



Snapsight Insights Report

Challenges, Solutions & Actions

Executive Summary

The insights and presented in this report are based on the data gathered during the sharing hub session at the ICCA Iberian & France Benelux Annual chapter meeting 2024. The sharing hub is a collaborative, interactive format that brings together ICCA members from diverse sectors, territories, and areas of expertise to share their experiences, challenges, and best practices.

The session focused on five key areas:

1. Communication & Success
2. Technology and Tools
3. Partnership, Business, and Commerce
4. Changing Business Relations and Negotiations
5. People, Talent, Resources

For each area, a subject champion facilitated small group discussions, capturing insights, ideas, and solutions proposed by participants. These insights were then synthesized and analyzed to identify common themes, challenges, and opportunities across the ICCA community.

In communication, the lack of clear messaging, difficulties in knowledge sharing, and ambassador program issues were identified. The suggested solution is to develop best practices for communication, utilize LinkedIn and newsletters, foster greater interaction between ICCA HQ and chapters, and revamp ambassador programs.

In terms of technology, the overwhelming data complexity, data privacy concerns, and skill gaps pose significant hurdles. To overcome these, ICCA plans to bring in external experts, develop an AI-integrated tool, engage younger team members, and organize educational sessions on new tech.

In partnerships and business, misaligned priorities, difficulties in quantifying partnership value, and sustainability issues for host destinations are the main challenges. The solutions proposed include establishing better agreements with suppliers, offering tailored assistance through Convention and Visitor Bureaus (CVBs), encouraging venues to diversify services, and focusing on meeting evolving association needs.

When it comes to business relations and negotiations, adapting to post-pandemic client needs, lack of flexibility in contracts, and pricing pressures are the main challenges. The plan is to organize sessions to exchange insights, collaborate with destinations for local impact, invest in personnel training, and develop strategies for managing short lead times.

Lastly, in talent management, attracting and retaining skilled talent, over-reliance on part-time workers, and lack of diversity are the main challenges. ICCA proposes to create an employment portal, develop an employee exchange program, make the industry more attractive to younger generations, and incorporate individuals from other sectors for innovative perspectives.

Communication & Success

The main challenges identified include unclear communication, difficulty in sharing industry knowledge and best practices, and issues with ambassador programs. To address these, solutions proposed include developing and sharing communication best practices within ICCA, utilizing LinkedIn and newsletters to increase visibility and impact, fostering greater interaction between ICCA HQ and chapters, and revamping ambassador programs. Action items to implement these solutions include organizing sessions to share best practices, establishing a working group to enhance HQ-chapter cooperation, creating a case study of successful ambassador programs, and increasing visibility through LinkedIn and newsletters.

Challenges

- Communication that fails to resonate or drive action from the intended audience
- Inconsistent or conflicting messaging across different channels and touchpoints
- Insufficient measurement and tracking of communication effectiveness and ROI
- Siloed information within individual organizations and lack of a central knowledge hub
- Inadequate platforms and incentives for peer-to-peer learning and collaboration
- Limited resources and expertise devoted to capturing and disseminating insights
- Misalignment between ambassador and organizational goals and values
- Insufficient support, training and recognition for ambassadors
- Lack of clear metrics and accountability for ambassador performance and impact

Solutions

- Develop and share best practices for communication within ICCA
- 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

Actions

- Organize chapter session to share communication best practices and strategies
- Establish working group to enhance HQ-chapter interaction and cooperation
- Create case study showcasing successful ambassador programs for redesign
- Utilize LinkedIn and newsletters to increase visibility and measure impact
- Foster greater collaboration between ICCA headquarters and local chapters

Technology and Tools That Can Help Us Deliver

The main issues are overwhelming data complexity, concerns around data privacy, security, and the ethical use of AI, and skill gaps in leveraging new technologies. To address these, ICCA plans to engage external experts to navigate the technological landscape and develop a comprehensive tool that combines AI with other technology for daily work. Younger team members will be engaged to drive tech adoption and improvements, and sessions, webinars, and workshops will be organized to educate and upskill on new tech. Action items include conducting webinars with tech experts, forming a working group to evaluate AI tools, launching initiatives for tech adoption, and developing an AI-integrated tool for streamlined work.

