

## **CALL FOR TENDER: Legacy case studies and model development**

### **1. Introduction**

#### *1.1 Summary*

MeetDenmark wants to harness the considerable potential for innovation, internationalisation and growth in Danish businesses created by the more than 100 international congresses and 100.000 congress delegates that visit Denmark every year. The ability to create a bigger, better and broader interaction between the visiting international researchers and local Danish stakeholders (outreach) will also give Denmark a competitive advantage in the international congress market and make it possible to attract even more congresses to the benefit of the Danish economy and Danish business development in general.

MeetDenmark is looking for a supplier that can gather methodological experiences/learnings as well as measure meeting outcomes and legacy impacts from outreach activities at 10 case-congresses across Denmark during the next two years. The learnings from the separate outreach-cases should be combined to develop a joint Danish Outreach program containing models for planning and creating outreach activities, for measuring short- and long-term effects and for organizing and financing the future Danish outreach efforts.

The proposition must be submitted based on the following terms and conditions.

#### **1.2 Commissioning party**

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#### **1.3 Who: About MeetDenmark**

MeetDenmark is the Danish national development organisation for business tourism. MeetDenmark is founded as an association and the members are The Ministry of Industry, Business and Financial Affairs and the tourism organisations VisitAarhus, VisitAalborg, Inspiring Denmark and Wonderful Copenhagen.

The purpose of MeetDenmark is to develop and promote Danish business tourism, including strengthening private and public efforts to attract more international congresses and meetings to Denmark, with the aim of creating growth and development in the tourism industry and Danish business in general.

The main tasks of MeetDenmark are recruiting hosts from Danish universities, developing bids on international congresses with local partners and the promotion of Denmark internationally as a leading congress and meeting destination together with VisitDenmark. MeetDenmark also ensures ongoing development, coordination and knowledge sharing within the field of business tourism in Denmark.

MeetDenmark creates a significant economic effect. In the years 2017-2018 MeetDenmark's destinations and their many local public and private partners won nearly 170 international congresses with approximately 160.000 delegates (researchers, scientists, business executives etc.). In the coming years, the derived effect of these congresses will comprise 650.000 "roomnights" and an economic turnover of approximately 2,6 billion DKK.

In addition, there is a potential for considerable and broader "beyond tourism" impacts, such as branding of Danish companies, scientific institutions and strongholds, knowledge transfer to Danish Companies as well as enhanced international networks and collaborations etc.

#### **1.4 Why: About the tender**

The international competition to attract congresses is increasing. This means that the price competition is as high as ever, which is a particular challenge for a relatively expensive country such as Denmark. At the same time, the international associations (the customers) are developing and expanding their demands of the destinations. Thus, many associations look for a higher commitment and want their congresses to mean more for the destinations than just additional turnover. Therefore, the destinations are increasingly being evaluated on the way they can integrate the congresses in the local community and promote the agenda of the associations.

The trend towards demand for a better local integration of the congresses can also be an advantage for the destinations. Thus, when a destination is hosting a congress, it is an opportunity to activate the world's leading knowledge within a particular business area or academic discipline locally.

MeetDenmark wants to further strengthen the Danish ability to compete for international congresses and at the same time produce added value in the local community. Therefore, MeetDenmark is focusing on creating a framework for a bigger, broader and deeper interaction between the visiting congress delegates and the local stakeholders. This is referred to as outreach and legacy initiatives (expanded in section 1.5).

The vision is to make Denmark an international leader in the field of outreach and legacy. To that end MeetDenmark completed an international outreach study in 2018, which included a mapping of the application of outreach at different destinations worldwide. The study formed the foundation for the ongoing development of the Danish Outreach efforts. Excerpts from the study are presented in this report:

<https://www.wonderfulcopenhagen.com/convention-bureau/association-congresses/meetdenmark-outreach-study>

