BE>FUTURE
shaping the future of business events

New Scenarios and Business Models for the Future of Business Events.

The Future of Business Events Starts Now.

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BEFuture is dedicated to driving positive change in the Business Events (BE) sector across Europe. Our mission is to foster the transformation of the industry into an innovative, regenerative, resilient, and responsible powerhouse. Aligned with the European Tourism Transition Pathways and Sustainable Development Goals, we prioritise sustainability, inclusivity, and lasting impacts.

Barcelona, September 2024

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Foreword

Let's Shape the Future of Business Events

At BEFuture our vision is to create an ecosystem that respects planetary boundaries, supports collaboration, fosters innovation, and creates shared value for all the stakeholders. In this paper, we present insights on what it takes to speed up the transformation of the European event sector to ensure it remains competitive and resilient ten years from now. Transforming business models to stay relevant in the future will be necessary analyzing multiple factors beyond financial viability. Conducting sustainable events, involving local communities, and leveraging technology to innovate is fundamental to taking steps to move the meetings industry forward in the right direction. As a global community, we have shown our courage and power to reinvent ourselves several times in the past. To shape the future of Europe's business events sectors, we must co-create inclusive solutions with positive and enduring impact. The future is now.

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Foreword

“With this white paper, we would like to provide the business events professionals with knowledge and inspiration in order to reinforce their business models and secure Europe’s future as a front runner in hosting top end environmentally and socially responsible business events.

Digitalisation will be one of the key main drivers to make the industry more resilient and future-proof. Nevertheless, BEFuture envisions an industry that not only thrives on innovation and technology but also prioritises regenerative practices, ensuring a positive and lasting impact. “

BEFuture Team

Generalitat de Catalunya
Agència Catalana de Turisme

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Shaping the Future of Europe's Business Events Sector.

Acronyms

AI: Artificial Intelligence

AR: Augmented Reality

BE: Business Events

CX: Customer Experience

ESG: Environmental Social and Governance

EWS: Early Warning Systems

GBTA: Global Business Travel Association

ICT: Information and Communication Technologies

IoT: Internet of Things

LLM: Large Language Models

ML: Machine Learning

MR: Mixed Reality

RFID: Radio frequency identification

RFP: Request for Proposal

SDGs: Sustainable Development Goals

SIDF: System Independent Data Format

SME: Small Medium Enterprise

SR: Sensory Reality

VR: Virtual Reality

XR: Extended Reality

Executive Summary

The business event industry is challenged by the urgency to adapt to the rapidly changing landscape of digitalization, sustainable regulations, and a shifting value system. In the years to come, the industry will experience vast amendments in technology implementation, generational behavioural changes, fluctuating consumer expectations, and disruption in business models. **A collaborative, holistic approach that creates value for all stakeholders is key to remain competitive and profitable. The outlook for 2024 and the 10 years ahead presents a challenge yet an opportunity for the business event ecosystem**.

In general terms, this whitepaper is conceived as a **guiding tool to develop resilient business models at smart business events destinations to scale up and accelerate change**. It starts by presenting a global perspective of the business events industry and specific analytical tools and models. It continues by discussing forthcoming business scenarios, proposing how business events will create, deliver, and capture value. Moreover, the whitepaper suggests a four T's Model that shows critical areas of action to address (thrivability, talent, technology, and transformation). It is followed by insights related to smart business events destinations and a proposal of relevant action areas. To conclude, future business models are presented to tackle the challenges and capture opportunities. Events and destinations should be walking side by side thus, to conclude, an inclusive strategic governance framework is proposed.

Specifically, the first part of the whitepaper sets the basis that it is fundamental that industry anticipates trends and **embraces change to create innovative, sustainable and future-proof business models.** Business events will stay relevant only if they generate value for all stakeholders by contributing to profitability, market intelligence, reputation and visibility, client engagement, creativity and innovation, wealth and wellbeing, and a sense of community. Furthermore, future scenarios planning helps identify what anticipation is required to move from reactiveness to proactiveness in the business events industry. Undesirable implications seem to mostly relate to the strongly digital/technology focused scenarios, whereas the desirable implications connect more to the hybrid scenarios, seen as a combination of the best (and least negative) implications. There's a clear recognition of the need for sustainable practices and the adoption of technology to enhance the event experience, with a desire to balance innovation with preserving the human touch that is central to the community and sense of belonging.

One key takeaway from this whitepaper is that the Business Event industry has a significant impact in driving change for a more competitive, innovative, inclusive, sustainable, and regenerative economy.

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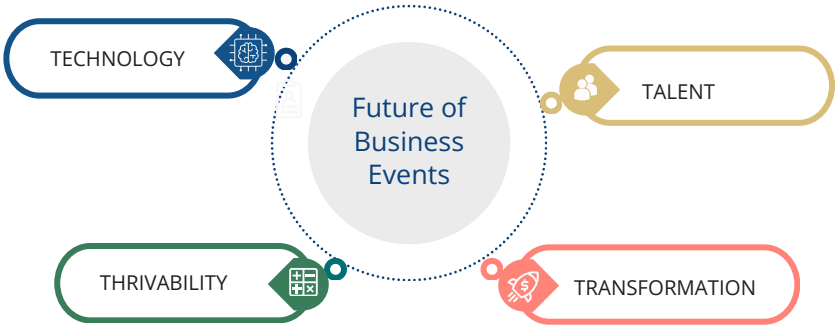
Executive Summary

The second part proposes that to ensure future-proof business models the four T's – Technology, Thrivability, Talent, and Transformation - should be considered. This model is a **pivotal approach for the business events sector to embed strategies that accelerate and scale positive change.**

The Four T's Model to future-proof the business events.



- **Technology.** In this section, the document delves into how the professional event sector can leverage technology ten years from now to transform the way of doing business, networking, and creating experiences today and in the future, the technologies that can be embedded, and the current and potential usage. The table helps businesses identify their status, and further steps to achieve an expert level where digitalization is fully enshrined within the culture and strategy. Three main dimensions are developed in detail: enhancing customer experience, building sociotechnical systems and boosting business strategies. For enhancing customer experience, we suggest immersive experiences with mixed realities, reshaping safety and accessibility standards and hyper-personalized attendees' journeys. For building sociotechnical systems, we propose autonomous event management systems, smart interaction hubs and secure and transparent transactions. For boosting business strategies, we recommend predictive networking pods, real-time experience personalization, and sustainability command centers. To achieve an expert level of digitalization maturity of business events, digitalization is actively implemented and fully enshrined within the culture of all stakeholders, closely aligned to the strategy of the destination. Aiming for integrated, inclusive smart services for travellers and organisers that ensure legacy at the destination.

- **Thrivability.** The second block focuses on how the business events ecosystem can support the sustainability development agenda. Business events industry stakeholders are encouraged to create partnerships to work together, locally and globally, to drive innovation and expand their positive environmental, social, and economic impact. The Doughnut economics model, which provides a framework for society's sustainable development, is coupled with the four Ts to maintain business events between social and ecological boundaries, in a safe and just space. To conclude, the importance of sound governance in this respect is highlighted.

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Executive Summary

- **Talent.** In this section we explore the importance of talent for future-proof models. Recruiting and retaining top talent persists as a challenge, thus collaboration between the industry stakeholders and cross-sector alliances is key to tackling the reskilling and upskilling challenges ahead. Based on previous research a model is proposed that draws attention to relevant interpersonal, societal and hybrid skills, knowledge, and attitudes required for future business events professionals. The perception of younger generations about the future of business events is outlined stressing the importance of a purpose-driven rather than transactional approach to business, emphasizing sustainability at the core, digitalization, experience-focus, gamification, and legacy.

- **Transformation.** The last block exposes the potential for business events in the near future, spearheading a society-wide movement that extends beyond the sector to create positive and lasting impacts and transform the business models with innovation to create shared value for all stakeholders. Best practices are shared that may tackle identified critical areas for business model transformation. A main takeaway of the whitepaper is the detailed action map applying the 4 T's, which objective is to identify the main strategic challenges and action areas for each of the stakeholders of the two value chain stakeholder groups identified. To conclude, transforming the meetings industry implies modifying business model structures to create alternative value propositions. Virtual and hybrid event platforms with immersive experiences exemplify a disruptive business model. Adopting regenerative approaches, connecting local communities, fostering cross-sector ecosystems are some of the critical areas of transformation.

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Executive Summary

The third part of the document explores the concept of smart business event destination. **Smart cities**, **urban areas that integrate advanced technologies to improve the quality of life for communities, are transitioning to open innovation cities**. In this context, we advocate for smart meetings that incorporate technology to increase the value of the experience to visitors and exhibitors, with a clear user-centric approach. The combination of these two concepts evolves into the **Smart Business Events Destination** that intersects smart cities strategies with business events practices. **These destinations aim to be inclusive, innovation-driven, connected, and regenerative.** Their focus is on integrating advanced technology, sustainability, and community involvement on the local and global scale.

In this line, the fourth and last part of the whitepaper presents a vision for the future. It starts by identifying key gaps and solutions needed in the four T's areas to reach business model transformation. Furthermore, as a main takeaway, it presents the **Business Events Business Model of the future represented by a wheel envisioning the four Ts in 2035.** This model sets new standards for innovation, accountability, and value creation, ensuring that business events and smart business events destinations align with strategic goals to ensure a resilient and prosperous industry.

Each category dives deep into meetings on one side and destination-level practices on the other side. It is a dynamic framework proposal showcasing the main strategic areas of action, technology integration, sustainability, inclusion, education for an innovative infrastructure, and sector evolution.

To conclude, we reflect on governance. In this line, a governance model that fosters participatory engagement of the stakeholders is key. That strategically assesses, measures, and manages the diverse risks and opportunities ensuring to consistently create value for all stakeholders within the business events ecosystem. A governance that **supports the BE ecosystem, builds collaborative environments, promotes open innovation contexts and stands side by side at this transition for driving the industry foward.**

Without any doubt, **enhancing the sector's resilience** is only possible by accelerating change. Positive and meaningful change will occur faster if we strengthen the collaboration of public-private stakeholders. Joint efforts are required. Developing resilient business event models that will lead, in turn, to consolidating outstanding smart business events destinations is a collaborative path. In this sense, the **acceleration programme offered by BEFuture**, designed to boost growth and innovation capabilities and support the green and digital transition of the business events industry is a valuable initiative.

Speeding up the transformation of **the European meeting sector to ensure it remains competitive and resilient ten years from now** is our ultimate common goal. This whitepaper is one further step in that direction, providing insights to co-create inclusive solutions with positive and enduring impact. We are on the path together. The future is now. Let's keep on walking.

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Introduction

The constantly changing trends, the continuously evolving business environments, and the rapid advancement of technology require businesses, policymakers, scientists, researchers, and innovators to understand how to position themselves in this uncertain pathway, to remain competitive, resilient and responsible. The whitepaper's purpose is to **provide business events professionals an overview of the main challenges and trends from a social, environmental, and technological perspective** that are going to affect and transform the industry of business events.

In addition to that, the white paper suggests future scenarios and business models that might guide business event professionals towards a future aligned with evolving demands and opportunities. The document is part of the BEFuture project, building upon previous deliverables and setting the base for the next BEFuture project's phases.

The European business events market is a leading destination for the meetings industry, as it represents over 50% of the worldwide meeting market revenue in 2023. The European Meetings industry market size in 2023 reached 372,17 Billion euros in Europe [1].

Over the past decade, **technology applications in business events have garnered significant attention due to their profound implications for efficiency, scalability, and innovation.** From its early conceptual stages to its present-day applications, the implementation in business events presents a paradigm shift in how we approach business models. However, it is important to point out that not only does technology shape the future of the industry, thus a holistic approach is required. For a new transformative open innovation ecosystem to succeed in the business events industry, technology should be coupled with a strong sustainable and talent development commitment.

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[1] Source: Europe MICE Market Size, Share & Trends Analysis Report By Event Type (Meetings, Incentives, Conferences, Events), By Country (Germany, UK, France), And Segment Forecasts, 2024 - 2030 (Grand view Research,2024).

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Introduction

Objectives

The primary objectives of this whitepaper are to share key innovation trends and the challenges faced by the business events industry, discuss how and why the industry could future-proof business events ten years from now, propose areas to be developed by stakeholders for a successful and regenerative transition, define the concept of the European Smart Business Event Destination and a toolkit to guide professionals to take action.

Methodology

BEFuture focuses on research, exploration, capacity building, and an acceleration programme. The whitepaper is a key milestone of the project, result of a redefined Business Events Cross-sector Stakeholder map, a compendium of Best Practices, a Talent Development Programme, and a series of workshops and interviews. Based on previous deliverables, primary and secondary research data was collected to develop the whitepaper. As secondary sources academic publications, industry reports and industry-specific media were consulted. For primary data, the methodology combined qualitative and quantitative research tools, such as BeFuture Think Tank reports, interviews with key stakeholders, workshops, focus groups with industry entities and institutions, and surveys [2].

Structure

The document is organized from a global perspective of the business events industry to more specific analytical tools and models. It includes an action map designed to enhance the resilience and competitiveness of business events stakeholders, it outlines the smart business event destination concept and proposes a vision for the future and a governance model.

It begins by providing an overview of the evolution of business events in Europe. Next, it discusses future business models, explaining how future business events will create, deliver, and capture value. The four T's Model determines how future business events will be shaped and critical areas of action to address, Thrivability, Talent, Technology, and Transformation. The Business Events Future Business Model is presented to tackle the challenges and capture opportunities that the four T's Model introduces. It is followed by the Governance framework designed to ensure that business stakeholders can strategically assess, measure, and manage the diverse risks and opportunities related to enhancing resilience and continuing to deliver value.

[2] Source: https://www.be-future.eu/knowledge-hub/

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Evolution of Business Events

Since the global pandemic, the corporate travel industry has experienced a transition in events management. It has exponentially increased the use of digital tools and opened up new opportunities for new event business models.

Environmental challenges, social changes, and shifting generational value systems and corporate values are shaping the future of this sector. In addition, systemic risks, such as economic downturns, wars, and pandemics, can cause disruptions in the meeting landscape, resulting in reduced business activity and decreased revenue for the industry stakeholders.

It requires innovation, adaptability, and a commitment to responsible business practices to ensure that the industry stakeholders are resilient in the future. The rapid growth of technology and increasing digitalisation presents an opportunity, yet also brings concerns such as **data privacy, digital ethics, and equitable access to resources and technology.**

For navigating this new world of possibilities for business events, it is fundamental that the industry, especially SMEs, embrace change to create innovative, connected, and future-proof business models.

1.2 Trillion

The global business travel industry expected to surpass its pre-pandemic spending level of 1.2* trillion Euros in 2024 [3]

As the sector evolves, the concept of business event destinations is becoming more central. Destinations and business events should go hand in hand towards a smart framework. The role of Destination Management Organizations is more important than ever to ensure alignment. **Smart business event destinations** are characterised by considering challenges to future-proof businesses and improving the destination's well-being, competitiveness, and attractiveness. The primary focus of destinations remains on enhancing the quality of life, fostering social and technological innovation, improving socioeconomic well-being, strengthening the community, and local economy, and optimising resource conservation.

