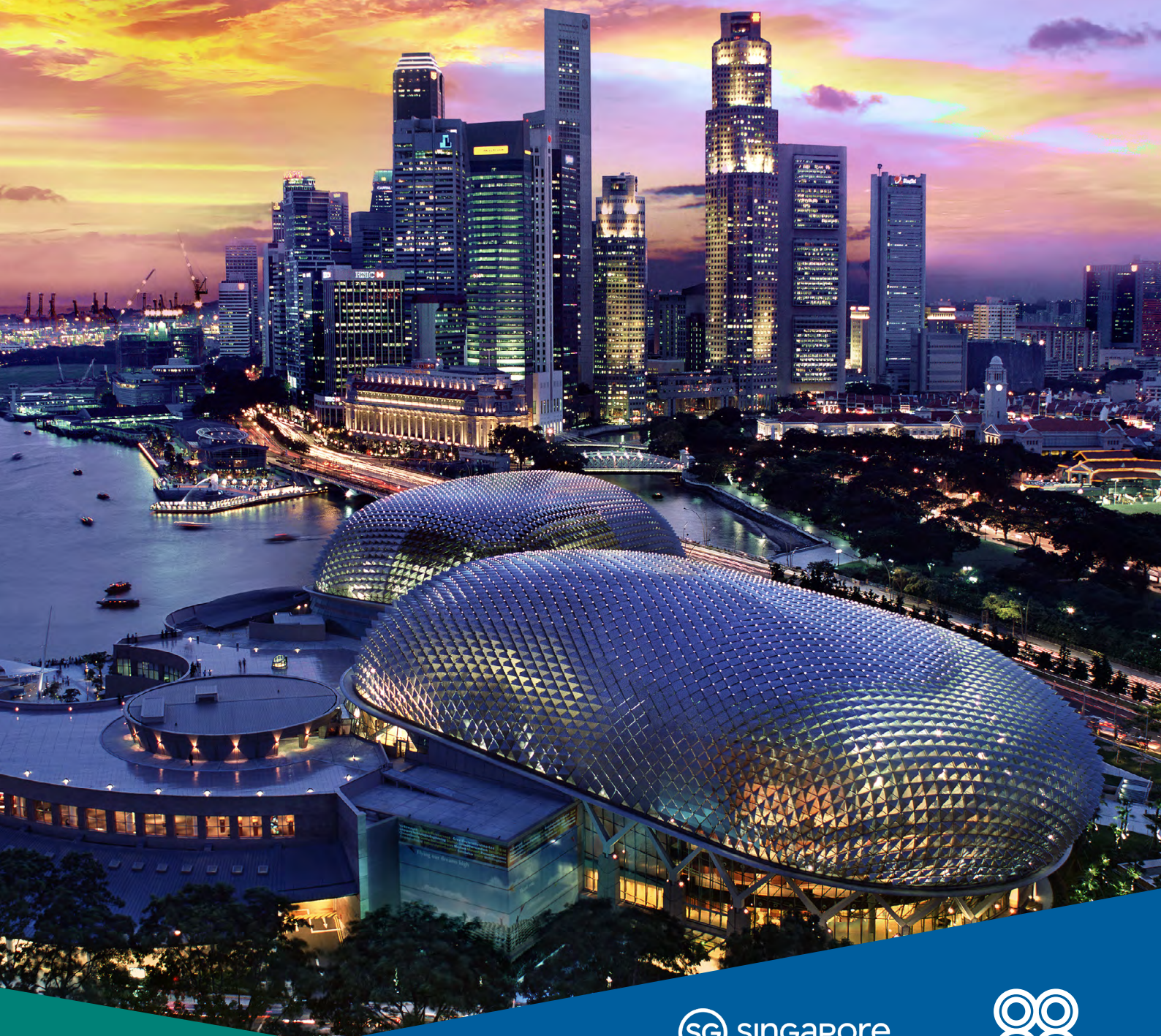


MEETINGS FOR GOOD

Building a Purposeful Legacy in Singapore



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INTRODUCTION

Meaningful change for a better tomorrow.

As the global movement to realise the United Nations Sustainable Development Goals accelerates, meeting planners and business event organisers around the world are increasingly looking to organise events that bring about positive change.

Singapore stands as a trusted gateway to Asia, offering a vibrant business environment and a commitment to a sustainable future. We foster innovation and collaboration, empowering Meetings, Incentives, Conferences and Exhibitions (MICE) to create and leave a positive lasting impact.