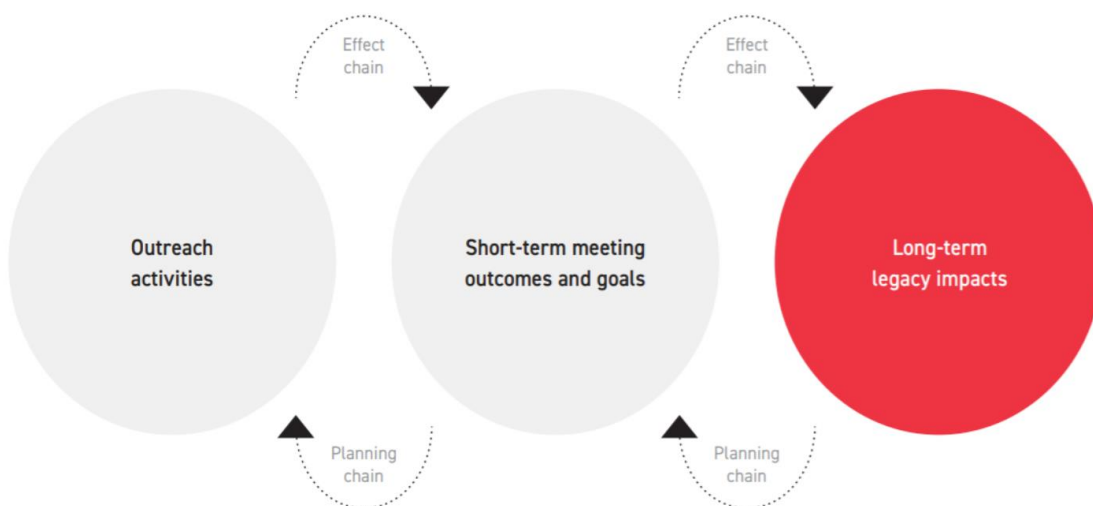
In 2019 MeetDenmark is continuing the effort to become a world leader within outreach and legacy. MeetDenmark applied for and received a grant from the Danish Business Promotion Board (Erhvervsfremmebestyrelsen) to test and evaluate how hosting international congresses can contribute to innovation, internationalisation and growth in Danish businesses. The project is going to test outreach and measure impact on 9-10 case-congresses in 2020-

2021 and develop a Danish outreach program based on the experiences gained. To prepare, each of the MeetDenmark destinations are testing on one case-congress in 2019.

### 1.5 What: About outreach and legacy

Outreach is the business of creating a closer connection and greater interaction between a given congress and the host destination. The central idea is to get the congress delegates to connect with local stakeholders and the destination to involve itself in and make better use of the visiting congresses.

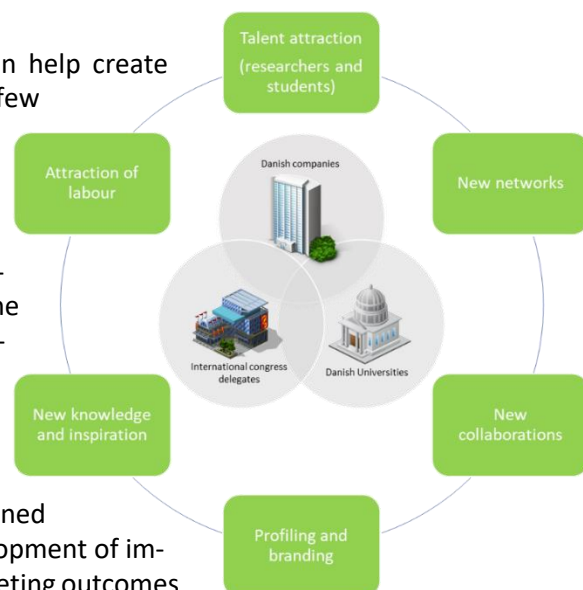
The purpose is in the short term to create immediate meeting outcomes and in the long term to create a bigger, broader and lasting impact (legacy) for the association, the delegates and the local community. Thus 'outreach activities' create 'meeting outcomes' which over time can turn into 'legacy'.



A range of different types of meeting outcomes and legacy impacts are shown in the inserted figure below.

There are many different outreach activities that can help create these meeting outcomes and legacy impacts. Just a few examples are visits by congress delegates to relevant local businesses, networking events, matchmaking initiatives, local exhibitions at the congress etc.

An example of specific legacy impacts, meeting outcomes and outreach activities could be as follows: The international association for Radiation Oncology (medical specialty that involves the controlled use of radiation to treat cancer) - together with the host destination – defines that the *legacy goal* of the congress should be to improve radiation therapy treatment in the host country. The *meeting outcomes* are then defined as knowledge transfer to local stakeholders and development of improved local guidelines and regulation. The wanted meeting outcomes



and legacy impacts then in turn helps define what concrete *outreach activities* that should be developed. In this case it could be workshops between relevant visiting congress delegates, local doctors and public officials from relevant authorities.