Governance, innovation, technology, sustainability, legacy, and accessibility are key drivers of smart business event destinations.

Destinations and business events can leverage **smart data** to enhance socio-economic development and mitigate risks.

Decision-making based on data facilitates logistics and can reduce event negative externalities.

[3] Source: The 2023 GBTA BTI™ Outlook — Annual Global Report and Forecast

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Evolution of Business Events

In this context, the **digital humanism** [4] approach has gained momentum as it is considered in smart destinations an optimal way to address challenges placed by the digitalisation of societies and cultural and value shifts. Future societies will depend on a robust technology ecosystem supported by public institutions. In addition to implementing policies and creating smart destinations, it is essential to plan and execute events inclusively to be an innovation driver, enhancing efficiency and profitability.

Digital humanism is the integration of human rights, democracy, inclusion, and diversity in technology and policy development to manage complex relationships between people and digitalisation.

The market tendency shows that onsite business events will remain relevant. Onsite events allow businesses to enhance the experience of engaging with clients and partners. Nevertheless, **experiencing hybridization, mobility restrictions, sustainability, compliance, and destination choice will be imperative in decision-making.**

We suggest the four T's Model be applied to this landscape to enable the business events industry to identify opportunities to mitigate challenges and contribute to the smart destinations concept. An in-depth exploration of future business models is provided before suggesting how to implement the four T's Model.

Business Events Economy

Business events contribute to the visitor economy of destinations by creating job opportunities, attracting investment and talent to the destination, and developing experiences where cultural heritage is shared and promoted amongst foreigners and locals. The events industry serves as a platform that can lead to breaking seasonality, maintaining and developing local infrastructure, boosting innovation, and supporting local events suppliers' growth.

Co-creation, in the context of the place-centered concept of the visitor economy, involves the collaborative process where various stakeholders, local communities, businesses, scientific, research, academic. and government entities, actively participate in creating value, shaping the visitor experience, maintaining and preserving habitats and biodiversity.

Business events generate short and long-term impacts on the economic, social, and environmental dimensions of destinations, being the ultimate goal of creating a lasting positive legacy on the host territories. Fostering innovation and well-being, not only to the business events value chain but also to other related sector and industries. It is a tool to launch new projects and accelerate transformation.

[4] Source: Mark Coeckelbergh, Mark (2024) What is digital humanism? A conceptual analysis and an argument for a more critical and political digital (post)humanism, Journal of Responsible Technology, Volume 17, 100073, ISSN 2666-6596, https://doi.org/10.1016/j.jrt.2023.100073.

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Business Events: Creating, Delivering and Capturing Value

The Pathway

As the sector transitions into a digitalised and fast-evolving context, stakeholders in the business events industry navigate social and environmental challenges, new regulatory frameworks, and digitalisation. In the years to come, the industry will experience vast amendments in technology implementation, generational behavioural changes, fluctuating consumer expectations, and disruption in business models. Thus, anticipating the possible changing scenarios will allow companies, especially SMEs, to overcome adversities, be resilient, innovate, and remain competitive.

The **proposed pathway will allow industry stakeholders to build a resilient business events sector.** Following are described the pathway phases to lead the transition. It represents the process of innovation and transformation to be followed by industry stakeholders regardless of their current stage.

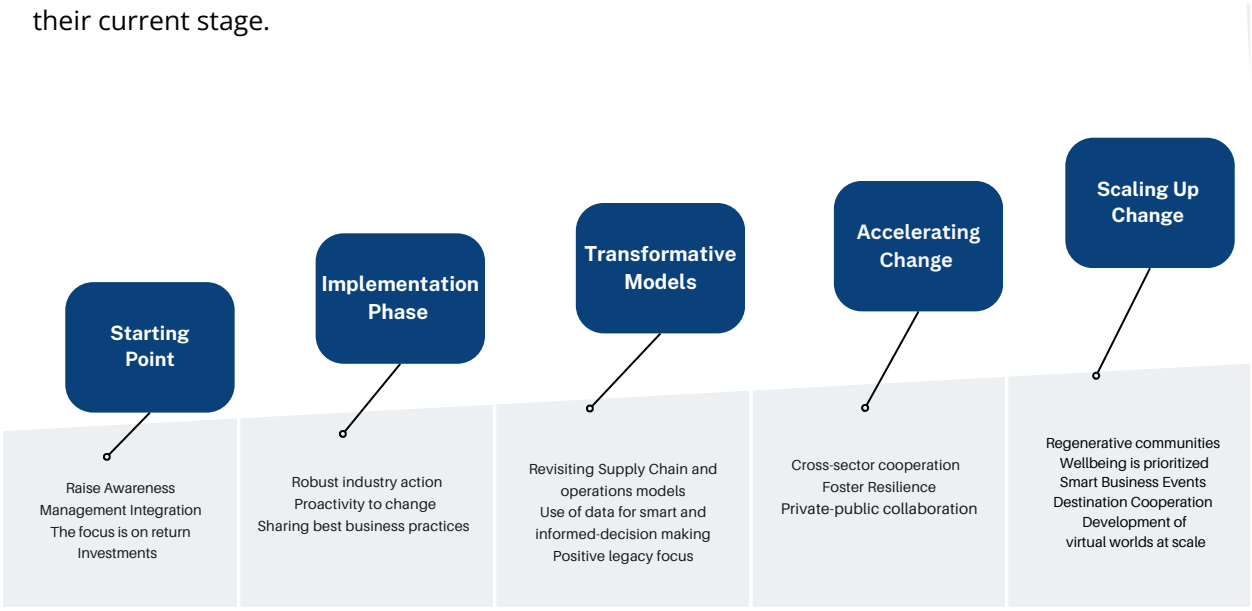

Figure I. The Pathway. Source: Own elaboration BEFuture.

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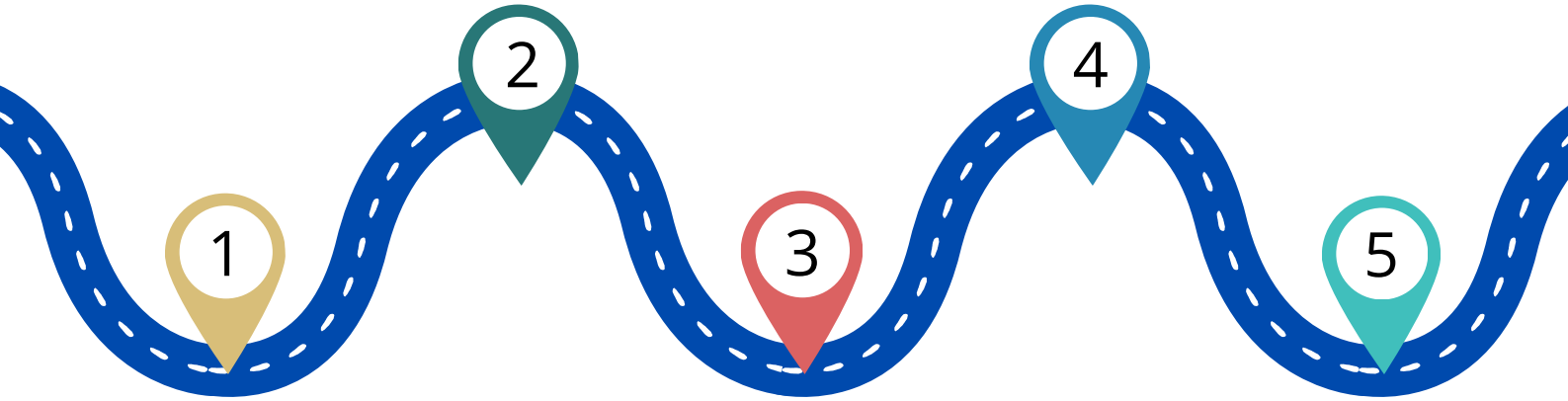
Business Events: Creating, Delivering and Capturing Value

Implementation phase

In this second step, industry stakeholders take action in technology implementation in design, execution, and pre and post-events digitalisation. Furthermore, collaborate at the destination level sharing best practices, adapting local infrastructure, choosing events that can positively impact the local community, and ensuring leadership action towards sustainable events.

Accelerating change

Fostering resilience by cooperating with local communities, cross-sector cooperation, and private-public collaboration is fundamental for accelerating the transformation. Technological advancements, socio-economic shifts, global challenges, citizens' and businesses' feedback, and climate-related risks are crucial factors. Partnerships and collaborations are essential to accelerate change and leverage the strengths and resources of different stakeholders to drive change.



Starting point

Innovation and technology are implemented based on the return on investment, not seen as a strategic plan. The business event ecosystem should pivot from this perspective to adapt to a dynamic and rapidly changing environment.

It is necessary to raise awareness and develop the skills for the talent and leadership teams to take action. Management integration is crucial to enable education to leverage data. The use of technological tools to improve industry professionalism leads to a better understanding of the clients' needs, socioeconomic changes, and environmental challenges.

Transformative models

In transformative models, technology is embedded in business models for informed and smart decision-making and reviewing supply chain practices.

The new business models should lead to a positive legacy and protect ecosystems and biodiversity while scaling the event model, generating local community impact, and enhancing cooperation among all stakeholders that conform the value chain of the business events industry, including public and educational institutions, economic and social sectors, entrepreneurial and the innovation ecosystem.

Scaling Up Change

Scaling, in the context of business, means growing and making exponential changes that lead to profitability and positive transformation. That would imply implementing regenerative practices, technologies, and developing virtual worlds to develop smart business events and destinations.

As part of this strategy, sustainable communities, well-being, and fair economic growth are prioritised. At the end of the pathway phase, business events become leading platforms that foster sustainable development, technological innovation, global collaboration, and positive local impact.

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Business Events: Creating, Delivering and Capturing Value

Seven reasons why business events will be relevant in the future.

The relevance of business events is deeply connected to business models that **generate value for all stakeholders**. Events will continue to impact the future of destinations and communities if they contribute to the sector in the following key areas.

Creativity and Innovation

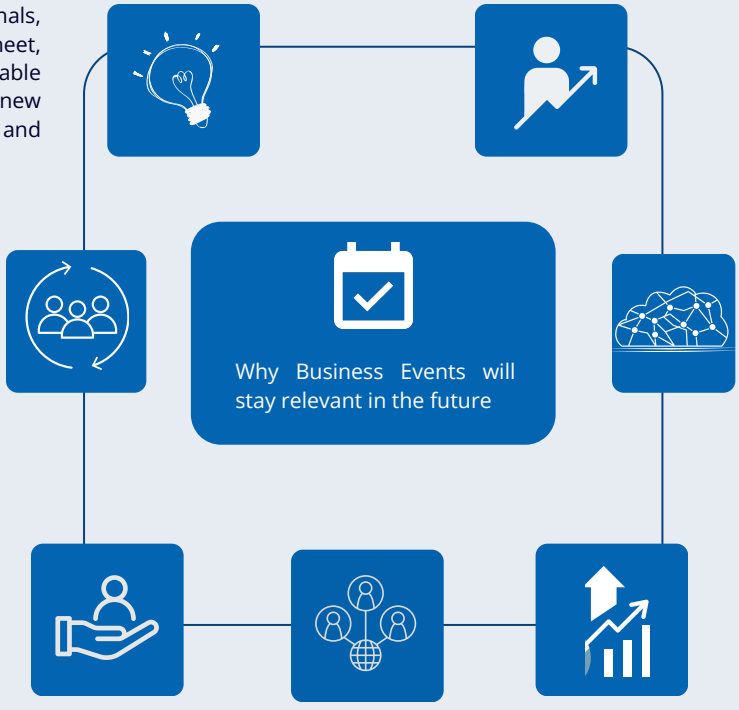
Business events provide a unique opportunity for professionals, local talent, and sectors to meet, share ideas, and form valuable connections that can lead to new opportunities, partnerships, and collaborations.

Reputation and Visibility

Business events help companies thrive in new markets, foster partnerships, and reach a broader audience. Also, it benefits the local community and improves the host destination positioning.

Client Engagement

Events are a space for businesses to interact directly with clients, get feedback, and understand their needs and preferences. Providing new added value, customer-centric experiences, and community-centric events.



Sense of Community

Business events support the sense of community building with professional groups and industry stakeholders.

Wealth and Wellbeing

Business events at the destination level will continue to happen as long as it minimises environmental impacts, creates wealth and community well-being, and enhances the socioeconomic impact by driving demand for services and local suppliers. It fosters innovation, job creation, and community development. Engaging and nurturing talent.

Market Intelligence

Industry stakeholders have a space to gather insights and market intelligence. Data enhances events and destinations' well-being and helps transform models for a better future, and they are resilient as an industry.

Profitability

The events must be economically viable and appealing to all parties involved, irrespective of the adopted format. Future business events will require technology implementation and efficiency practices to remain profitable.

Figure II. Seven reasons why business events will stay relevant in the future. Source: Own elaboration BEFuTure

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Pros & Cons of BE Scenarios in 2035

By 2035, business events scenarios will be a mix of both worlds, the online and onsite events. The following figures show the pros and cons of each event typology and how the blend of both models will be the quintessential future event. The pros and cons outlined in Figures III and IV show a compilation of areas discussed with an array of business events stakeholders at BEFuture think tanks.