Challenges

- Fragmented and siloed data across different systems and platforms
- Lack of standardization and integration of data formats and structures
- Insufficient data governance, quality control and security measures
- Lack of clear policies, protocols and safeguards for data handling
- Insufficient transparency and consent around data collection and usage
- Potential for biased or discriminatory outcomes from AI algorithms
- Rapid pace of technological change outpacing staff training and development
- Resistance to change and preference for legacy systems and processes
- Difficulty in attracting and retaining tech-savvy talent in a 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

Actions

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

Partnership, Business, and Commerce

Main challenges include misaligned priorities between partners, difficulties in quantifying partnership value, and issues in creating a sustainable legacy for host destinations. Proposed solutions include establishing better agreements with suppliers, offering tailored assistance through Convention and Visitor Bureaus (CVBs), encouraging venues to diversify services, and focusing on meeting evolving association needs. Action steps include developing a partnership management framework, creating a CVB toolkit, studying innovative venue business models, and reinforcing partnerships. These strategies aim to enhance partnership value, align business goals, and ensure a sustainable impact for host communities.

Challenges

- Lack of clear communication and mutual understanding of goals and constraints
- Insufficient due diligence and vetting of potential partners
- Inadequate governance structures and dispute resolution mechanisms
- Lack of standardized metrics and frameworks for measuring partnership impact
- Failure to capture and communicate indirect and intangible benefits
- Insufficient emphasis on tracking and reporting outcomes to stakeholders
- Lack of alignment with local priorities and needs of the host community
- Insufficient involvement and empowerment of local businesses and talent
- Inadequate planning and resources for post-event sustainability and regeneration

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

Actions

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



Changing Business Relations and Negotiations

The post-pandemic world presents new challenges including the shift towards hybrid and virtual event formats, increased health and safety concerns, and need for value, flexibility and risk management. Additionally, rigid contract terms, lack of contingency planning, and pressured pricing strategies amidst economic headwinds have also surfaced. To tackle these, solutions include organizing sharing hub sessions for exchanging insights, collaborating with destinations for local impact, investing in personnel training, and developing strategies for managing short lead times. Action items involve creating a task force to address labor shortages, investing in training and development for consistent service delivery, and fostering collaborations for lasting local community impact.

Challenges

- Shifting preferences towards hybrid and virtual event formats
- Increased emphasis on health, safety and wellness protocols
- Greater scrutiny on value, flexibility and risk management provisions
- Rigid and one-size-fits-all contract terms and conditions
- Insufficient contingency planning and force majeure clauses
- Lack of trust and transparency in sharing risks and rewards equitably
- Commoditization and race to the bottom in a hypercompetitive market
- Inadequate pricing strategies and revenue optimization capabilities
- Insufficient focus on value creation and 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

Actions

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

🌟 People Talent, Resources

The survey highlights that an organization's culture plays a crucial role in AI adoption. Culture issues such as resistance to technological change and the absence of AI champions are barriers, yet fostering a culture of innovation and continuous learning can drive AI adoption successfully.

Challenges

- Perception of the industry as low-paying and lacking career growth opportunities
- Mismatch between traditional workplace cultures and expectations of digital natives
- Insufficient investment in training, upskilling and professional development
- Over-reliance on part-time, seasonal and gig workers
- High turnover and lack of institutional knowledge continuity
- Challenges in maintaining staff motivation, loyalty and engagement
- Insufficient systems for performance management, recognition and rewards
- Homogenous workforce composition that doesn't reflect diverse customer base
- Unconscious biases and structural barriers in hiring, promotion and decision-making
- Inadequate policies and programs to support underrepresented groups

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

Actions

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

Sentiment Analysis

Communication & Success

The sentiment surrounding Communication & Success is a mix of frustration and hope. Participants express disappointment with the impact of poor communication, which often leads to a sense of apathy. However, there is a strong desire to improve and a belief that success is achievable through clear, fair, and transparent communication. The ICCA community sees value in collaboration and knowledge sharing, with a sense of optimism that these efforts will lead to more effective communication strategies.

Technology and Tools that can help us deliver

When discussing Technology and Tools, participants reveal a cautious optimism tempered by concerns about the rapid pace of change and the challenges of integration. Data security and confidentiality issues evoke a sense of unease, as participants grapple with the need to balance innovation with risk management. 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, and commerce

Discussions around Partnership, business, and commerce reveal a pragmatic approach focused on achieving profitability and leaving a lasting impact on destinations. There is a sense of determination to forge strong partnerships and tailor services to the unique needs of each event and association. 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 and negotiations

The topic of Changing business relations and negotiations evokes a sense of concern and pressure among participants. The challenges posed by sustainability and legacy requirements, particularly for older venues, create a feeling of being overwhelmed and unsure of how to navigate the long-term transformation process. There is a sense of frustration with organizers who choose to bring in external suppliers rather than support local businesses, and a feeling that destinations are struggling to keep up with the expectations of associations.

People, Talent, Resources

Discussions around People, Talent, and Resources reveal a deep concern about the challenges of attracting and retaining young talent in the industry. Participants express frustration with the perceived lack of work-life balance and the need to reconsider salaries to remain competitive. However, there is also a strong sense of determination to find solutions and a belief in the power of collaboration and innovation.