Up until now, the typical congresses have had no or very limited outreach activities. Partly because the outreach activities have had to be arranged by the local scientific hosts themselves (such as a university professor). This is unfortunate as the local hosts typically have very limited time to focus on things other than the core activities of the congress (the scientific content and program). Therefore, they usually don't have the time to consider the potential of wider socio-economic benefits that outreach activities could bring. Nor do the international associations or the local convention bureau/DMO have the time and resources to plan and/or execute outreach activities.

The financing of outreach activities should probably be found with stakeholders who have a special interest in and/or benefit from the derived meeting outcomes and the stakeholders that are interested in creating broader legacies for the local community. This could be local government, funds or participating (larger) businesses.

Convincing these stakeholders to invest time and money in outreach activities demands measurement and documentation of effects. But unfortunately, systematic impact assessments are very rarely done - partly due to same reasons that outreach activities are a rarity. Moreover, there are significant methodical challenges in measuring the legacy impacts of a congress, as these don't materialise before a later point in time, where the causal relationships are harder to document/prove.

Therefore, it is necessary to try and measure impact and collect the experiences from the involved stakeholders when outreach activities are implemented.

## 2. Objective and deliverables

### 2.1 Objective

MeetDenmark has as mentioned earlier received a grant from the Danish Business Promotion Board to test outreach on number of specific congresses hosted in Denmark from 2019-2021.

The tests should lead to the development of a Danish outreach/legacy program that in turn will strengthen the added value of congresses for the Danish destinations as well as for the international associations.

The chosen case-congresses are:

Timing	Congress	Destination
TBD	TBD	Aarhus VisitAarhus
November 2019 (+ April 2021, see below*)	WindEurope Offshore 2019	Copenhagen Wonderful Copenhagen
June 2020	12 <sup>th</sup> European Congress of Neuropathology	Odense Inspiring Denmark
June 2020	6 <sup>th</sup> World Congress of Pedi- atric Gastroenterology,	Copenhagen Wonderful Copenhagen

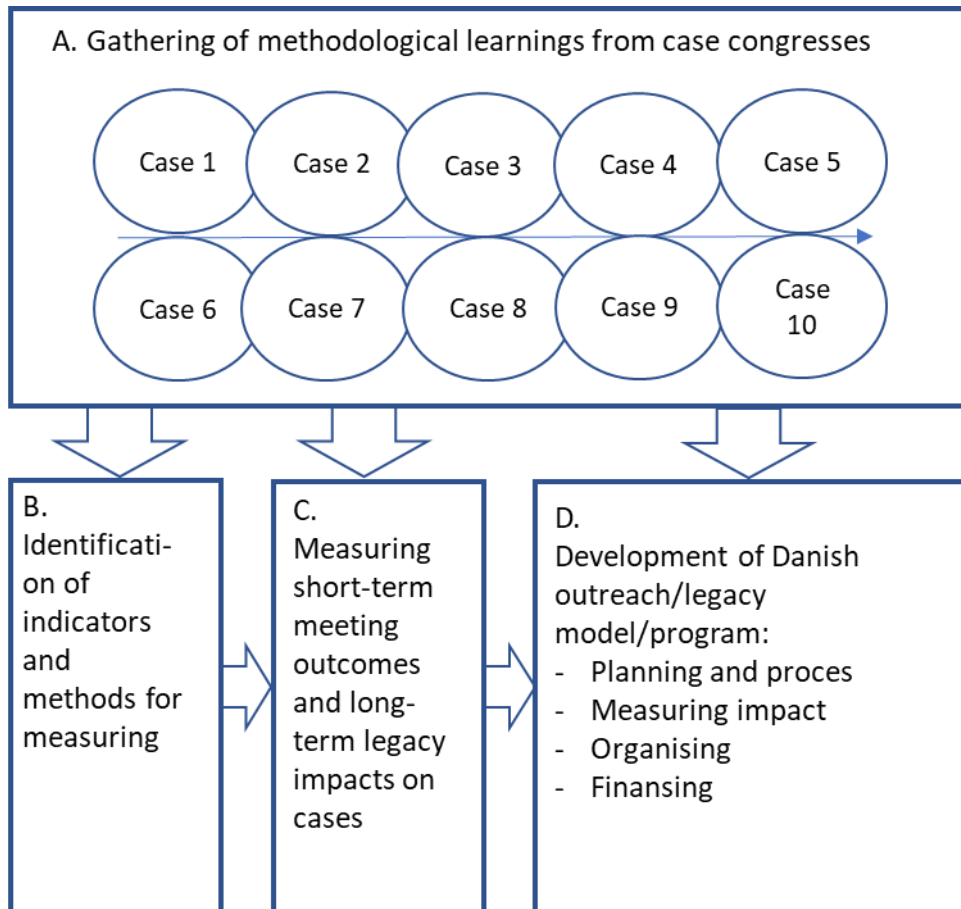
	Hepatology and Nutrition 2020 (WCPGHAN)	
June 2020	Annual Meeting of the European Society of Human Reproduction and Embryology (ESHRE)	Copenhagen Wonderful Copenhagen
September 2020	Rehabilitation International 24 <sup>th</sup> World Congress	Aarhus VisitAarhus
October 2020	BIN-Norden	Billund Inspiring Denmark
October 2020	37 <sup>th</sup> EuroCHRIE (European Federation of the International Council on Hotel, Restaurant & Institutional Education)	Aalborg VisitAalborg
November 2020	15 <sup>th</sup> Congress of the European Federation of Sexology	Aalborg VisitAalborg
April 2021	WindEurope Conference & Exhibition 2021	Copenhagen Wonderful Copenhagen