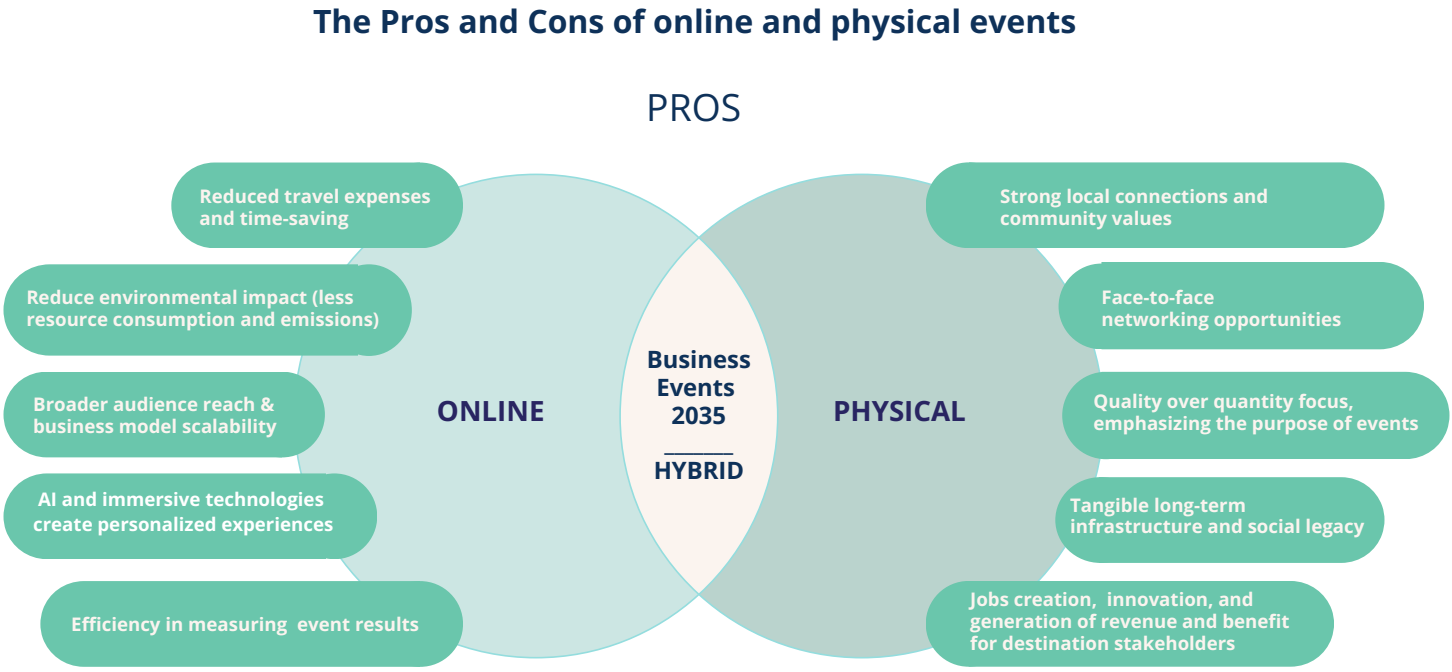

Figure III. Pros of online and physical events. Source: Own elaboration BEFuture

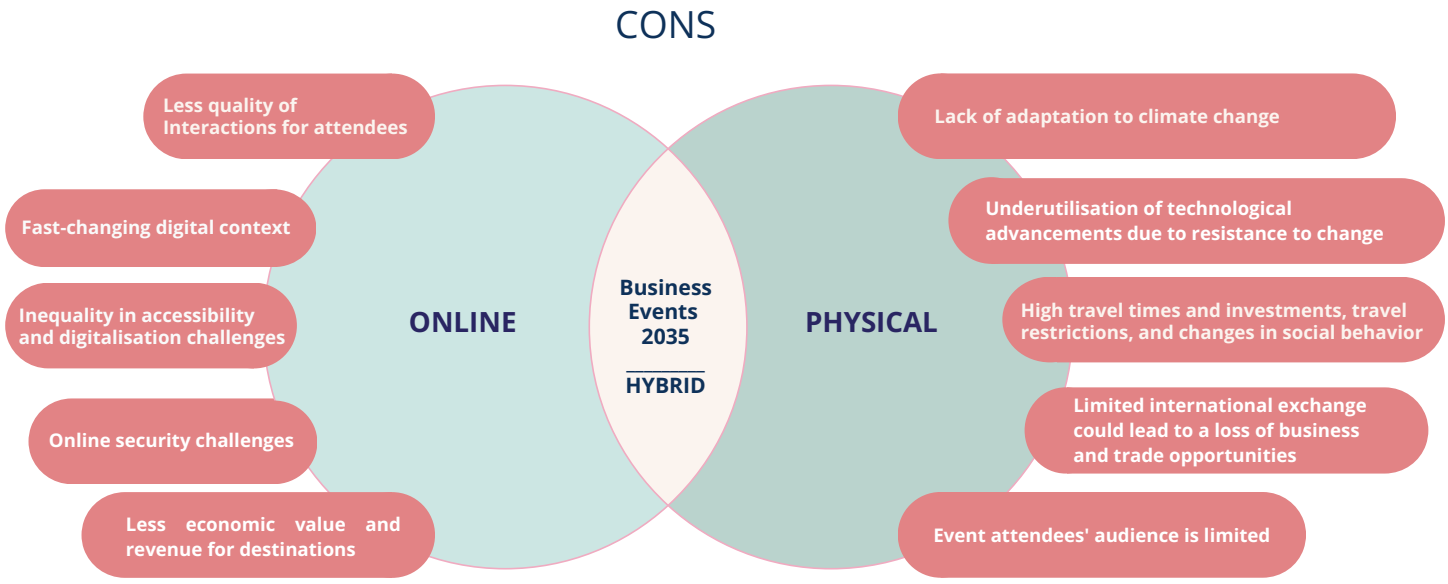

Figure IV. Cons of online and physical events. Source: Own elaboration BEFuture

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Scenarios presented by Think Tank Workshops BEFuture

In previous BeFuture Think Tank research, four scenarios were defined regarding shifting value systems and future technology implementation in business events. The four scenarios presented were Hyperlocal, Global Satellites, Welcome all Avatars, and Virtual Members Only. The figure below shows the four scenarios with a brief explanation for each.

The aim was neither to predict the future nor to propose these scenarios as a vision for the desired future of Business Events, but to spark conversation about how certain developments -if they were to move towards extremes- might impact the future. With the purpose of gaining a deeper understanding of the general sentiment towards potentially disruptive developments, taking into account experts' perceptions from within and outside the business event industry. **This creates insight into pressing issues and concerns regarding potential implications. And it identifies what anticipation is required, to move from reactiveness to proactiveness.**

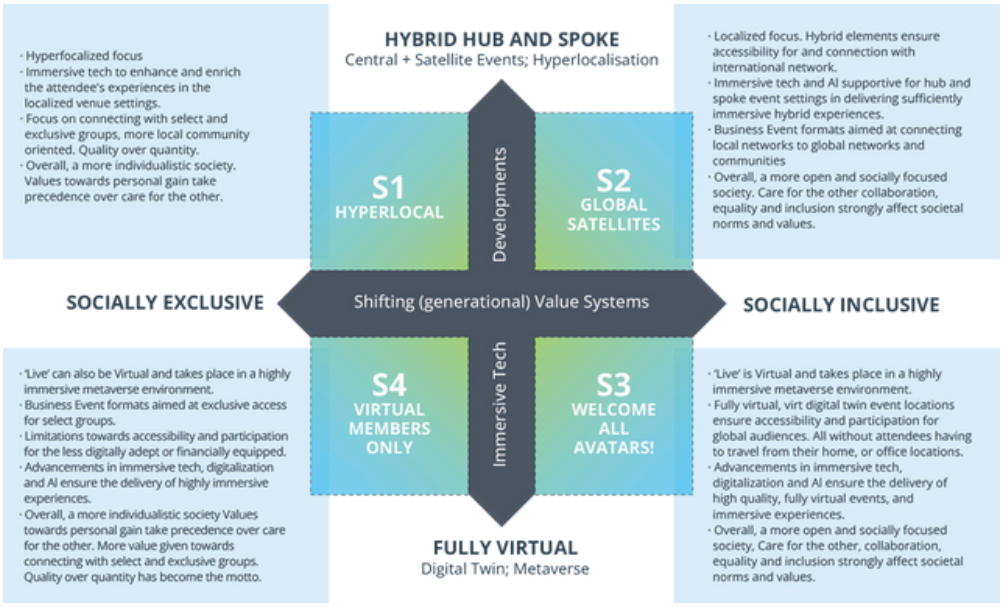

Figure V. Scenarios Think Tank workshops BEFuture. Source: Scenarios Think Tank workshops BEFuture (2024)

A comparative analysis of the four scenarios presented —Hyperlocal, Global Satellites, Welcome all Avatars, and Virtual Members Only—across the four T's Model categories that will be introduced later in the whitepaper: Thrivability, Talent, Technology, and Transformation challenges lead to identifying action areas in each scenario. In thrivability, it shows the urgent **need for knowledge on sustainability, net positive practices, community resilience, and future mobility solutions.** In technology, the focus is on the role of technologies such as AI, and blockchain integration to **elevate experience, innovate, and attract meetings businesses.**

For talent, the report highlights the **importance of inclusivity, addressing intergenerational needs, and navigating technological skills gaps.**

Lastly, the transformation area is linked directly to the report, where it identifies the need to create **partnerships and foster sector innovation** to equip and transform the industry of the future.

The shifting perception **of "live" events and the friction between online and offline experiences highlight the ongoing need for in-person meetings.** Innovation thrives in these face-to-face sessions, especially when they **foster co-creation and mentorship.**

The whitepaper is a bridge for the identified scenarios and the capacity-building programs of the BEFuture project while also inspiring stakeholders to take action now.

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Business Events: Creating, Delivering and Capturing Value

The key features of the Business Events Industry in the future

Key aspects to work on

Facing transition challenges such as sustainability impacts, technological developments and managing human capital presents an opportunity for business events to work in their equitable access to digitalisation and education, support regenerative tourism practices and principles, and ensure public-private cross-sector collaboration with stakeholders at local and global levels.

Business model canvas proposal for future Business Events

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Implementing the 4T'S Model to enable change

How should the business events industry future-proof business models?

Implementing the **four T's Model** might secure that companies remain competitive and resilient. It is a pivotal approach for the business events sector to embed strategies that accelerate and scale positive change.

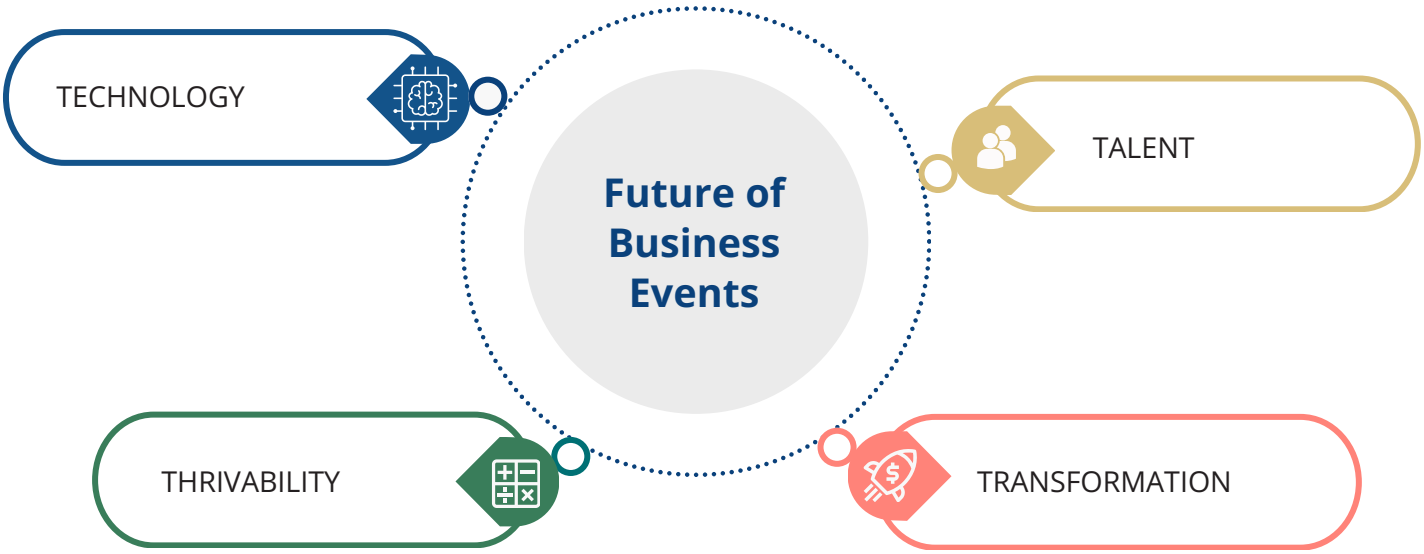

Figure VI. The Four T's Model to future-proof the business events. Source: Own elaboration BEFuture

How can the Business Events Industry future-proof this business model?

Identifying the **potential for creating a positive legacy and ensuring that the business model protects and creates organisational and social value** is crucial. To future-proof business events, the following model identifies main challenges and suggests action areas across four dimensions: technology, thrivability, talent, and transformation.

The areas suggested aim to ensure business events stakeholders a successful transition and evolution. The model enables stakeholders to create, deliver, and capture value.

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TECHNOLOGY

"The top barriers preventing deployment include limited AI skills and expertise (33%), too much data complexity (25%), and ethical concerns (23%)". [5]

The business events industry is undergoing a significant transformation driven by socioeconomic changes and technological advancements. Early adopters and tech-centric events leaders have implemented extensive automation in their operations and personalised client interactions. Some techniques employed to engage audiences are two-way connections to stream local programs during the congress event, real-time virtual keynote presentations to audiences globally, live sessions with hosts in the studio, and virtual lounge networking.

Leveraging technology implementation in event management

Technology is the catalyst for transforming business events. It is helping to create dynamic and efficient experiences. Some tools that are implemented to enhance business value and experiences are Digital Twins, Robotics, Biometric technology, Virtual and Augmented Reality (VR/AR), Internet of Things (IoT), Blockchain, Web3, Radio Frequency Identification (RFID), Building Information Modeling (BIM), Artificial Intelligence (AI), Metaverse, and Climate-Risk Modelling.

Here are some examples of how different types of technologies might be used in business events.

- **Digital Twins** are virtual replicas of physical entities. In the meeting industry, it is used for virtual venue layouts, stage setups, or seating arrangements. Other applications such as people simulation to ensure efficient movement and safety and logistics testing and setup. In real-time events, digital twins allow event planners to monitor the event in real-time, respond effectively to incident management, or manage energy more efficiently. This technology can enable apps that offer personalized services. Another case use is leveraging this technology to provide training to create virtual simulations of the events.

- **Robotics** improves event service delivery, in tasks such as scheduling, coordination, and communication with vendors. Robots can automate repetitive tasks that consume an event planner's valuable time, enabling them to focus on other essential aspects of planning and execution.

- **Biometric technology c**an be used in event management with solutions such as facial recognition. This technology allows a smooth event check-in process.

[5] Source: IBM, 2024 https://newsroom.ibm.com/2024-01-10-Data-Suggests-Growth-in-Enterprise-Adoption-of-AI-is-Due-to-Widespread-Deployment-by-Early-Adopters

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Leveraging Technology Implementation in Event Management

- The meetings industry is in its infancy, using VR and AR to create engaging experiences. This will become more accessible for corporate clients and the norm in future events. For example uses include: showcasing products and services, extending the event experience beyond the physical space or gamifying presentations and demonstrations.

- **IoT** in events improves the real-time data gathering and monitoring of attendees and the venue's environmental performance.

- The use of **blockchain technology** ensures transparency in ticket platforms, transactions, and tracking the impact of the suppliers.

- **Technologies such as Radio Frequency Identification (RFID)**, Building Information Modeling (BIM), AR, and VR allow smart building management and resilient infrastructure to reduce buildings and accommodation's environmental impact.

- **Artificial Intelligence** is at the core of business events strategies as it helps with attendee personalization of experiences, tracking sentiment, and allows the gathering of user-generated content and insights. Also obtaining data for designing new strategies and more valuable content or a customer-centric, destination-centric, and community centric strategy.