Business events play a key role in the process by leveraging the influence of thought leaders and industry members to catalyse action within their communities and beyond. In support of this, the Singapore Exhibition & Convention Bureau™ (SECB) is pleased to launch our Event Legacy Toolkit to equip event planners with essential knowledge and practical tools to plan and execute impactful legacy initiatives, for events to leave a lasting and positive impact on the community and environment.

As we embark on our journey towards shaping the future through legacies, we invite you to harness the insights found in this Event Legacy Toolkit. Together, let us pave the way for events to serve as catalysts for enriching communities and inspiring change.





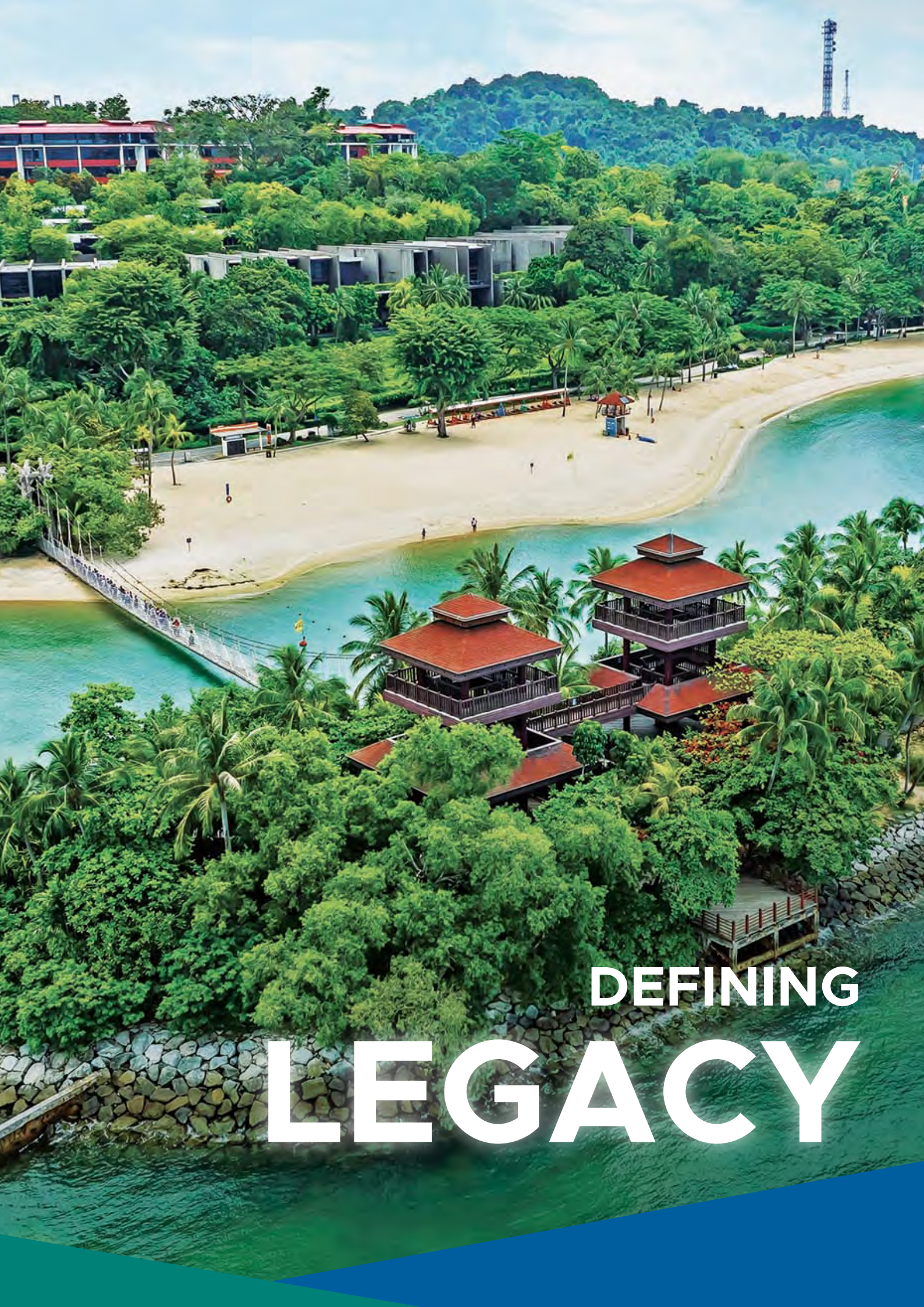
ABOUT THE SINGAPORE EXHIBITION & CONVENTION BUREAU™

As the lead agency for the business events sector in Singapore, the Singapore Exhibition & Convention Bureau™, a group under the Singapore Tourism Board, is responsible for shaping and retaining Singapore's exceptional reputation as one of the world's best business events destinations. Our mission is to grow, nurture and reinforce Singapore's reputation as a dynamic business events destination by drawing on its extensive network of people, technology and ideas to facilitate the delivery of memorable and high quality meetings.



