



### **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

- 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

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

- 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
- 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

- 1. Organize **sharing hub sessions** on adapting to post-pandemic client needs
- 2. Develop **sustainability toolkit** with destinations for meaningful local impact
- 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

- 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
- Make industry more attractive to younger generations through unique experiences
- 5. Incorporate **people from other sectors** for fresh perspectives and innovation









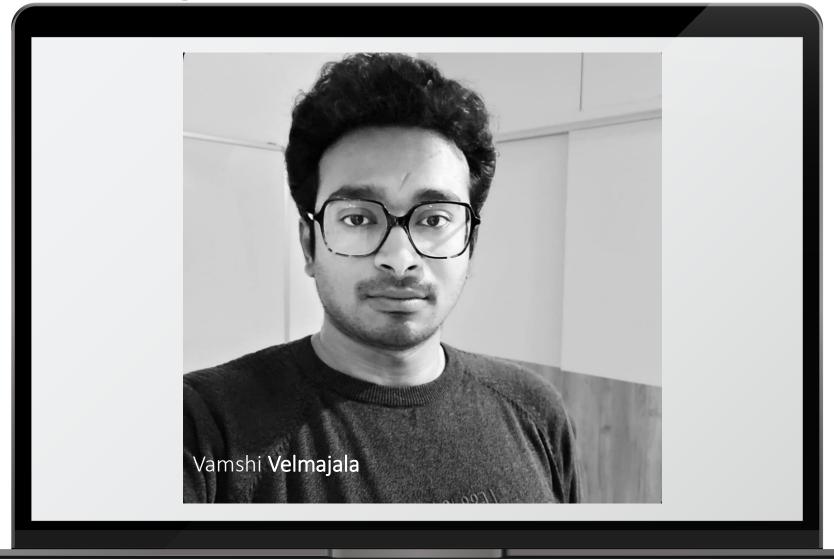
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# unsung heroes...





### sentiment analysis....





Communication & Success;

frustration & hope

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

Tech & tools;

cautious optimism tempered by concerns

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.

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.