- **The metaverse** is redefining the possibilities to conduct events, providing opportunities for immersive and interactive experiences, especially with mobile-augmented-reality applications, business events can offer a mixed and immersive experience combining virtual and physical worlds. Future business events will keep amplifying holograms and sensory reality experiences.

- **Big Data Analytics** helps in understanding attendee preferences, improving event planning, energy consumptions and enhancing marketing strategies.

- **Quantum computers** will support event planning and management. This technology supports the processing of large vast amounts of data and it can be used for real-time personalization, predict attendees based on behavior and patterns, and provide a holistic view of attendee behavior and engagement. Furthermore, it will support event security and planning.

- Last but not least, **Climate Modeling** tools incorporate future climate change projection data to provide a view of likely physical risks that can have a material impact on business operations and destinations. This enables the meeting industry to prepare for climate change mitigation and adaptation strategies and to choose destinations wisely. Software that uses satellite data helps with forecasting and predicting climate-related impacts and acts accordingly to protect locals and travellers.

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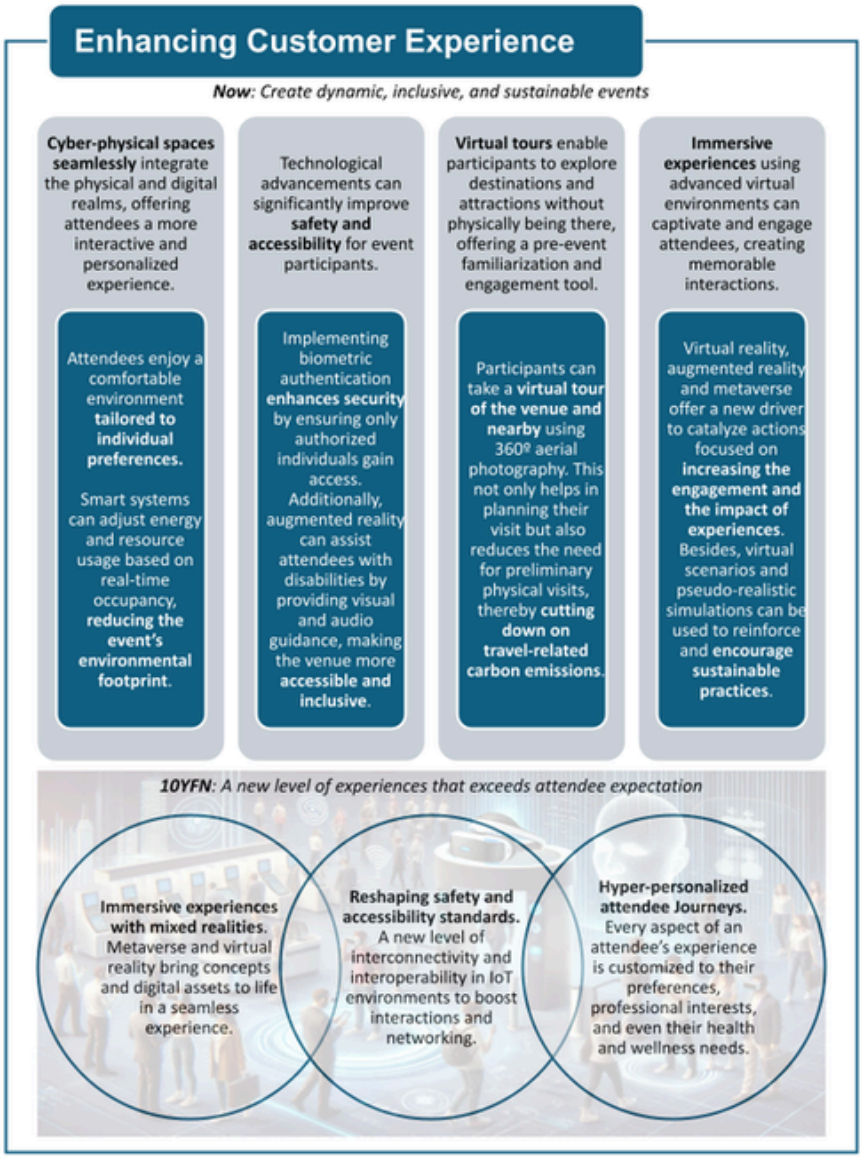
Transforming Business Events Through Technology: A Deep Dive

Technology acts as a catalyst in this transformation, creating dynamic, engaging, efficient, and sustainable experiences aligned with business strategies organised into three main dimensions and its impacts [6].



[6] Image Source. Fornells, A., Paradela, A., Ficapal, J. (2024) Navigating the Technological Landscape in Hospitality: Added values and Entry Barriers of Technologies. SAGE Open. Under review process.

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Transforming Business Events Through Technology: A Deep Dive

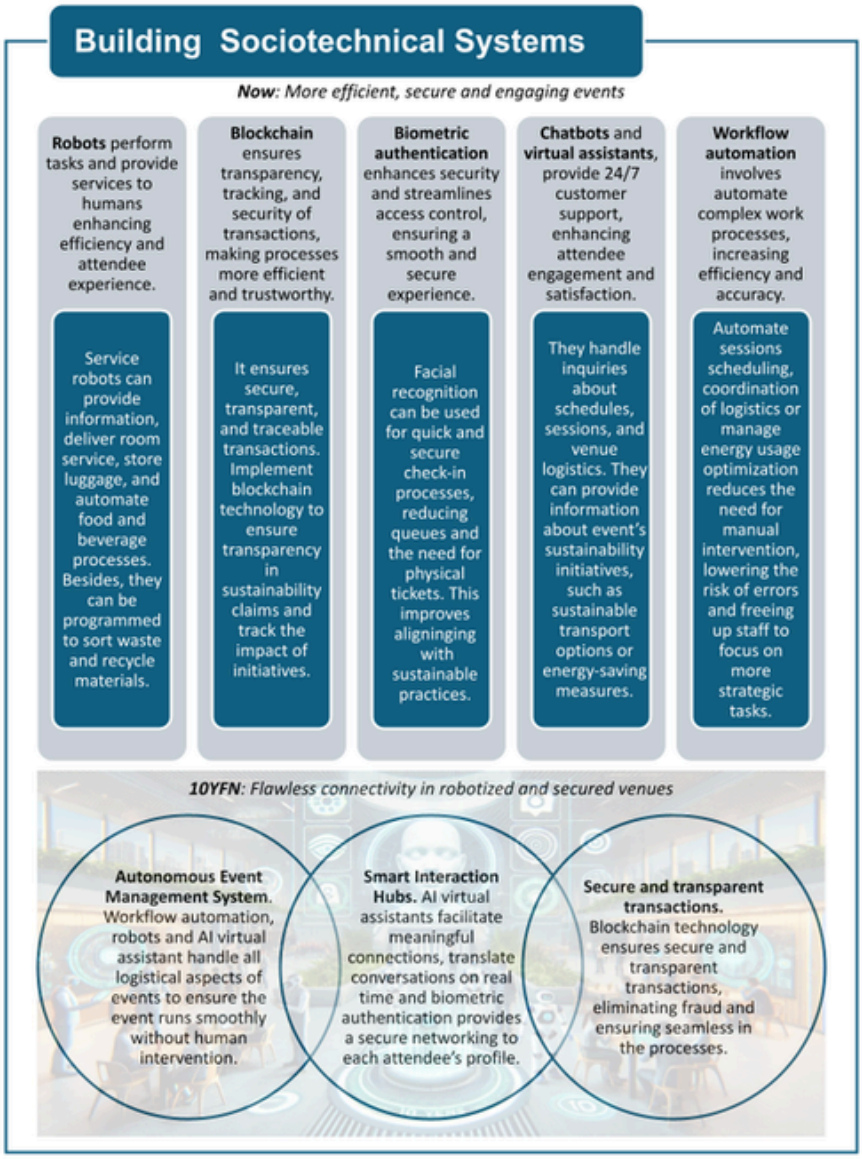

Image Source. Fornells, A., Paradela, A., Ficapal, J. (2024) Navigating the Technological Landscape in Hospitality: Added values and Entry Barriers of Technologies. SAGE Open. Under review process.

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Transforming Business Events Through Technology: A Deep Dive

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Stages of technology implementation

The maturity model (Siedler et al., 2021) identifies the digitalisation stage and guides businesses through their digital implementation journey. As part of this assessment, it evaluates the extent to which an entity is leveraging digital technologies and processes to enhance its operations, customer experience, and business model. The model consists of several phases, each representing a different level of digital maturity.

There are different phases of integration identified in the model as explorer, beginner, intermediate, and expert. The explorer has limited digitalisation in business operations and strategy. The beginner implements technology only in some business divisions, and their connection is rare. In the intermediate phase, businesses incorporate technology into most company divisions, which are mostly horizontally and vertically linked. The final phase of the process involves the full implementation of digitalisation within the organisation.

Image Source: AI generated with Dall-e 3

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Stages of technology implementation in Business Events

The table illustrates the **digitalisation maturity levels of business events,** correlating them with the four T's model and its respective impacts on each category.

Maturity Model	INTEGRATION PHASE		EXPLORER	BEGINNER	INTERMEDIATE	EXPERT
MODEL 4T's	**Description of maturity levels**		BE Stakeholders have limited digitalisation	Digitalisation is the focus of only some BE Stakeholders divisions and their linkage is rare	Digitalisation is the focus of most BE stakeholders, which are mostly horizontally and vertically linked. The digitalisation mindset is embedded within the culture of the destination	Digitalisation is fully implemented by BE stakeholders. The agents are all horizontally and vertically linked. Digitalisation is actively implemented and fully enshrined within the culture and strategy of the destination
TECHNOLOGY	**Data Management**	Data Availability & Accessibility	Data is stored in individual formats	Data can be converted into standard formats	Most IT systems are interlinked and data are stored in standardized formats	System Independent Data Format (SIDF)
	Event Development		Product and system requirements are not recorded digitally. The design is not digital and simulation-based	Some parts of production planning are software-based	Production planning is software-based	Continuous computer-aided modeling and simulation has been implemented
	Stakeholders Data		Data is not collected in realtime	Data is sometimes collected in real time	Data is mostly collected in real time	Data is collected completely in real time
TALENT	**Cultural Change**	Change Management Effort	Fear-based initiatives. Stuck on analyzing risks and returns. Waiting for company to take action. No knowledge where to start. Lack of skilled employees (AI, data management)	A digitalisation mindset is to some extent embedded Upskillling of some employees	A digitalisation mindset is mainly embedded All employees have some level of digital education	A digitalisation mindset is fully embedded Internal academy and e-learning to foster continued education
	Leadership Action		A digitalisation mindset is not embedded. No digitalisation-oriented strategy is available. Hiring is not based on digital skills	A digitalisation strategy is planned Digitalisation is embedded in the hiring and retention strategies	A digitalisation strategy is under development Internal leaning and development strategies exist to upskill current talent and hire tech-savvy talent	A digitalisation strategy is implemented Tech-first approach to business development, business roles, hiring, human capital strategy
THRIVABILITY	**Climate Resilience**	Prevention & protection	Starting to identify environmental sustainability issues in a non-digitised manner	Implement tech for some isolated issues (Venue food waste or CO2 emissions)	Technology is used to monitor events environmental impacts	A forward-thinking approach to climate risks mitigations and provide value while creating positive effects
	Social Impact		Starting to identify social sustainability issues in a non-digitised manner	Implement tech for isolated issues (monitoring satisfaction, inclusion and diversity data)	Technology is used to monitor events social impacts Humanization and accessibility of technology by all stakeholders	Technology enables human rights protection, provide community-centric value while creating positive and long lasting effects for local communities
TRANSFORMATION	**Event Production**	Impact & Virality	Non-digitised event processes	Digitalisation is applied in some processes	The production planning and control are performed by integrated systems	The production planning and control is implemented through digital planning (digital twinning)
		Digitalisation of Services	Non-digitised services such as mobility	Smart Infrastructure Development. Real-time Data and Predictive Analytics applied to destination infrastrucuture and services	Integration of Smart Destination Service Systems	Cybersecurity and data privacy Collaborative Ecosystem Development at the destination level of integrated, inclusive smart services for travellers and organisers
	Post-Event	Conversion, Optimisation, and Retention	Product and customer satisfaction data is not collected and therefore not evaluated	Customer data is collected partly and analysed as needed, but not core to the strategy	Customer data is collected and subjected to an automatic analysis	Customer data is collected automatically and evaluated by means of algorithms Smart, inclusive governance ensuring legacy

Table I.Stages of technology implementation in Business Events.
Source: Own elaboration BEFuture based on Siedler, et al. (2021). Maturity model for determining digitalisation levels within different product lifecycle phases. Production Engineering, 15, 431-4 .

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'For successful business events, choose user-friendly solutions to avoid overwhelming participants, and train employees for seamless technology adoption. A strategic use of technology will transform business meetings into engaging and productive experiences that drive results.´

- Dr Christina Yan Zhang
CEO The Metaverse Institute, UK

THRIVABILITY

"You cannot get through a single day without having an impact on the world around you. What you do makes a difference, and you have to decide what kind of difference you want to make."

- Jane Goodall

Thrivability is an approach to sustainability where it is possible to exist joyfully and indefinitely on Earth. This requires societies to behave in a manner that enables everyone to thrive, ensure social impact, and that the business activity does not jeopardise the Earth's ability to support life indefinitely. Thrivability envisions a vision of sustainability within this act of prospering.

Sustainability is a priority and urges companies to stop delaying action in addressing nature and social-related issues. The business events industry stakeholders are encouraged to create partnerships to work together, locally and globally, to drive innovation and expand their positive environmental, social, and economic impact.

As the **regulatory landscape evolves and consumer awareness rises, the meetings industry is also taking steps towards sustainability solutions.** One of the biggest challenges for industry professionals is to go from theory to practicality in finding the right solutions and innovations.

There are just ten years to halve global emissions, compared to 1990 levels, if we want to keep global warming within 1.5°C. While some industry peers have committed to initiatives such as Net Zero Carbon Events, introduced at COP26 in Glasgow, these efforts alone are not enough to adequately prepare the industry for potential disruptions.

In the last few years, sustainability has become a strategic and operational task in the event industry (Hagen, 2021). **Sustainable mobility, logistics, conscious procurement, conference material, disposability, technology, emissions reduction, compensation, climate protection, or neutrality are becoming the norm in sustainable business events practices.**

Technology can support business events as a whole, integrated into the services at the destination level, to enhance and **enable sustainable practices, ecosystem services protection, and respect planetary boundaries.** For instance, digital twins can be integrated into cities' development to improve systems management and reduce CO_2 emissions.

