tension between honesty and strategic presentation, and by engaging local resources, destinations can craft compelling bids that highlight their unique offerings and address potential challenges effectively.

The Essential Criteria for an RFP

The session titled "**The Essential Criteria for an RFP**" involved discussions on the essential criteria for preparing an effective Request for Proposal (RFP).

The discussion concentrated on three macro areas: the essential parameters of an RFP, which in turn touched upon two different issues 1) RFP format and 2)RFP evaluation; the involvement of Knowledge Leaders & other stakeholders; complexities of PCO hiring.

The work of this table highlights many issues that can be improved upon. From the need to provide essential parameters and metrics of RFP, to giving feedback to bids and understanding the potential that PCOs can bring, stakeholders need to work together and communicate honestly about their difficulties and needs, as the whole industry could benefit from it.

(1) — The Essential Parameters of an RFP1) RFP Format



Effective RFPs should include three key components: association overview, meeting specifications, and program details.



Need for Detailed and Structured RFPs

Associations are encouraged to provide detailed RFPs that include comprehensive information about their event goals and specific requirements to allow destinations to create tailored and competitive bids, as well as appropriate solutions.



Dynamic of Legacy Expectations in RFPs

There is a nuanced expectation regarding legacy, where destinations are sometimes expected to propose legacy opportunities. Ideally, associations should articulate their own legacy goals to enable destinations to align their offerings effectively.



Prioritizing DEI and Accessibility in Event

Diversity, Equity, Inclusion, and Accessibility (DEI&A) are becoming increasingly important factors in event planning and destination selection.

2) RFP Evaluation



Importance of Detailed Metrics in RFPs

RFPs should include a detailed metrics system that allows associations to evaluate various aspects of a proposal, such as venue services and PCO fees, both as a comprehensive package and as separate components.



Strategic Use of Points Systems in RFP Evaluations

In fact, some organizations already use a points system to prioritize and evaluate RFP responses, which not only helps in making objective decisions but also provides immediate feedback to bidders on areas for improvement.



Evaluating and Comparing RFP Responses

Using standardized forms for RFP responses facilitates easier comparison and evaluation of proposals. A thorough analysis of bids, including all components and pricing breakdowns, is crucial for informed decision-making.



RFP Responses: The Challenge of Transparency and Ethical Practices

There is a need for greater transparency and ethical practices in the RFP process, as frustrations can arise when bid creativity is appropriated without acknowledgment or when decisions are influenced by prior relationships rather than the quality of the bid.



Decision-Making Processes of Associations

Associations often struggle to balance traditional decisionmaking processes with the need for more professional, datadriven approaches.

02 — The Involvement of Knowledge Leaders & Other Stakeholders



Emphasizing Collaboration Between Destinations and Knowledge Leaders

Creating an effective RFP response requires synergy between the destination and the local ambassador or knowledge leader, emphasizing the need for close collaboration to effectively address legacy and other key aspects of an event.



Legacy and Community Impact of Congresses

Associations are increasingly focusing on the lasting impact their events can have on host cities. Engaging local communities can enhance the event's impact and improve public perception.



Educating Volunteer Leaders on Meeting Management

There is a need to educate volunteer leaders about the complexities of meeting management to improve decision-making processes.

Perspectives of Association Management Companies

Association management companies provide a holistic approach to event planning, considering various aspects beyond logistics. They often use customized contracts and negotiate extensively to protect their clients' interests.



Role of Destination Marketing Companies (DMCs)

DMCs can provide specialized local services to complement the work of PCOs in event planning.

03 — Complexities of PCO hiring



Cutting Costs vs. Value of PCOs: Associations'

Associations sometimes underestimate the value Professional Conference Organizers (PCOs), seeing them as an unnecessary cost rather than a worthwhile investment. This leads to decisions against using PCOs without fully considering the potential benefits.



Cycle of Education on RFPs and Event Planning

There is a prevalent need to educate association boards and leaders about the complexities of event planning and the value of PCOs, to prevent oversimplified assumptions and ensure informed decision-making.



