

# Framework & Tool for Impact & Legacy Management

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## **01. Why is the topic of Impact & Legacy so important?**

Congress and conference attendees significantly contribute to a positive value creation in Tyrol. MICE clients provide a lucrative business for the service and hospitality industry in Tirol. According to a WIFO survey, congress and conference guests spend around 530 euros, about four times more than leisure tourists. However, the value derived from hosting large international congresses and events should extend far beyond mere economic gain.

In the past, and even now, the measurement of the value of events and conferences has primarily focused on the short-term expenses of delegates, such as accommodations and other expenditure-based metrics, rather than the ecological and social value that events create or leave behind. This needs to change!

We have never had a greater responsibility to enhance the outcomes and impacts of events and to incentivize stronger collaboration among all relevant stakeholders, aligning strategies and objectives of events with one another. To take a leading role in advancing methods, models, and measurement processes for our industry, and to collectively create meaningful results and legacies that credibly demonstrate the true value of planning, organizing, and participating in events in Tyrol.

The challenge lies in reconciling the often differing interests of all involved parties and strategically pooling their energies and resources. To achieve and strengthen long-term goals and partnerships between industry, research, politics, and tourism, each event should be a building block towards a defined, measurable, sustainable communal progress for both the organization and the destination alike.

The Convention Bureau Tyrol team is committed to making IMPACT management its top priority and to train and inform its partner businesses and clients in this regard. To do so most effectively, a common understanding of Impact Management and an understanding of the various terminologies are essential building blocks.

## 02. What does Impact and Legacy actually mean?

**IMPACT** is defined as entrepreneurial, innovative action aimed at solving societal problems. Implementation can occur through start-ups or within existing organizations or companies (Social Intrapreneurship). Impact-oriented companies embed social benefits in their business models. Thus, the core of the business model revolves around creating societal added value and contributing to the resolution of socio-ecological issues. Profits generated by the company are reinvested in creating impact.

**LEGACY** describes long-term and positive contributions that (national or international) conferences and organizations leave behind for the company itself, its community, the hosting destination, and consequently, for society. It can be seen as a gift created through actions that bring about change.

In this context, the Convention Bureau Tyrol team applied the **Theory of Transformation (ToT)**. This theory posits that we need to examine the present state of a system or topic in order to transform it into an ideal state. In concrete terms, this meant transforming the current congress world of Tyrol into a sustainable congress and conference world.

Impact and legacy goals need to be integrated into the planning process of events early and strategically, reflecting the values of the organizers.

## 03. Goals of the Convention Bureau and Definitions

The Convention Bureau Tyrol aims to inspire Tirol's MICE clients to extend their stay privately after a congress, conference, or meeting. This contributes to increasing the efficiency of arrivals and departures and reducing resulting negative impacts. The objective of turning MICE clients into future holiday guests further contributes to job security when clients return as vacationers or simply extend their stays. These goals are rooted in our values and are directly derived from the "Tiroler Weg," the objectives of Tirol Werbung (Tyrol's tourism board), and the sustainability strategy of the Convention Bureau.

Furthermore, essential goals of the Convention Bureau include raising awareness of Impact Management within the industry and among clients. In this context, we aim to provide advisory and motivating support. We start by explaining what Impact Management actually is:

Impact Management is the process of identifying the positive and negative effects of a company on people and the planet, with the aim of reducing the negative impacts and enhancing the positive ones.

To understand Impact, it requires an understanding of the distinctions between Output, Outcome, and Impact.

**Output** describes the service, the offering, what we provide, how we provide it, and for whom. For example: planting trees, what kind of content we offer at workshops or what our products look like

**Outcome** demonstrates the direct effect of performance. Meeting Outcomes are immediate and medium-term results of various activities before, during, and after an event. Examples of this include CO<sub>2</sub> savings.

**Outreach** focuses on the connection to stakeholders and providers who offer the service that contributes to Legacy goals.

**Impact** describes the contribution at a societal level and the societal changes, such as climate mitigation or the unemployment rate.

The planning of events, seminars, meetings, and congresses with Impact extends beyond traditional operational aspects, moving towards creative design with a focus on the common good.

The **Impact Cascade** (=Wirkungstreppe) illustrates the process:



Events have the potential to contribute to solving various urgent and complex challenges that the world must face today and in the future. Legacy-focused planning can enhance the short and long-term value of conferences and meetings for all parties involved. The key lies in aligning the interests of conference stakeholders and strategically focusing their energies and resources towards the desired vision.

#### 04. '5 Step Framework' for Managing & Evaluating Impact

To manage and evaluate impact, the Convention Bureau Tirol recommends the **5-Step Framework**:








## 05. 'Five Dimensions of Impact' as a tool for measuring impact

The "Five Dimensions of Impact" project within the "Impact Management" initiative is an excellent tool for measuring impact. Given its widespread adoption, the dimensions are valuable in ensuring a shared understanding. The five dimensions encompass the intended outcome, the beneficiaries, the extent of the outcome experienced, the organization's contribution to this outcome, and the **risk** of impacts not occurring as planned. Initially, the most crucial dimensions for systematic consideration by a company are **What, Who, and How Much**. Subsequently, as the first three dimensions are developed, the contribution and risk can be explored more deeply.

The 5 Dimensions serve as a tool for the partners and clients of the Convention Bureau Tyrol to make informed decisions regarding the implementation of Impact Management.

The following overview is designed to aid in applying the 5 Dimensions effectively.

The IMP reached global consensus that impact can be measured across five dimensions: What, Who, How Much, Contribution and Risk

Impact dimension	Impact questions each dimension seeks to answer
 <b>What</b>	<ul style="list-style-type: none"> <li>•What outcome is occurring in the period?</li> <li>•Is the outcome positive or negative?</li> <li>•How important is the outcome to the people (or planet) experiencing them?</li> </ul>
 <b>Who</b>	<ul style="list-style-type: none"> <li>•Who experiences the outcome?</li> <li>•How underserved are the affected stakeholders in relation to the outcome?</li> </ul>
 <b>How Much</b>	<ul style="list-style-type: none"> <li>•How much of the outcome is occurring - across scale, depth and duration?</li> </ul>
 <b>Contribution</b>	<ul style="list-style-type: none"> <li>•Would this change likely have happened anyway?</li> </ul>
 <b>Risk</b>	<ul style="list-style-type: none"> <li>•What is the risk to people and planet that impact does not occur as expected?</li> </ul>

For any questions and suggestions regarding the "5 Step Framework" and the "5 Dimensions of Impact" tool, the Convention Bureau Tirol is always available to provide guidance and assistance. Feel free to reach out to us at any time!