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THRIVABILITY

Thrivability is a concept closely linked to the **Doughnut Economics Model,** proposed by the economist Kate Raworth in 2017, which provides a framework for society's sustainable development to find a balance between social and ecological boundaries. The model is inspired by the **planetary boundaries framework** [7], which identifies nine critical points that regulate the stability and resilience of the Earth. In this model, between its social foundation of human well-being and ecological ceiling of planetary pressure lies the safe and just space for humanity. Today, six out of the nine dimensions are off-balanced.

To work towards maintaining business events in that safe and just space, different action areas are identified. The image below illustrates the **intersectionality between the Doughnut model and the Four T's model** proposed. Advancing on the suggested actions fosters sustainable development in business travel and meetings activity.

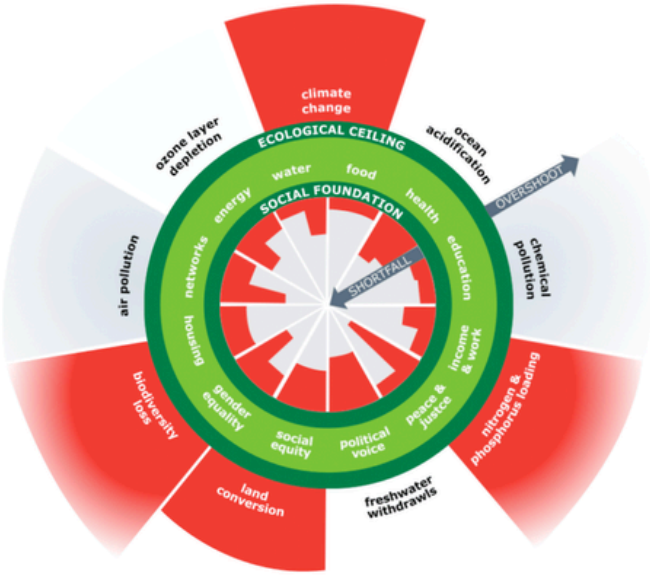

Figure VII. Doughnut Economics intersectionality with four T's Model to transform business event's impacts. Source: Adapted from Ratworth, Kate (2017) The Doughnut Economics Model

Technology

- Climate risks protection, climate change adaptation, and mitigation
- Allow BE stakeholder's education
- Business Model Innovation
- Social inclusion and democratization of tech
- Privacy, regulation, and data management
- Optimize delegates flows with data

Thrivability

- Biodiversity conservation
- Heritage protection
- Food waste reduction
- Clean energy
- Green mobility & Carbon neutrality
- Improve connectivity and accessibility
- Disaster preparation and resilience
- Carrying capacity & redistribution of BE
- Water conservation
- Circular economy, pollution and waste reduction
- Social inclusión
- Reinforce assets and local community and economy

Talent

- Upskill talent
- Income & Work
- Social impact through quality employment
- Equity and access to digital tools
- Gender equality
- Human rights protection
- Mental health

Transformation

- Community wellbeing and value shared of BE impact
- Ecological Ceiling
- Generational value systems changes
- Focus on legacy and purpose
- Profitability of business models have to create shared value creation for all stakeholders

[7] Source: https://www.stockholmresilience.org/research/planetary-boundaries.html

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THRIVABILITY

Sound Governance is required

For the industry to thrive, sound governance is required to **foster a regenerative ecosystem, creating positive and lasting impacts for locals, event attendees, employees, event management businesses, and the environment.**

Climate change is a threat to smart business event destinations. The ability of cities and businesses to adapt is fundamental to achieving a regenerative approach to developing tourism and managing cities. Social integration and inclusion are pivotal to operating a sustainable business model. In events management, accessibility and inclusion are topics that absolutely cannot be left out of strategic conversations.

Sustainable development will shape the future of business events. The key drivers for change are **client awareness, environmental and social data requests from suppliers, compliance, risk mitigation in supply chains, and inclusion.**

In that regard, one of the greatest challenges is the need for standardisation of sector-specific indicators to ensure disclosure consistency of non-financial information and measurements.

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'While in-person events might appear environmentally unfriendly due to the travel required, a well-organised and well-attended event can actually reduce the need for multiple trips. Attendees can consolidate numerous business meetings at the event, rather than making separate trips to visit various clients or partners. Virtual meetings are a good complement to in-person interactions, but not a replacement.'

-Julie Rey-Gore
Senior Content Director at Questex

TALENT

According to the World Economic Forum, 1.1 Billion jobs liable will be radically transformed by technology in the next decade.

The Fourth Industrial Revolution is creating new opportunities for the workforce. However, by 2025, half of the global workforce may need reskilling.[7]

The sustainability dimension introduced in the previous section presents a disruption scenario, thus the need for planning and adapting business models. For this transformation to **future-proof models, talent development is of utmost importance**. Professionals capable of driving technological innovation and reinforcing sustainability strategies will be agents of change.

Collaboration between the industry stakeholders and cross-sector alliances, to tackle the **reskilling and upskilling challenges,** is essential to transform event management education. The generational change impacting the industry brings disruption as the values of newcomers differ from previous ones. For example, the screen-first generations have grown in a digitalised environment and are more open to virtual experiences. **Intergenerational collaboration** at the team and stakeholder level is fundamental to **remain competitive and resilient to create value.**

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TALENT

Skills for the Future
Business Event Professionals

Based on previous research conducted by the BEFuture team (think tank reports, interviews, and desk research), the figure highlights key focus points included in the Talent Development Program of BEFuture.

The model integrates **relevant skills, knowledge, and attitudes required for future business events professionals.**

Figure VIII. Beskilled Wheel Model. Source: Talent Development Program of BEFuture (2024)

[7] Source: https://initiatives.weforum.org/reskilling-revolution/home

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TALENT

Skills for the Future Business Event Professionals

Professionals today require a diverse set of skills in the business events industry. Strong interpersonal skills are crucial for building and maintaining relationships, networking, and fostering trust and empathy. These skills enable effective teamwork and create positive environments. Societal awareness is equally important, as it involves understanding global business trends and social issues, promoting sustainability, and adopting a global perspective. Hybrid skills, which combine traditional event management with modern technology such as AI, blockchain, and virtual/augmented reality, are essential for creating engaging and secure experiences in future business models.

A solid knowledge base ensures legal compliance, innovation, and effective event management, while a positive attitude and creativity drive innovation, perseverance, and adaptability in problem-solving and event design.

In a world of data-driven decision-making and tech-first event management, analytical and critical thinking skills are vital for data-driven decision-making, system analysis, and optimizing tasks. These skills help professionals interpret data, evaluate information, and develop logical solutions to complex problems.

Additional competencies such as stakeholder collaboration, safety and security regulation adherence, and sustainable practices reinforce these primary skills, ensuring compliance and efficiency. Together, these skills create well-rounded professionals capable of navigating the complexities of modern professional environments and driving successful outcomes.

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The Perception of Younger Generations about the Future of Business Events

A survey has been shared with students of several European universities to acknowledge the vision of young generations on the future of Business Events. The conclusions of the survey show optimism in their perception of the business event's future. ETFI - European Tourism Futures Institute/NHL Stenden (Leeuwarden, NL), Universita' Degli Studi Di Milano-Bicocca (Milano, IT), IQS University Ramon Llull (Barcelona, SP), La Salle University (Barcelona, SP), IU International University (Germany).

Sustainability-oriented innovation and operations

Results show that sustainability will be at the core of event strategies and operations. This shift will include sustainable venues, reduced waste, and carbon footprint management. AI will play a crucial role in planning and event execution. Respondents consider that events will become more experience-focused, emphasising interactive elements. Furthermore, they state that digitalisation in event planning management and value creation is essential for staying ahead in the industry.

Skills for the future

For event professionals to thrive in the future, skills such as adaptability are critical, given the rapid evolution of technology in the industry. Critical thinking, creativity, and flexibility are pivotal to navigating business models' evolution and clients' needs and leveraging technology tools effectively. Future event professionals need to understand technology, such as data analytics and interpretation, for making data-driven decisions and personalising event experiences. Effective communication skills and thinking outside the box are essential to create value in future Business.

Key practices with technology

Including gamification and immersive experiences in events, experiences become indispensable for capturing the attention of the next generation, who have shorter attention spans without interactive elements. To maintain their interest, events should avoid rigid agendas and embrace creativity, offering fresh experiences that align with their expectations. AI can enhance event experiences, but overreliance can deteriorate the human connection. Events of the future leave a legacy and make a net positive impact on the destination, stressing the importance of a purpose-driven rather than transactional approach to business.

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TRANSFORMATION

Business events will be needed in the future only if they deliver unique experiences, values, and benefits that cannot be found elsewhere.

Events should continue to generate profit for all stakeholders and be economically interesting for organizers.

They must be sustainable and reinforce the destination's well-being, legacy, and competitiveness.

The transformation of today's practices will help the industry to evolve, be competitive, and future-proof business models. This section displays how the different industry stakeholders can transform their businesses for better profitability and legacy.

Business Model Innovation

The process of transforming the current **industry has to rethink value creation, looking for the right, viable, and competitive mix of both worlds: in-person and virtual.**

Transforming businesses now means modifying business model structures to **create new value propositions, capture new market opportunities, and remain competitive.** Virtual and hybrid event platforms exemplify a disruptive business model in the business events industry by harnessing digital innovation to enhance accessibility, reduce costs, and provide richer data insights, fundamentally changing how events are planned, executed, and evaluated. The infographic shows the critical areas for business model transformation in future business events.

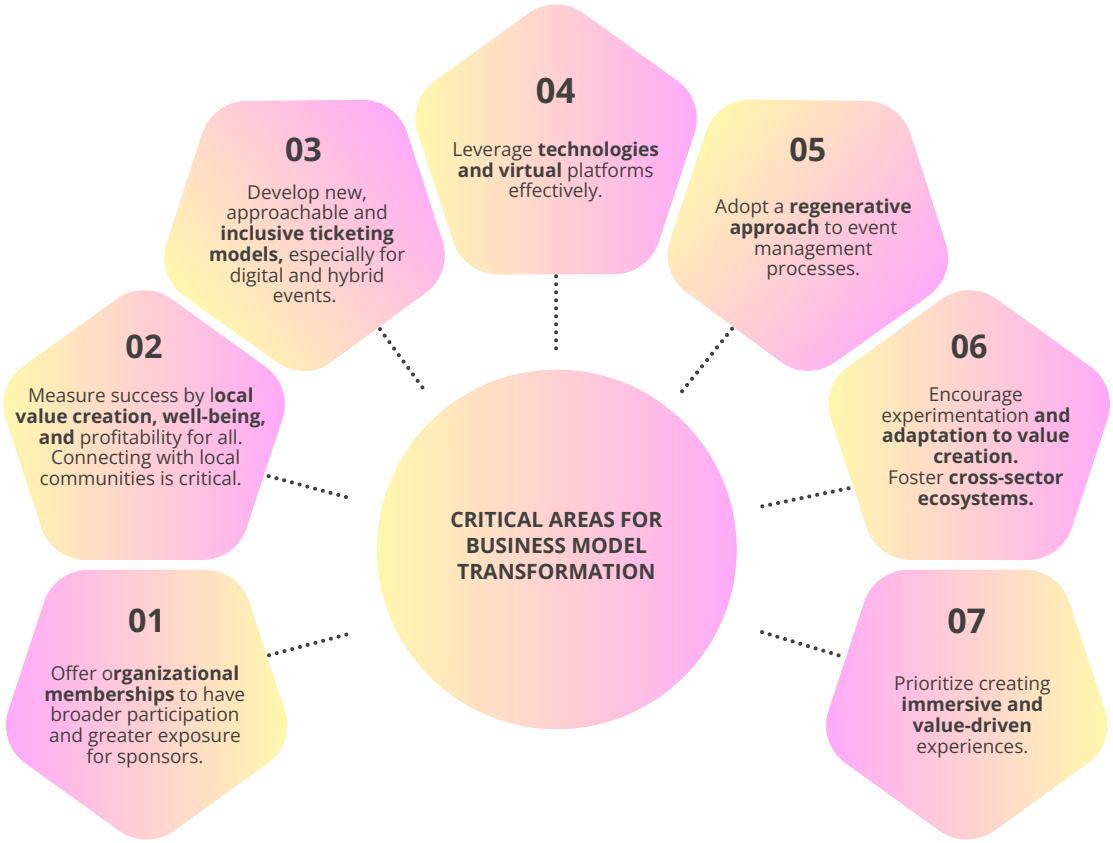

Figure IX. Critical areas for business model transformation in business events of the future. Source: Own elaboration BEFuture

Examples and **best practices**

The following best practices may tackle some of the outlined critical areas for business model transformation. These best practices are part of the compendium of Best Practices for Sustainable, Human, and Digital Business Events. The compilation is a result of a call for Best Practices by the BEFuture project. Let's deep dive and share some examples:

- Business events-related **solutions to reduce waste using digital tools and gamification.** Innovative formats that encourage attendees and businesses.
- **Radio frequency identification (RFID) solution for managing reusable resources,** such as reusable cups at events, contributes to waste reduction and sustainability practices. It helps to identify inventory and materials without actually seeing them. This data can help optimize waste management and material transparency and tradability.
- **Design and service management processes for exhibitors** focusing on sustainability and carbon footprint awareness.
- **Digital platforms** that enhance **community engagement.**
- **AI-enhanced event platform solutions** that support real-time **personalisation** through a mobile app, providing tailored recommendations, session scheduling, and networking opportunities driven by AI insights.
- **Urban event planning** that can be integrated and position the city as a leader in **ecological transformation.**
- **Traditional crafts and practices** can be incorporated into event plans, creating meetings that celebrate and help **preserve cultural heritage.**

To access further best practices, please refer to www.be-future.eu

Action Map

To further explore action areas to respond to the main strategic challenges identified, the following action map provides detailed guidance. It is a proposal on how to transform businesses and ensure future resilience and competitiveness for the different stakeholders in the industry.

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Action Map

The Action Map is based on the BEFuture stakeholder map, which identifies the key players in the Business Events ecosystem at regional and national levels. In the Action Map table, industry stakeholders can identify the main challenges and actions to foster resilience and transformation.

The proposed main challenges and areas of action are a result of the whitepaper elaboration where the following scenarios are identified and will affect the future of the meetings industry, including climate-related risks and regulations and the less certain ones, but yet probable, such as generational value system shifts and the level of utilization and development of immersive technologies.

Action Map Objective

The objective is to identify the main strategic challenges and action areas for the two value chain stakeholder groups, BE Industry Stakeholders and BE Enhanced Stakeholders.

Stakeholder Group Relevance

The differentiation of the value chain stakeholders below refers to the industry's direct and indirect stakeholders.

