

GLOBAL  
**DESTINATION  
SUSTAINABILITY  
MOVEMENT**

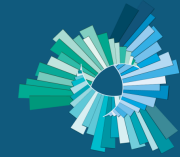
# IMPACT MANAGEMENT

**#MEET  
4IMPACT**

Jessica Vandy,  
**#MEET4IMPACT**

From strategy to impact: defining, managing and  
measuring the impact of business events





1. Using a common language
2. Why manage and measure impact?
3. Practices to maximise impact for Destination Management Organisations

# 1. Using a common language



# IMPACT DEFINITION



The sum of **changes** generated by an organisation through its **actions** on the community or ecosystem, which take into account the **needs** of **stakeholders** and the system targeted.



The **impact** achieved by an organisation

# SOCIAL (SOCIETAL) IMPACTS

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- Reflects a **positive outcome** on a societal problem or condition
- Produce a **social asset** or generate a new common knowledge
- Respond to an **existing need or gap** in knowledge or solutions
- Can be unforeseen or **purposeful**



# KEY CONCEPTS

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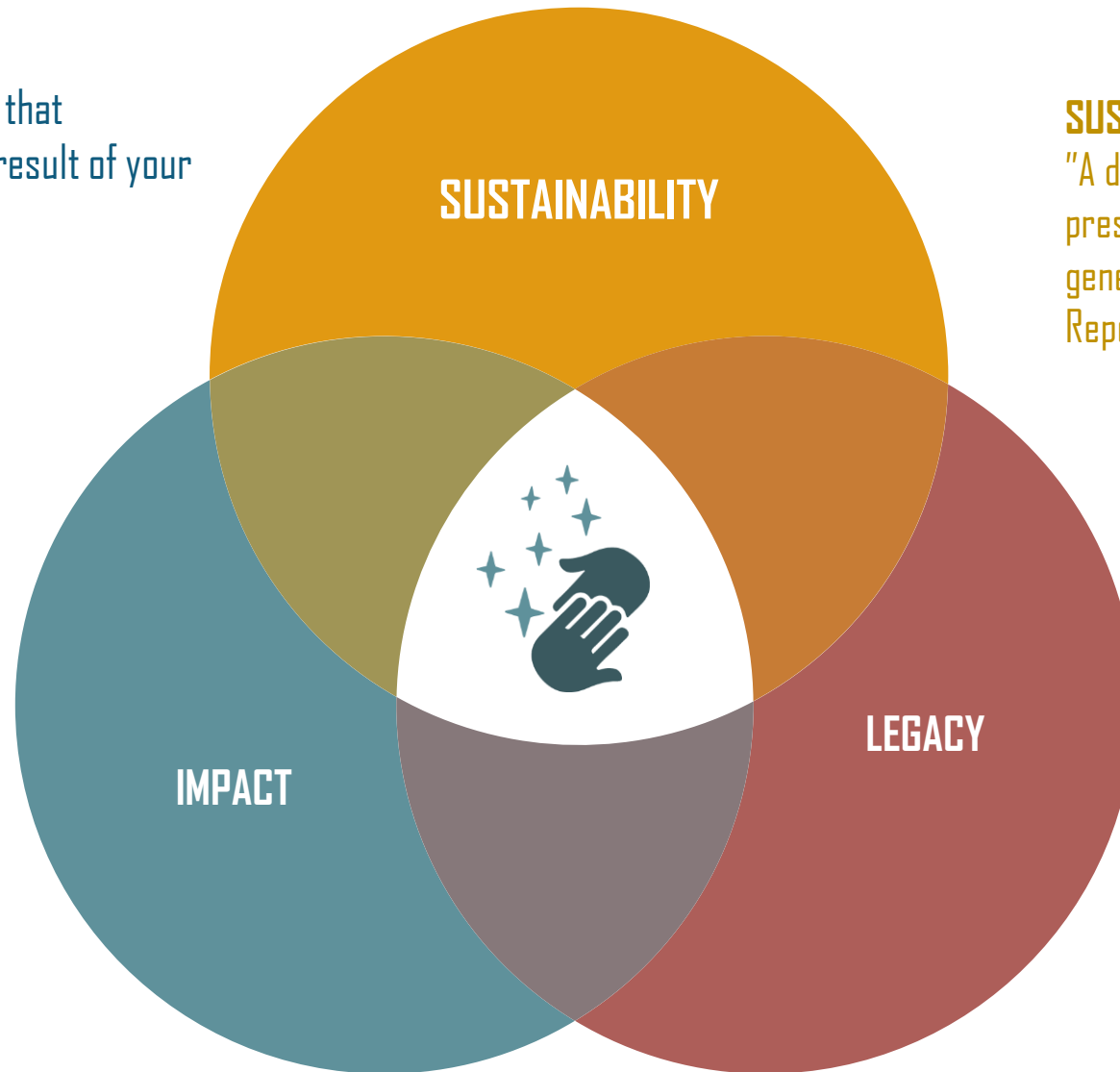
## IMPACT