\* The project has chosen to test outreach on 10 congresses (instead of 9 which as stated in the application for funds). The reason is that the two WindEurope congresses have many of the same stakeholders and that they plan to build on their outreach-experiences from 2019 in 2021.

MeetDenmark is looking for a supplier who can plan and execute the following tasks on and across the 10 separate case congresses:

- a) Gathering of methodological experiences and learnings from the outreach activities - from the early planning phase until after the congress has been held. It is important that the learning from the separate outreach-cases is connected to make sure that the cases will contribute to the development of a joint Danish Outreach program.
- b) Identification and test of potential indicators and methods for measuring meeting outcomes and legacy impacts for future use.
- c) Measuring of the short-term effects of the congresses (meeting outcomes) and - as far as possible - the long-term legacy impacts. Effect chains (effektkæder) and effect assumptions (effektforudsætninger) can be used.
- d) Development of Danish outreach/legacy program. The program should contain models for planning and creating outreach activities, for measuring short- and long term effects and for organizing and financing the future Danish outreach efforts.

The tasks and how they are connected are visualised below. Each task is further explained after the diagram.



*a) Methodological experiences (for building a Danish outreach program)*

The supplier must capture the qualitative experience/knowledge/learnings from each of the 10 case-congresses. E.g. a study of each case congress and the experience of the different stakeholders involved in creating outreach.

The learnings from the 10 case-congresses should be combined and inform the development of a joint/shared Danish outreach program (see d). Thus, if successful, the knowledge gained from the 10 cases should create the foundation for the development of guidelines, approaches, tools, procedures and practices for doing outreach on congresses in the future.

It is noted that the development of a Danish outreach program also will be able to build on the outreach tests that MeetDenmark is doing on a smaller scale in 2019. When this work is finished it will be made available to the chosen supplier.

Work on the program and the tools within should be done in close collaboration between the supplier, MeetDenmark's working group (consisting of representatives from each destination) and the MeetDenmark secretariat.

To ensure the methodological experiences and learnings from the separate cases can be used to develop the Danish outreach program and to find the way to best encourage, plan, organise and finance outreach activities, the information gathering should be structured around parameters like:

- Organisation: How was the outreach effort organised? What worked and what didn't – and why?
- Process: How was the outreach activities planned? What worked and what didn't – and why?
- Financing: How were the outreach activities financed? What worked and what didn't – and why?
- Impressions: What were the perceptions of the different stakeholders about outreach before and how did they change during the process?
- Purpose and goals: What meeting outcome and legacy goals did the different stakeholders seek? Did they succeed or not - and why?