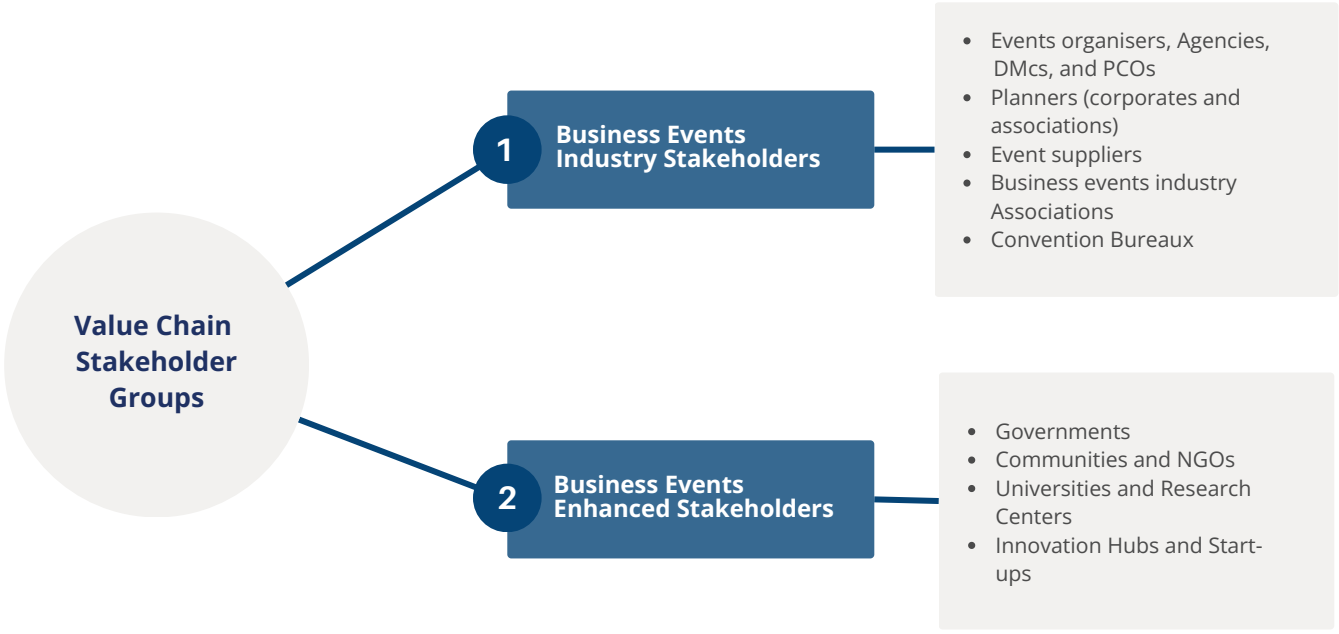

Figure X. BE Value Chain Stakeholder Group. Source: Own elaboration BEFuture

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Action Map

Business Events Stakeholders

STAKEHOLDERS	MAIN STRATEGIC CHALLENGES	AREAS OF ACTION: SMART BUSINESS EVENT DESTINATION IMPLEMENTATION IMPACT STRATEGIES
EVENT ORGANISERS, DMCS & AGENCIES, PROFESSIONAL CONFERENCE ORGANISER (PCO)	• Keep pace with technology implementation and the rapidly changing landscape • Adapt to the socioeconomic complexities • Accessibility to local organizations and communities • Create experiences that create a positive impact in all event life cycle • Track event sustainability impact data for post-event reporting • Promote and Implement sustainable and net zero emissions events • Destination climate-related risks • Attract and engage new talent • Build new capabilities and need to upskill talent • Data privacy protection • Audience engagement • Financial uncertainty • Lack of innovation	TECHNOLOGY • Integrate technology to automatize tasks and improve personalisation • AI-powered tools for efficient itinerary planning, management, personalisation and audience engagement • Utilise advanced planning tools and software • Leverage technologies such as AI, AR, VR and the metaverse to create event experiences and improve engagement THRIVABILITY • Implement zero-waste practices • Choose logistics that reduce emissions and event impact • It is recommended to have third-party verification for sustainability practices in event management • Find alternative suppliers to reduce environmental and social impact and maximize social positive impact (for instance choosing product as a service options) • Follow sustainability standards (such as Global Business Travel Association procurement Standards) • Travel sustainability practices and corporate requirements for Greenhouse gases emissions reduction initiatives (such as carbon capture and sequestration projects) • Procurement policies must be aligned to sustainable sourcing principles • Implement inclusive and diverse practices TALENT • Support mental wellbeing of stakeholders and industry professionals • Articulating the sector's value to attract talent and new generations • Educate teams for virtual and hybrid logistics and new tools • Upskill meeting and event organizers talent to manage technology and smart tools TRANSFORMATION • Implement digital humanism experiences • Partner with local stakeholders for positive impacts for the onsite or hybrid events • Diversify revenue streams • Allocate human and capital resources to innovation
PLANNERS (CORPORATES AND ASSOCIATIONS)	• Provide value and engagement to event attendees • Keep the pace of technological advancements • Business model disruption • Keeping delegates attracted and engaged • Prepare and adapt to climate-related transition risks • Lack of innovation • Improve profitability and benefits of events • Access to funding • Adapt to trends • Compliance	TECHNOLOGY • Integrate technology to automatize tasks, improve personalisation and engagement • Bridging the gap between in-person and virtual attendees • Foster technology incubators to accelerate growth (inside and outside the company) • Support delegate-centric strategies to foster involvement and interest in meetings THRIVABILITY • Develop and support business models that are purpose-driven • Implement innovations to drive climate change mitigation and adaptation, biodiversity protection, and inclusion • Adopt sustainability practices in event plans, and choose suppliers that align to your values, practices, and goals TALENT • Design tools, contents and experiences to answer to the needs of inclusion, diversity and accessibility • Develop intergenerational and well-being programs • Actions to ensure the digitalization, humanization and connexion within the sector • Destination cooperation to attract and retain talent and delegates • Remote working conditions • Promote mental health TRANSFORMATION • Incorporate innovative solutions in a competitive market • Implement co-creation strategies with BE stakeholders • Establishes innovation labs to explore new technologies and business models • Identify new business opportunities to ensure the viability of new and hybrid business models
EVENT SUPPLIERS	• Advanced implementation of technology-driven solutions • Upgrade facilities and resources usage • Need for adaptable event spaces • Lost market share due to lack of innovation • Sustainable mobility • Lack of sustainability practices and alignment with business sustainability targets • Measure supplier's impact on biodiversity • Compliance with European regulations • Non compliant with planners RFP's requirements • Perform under budget goals	TECHNOLOGY • Improve connectivity and technology implementation • Involve in local industry innovation forums • Foster technology implementation with local stakeholders • Collaborate with other BE suppliers to innovate THRIVABILITY • It is suggested to have third-party verification of supplier's sustainability practices • Having a recognized certification can be a starting point to measure impact • Implement technology to prevent and reduce waste and emissions • Report on the impact of complying with request for proposals (RFPs) • Familiarise with international standards (such as the Global Business Travel Association Sustainability Procurement Standards). TALENT • Upskill talent to implement technology and data analytics in event management and operations • Foster innovation and cross-sector collaboration to provide solutions TRANSFORMATION • Invest in modular and flexible event spaces • Design and implement a strategic and action plan for transition to a regenerative and future-proof business model
BUSINESS EVENTS INDUSTRY ASSOCIATIONS	• Lack of sustainability criteria standardisation • Educate members on sustainability and positive impact • Keep members engaged and interested in the association's activities • Promote innovation in the and support the sector with relevant data to ensure resilience • Keep pace with technology implementation trends in the BE industry	TECHNOLOGY • Use AI-driven tools to cater to attendees' interests and delegates engagement • Create interactive and immersive experiences • Implement technology to enhance cybersecurity • Research on technology and spread innovative resource to the industry THRIVABILITY • Go beyond calculating and compensating emissions and design events that generate a positive impact on local communities and destinations • Leverage industry stakeholders data to support the standardisation of sustainability performance in meetings TALENT • Elaborate e-learning tools for industry education about sustainability and technology issues and support the development of new skills • Create online and offline events to foster innovation and cross sector collaboration • Facilitate tools to upskill event workforce TRANSFORMATION • Foster innovation among members • Implement an impact-first approach to event development and management • Create awareness of the business event industry within other sectors and governments
CONVENTION BUREAUX	• Adapt to the socioeconomic complexities and support to the meeting industry • Ensure that BE stakeholders are aware of sustainability and technology-related regulatory changes • Foster sustainable destinations and cooperation with multiple stakeholders to tackle environmental and social challenges • Keep up to date with technology evolution and innovation ecosystem • Ensure society cohesion • Improve BE stakeholders cooperation • Enhance responsible tourism practices • Ensure that initiatives and BE practices are legacy-driven activities	TECHNOLOGY • Enhance innovation and Technology in the Meetings Industry • Optimize visitor flows with data Smart destination tools to inform businesss event industry with real-time data THRIVABILITY • Destination climate risk mitigation and adaptation plans • Stay upated of latest development in greentech tech and have an updated pool of know-how about sustainability-related resources • Ensure community's wellbeing • Improve events sustainability practices standardization • Improve circularity plans and communication of best practice • Provide leadership with guidance to sustainable development for home markets and all stakeholders TALENT • Upskill talent • Collaborate with educational institutions to create spaces for BE Stakeholders to meet with future talent • Elaborate e-learning tools for industry education about sustainability and technology issues and support the development of new skills TRANSFORMATION • Improve visibility of local solutions and startups • Spread information about best practices • Foster cross-sector collaboration • Create virtual content to showcase destination's assets • Support and participate in R&D European Projects

Table II. Action Map for Smart Business Events Destination implementation Impact strategies. Source: Own elaboration BEFuture

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Action Map

Business Events Enhanced Stakeholders

STAKEHOLDERS	MAIN STRATEGIC CHALLENGES	AREAS OF ACTION: SMART BUSINESS EVENT DESTINATION IMPLEMENTATION IMPACT STRATEGIES
GOVERNMENTS	• Ensure that BE stakeholders keep up with Sustainability and technology-related regulatory changes • It needs to develop policy to improve sustainability and regenerative practices of destinations • Ensure society cohesion and socioeconomic development • It is fundamental to foster industry and cross-sector cooperation • Balance growth and planetary boundaries • Equal and right distribution of the benefits of the BE activity	TECHNOLOGY • Invest in security infrastructure and protocols • Improve connectivity • Enable smart destination technology implementation through the upgrade of local infrastructure THRIVABILITY • Destination climate risk mitigation and adaptation plans • Improve events sustainability standardization criteria by unificying efforts with key stakeholders • Ensure community well-being TALENT • Provide the industry with education and data to drive the change • Enable education courses to young talent to enter the industry • Foster the collaboration with educational entities to create courses and programs TRANSFORMATION • Improve visibility of local solutions and startups • Optimize business events and tourism flows with data • Incentive Smart destination initiatives that enhance event infrastructure • Make our industry resilient and competitive and to elaborate strategies for the future • Design and provide the industry with tools and resources for the transition pathway to Smart BE • Manage platforms to ensure the cross-sector collaboration and positive impact within all the parts involved and interest
COMMUNITIES AND NGOS	• Analyze economic impact of hybrid and online events on local development • Overcome the lack of motivation and involvement of locals • Changing social dynamics • Lack of events activism • Work on preventing leakage	TECHNOLOGY • Implement smart technologies, identify needs to be develop in events • Implement technology to measure impacts with planners • Co-create open innovation platforms to brainstorm on solutions for the future business events THRIVABILITY • Engage with social and environmental causes to foster collaboration and enable positive outcomes • Implement and promote sustainable event practices to the local economy and society • Design social event impact programs • Implement a legacy local plan for events, involving all the social and economical organizations TALENT • Foster community involvement in events • Work to improve accessibility and inclusion in the BE industry TRANSFORMATION • Rethink impact of events on the destination and how to improve collaboration with stakeholders • Collaborate to enable events that leave a positive legacy and impact to local communities
UNIVERSITIES AND RESEARCH CENTRES	• Irrelevance and disruption of educational programs • Ensuring that research contributes to practical sustainability and innovative solutions for the industry's needs	TECHNOLOGY • Generate relevant content on social media • Improve technology implementation in the learning experience • Improve the student experience • Include tech-related skills in educational programs THRIVABILITY • Integrating sustainability into educational curricula • Elaborate education programs that inclusive TALENT • Improve courses' accessibility • Ensure courses include the skills needed (mentioned in the Skils Wheel) for BE of the future TRANSFORMATION • Upgrade the current course content to the new trends in BE • Collaborate with industry visionaries to create programs for the future • Develop educational and co-creation sessions with public entities and planners to identify improvement and development areas
INNOVATION HUBS	• Create BE awareness in the innovative and technology ecosystems and hubs • Access to funding • Improve communication and commercialization of initiatives • Interoperability: Integrating various technologies and systems across different stakeholders can be complex • Coordinating efforts between various entities • Keeping up with and adhering to evolving sustainability regulations and standards can be burdensome • Attracting and retaining top talent in a competitive market is often difficult	TECHNOLOGY • Implement smart technologies • Innovate in non technological sectors THRIVABILITY • Accurately measure the impact of sustainability initiatives and communication of these benefits • Scale successful initiatives from local to global levels with strategic planning • Implement circular economy principles in all initiatives TALENT • Connect to a specific training plan and to the BE Industry • Make awareness of the needs and challenges of the BE industry in this other ecosystems TRANSFORMATION • Foster cross-sector partnerships • Engage local communities in innovation projects • Foster a sense of community with locals • Develop and an Acceleration Program and support the access to resources and fundings

Table III. Action Map for Smart Business Events Destination implementation Impact strategies. Source: Own elaboration BEFuture

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Smart Business Events Destination Concept

The Action Map reflects the potential of individual actions implemented by the business events ecosystem that can lead to the new concept of a Smart Business Events destination.

A **Smart City** is understood as an urban area that integrates advanced technologies to improve the quality of life for communities. It monitors and optimizes infrastructures, efficiently manages resources, promotes sustainability, and fosters innovation and safety. These cities are distinguished by their automation, real-time and connected data, citizen-centric approach, and efficient use of resources.

They enable development through participatory governance and active citizen engagement. This model for cities must transition towards a model of **Open Innovation Cities.** This approach connects with dynamic, innovative communities and aims to create a lasting legacy. By focusing on talent, innovation, and technology, these cities can drive growth in travel, tourism, and professional events, evolving from traditional Smart Cities to more dynamic StartUp Cities.

In this context, **Smart Meetings** incorporate technology to increase the value of the experience to visitors and exhibitors, with a clear user-centric approach. The combination of these two concepts evolves into the Smart Business Events Destination concept that intersects Smart Cities strategies with business events practices, to leverage technology to create regenerative impact and legacy.

The concept of **Smart Business Events Destinations** focuses on integrating advanced technology, sustainability, and community involvement at the local and global scale to address industry and destination challenges to pave the future.

Smart business event destinations **are inclusive, innovation-driven, connected, and regenerative.** Fundamentally, this destinations use efficiently technologies such as AI, AR, VR, IoT, and data to develop sustainable new strategies with a lasting positive impact, smart infrastructure, informed and insightful decision- making thanks to data, mobility, personalization, and automation.