PCOs provide invaluable local knowledge and connections that are crucial for successful event planning, especially in new destinations. They offer a range of services beyond logistics, including strategic partnerships and market research.



Selecting a PCO: Consistency vs. Local Expertise

Associations vary in their approach to selecting PCOs, with some preferring a consistent PCO for different destinations, while others opt for local expertise to handle logistics and specific event details.



Using customized contracts tailored to the association's needs can provide better protection and negotiation leverage.

Conclusions

The discussions revealed critical insights into the complexities of creating and evaluating effective RFPs. Key takeaways emphasize the importance of detailed and structured RFPs that clearly outline association goals, meeting specifications, and program details, allowing destinations to tailor their proposals more effectively.

.Collaboration between destinations and knowledge leaders emerged as essential for addressing legacy and community impact, further underscoring the need for a holistic approach to event planning. The session also shed light on the oftenunderestimated value of Professional Conference Organizers (PCOs) and the need for associations to recognize the strategic benefits they offer beyond logistical support.

Overall, the Green Table discussions pointed to the need for ongoing education, transparency, and ethical practices across all stages of the RFP process. By addressing these areas, stakeholders can ensure that RFPs not only meet the immediate needs of associations but also contribute to the long-term success and sustainability of the events they support.

Yellow Table

Venue & Destination Collaboration

The session titled "Venue & Destination Collaboration" discussed collaboration strategies between venues and destinations to improve event planning and execution.

The discussion concentrated on: Avenues of coordination between Venue & Destination to Attract Congresses; Key Elements of Collaboration for Successful Events; Legacy & Impact.

During this discussion, it became increasingly evident that the Convention Bureaus and Congress Centers need to be able to speak to a variety of stakeholders, like hotels or universities, whose interest might not be aligned with theirs.

Additionally, the stress was also on the need to tailor the bid as much as possible on the needs and values of the association by engaging Knowledge Leaders and local organizations engaged in the association's scientific field

Avenues of coordination between **Venue & Destination to Attract Congresses**



Attracting Events with Local Ambassadors

Utilizing local ambassadors who are influential within the community and relevant associations can be an effective strategy to attract events and highlight the unique offerings of lesser-known destinations.



Effectiveness of Ambassador Programs

Similarly, Ambassador programs can be effective in attracting conferences by leveraging local expertise and connections.



The Importance of Data in Event Planning

Gathering and analyzing data on the impact of events is essential for destinations to demonstrate value to stakeholders. particularly in terms of revenue and benefits to the scientific community.



Financial Support and Budgeting for Conferences

Associations often face budget limitations requiring creative solutions from venues and destinations.



Sustainable Event Practices

Incorporating sustainability into event planning is becoming increasingly important, with destinations and event planners considering how to align with sustainable practices and contribute positively to the host community.



Accessibility and Diversity

Destinations need to offer easy access and accommodate diverse attendee needs.



Long-term Event Planning

Event planning often involves working several years in advance, which presents challenges in securing venues and services, necessitating a forward-thinking approach and flexibility from all parties involved.



Long-term Booking and Pricing Challenges

Long-term booking presents challenges in pricing and availability due to market uncertainties.



Educating Stakeholders

There is a need to educate hotels and other stakeholders about the unique aspects of long-term conference bookings.



Global Considerations in Venue Selection

selecting a venue, international accessibility, When accommodation diversity, and the attractiveness of the destination are key factors that influence the decision-making process for global associations.



Convention Bureau's Role in Event Planning

Convention bureaus play a crucial role in creating awareness about destination offerings, facilitating networking among stakeholders, and highlighting unique aspects of their destinations to attract events.



Incorporating Leisure and Tourism Elements

Association events often incorporate leisure elements that benefit the broader tourism ecosystem of the destination.

02 — Key Elements of Collaboration for **Successful Events**



Aligning Venues with Association Goals

Venues must prioritize understanding the specific goals and requirements of associations to create successful events.



