

Communication & Success

Challenges

- Inconsistent messaging across channels
- Ineffective measurement of communication impact and ROI
- Inadequate platforms and incentives for peer collaboration, learning
- Misaligned ambassador programs, insufficient support
- Limited interaction and alignment between HQ and chapters

Solutions

- Develop and share best practices for communication
- Utilize LinkedIn, newsletters to increase visibility, measure impact
- Foster greater interaction, cooperation between ICCA HQ and chapters
- Revisit, revamp ambassador programs for clearer communication, support

Action Items

1. Organize **chapter session** to share communication best practices and strategies
2. Foster greater collaboration between **ICCA headquarters and local chapters**
3. Establish **working group** to enhance HQ-chapter interaction & cooperation
4. Create **case study** showcasing successful ambassador programs for redesign
5. Utilize **LinkedIn and newsletters** to increase visibility and measure impact
6. Develop **guidelines** for clear and consistent messaging

Technology & Tools

Challenges

- Fragmented data across systems, lack of standardization
- Inadequate data governance, quality control, security measures
- Rapid tech evolution outpacing staff skills and adaptability
- Resistance to change, preference for legacy systems
- Difficulty to attract, retain tech-savvy talent in competitive market

Solutions

- Bring in external experts to navigate evolving technological landscape
- Develop comprehensive tool combining AI, other tech for daily work
- Engage younger team members to drive new tech adoption, improvements
- Organize sessions, webinars, workshops to educate, upskill on new tech

Action Items

1. Conduct **webinar series** with external experts on emerging tech, data, security
2. Form working group to identify and **evaluate AI-powered tools** for daily work
3. Launch initiative **engaging younger members** in tech adoption, process improvements
4. Organize **sessions and workshops** to educate and upskill on new technologies
5. Develop **comprehensive tool** combining AI and other tech for streamlined daily work

Partnerships, Business & Commerce

Challenges

- Misaligned priorities between ICCA, partners, and members
- Difficulty quantifying, communicating partnership benefits
- Lack of alignment with local priorities and needs of the host community
- Inadequate planning, resources for post-event sustainability

Solutions

- Establish partnerships, agreements with suppliers for better services
- CVBs offer tailored assistance based on unique event, association needs
- Encourage venues to diversify services, explore new business models
- Focus on understanding, meeting evolving needs of associations

Action Items

1. Develop **framework for managing partnerships** with suppliers, PCOs, and venues
2. Create **toolkit for CVBs** to provide tailored assistance to events and associations
3. Study **innovative venue business models**, share findings with ICCA members
4. Establish partnerships and agreements with **suppliers** for better services
5. Focus on understanding and meeting the **evolving needs** of associations

Changing Business Relations & Negotiations

Challenges

- Adapting to post-pandemic shifts in client needs and expectations
- Inflexible contract terms, insufficient contingency planning
- Inadequate risk-sharing, lack of trust and transparency in partnerships
- Insufficient focus on value creation, differentiation beyond cost

Solutions

- Organize sharing hub sessions to exchange insights, best practices
- Collaborate with destinations to create meaningful, lasting local impact
- Invest in training, development to attract, retain skilled personnel
- Develop strategies for managing shorter lead times, decision-making

Action Items

1. Organize **sharing hub sessions** on adapting to post-pandemic client needs
2. Develop **sustainability toolkit** with destinations for meaningful local impact
3. Create **task force** to address skilled labor shortage, attract and retain talent
4. Invest in **training and development programs** to ensure consistent service delivery
5. Collaborate with **destinations** to create lasting positive impact on local communities

People, Talent & Resources

Challenges

- Attracting, retaining skilled talent, especially digital natives
- Perception of low pay, lack of career growth opportunities
- Overreliance on part-time, gig workers, high turnover
- Inconsistent service quality, lack of knowledge continuity
- Lack of diversity, equity, inclusion in workforce and leadership

Solutions

- Create ICCA members' employment web portal to facilitate talent exchange
- Develop "ICCArasmus" program for employee exchanges, knowledge sharing
- Make industry more attractive to younger generations
- Incorporate people from other sectors for fresh perspectives, innovation

Action Items

1. Propose ICCA members' **employment web portal** to facilitate talent exchange
2. Design pilot "**ICCArasmus**" program for employee exchanges and knowledge sharing
3. Study **younger generations' perceptions** of events industry for targeted strategies
4. Make industry more attractive to younger generations through **unique experiences**
5. Incorporate **people from other sectors** for fresh perspectives and innovation



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unsung heroes...



Vamshi Velmajala

sentiment analysis....



ICCA
Iberian



ICCA
France
Benelux

Communication & Success;
frustration & hope

there is a strong desire to improve and a belief that success is achievable through clear, fair, and transparent communication

However, there is a strong belief in the potential of younger team members to drive adoption and improvement, and a desire for more education and practical guidance from ICCA.

Tech & tools;
cautious optimism tempered by concerns

Partnership business & commerce;

determination to forge strong partnerships

Participants express a need for flexibility and adaptability in the face of changing circumstances, with a *focus* on understanding and meeting the real needs of their clients.

Changing business relations ;
sense of concern and pressure among participants.
sustainability and legacy requirements, particularly for older venues, create a feeling of being overwhelmed

People, Talent & resources

determination to forge strong partnerships

a strong sense of determination to find solutions and a belief in the power of collaboration and innovation.