Furthermore, the strategy is to achieve **carbon-neutral and inclusive destinations** with hybrid and virtual capabilities and foster local collaboration (with a focus on community-centric events).

Smart Business Events destinations foster **public-private local partnerships**, support continuous education, and employ data-driven insights for real-time optimization.

By incorporating this **novel governance, management can apply agile principles and participatory and results-oriented strategies** to stay focused on innovation. This approach ensures destinations' sustainable development, innovation, and positive societal and environmental impacts while creating a resilient and future-ready business events industry. This approach can leverage an inclusive governance that regenerates and transforms cities and communities.

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A Vision for the Future

Valuable Impact

Business events are moving towards sustainability and digitalisation, demonstrating a collective effort to increase resilience and innovation with a **360 view in strategy development.**

The future of meetings is linked to regenerative practices, local engagement, keeping a sense of community, and deploying technologies to improve competitiveness. In the sector, there is a high level of readiness to adopt new technologies to improve the event experience, resulting in positive changes across the entire value chain.

Despite the increasing use of technology, there is a **strong emphasis on humanism,** fostering community relations, strengthening the essential human need for connection, and the role of meetings in building community bonds.

In terms of technology, tools for production and delegate experience are well integrated, but limited support exists for program development. The **growing interest in Artificial Intelligence and Digital Twins** showcases the eagerness to explore innovative and disruptive technologies. In the planning phase, AI enables matchmaking, content research, and copywriting. After testing an innovative solution, **the scalability of the initiative remains an issue.**

Overall, the transformation of events requires integrated and long-term management involving stakeholder collaboration, sustainable practices, and comprehensive market research to develop experiences.

Smart Business Event Destinations must ensure consistent integration and delivery of promised experiences to attract delegates.

Enhancing visitor and meeting organizers perceptions through high-quality infrastructure, service, and connectivity, prioritizing quality over quantity in local experiences, and ensuring a safe environment is crucial. These strategies foster economic value, improve the destination's legacy, nurture the planetary ecosystem and benefit the local community.

In the table below, the **key gaps** are identified in the different four T's areas.

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A Vision for the Future

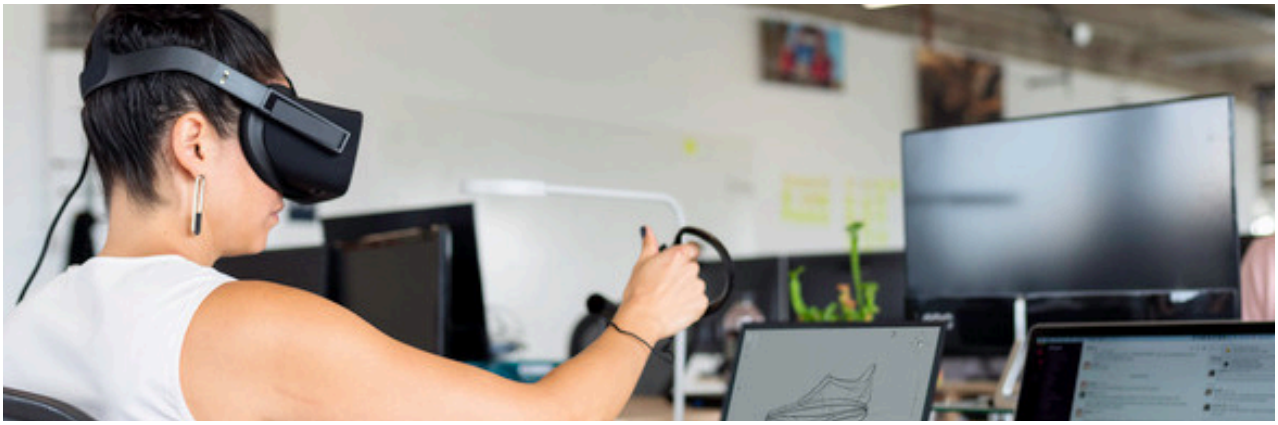
Key gaps identified

In the table below, the key gaps are identified in the different four T's areas.

4T's Model	Key Gaps Identified	Solutions Needed
TECHNOLOGY	• Lack of technology tools awareness • Poor digitalisation strategies in SMEs • Lack of connectivity and low digitalisation levels • Improve the quality and quantity of Smart technologies integration at the destination level • Improve the event technologies that operate in silos to have a seamless end-to-end experience and share data	• The BEFuture Accelerator program can support tech-driven solutions • Foster open innovation and technology hubs • Improve data privacy, digital ethics, and equitable access to resources • Integration of tech resources in an inclusive manner • Ecogamification to implement sustainability in BE • Providing guidance in the impending technology and data disruption
THRIVABILITY	• Narrow focus on specific sustainability actions (greenhouse gas emissions reduction and waste) • Lack of smart technologies integration to monitor environmental and social impact • Risk of lack of compliance • Lack of climate change adaptability • Lack of diversity and inclusion • Most business events stakeholders are not yet ready to adopt a more rigorous approach to sustainability	• Incentivise commitment to impact-orientation and legacy and sound governance • Implement sustainability frameworks for broader view of issues to tackle • Enhance sustainability education • Integrate climate change mitigation and adaptation tools • The BEFuture Accelerator program can promote sustainability-driven solutions • Driving the meetings industry's necessary shift to sustainability and carbon neutrality • Pushing for improved social equity and inclusion in the industry and beyond
TALENT	• Generational values change • Working conditions not appealing to new talent • Overcome resistance to change • Fast-paced tech evolution requires high adaptability • A need for continuous learning • Reskilling and upskilling • High turnover rates	• Online and accessible education • Educational content has to prepare professionals of the future, improving adaptability and speed in modifications including latest research and industry best practice. • Inclusion in digital transition and equitable access to resources • Improve work-life balance, and competitive compensation for the industry roles • Career development opportunities • BEFuture Talent Development Program helps to identify and close the skills gap
TRANSFORMATION	• Infrastructure limitations • Inability of BE stakeholders to effectively collect and analyse event data. • Difficulty in customising attendee experiences in real time. • Cybersecurity and privacy concerns • Underutilisation of emerging technologies. • Sustainability oversight: Limited focus on reducing the environmental impact of events. • Fragmented communication: between attendees, organizers, and suppliers.	• Improve infrastructure • Foster innovation hubs • Strengthen public institutions' cooperation amongst BE Stakeholders and cross-sector collaboration • Comprehensive cybersecurity • Systems for measuring real-time engagement and event impact. • The BEFuture Accelerator program can foster cooperation to support innovative ideas

Table IV. Key Gaps Identified in the different four T's areas. Source: Own elaboration BEFuture

A Vision for the Future



Main Takeaways

- The desire for a **person-to-person connection** continues to outpace the virtual, especially in business events, trade shows, and product presentations.
- Learning experiences will continue to motivate people to attend events as long as they are **time and cost-effective.**
- Strengthen relationships and business, **human and local exchanges and experiences, and co-creation and co-innovation.**
- **Smart technologies** will be an enabler and improve event experience and performance.
- Innovation and transformation in the destination, to enhance the **quality of life, meet and attract talent.**
- Future business events will provide value and improve resilience if organisers create unique **immersive experiences involving local communities.**
- The use of technology will be enhanced in the pre-event and post-event phases to gather data for **pattern recognition and attendee insights.**
- **All-year events and content creation** will help build business models that offer services all year long.
- **Sustainability strategies** and regenerative practices are fundamental for the viability of events in the future and to create net positive event experiences.
- Engage the community and build **a sense of belonging through business events.**
- Implement **year-round data analysis strategies** to enable continuous improvement, strategic planning and identify opportunities and benefits for all parties.

Business Model Transformation

Future business events will **embed sustainability operations and technology implemented into business operations and strategy.** Embracing sustainability practices will ensure meeting regulatory requirements and future-event attendees' expectations.

Leveraging advanced technologies and **future business models will drive engagement, reduce costs, innovate, and minimise environmental impact**. Adaptability is key when adopting new strategies to adapt to evolving market demands and trends and ensure long-term viability.

Future Buisness Model & Governance

The **Business Events of the Future Model** revolutionises events management and development.

It sets new standards for **innovation, accountability, and value creation,** ensuring that business events and Smart BE Destinations align with strategic goals to ensure a resilient and prosperous industry.

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Business Events Business Model 2035

The Business Events Business Model 2035 proposed in the image below concludes the whitepaper information and shows the details of the BE Business Model of the future, both at meetings and at the destination level.

- The wheel has four sections defined by T's model, which includes the Thrivability, Talent, Technology, and Transformation areas. It is structured, starting from the 4 T's to the action points. In each category, the boxes are divided into two main categories; Business Events and Smart Business Events Destination. The first dives deep into meeting practices, while the latter establishes pivotal practices at the destination level. In each box, the scenario envisions each area in 2035.

- In the Thrivability section, it is showcased Carbon Neutrality, Sustainability, and Smart Mobility, Net Positive Impact, and Regenerative Business Models. Talent has two main sections, Nurturing Talent and Inclusion and Upskilling and Future Capabilities. The Transformation area covers Leadership Insights and Business Events, Open Innovation, Innovative-infrastructure and Brand Evolution and Customer Experience. Last but not least, Technology showcases Hybrid and Digital Integration, Smart Technology applications and Data-Driven strategies, and Personalisation and Community Building.

A Smart BE destination is an evolving concept. Therefore, it is a dynamic framework proposal for a Smart Business Event Destination. Each of the pillars (Talent, Thrivability, Transformation, and Technology) has a different level of maturity, and the level of concreteness on actions needed varies depending on the pillar.

The model, contemplating trends and challenges in this whitepaper, establishes the basis for resilient, future-proof, and regenerative business events and destinations.

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Glossary of concepts showcased in the Business Events Business Model 2035

Technology

Hybrid & Digital Integration: This category focuses on the integration of digital and physical elements to create seamless hybrid event experiences. Key concepts include the use of AI as a facilitator and content creator, digital twins for virtual meetings.

Smart Technology & Data-Driven: This area emphasises the incorporation of advanced technologies to create engaging and interactive event experiences. Concepts include the use of AR, VR, IoT, and gamification as well as, digital automation and process facilitation.

Personalisation & Community Building: creating personalized and engaging experiences for event participants while fostering a sense of community. Furthermore, placing culture and identity at the heart of the experience enhances destination well-being and prosperity.

Thrivability

Carbon Neutrality: to achieve carbon-neutral events, innovative solutions, event technologies, and strategies to achieve sustainable event logistics, carbon capture technologies, or improving city connectivity.

Sustainable & Smart Mobility: solutions that promote sustainable partnerships, and digital platforms for facilitating shared transportation options.

Net Positive Impact: Refers to the positive effect that it has on society, the environment, and the economy, outweighing negative outcomes.

Regenerative Business Models: refer to models and behaviour that go beyond sustainability to positively impact the community and the biodiversity of the local ecosystem. This represents projects that create a platform or a model that allows the industry to move towards a conscious model and long-lasting positive legacy.

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Glossary of concepts showcased in the Business Events Business Model 2035

Talent

Nurturing Talent & Inclusion: strategies to promote wellbeing and career advancement. Regarding inclusion, it is critical to adapt and have a representation of diverse employees and attendees.

Upskilling & Future Capabilities: Upskilling industry professionals improves employees' skills, while future capabilities involve adopting new technologies and strategies to meet industry demands. Life-long learning is fundamental as technology, market trends, and demand constantly evolve.

Transformation

Leadership Insight & BE Open Innovation: integration with start-ups, visionary strategies with a holistic approach. Here the focus must be on cooperation and innovation ecosystems.

Brand Evolution: experiential marketing implementation, attendee-generated content, and decentralization strategies using smart technologies to enhance meeting attendees' brand engagement and fidelity. From a destination perspective, leverage innovation and smart tech to position the destination and ensure long-term value creation for locals and the BE industry.

Innovative Infrastructure: robust smart technology implemented in destinations, advanced digitalised destination services to support open innovation cities, and to make informed decision-making based on real-time data.

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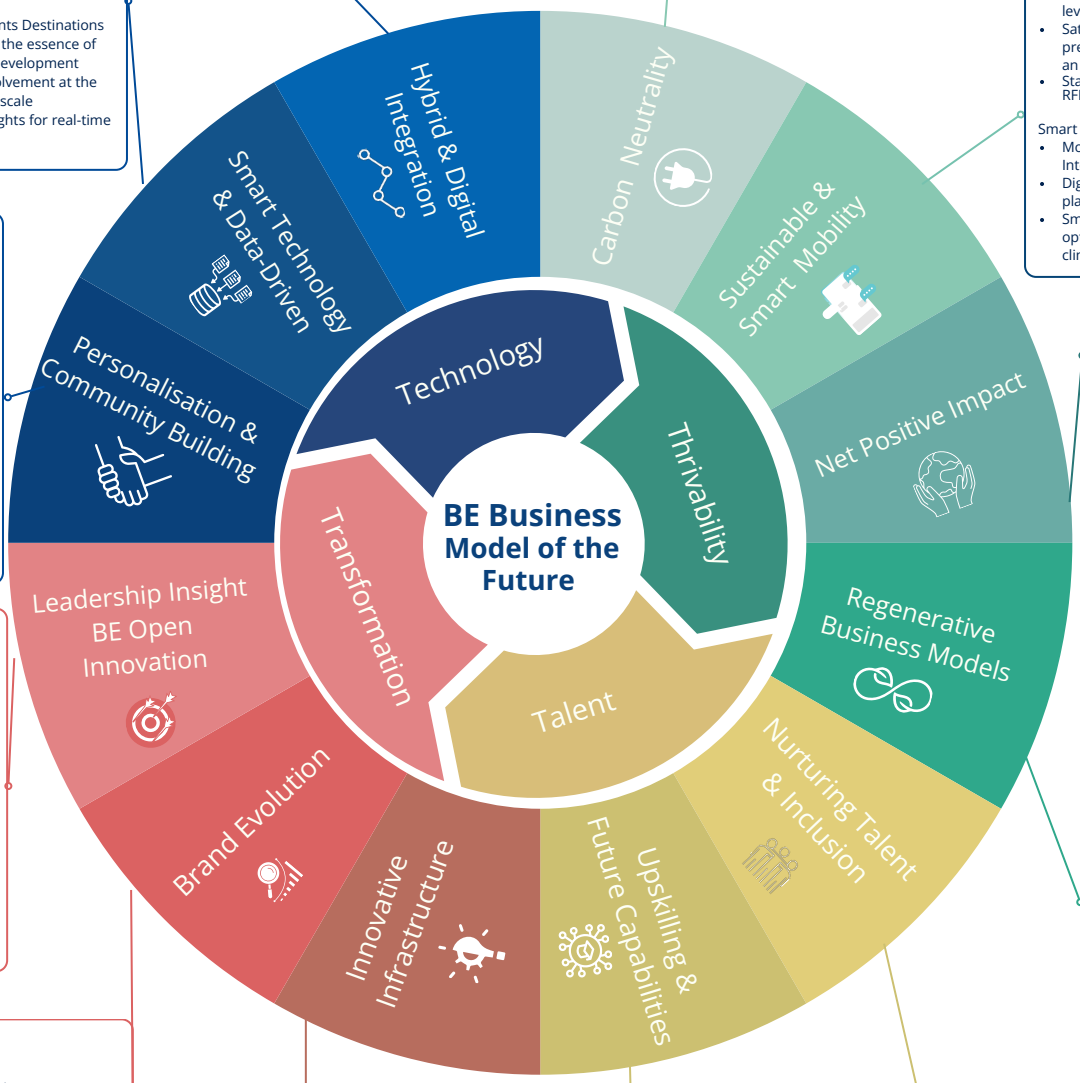