Venue & Destination Collaboration

Aligning the goals of associations, convention centers, and convention bureaus is critical for successful event planning, where each stakeholder understands and supports the others' obiectives. such as economic benefits, community improvement, and scientific development.



Hotel Industry Challenges

Hotels play a crucial role in event success but may have difficulties committing to long-term bookings or preferred rates, highlighting the need for better communication and understanding between hotels and event planners.



Tailoring Events to Scientific Communities

Understanding the specific scientific background of an association's membership can help tailor an event to their interests, enhancing the overall experience and potentially increasing attendance.



Balancing Budgets and Needs

Convention centers and bureaus strive to balance the financial constraints of hosting events with the specific needs of associations, often providing support in creative ways that go beyond direct financial assistance.



Importance of Destination Selection for Associations

Choosing a destination that aligns with the association's field of interest can significantly enhance attendee experience and engagement.



Aligning Venues with Association Goals

Venues must prioritize understanding the specific goals and requirements of associations to create successful events.

03 — Legacy & Impact



The Legacy of Events

Events can have a lasting impact on a community by fostering a legacy program that aligns with local scientific, economic, or cultural goals, thereby extending the event's benefits beyond its immediate timeframe.



Legacy and Scientific Community Impact

Quantifying the scientific impact of conferences on local communities remains a challenge for event organizers.



Data Collection and Analysis for Event Impact

Collecting and analyzing data on event impact is crucial for demonstrating value to stakeholders.

Economic Impacts on Local Communities

Conferences bring significant economic benefits to local communities beyond just the event venues.

Conclusions

The "Venue & Destination Collaboration" session highlighted the importance of strategic coordination between venues and destinations to enhance event planning and execution. It emphasized the necessity of aligning various stakeholders, including hotels, universities, and local ambassadors, with the goals of associations and the broader event strategy.

Key conclusions include: the need to improve strategic goals; developing coordination and tailored bids: understanding and ensuring the sustainability of the event as well as accessibility for all; and considering legacy and alongside community impact, progressing data-driven approaches capable of capturing legacy and impact. The main issue identified is the difficulty of long-term planning.

In conclusion, successful venue and destination collaboration hinges on clear communication, strategic alignment, and a deep understanding of the association's needs. By focusing on sustainability, accessibility, and legacy, venues and destinations can create events that are not only successful but also leave a lasting positive impact on the host community.

Final Conclusions

The "Stakeholder Management in Bid-Making" session provided valuable insights into the intricacies of collaborative bid creation in the congress industry by bringing together many professionals from the sector. Across the discussions, several key themes emerged, underscoring the importance of strategic coordination and role definition, transparency, and tailored approaches in producing competitive bids.



Strategic Coordination and Role Definition

The sessions highlighted that effective bid-making hinges on clearly defining the roles of all stakeholders, including Convention Bureaus, Congress Centers, Associations, and Professional Congress Organizers (PCOs). Successful bids are the result of strategic coordination where each party understands and fulfills its responsibilities while contributing to the collective goal. This approach ensures a cohesive bid that aligns with the association's needs and enhances the chances of winning the bid.



Transparency and Honesty

Whether it involves presenting a destination's strengths and weaknesses or managing expectations around an RFP, honesty and transparency are crucial. A bid must balance them with strategic creativity to effectively address challenges while showcasing unique offerings.



Tailored Approaches and Adaptability

Tailoring bids to the specific requirements and values of associations can be a critical strategy. Understanding the unique goals of an association and aligning them with the destination's capabilities and local resources is key to creating compelling proposals. Furthermore, the ability to adapt to global trends and the evolving needs of associations ensures that bids remain competitive and relevant in a dynamic environment.



Leveraging Local Resources and Knowledge

Involving local communities, Knowledge Leaders, and universities can significantly enhance a bid's appeal. These local partnerships not only strengthen the bid but also contribute to the event's legacy and its impact on the host community. Local ambassadors and stakeholder engagement were highlighted as vital in promoting lesser-known destinations and ensuring the event leaves a positive, lasting legacy.