The benefits or changes over time that stakeholders will experience as a result of your actions.

*Centred on the beneficiaries*



Impact can be the result of a well managed sustainability strategy or legacy strategy



## SUSTAINABILITY

"A development that meets the needs of the present without compromising the ability of future generations to meet their own needs." Brundtland Report, 1987

## LEGACY

What is created through your organisations actions. A tangible asset that will be created or transmitted through your actions.

*Centred on the organisation*

# KEY CONCEPTS

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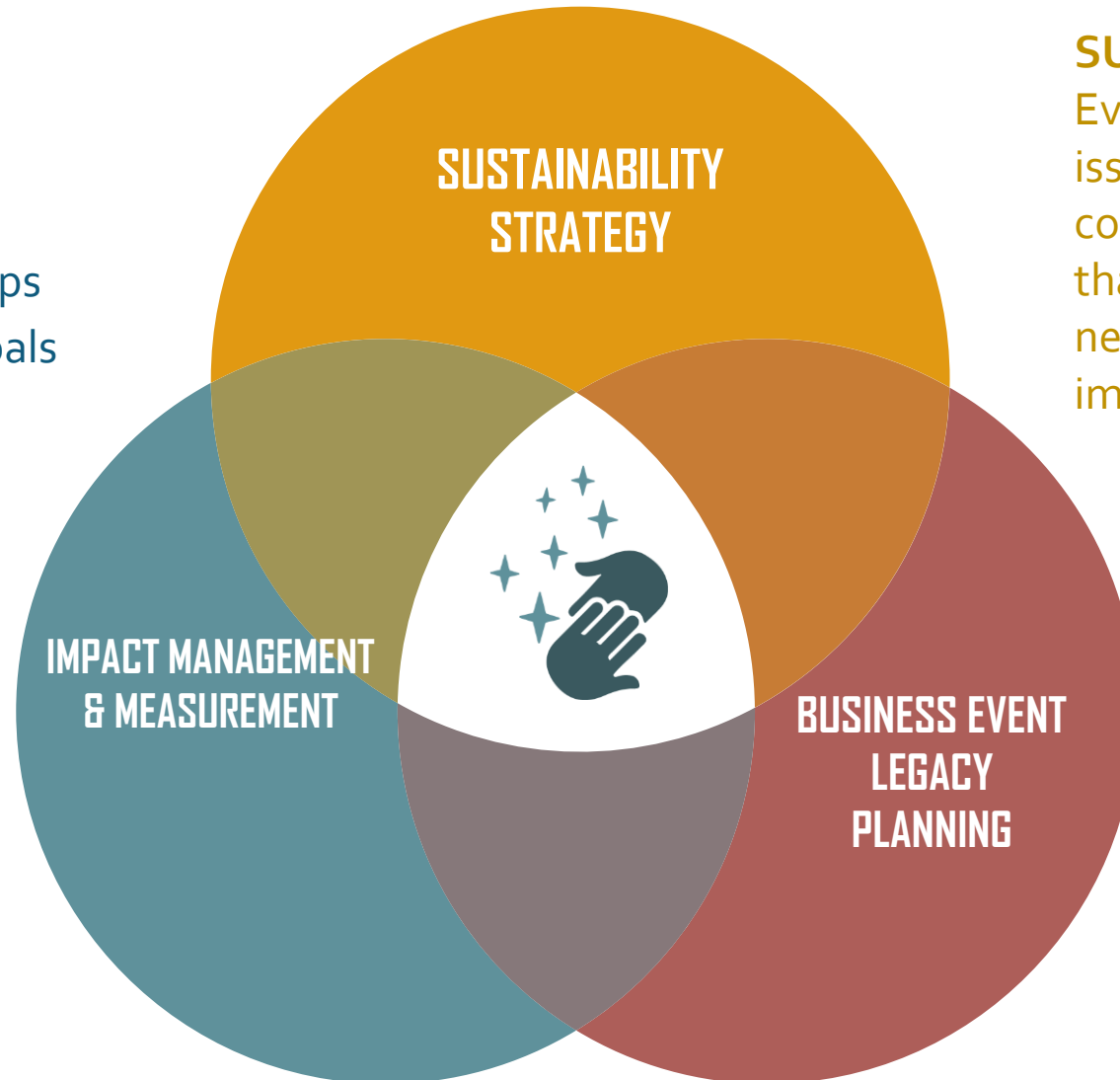
## IMPACT MANAGEMENT