Business Events
- Integration of Autonomous Event Management System
- Embed System Independent Data Format (SIDF)
- Virtual Reality (VR) and Augmented Reality (AR) create fully immersive experiences

Smart Business Events Destinations
- Cybersecurity is the essence of any policy and development
- Community involvement at the local and global scale
- Data-driven insights for real-time optimisation

Business Events
- Implement Smart Contracts in meeting logistics
- Proliferation of Hybrid Meetings
- Holo-Conferencing is embedded in meeting strategy
- Engagement fostered through Mixed Reality Games
- Digital twins for virtual venue layouts, stage setups, or seating arrangements

Smart Business Events Destinations
- Predominant use of Hybrid and virtual capabilities and focus on fostering local collaboration

Business Events
- Carbon budget and reduced travel to cut emissions
- Need of meeting data to comply with emissions-related regulations
- Renewable-energy transportation

Smart Business Events Destinations
- Carbon capture technologies
- Enhanced connectivity to smaller cities with public transport

Business Events
- Personalised mobility solutions leveraging AI
- Satellite Data usage to quantify and predict Climate Risks before choosing an event destination
- Stakeholders gather ESG Data for RFPs and regulations

Smart Business Events Destinations
- Mobility Standardization and Interoperability
- Digital tools are integrated into urban planning
- Smart destination technologies to optimize resource use and improve climate change resilience

Business Events
- Collaboration with NGBs
- Collaborative digital spaces,
- Democratisation of content
- Delegate-centric /Customer-centric

Smart Business Events Destinations
- Localized Content: to cater to diverse regional audiences
- Collaborations between government, businesses & NGOs
- Collaboration with innovation ecosystems

Business Events
- Meetings showcase and protect local biodiversity and ecosystems.
- Circularity is embedded in materials and resource usage
- No disposable materials are used in meeting operations
- Social Inclusivity
- Reduce energy consumption

Smart Business Events Destinations
- Ensure ecosystems restoration
- Incentive biodesign infrastructure
- Participatory Planning with all stakeholders and cross-sector

Business Events
- Collaborate and foster innovation and visionary strategies inside-out and outside-in
- Feasible and economic ally sustainable financial model

Smart Business Events Destinations
- Co-creation of strategies with industry peers
- Cooperation with Innovation ecosystems and integration with start ups ecosystems

Business Events
- Real-Time analytics used for resource use tracking
- Gamifying Sustainability to engage and educate attendees

Smart Business Events Destinations
- Control of Carrying capacity
- Blockchain Transparency (ReFi)
- Wellness-focus
- Living systems
- Cultural Preservation
- Gamifying Sustainability
- Engaging local communities

Business Events
- Experiential Marketing
- Crowdsourced attendee-generated content
- Decentralisation strategies using blockchain (go to Smart BE destination, governance)
- Fidelity through Tokens that attendees can use for purchases, access control, and rewards within the meeting ecosystem. (go to Smart BE Destination, governance)

Smart Business Events Destinations
- Use technology to enhance the meeting travelers and trade shows experience and brand engagement
- Use social media to position destinations' assets and their unique selling points

Business Events
- Time-Zone Agnostic Scheduling meetings
- Bio-Monitoring Wearables for attendees with real-time health data
- Brain-Computer Interfaces
- Fully digitalised destination services.

Smart Business Events Destinations
- Robust Smart Technology infrastructure to make informed decision-making based on real-time data
- Open Innovation destinations strategies

Business Events
- Education is online
- Schools are in Metaverse
- Content is constantly evolving with technology advancements and industry needs
- Virtual experiencial education
- Life-long learning
- On-site co-creation workshops and sessions involving local communities

Smart Business Events Destinations
- Incentives to support local startups and BE business
- Access to open educative content
- Innovation and research projects are developed locally as a showroom and involving the local community

Business Events
- Robotics applied to mundane tasks and administrative burden
- Employees focus on value-creation in attendees' experience
- Tech-first approach to business development, business roles, hiring, and human capital strategy
- Adaptation and representation of diverse employees and attendees.

Smart Business Events Destinations
- Local community access to content and BE
- Link-local scientists, universities, and research centers to the meeting
- Connect participants to the local industry
- Improve BE inclusion for disabilities
- Ensure equal and diverse representation of employees and attendees

Figure XI. Business Events Future Business Model. Source: Own elaboration BEFuture.

GOVERNANCE MODEL

The governance model is a guideline for destinations, businesses, and associations to strategically assess, measure, and manage the diverse risks and opportunities from the different areas presented in the Business Model of the Future that impact stakeholders while consistently delivering value.

It is indispensable that BE stakeholders have governing and authority bodies to ensure technology adoption, conscious practices, human capital strategies, crisis management, and sustainability implementation aligned with the business BE Future Model. It encompasses another element, collaboration at the local and global levels for adaptability and efficacy. The effectiveness of this governance model will be directly proportionated with the internal processes and procedures for adaptation, agility, and standard responses, fostering innovative approaches in every.

Furthermore, open communication between stakeholders is pivotal to exchanging best practices and informing of advancements. Lastly, compliance and internal and external audits are tools to track and measure processes and hold industry leaders accountable for legacy and positive impact.

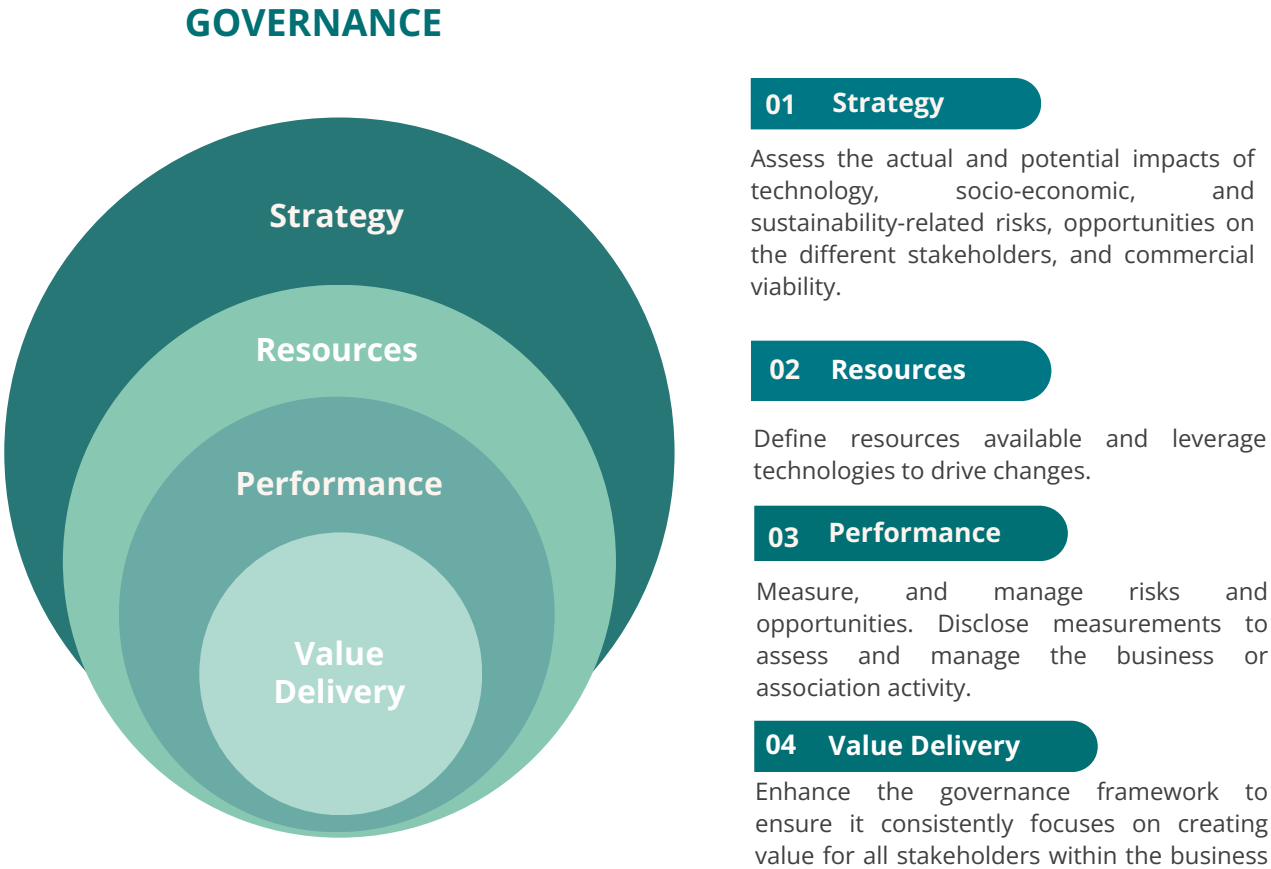

Figure XII. Future BE Governance Model. Source: Own elaboration BEFuture.

GOVERNANCE MODEL

Building a resilient sector and integrating new business models relies on engaging all stakeholders.

The image illustrates the critical stakeholders in achieving an efficient governance model and driving the industry forward. Feedback loops, innovation forums, and cross-sector collaboration are essential for the meetings industry development and to conceive the proposed BE Future Business Model for 2035.

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BEFuture Activities

In order to achieve this future business model, BEFuture focuses on research, exploration, capacity building, and an acceleration programme. Here is a sum up of the entity activities and upcoming projects.

Key Milestones	Upcoming Projects
Business Events Strategic Stakeholder map	**Sept-Dec 2024** Local training sessions & Innovation Hubs in the 6 partner countries (BE, FR, DE, IT, NL, SP)
Compendium of Best Practices	**15th Nov 2024** Acceleration Program Launch
Talent development program: global, local and online education	**18th Nov 2024** Global Innovation Forum (Barcelona)
Global Innovation Forum and 5 Local Innovation Hubs	**On a monthly basis** Online webinar series
Funding opportunities for at least 80 SMEs	

Table V. BEFuture Milestones and Upcoming Projects. Source: Own elaboration BEFuture

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Accelerating Change

BEFuture supports SMEs and entrepreneurs through an acceleration programme designed to boost their growth and innovation capabilities, supporting the green and digital transition of the whole BE industry.

The aim is to identify and develop innovative solutions to answer to this future-proof business model, for the resilience of our industry.

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Name	Organisation
Aldomà, Marta	BLink
Bajet, Cristina	Catalan Tourist Board
Bardyn, Evelyne	Toerisme Vlaanderen
Bianchi, Francesco	UNIMIB
Biskup, Doreen	VDVO
Bregand, Heliéna	Linkeus
Capocchi, Alessandro	UNIMIB
Cros, Blanca	Catalan Tourist Board
De Jongh, Gemmeke	Toerisme Vlaanderen
Escribà, Jordi	BLink
Fritzges, Bernd	VDVO
Herrewijn, Amber	ETFI / NHL Stenden
Jansen, Jochem	ETFI / NHL Stenden
Luca, Frederique	Tipik
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Serracarbasa, Sònia	Catalan Tourist Board / Catalunya Convention Bureau
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Villa, Davide	UNIMIB
Vincent, Nicolas	Tipik

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Cerezales, Oscar	MCI Group
Chiellini, Maddalena	Convention Bureau Italia
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Gomes, Marta	ICCA, ViParis
Gomez, María	Amadeus, EMA
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Guàrdia, Montse	Ideaded, former Universitat Politècnica de Catalunya
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Herreruela, Jordi	Cruïlla Barcelona
Khazai, Bijan	Risklayer
Khor, Catherine	Anders Fourdy
Koudeli, Efi	ICCA
Lavielle, Morgan	Group Comexposium
Legrand, Willy	IU International University
Luzzi, Shelbi	Destination DC
Martínez, Eduardo	NTT Data Barcelona
Meyniel, Sandie	Atout France
Moreno, Ángeles	AIM Group
Mottard, Eric	Grupo Eventoplus
Oudine, Pierre	Raising Stones
Peris, Rafael	Grupo RIC
Planas, Albert	Nebext
Rey Gore, Julie	Questex
Rodríguez, Álvaro	Free Now
Sabater, Tomeu	Barcelona Mobile World Capital
Salvadori, Tovia	Convention Bureau Italia
Schultze, Matthias	SANCBE, German Convention Bureau
Shapira, Bonny	Cisco
Strohschneider, Christina	BNetwork, ICCA Future Leaders Council 2023-2025
Triviño, Iolanda	Institute For Futures
Yan Zhang, Christina	The Metaverse Institute

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Personal data protection

The following is the data protection text used in the questionnaire shared with the BEFuture White paper contributors:

"The BEFuture European Project Partnership (AGENCIA CATALANA DE TURISME, B. LINK BARCELONA STRATEGIC PROJECTS SL, TIPIK COMMUNICATION AGENCY SA, TOERISME VLAANDEREN, LINKEUS, VERBAND DER VERANSTALTUNGSORGANISATOREN E.V., STICHTING NHL STENDEN HOGESCHOOL and UNIVERSITA' DEGLI STUDI DI MILANOBICOCCA) is responsible for the processing of the data and, as such, it processes the data you provide to collect information related to the BEFuture project goals.

The data provided will be part of the project and be available to the general public and will be kept as long as the BEFuture outputs are useful for the Business Event's sector, specially in this regard the White Paper produced as part of BEFuture. Eventually, you also consent to have videos with audio and photos taken to be used on social media and or the BEFuture platform.

The knowledge shared that is useful for BEFuture will be used to produce the project outputs, specially the White Paper. You have the right to obtain information on how your data is managed, and to revoke the consent granted or to exercise your rights of access, rectification, deletion and portability of the data, and of opposition and limitation to its treatment by communicating to lopd.act@gencat.cat or at the postal address Passeig de Gràcia, 105, 08008 - Barcelona. You are also informed that you have the right to submit a claim to the Data Protection Control Authority, being in the case of the Catalan Tourist Board, Data Protection Authority."

The data recipients would be the entities that form part of the Consortium of this BEFuture project, acting as co-managers.

The Data Legitimation would be for the sole purpose of the Project's execution, with all the necessary security measures and all the suitable safeguards.

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