The supplier should pinpoint typical challenges and solutions within the different parameters to advise and describe how the parameters best can be addressed in connection with different types of congresses. E.g. a congress with X characteristics should be aware of A, B and C when organizing, planning and financing outreach. And indications on which outcomes and impacts certain congresses are specifically suited to create.

It is recommended that the supplier closely follows the outreach process in each case-congress at the four destinations from the start of the planning process until after the congresses have been held. Note that the planning has already begun on some of the cases and that it will only be possible to do a post congress evaluation on the congress that was held in November 2019.

It is noted, that the supplier is not expected to plan or carry out any outreach activities themselves.

#### *b) Indicators and methods for measuring*

The supplier must identify and test indicators and methods for future measurement of meeting outcomes and legacy impacts from outreach activities.

The indicators and methods must be realistic and practical, considering the limited time and resources that will be available at the destinations to implement them in the future. Also, it is important that the indicators support the future funding efforts for outreach activities.

In the case of measuring long-term legacies – that in most cases will not materialise before this project has ended - it may be possible to work with effect chains and impact assumptions (effektforudsætninger) that can provide a credible picture of the likelihood that the identified legacy impact goals will be realised after the end of the project.

It is noted that the international alliance of congress cities 'Best Cities' (of which Wonderful Copenhagen is a member) expect to finish a project on impact indicators in February 2020. If the results are relevant and published, they will be made available to the supplier.

#### *c) Measuring short- and long-term effects (meeting outcomes and legacy impacts)*

The supplier must measure the short-term meeting outcomes for the different stakeholders involved at the 10 case-congresses.

The supplier must also - to the extent possible - measure the long-term legacy impacts from the 10 cases – or at least indicate the chances that the legacy impact goals set for each case

will be reached. Considering the project's time horizon, this may demand the use of “impact assumptions” (see above or [erhvervsevaluering.dk](http://erhvervsevaluering.dk)).

It is expected that the participating destinations are going to arrange and host an impact-workshop for interested stakeholders early in the planning process of each case-congress. At these workshops the stakeholders are going to determine the specific legacy goals, the desired meeting outcomes and the specific outreach activities needed to create these effects. A tool for these workshops is being developed at the moment and will be included as a tool in the Danish Outreach Program.

It is recommended that the supplier participates in/observes these workshops and uses the defined goals for the measurement of meeting outcomes and legacy impacts. The supplier is not expected to facilitate the workshops.

As the focus of this assignment primarily is outreach as a business policy tool to strengthen local innovation, growth and employment the following meeting outcomes and legacy impacts are among those of greatest interest:

- Creation of international relations and networks (between local business and the congress delegates)
- Creation of new international collaborations
- Knowledge transfer
- Talent attraction
- Branding of local stakeholders
- New innovations (new technology, products, processes etc.)
- Sales and export
- Etc.

#### *d) Development of Danish Outreach/Legacy program*

The Danish Outreach/Legacy program should contain:

- a (realistic and practical) model/models for organizing and financing outreach for future congresses that will make it possible to continue the outreach-efforts after this project – preferably without continuously applying for funds.
- Indicators and methods for measuring meeting outcomes and legacy impacts
- Tools (e.g. guidelines, models, recommend practices etc.) to promote, develop, plan and execute outreach activities. The experiences from the 10 case-congresses should inform the decision on what tools etc. are needed and possible to develop based on the cases. The tools can and should not be specified and defined at this time - before any case learnings have been gathered.

It is recommended that the supplier includes a workshop with the MeetDenmark working group to discuss and decide what tools should be created and included in the final delivery. As the basis for the discussions the supplier should at the workshop present the learnings gained so far. The workshop could be in the beginning of 2021.

### **2.2 Expected deliverables**

- 10 case studies. One for each of the case-congresses. The case studies should contain the methodological knowledge/learnings gained from the outreach tests. The parameters on page 7 can be used as inspiration when developing the content. A case study should also present the meeting outcomes and provide a picture of the likelihood that the legacy



impact goals set for the specific congress are going to be reached. The expected scope for each case-study is 10-20 pages.