MEETINGS FOR GOOD

Building a Purposeful Legacy in Singapore



DEFINING
LEGACY

M

Meeting legacy encompasses the actions or activities during a meeting that leave a lasting impact on the community, host destination or the broader society, representing a mark left behind by the meeting. On the other hand, impact refers to the cumulative, sustained and far-reaching changes resulting from these actions.

From a meeting or event planner's perspective, the combined results stemming from the event's outputs, such as the formation of business partnerships (outcome), could contribute to the creation of new policies or innovations (legacy—the cumulative result of all event actions). These, in turn, can drive industry growth and development (long-term impact).

The focus of your meeting's legacy should resonate with your organisation's objectives. Such areas of focus include Sectoral, Social, Environmental and Economic. For examples of areas in which organisations can create legacy, refer to **Table 1**.

LEGACY FOCUS AREAS

	SECTORAL	SOCIAL	ENVIRONMENTAL	ECONOMIC
EXAMPLES OF LEGACY TOPICS	<ul style="list-style-type: none"> • Measurable effects of global knowledge transfer • Cluster development • Scientific advancement • Technological innovation • Global leadership • Inclusivity and accessibility for professionals with diverse backgrounds, such as those from marginalised populations 	<ul style="list-style-type: none"> • Improved health outcomes • Enhanced education outcomes • Culture and heritage preservation • Reduced inequalities • Improved living standards 	<ul style="list-style-type: none"> • Carbon neutrality or transition to green energy • Food and water security • Climate targets reached • Increased biodiversity 	<ul style="list-style-type: none"> • Business growth • Industry development • Talent acquisition
EXAMPLES OF LEGACY IN PRACTICE	<ul style="list-style-type: none"> • Creating a programme to support attendees from developing countries (e.g. providing travel grants) to increase access to educational opportunities • Organising public roadshows or workshop sessions for local industry stakeholders, enabling the transfer of knowledge from international delegates to the local community 	<ul style="list-style-type: none"> • Fundraising and raising awareness for causes related to cultural preservation • Encouraging healthcare policymakers to endorse initiatives that aim to improve health outcomes 	<ul style="list-style-type: none"> • Taking steps to reduce carbon footprint over time • Engaging delegates to contribute to environmental sustainability (e.g. coastal clean-ups) 	<ul style="list-style-type: none"> • Kickstarting an internship programme to attract new talent to the industry • Organising challenges such as hackathons or pitch challenges to devise solutions to problem statements posed by the industry

Table 1: Examples of legacy focus areas

Legacies take time to develop. However, it is also important to remember that legacies do not have to be on a global scale—they can happen within an organisation, within a destination or within a region. Before deciding on the legacy project for your event, you may wish to identify critical issues that are relevant to the destination's context. Ultimately, the most important step to take when creating legacy is to get started.

This Toolkit aims to guide organisations that aspire to create legacy, or are in the early stages of legacy development, on what to expect at the various stages of legacy creation.