is the practice by which an organisation **purposefully manages its resources and assets** in order to bridge gaps and meet explicit impact goals while fulfilling its business objectives



## IMPACT MEASUREMENT

is a process of **understanding *how much change occurred*** and can be attributed to an organisation's activities



## SUSTAINABILITY STRATEGY

Evaluating priority sustainability issues and formulating corresponding objectives & actions that allow you to mitigate the negative and amplify the positive impact of your activities

## EVENT LEGACY PLANNING

Planning for maximum positive outcomes of events by having a strategic and purposeful approach to event attraction and management

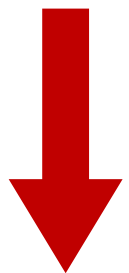
## 2. Why manage and measure impact?





# WHY MANAGE IMPACT ?

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mitigate your **footprint**: the negative effects of your activity on the planet



amplify & communicate your **handprint**: the positive impacts you are helping to create

# BENEFITS OF IMPACT MANAGEMENT

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**Purposefully managing, measuring and reporting your impact should allow you to:**

- ➔ Understand how your activities are impacting people and the planet
- ➔ Support your organisation's strategic priorities by demonstrating purposeful actions and outcomes
- ➔ Identify areas for improvement and make data-driven strategic decisions
- ➔ Engage your stakeholders on an aspirational journey
- ➔ Recognise tourism-related activities as a net creator of value
- ➔ Identify where additional business opportunities or value-creation opportunities

# REINFORCING OUR BUSINESS STRATEGY

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## BUSINESS OBJECTIVES

- Represents what an organisation needs to achieve to survive, thrive and grow
- Focused on managing resources well to deliver activities / services / products
- Enables the organisation to deliver **IMPACT**



## IMPACT OBJECTIVES

- Represents the **CHANGE** the organisation wants to be recognised for
- Demonstrates why an organisation exists and how it can make a difference
- An activity that is properly designed and carried out and serves its clients by catalysing the change it is expected to, it naturally will deliver strongly on business objectives