- A final report that presents (expected scope 50-60 pages):
  - A summary of the learnings, meeting outcomes and legacy impacts from each of the case-congresses
  - The combined learnings/knowledge from all 10 case-congresses
  - Indicators and methods for future measurement of meeting outcomes and legacy impacts that can function in the daily life of the destinations.
  - A Danish Outreach program (including business model, organisational recommendation, tools etc. developed on the basis of the case-learnings). Part of this delivery is the tool-workshop mentioned above.
- Process: The supplier should help ensure a dynamic process so that learnings/knowledge is transferred between the four destinations and 10 case-congresses. The purpose is to learn more/new things from case 10 compared to case 1 and to make sure that the stakeholders involved in case 10 are aware of the learnings from the previous cases.

### **3. Requirements regarding form, scope and content**

#### **3.1 Content requirements**

Offers should, as a minimum, include:

- Supplier's contact information – including primary contact person
- Description of the supplier's understanding of the assignment and subject field. Also the supplier should show an understanding of the purpose and work of MeetDenmark and the member destinations.
- Description of the supplier's proposed solution to the assignment - including:
  - Methods for gathering methodological learnings and measuring meeting outcomes and legacy impacts from case-congresses
  - Activities
  - Deliverables
  - Suggestions for organising the project's ongoing and close collaboration between the supplier, the four destinations and the MeetDenmark secretariat.
  - Timeline – including milestones
  - Organisation and staffing – including a description of qualifications and competencies of everyone in the project team (attach CVs). If the offer includes the use of sub-suppliers written intentions/expressions of interest should be included.
- Price and detailed project budget including hourly rates for the different team members and an indication of the scope (number of hours) of the different team members within each of the suggested activities should also be included.

See also sections 3.2, 3.3 and 4.

It is noted that offers/tenders and the final deliveries/report(s) can be prepared in Danish or English.

### 3.2 Price

Offers should be stated at a fixed price and all prices should be offered excluding VAT. The tasks should be solved for maximum **550.000 DKK excl. VAT**.

### 3.3 Timeline and deadlines

Offers should be sent by email to MeetDenmark's secretariat, Att.: Peter Dyhr Andreassen ([pda@woco.dk](mailto:pda@woco.dk)) no later than **Monday 16<sup>th</sup> December 2019 1 pm**. Offers received after this deadline will not be taken into consideration.

The suppliers behind the most promising offers will be invited to meetings for further elaboration of their offers.

Below are the details which the tenderers should take into consideration in their offer.

Timeline	Activity
Week 48 2019	Publication of tender
<b>16. December 2019 (1 pm.)</b>	<b>Submission of offers/tenders</b>
Week 51 2019	Evaluation of offers/tenders
7. January 2020 (9-12 am)	Meetings with selected suppliers behind the best offers
Week 2 2020	Choice of supplier
1. June 2021	Final delivery

## 4. Selection criteria

### 4.1 Assessment

1. Understanding of the tasks and subject field: When evaluating this criterion, it is emphasised that the tenderer/potential supplier shows an understanding of the subject field (outreach, legacy and international scientific congresses) and demonstrates an overview of the complexity of the assignment. Also, the tenderer should show an understanding of the purpose, role and work of MeetDenmark and its member destinations.
2. Activities, choice of methods and deliverables: When evaluating this criterion, the focus is on the relevance and quality of the proposed methods and activities in relation to reaching the overall goals of the project. Further, the emphasis is on the description of the proposed deliverables and that the timeline and milestones are realistic.
3. Organisation, competences and experience: When evaluating this criterion, the emphasis is on how the project is organized and how it corresponds to the scope of the assignment. This includes to what degree that relevant competences and qualifications are present and how the potential supplier involves MeetDenmark and the destinations during the project.

It is noted that experience in relation to business tourism, outreach and the workings of international congresses are not mandatory but will be considered a positive.

4. Price: When evaluating this criterion, the emphasis will be on the lowest total price.

MeetDenmark will choose the most economically advantageous offer. The offer will be evaluated in relation to the following weighting:

- |                                                   |     |
|---------------------------------------------------|-----|
| 1. Understanding of the tasks and subject field   | 20% |
| 2. Activities, choice of methods and deliverables | 40% |
| 3. Organisation and competences                   | 25% |
| 4. Price                                          | 15% |

MeetDenmark reserve the right not to enter into a contract with any of the bidders.