**MAKING A CASE FOR
LEGACY**



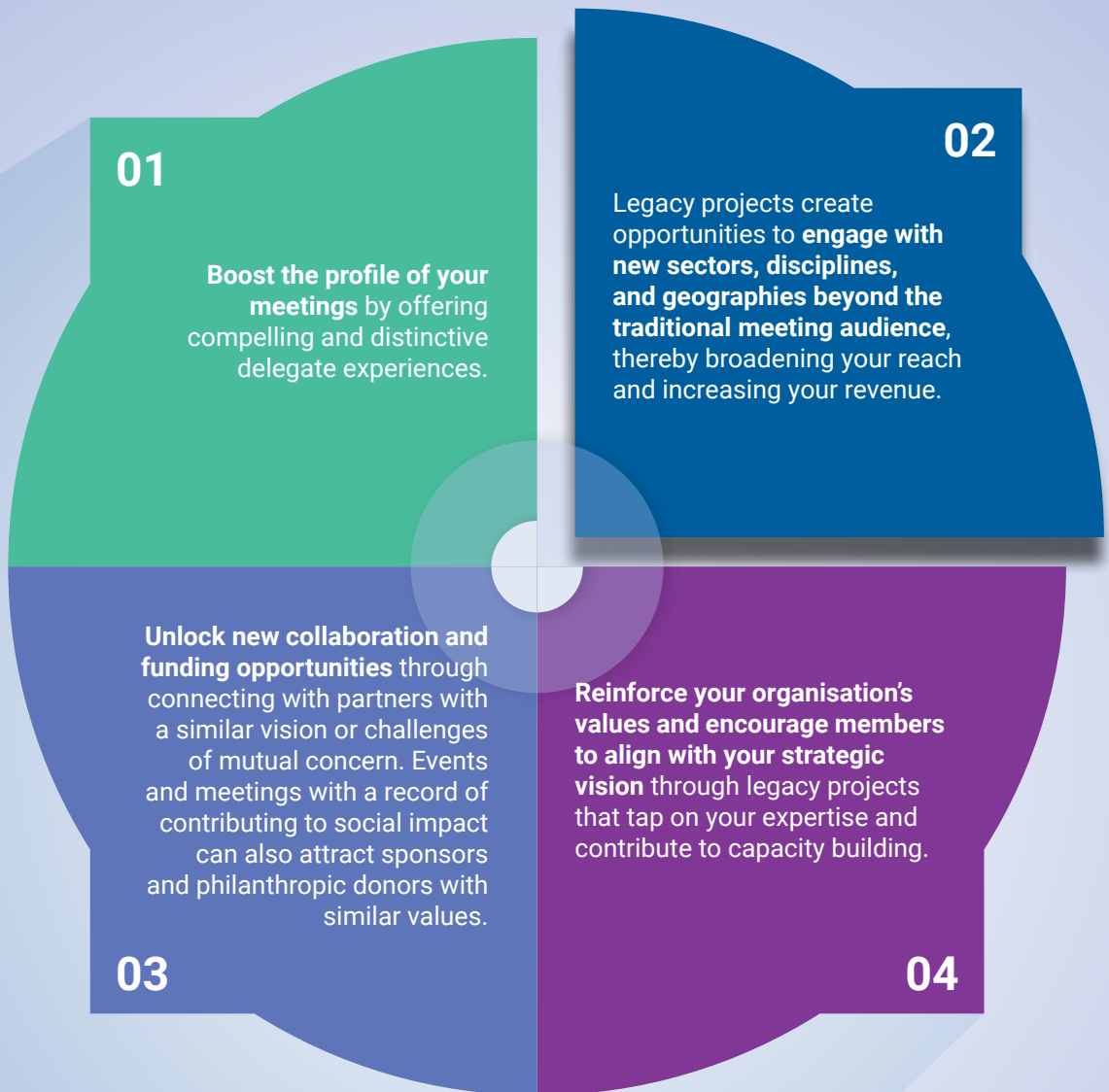
rganisations are increasingly challenged by evolving audience expectations and the need to remain relevant within their communities.

For instance, many international event organisers must now demonstrate the broader purpose of their platforms beyond traditional economic metrics to meet the sustainability expectations of global attendees. These challenges are further amplified by factors such as pandemics and the increased accessibility of virtual events, which offer viable alternatives to in-person overseas meetings.

To address these pressures, some international event organisers have to offer attendees socially responsible ways to meet. They are also expected to offer unique experiences to continue to draw in-person audiences.

Creating meetings with impact and legacy is one key approach that event organisers can take to raise their event's or meeting's value to stakeholders.

THE VALUE OF MEETINGS FOR GOOD



If you are keen to learn more about how SECB can support your efforts to drive long-term, meaningful impact through events, get in touch with us at secb@stb.gov.sg.



**CREATING
LEGACY**

THE FOUR-STAGE PROCESS

STAGE 1 : **Frame Your Vision**

Congratulations, you've taken the first step towards creating a positive impact! Let's start by having a discussion on your organisation's vision, expertise and goals for the legacy project. This will clarify the North star that your organisation is working towards.

Use **Table 2** as a template to identify the Principles, Areas for Opportunity, Community Capabilities, Event Resources and Determined Impact (PACED) of your project. This will make it easier for your organisation to articulate the project to internal stakeholders and delegates, and subsequently inspire action.