Sustainability and Long-Term Planning

Incorporating sustainability and accessibility into bids is increasingly important. These factors contribute to the event's success and demonstrate a commitment to responsible event planning. Additionally, the discussions underscored the challenges of long-term planning, particularly in securing venues and managing budgets. Educating stakeholders and fostering flexibility in long-term collaborations are necessary to overcome these challenges.

In conclusion, the session on "Stakeholder Management in Bid-Making" reinforced the importance of strategic coordination, transparent communication, and a tailored, adaptable approach in creating successful bid proposals. By focusing on these areas, bid teams can enhance their ability to win bids and execute events that not only meet immediate goals but also leave a lasting, positive impact on the host community. The insights and recommendations gathered from this session serve as a valuable guide for professionals in the congress industry, helping to foster stronger partnerships and more successful bids in the future.

Participants

Angieri Valentina - PromoTurismo FVG

Argiolas Valentina - Bologna Convention Bureau

Balestriero Elena - Yes Milano Convention Bureau

Bazzanella Alessio - ECCOMAS

Bettelli Anna - Bologna Convention Bureau

Busoni Manuela - Triumph Group International

Daves Valentina - Trentino MICE Convention Bureau

De Alves David - International STEM Council

De Bellis Ginevra - OIC Group

De Lamy Chantal - AIUTA

Della Paolera Rossella - Allianz MiCo, Milano Convention Centre

Deregibus Ignacio - International Water Resources Association

Fabbro Brenda - PromoTurismo FVG

Favaretti Laura - Padova Convention & Visitors Bureau

Ferraroni Marilena - Trentino MICE Convention Bureau

Fontana Monica - ERA, European Renal Association

Grumeza Cristina - Convention Bureau Italia

Guglielmino Edoardo - OIC Group

Jesu Enrico - Venezia Unica Convention Bureau

Jovanovic Daria - Scala Center

Klich Urszula - My Mindful Way of Life

Laezza Giuseppina - Firenze Fiera

Lauryssen Koen - European Power Transmission Distributors Association - EPTDA

Lebeda Gerard - International Society for Urban Health

Lucherini Giovanna - Convention Bureau Napoli

Lucini Federica - Convention Bureau della Riviera di Rimini

Mammadov Vugar - World Association for Medical Law

Marcenaro Giacomo - Convention Bureau Genova

Marongiu Paola - BT Congress

Mattietto Laura - Venezia e il suo Lido

Milovanovic Milos - Gaining Edge

Miskeljin Mladan - Bologna Convention Bureau

Morale Massimo - Convention Bureau Roma & Lazio

Myers Barbara - IMN Solutions

Nicolazzi Marta - Padova Convention & Visitors Bureau

Padovani Paola - Triumph Group International

Pasi Ilenia - Destination Florence Convention Bureau

Pennesi Valeria - Symposia

Pfeifer Hans-Werner - European Union of Medicine in Assurance and Social Security

Pilot Elisa - Turismo Torino & Provincia Convention Bureau

Sandre Lara - Convention Bureau della Riviera di Rimini

Sandri Francesca - Roma Convention Center

Staiano Cecilia - European Association of Geoscientists and Engineers

Taccetta Grazia - Turismo Torino & Provincia Convention Bureau

Vacca Mariagrazia - BT Congress

Team

Carlotta Ferrari - President

Tobia Salvadori - Director

Maddalena Chiellini - Association Segment Developer

Antonio Putrino Gallo - Communication Project Manager

Giulia Miccinesi - CBI Events Designer & Italy at Hand Project Leader

Cristina Grumeza - International Relations Manager

Veronica Di Caprio - Membership & Sales Project Leader

Irene Paludi - Office and Communication Executive

Monia Magrini - Junior Graphic Designer

Sonia Zanella - Intern

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