<p>PRINCIPLES</p> <p>Vision: What is the ideal world that your organisation is working towards?</p> <p>Mission: What activities are your organisation working on to achieve this vision?</p> <p>Goals: What are the milestones that you are working towards through your mission?</p> <p>Example: An engineering society may have a vision to inspire technological advancements to address global challenges, and a mission to foster the professional growth of members and incubate innovations. Their goals may be to (i) facilitate international collaboration and (ii) provide opportunities for youth and underrepresented groups to participate in the global discourse.</p>	<p>AREAS FOR OPPORTUNITY</p> <p>What trends, gaps and opportunities can you identify within your sector? For example, a particular demographic may be underrepresented, or there could be a need for more knowledge creation in a particular field. It would be helpful to identify underlying or structural causes of the problem, as they may be more manageable to approach.</p>
<p>COMMUNITY CAPABILITIES</p> <p>How is your community best positioned to address these problems? Are there technical expertise, established communication channels, partnerships or areas of new knowledge that you can explore?</p>	<p>EVENT RESOURCES</p> <p>What are your event's key programme elements or expected number of delegates?</p>
<p>DETERMINED IMPACT</p> <p>Legacy goals can be defined as the impact you want to create within an association or leave on a community group, destination or larger geographic region. What concrete changes do you want to see after your project is completed? Does your event have opportunities to leave a legacy on a local or global scale?</p> <p>Examples of legacies that your event could create:</p> <ul style="list-style-type: none"> • Changes to attitudes or behaviour • Policy improvements • Improved access to knowledge or opportunities • Measurable improvements in health outcomes or public welfare • Establishment of industry best practices • Other: _____ 	

Table 2: Template for analysis of PACED attributes

STAGE 2 : *Ideate Initiatives*

The next step is to come up with ideas and evaluate them based on the PACED attributes established in the previous step. More than just finding the right activity for your event, this step will also help you to identify potential problems so that you can proactively plan to mitigate them.

IN ONE SENTENCE, DEFINE THE CHALLENGE THAT YOU ARE SEEKING TO ADDRESS WITH YOUR LEGACY PROJECT.

BRAINSTORMING SESSION: WHAT ACTIVITIES COULD ENABLE US TO REACH OUR DESIRED OUTCOME?

Gather a group of four to seven colleagues or stakeholders with an interest in your event for a brainstorming session. In 15 to 20 minutes, come up with as many ideas as possible to address your problem statement.

Get yourself some post-its and get started!



PRIORITISING IDEAS

From the list of ideas generated, select the top few and record them in **Table 3** below. You may wish to evaluate your ideas based on the following criteria:

- **Feasibility:** What is the likelihood of a successful implementation of the activity? Factors that you may consider include resource availability and the need for partnerships to realise the intended change.
- **Impact:** Which activity has the potential to elicit change from critical actors?
- **Relevance:** Which activity is more suitable for your event?

DESCRIPTION OF IDEA	RATIONALE
Activity 1	
Activity 2	
Activity 3	

Table 3: Activity ideas and rationales for prioritising these activities

STAGE 3 : *Realise Action Plans*

It's time to lay the groundwork for your initiative and inspire collective action.

DEVELOPING A PROJECT PLAN

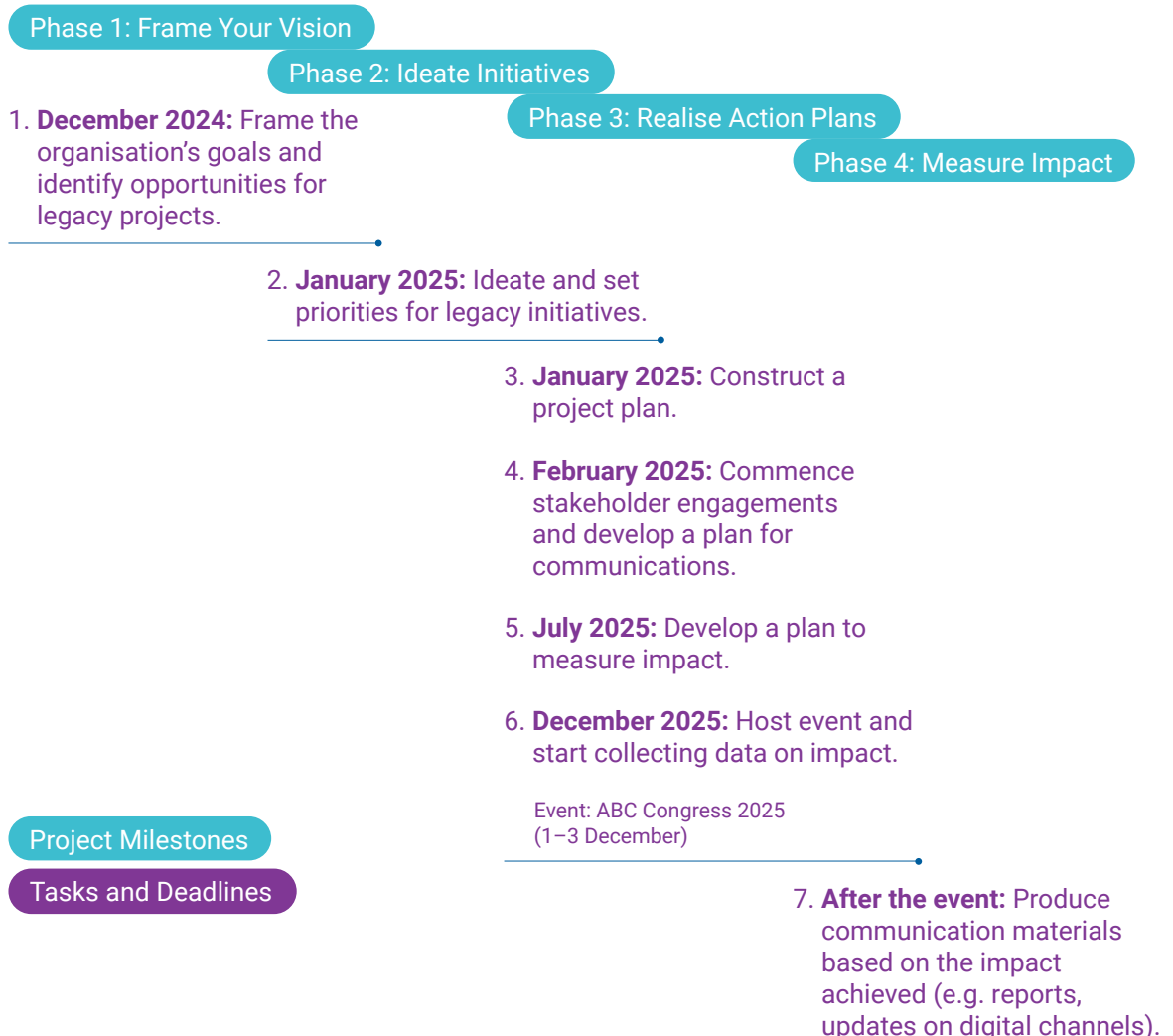
Before you develop a project plan, you should first map out the details of the event. This will enable you to visualise the tasks and milestones needed to execute your legacy project. You should be able to answer the following questions:

- Who should be included in the legacy challenge? This may be key stakeholders in the local community with an interest in solving the problem. Which organisations would you prioritise including?
- What resources do you need? Examples of resources required include the venue, funding or trained volunteers.
- What communication channels will be used to announce the initiative?

One of the key elements of a project plan is the project timeline. You should also account for the time needed to design and create each phase of your legacy project.

Starting your legacy project early will allow each phase of the project to be fully developed. We advise starting 12 months (or more) prior to the event or congress. This will allot sufficient time for the team to establish the project's goals, engage stakeholders and coordinate the project.

SAMPLE TIMELINE

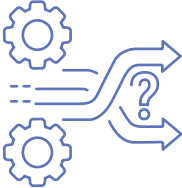


STAGE 4 : **Measure Impact**

What gets measured, gets acknowledged. When assessing the legacy of your event, identifying the appropriate metrics to track meeting outcomes and legacy potential is crucial. By using the right metrics, the collected data can be effectively communicated to your community and stakeholders, ultimately garnering their support for future initiatives.

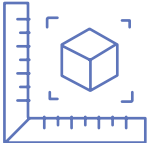

Get started by conducting a post-event feedback survey of your delegates and partners. The metrics that you choose to measure will depend on what matters to stakeholders, such as senior leaders, employees, suppliers, sponsors and partners.

Here are some questions to jump-start your process of developing the right metrics to measure success:




01 What change do we want to see after the project is completed? When do we expect such changes to materialise?

02 What data points will provide us with the information we need to track output and outcomes?




03 What variables do we want to measure? Do we need to establish a baseline?

04 Which methods are best suited to collect data? (e.g. surveys, focus groups, interviews)



05 How do we carry out our evaluation study?

06 When do we collect data? What is the timeline for our study preparation, implementation, analysis and reporting?

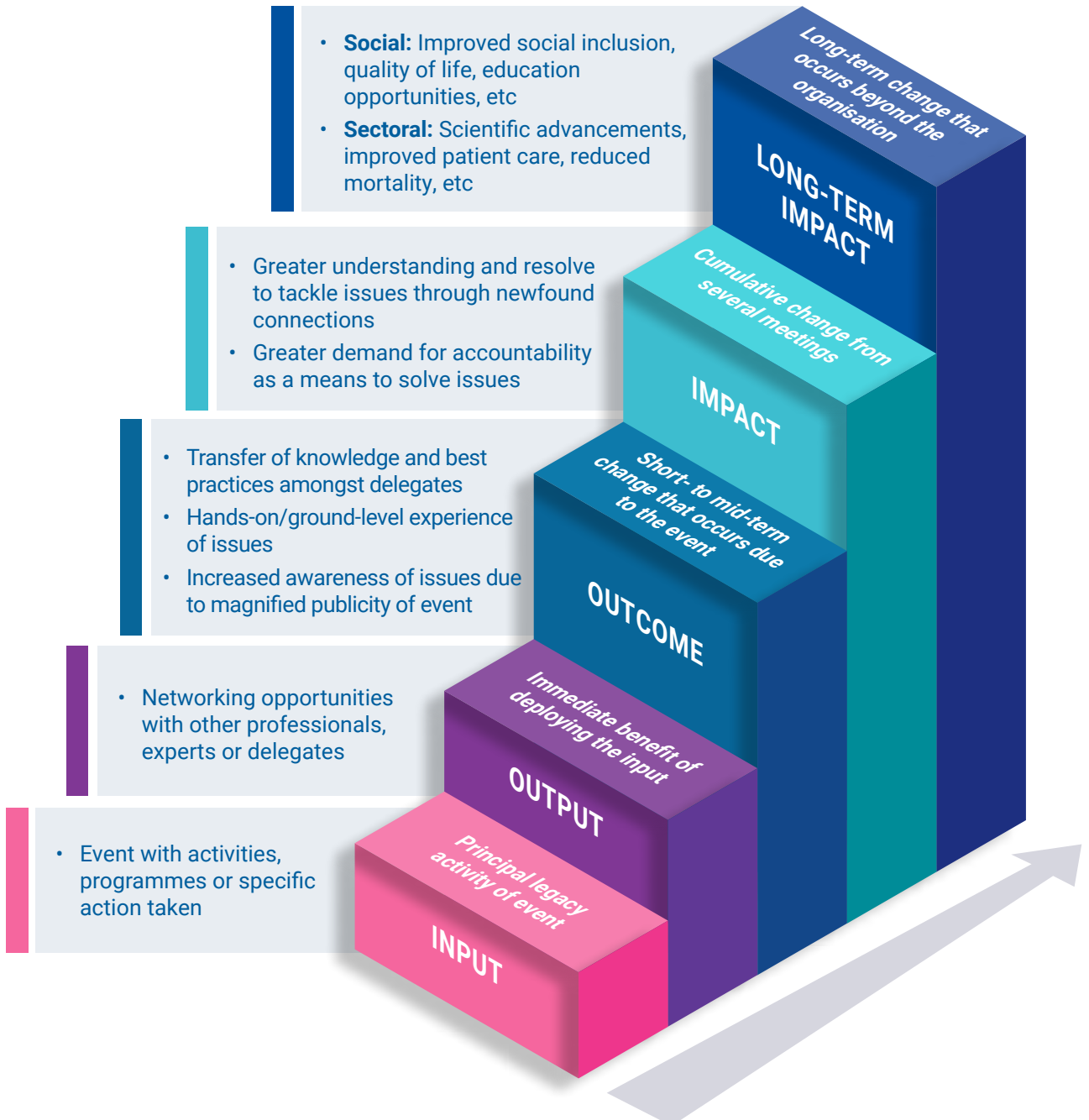


07 Who is responsible for the different parts of the study preparation, implementation, analysis and reporting?

Measuring success does not have to be a complicated process. As long as you measure what is meaningful to you and what you have access to, you will be able to evaluate your project's legacy. However, be sure to have a sufficiently large sample size as this is critical for data accuracy and reliability.

The legacy of a meeting can continue long after its completion. Over time, you should develop ways to track your meeting outcomes in the medium- to long-term. That way, you can capture the full value of your meetings.

HOW LEGACY IS CREATED THROUGH EVENTS





INSPIRING
LEGACY

CASE STUDIES

THE 15TH WORLD CONFERENCE ON TOBACCO OR HEALTH (WCTOH) 2012

Held on 20 to 24 March 2012 at the Suntec Convention & Exhibition Centre, the Congress convened more than 2,600 delegates from over 100 countries. There, they exchanged knowledge on tobacco control and discussed methods of inspiring global action to strengthen international tobacco control.



Activities

- The event hosted dialogues and forums to address the challenges of the anti-tobacco movement. These sessions featured high-level ministerial panels and interactive discussion panels featuring renowned speakers such as Dr Margaret Chan (Director General, World Health Organisation, from 2006 to 2017), Dr Surin Pitsuwan (Secretary General, ASEAN, from 2008 to 2012), as well as Health ministers and national representatives from ASEAN, Australia, Fiji, Norway, Russia, Turkey and the USA.¹
- One of the initiatives showcased is the peer-led Youth Advolution for Health (YAH) Programme, which featured the youngest members of Singapore Health Promotion Board's (HPB) Health Ambassador Network. YAH gathers together youths with an infectious zeal in encouraging others to live a healthy lifestyle.²

Output

- The youth-centric Live It Up Without Lighting Up (LIUWLU) Global Movement, was organised by HPB in conjunction with the 15th WCTOH to empower youths to take a stand against tobacco use.³

- HPB showcased its experience with implementing initiatives such as Asia's first graphic health warnings on cigarette packets, voluntary smoke-free residential estates, as well as grassroots movements and support schemes to encourage smokers to kick the habit. These initiatives also aimed to challenge global mindsets in addressing the tobacco epidemic.⁴
- HPB shared Singapore's vision to reduce smoking prevalence to below 10% by 2022 through a ground-up approach, mobilising Singaporeans to 'denormalise' smoking, to complement top-down approaches.

Outcome

- Implementation of standardised plain packaging for tobacco products, effective 1 July 2020.⁵
- Contributed to the successful implementation of Singapore's shisha ban in November 2014.

Impact and Legacy

Singapore's smoking prevalence dropped to 10.1% in 2020, from 11.8% in 2017.⁶ This resulted in improved health outcomes due to reduced smoking prevalence, such as the lowered mortality resulting from smoking and the reduced burden of smoking-induced disease on society.

¹ World's Leading Tobacco Control Conference Opens in Singapore

² A New Chapter for Tobacco Control in Singapore

³ Local Youth Advocates Give International Counterparts a Taste of Tobacco-Free Social Movement, Singapore Style

⁴ Tobacco Control Conference in Singapore Closes on Inspiring Note

⁵ MOH | News Highlights

⁶ MOH | News Highlights

WORLD STROKE CONGRESS 2022 IN SINGAPORE

Held at the Suntec Convention & Exhibition Centre from 26 to 29 October 2022, the Congress saw a strong turnout of more than 4,400 visiting and virtual delegates from 107 countries. This event provided professionals from around the world with a platform to discuss improvements in stroke care. There was also an exhibition showcasing the latest innovations in medical technology.

Activity

In commemoration of World Stroke Day, the Singapore National Stroke Association (SNSA) organised a fundraising walkathon to raise awareness and funds to support stroke survivors and their caregivers.

Outcome

The walkathon contributed to a greater public awareness of stroke. The funds raised also contributed to the SNSA's support for stroke survivors and caregivers in the local community.

Output

- Over 900 individuals from all walks of life participated in the walkathon. Among the participants were healthcare professionals, members of the public, 180 volunteers and 100 stroke survivors and their families.
- Over \$68,000 was raised to support stroke survivors and their caregivers.

Potential Impact and Legacy

By raising public awareness of stroke, community support for stroke patients and their caregivers can be elevated. This can potentially give rise to more professional and volunteer service involvement in caring for stroke survivors. These developments could lead to improved quality of life and health outcomes for stroke survivors.



WORLD AQUACULTURE SINGAPORE 2022

World Aquaculture Singapore 2022, a combined tradeshow and scientific conference organised by the World Aquaculture Society, took place over three days—from 30 November to 2 December 2022. At the Singapore EXPO Convention & Exhibition Centre and MAX Atria, the event saw over 3,500 attendees from 82 countries gathering and exchanging knowledge on numerous aspects of aquaculture—from animal health and welfare to emerging species, food security, sustainable development of aquaculture and value chain development.



Activities

- Keynote speaker Ms Grace Fu, Singapore's Minister for Sustainability and the Environment, announced the creation of AquaPolis, a new Research and Innovation Cluster for Tropical Marine Aquaculture. AquaPolis seeks to cultivate a thriving industry workforce by inviting local and overseas aquaculture researchers and industry stakeholders to innovate and develop sustainable solutions together.
- Singapore Food Agency, National University of Singapore, Temasek Life Sciences Laboratory and industry partners signed a Memorandum of Understanding (MOU) to develop the AquaPolis Programme.

Output

- The MOU to develop the AquaPolis programme demonstrates the shared commitment of signing parties in research and development (R&D) collaboration, as well as knowledge exchange with

industry partners on the cultivation and intensification of sustainable aquaculture production in Singapore.

- Increased national awareness of the aquaculture industry and developments in the field.

Projected Outcomes

- Innovative aquaculture solutions developed through R&D breakthroughs.
- Talent attraction resulting from increased national awareness of industry developments.

Potential Impact and Legacy

- Industry development in aquaculture (e.g. advancement of technologies applied by industry), leading to increased production in Singapore.
- Improved food security for Singapore.
- Improved economic growth through spurring on investments in aquaculture.