# 3. Practices to maximise impact for Destination Management Organisations





# WHAT DOES THIS MEAN FOR TOURISM?

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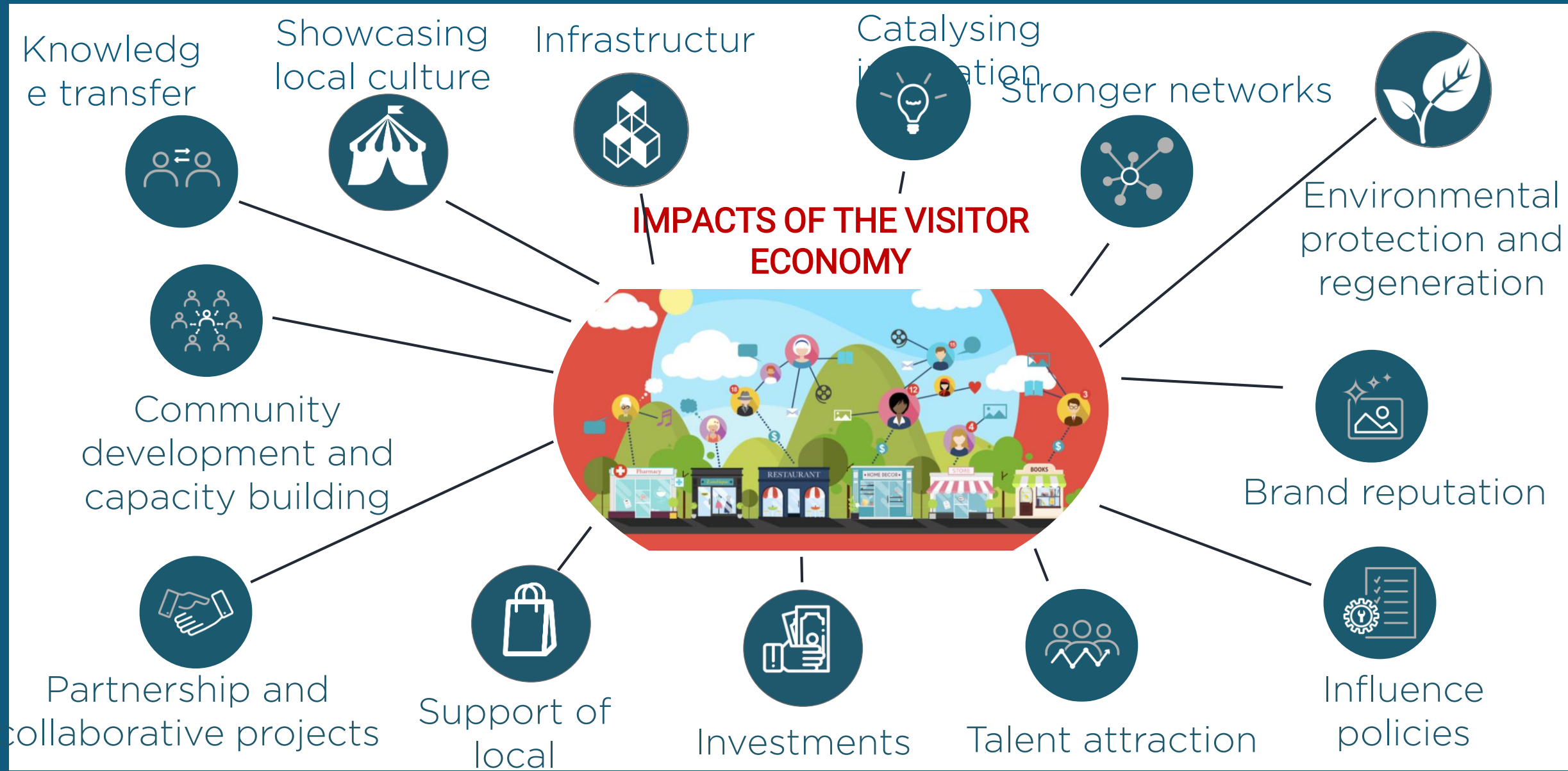
# #RESTARTTOURISM



Sustainable tourism is "tourism that takes full account of its current and future economic, social and environmental impacts, addressing the needs of visitors, the industry, the environment and host communities." - UNWTO

# POSITIVE IMPACTS OF TOURISM & EVENTS

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# WHAT ARE YOUR ASSETS?

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01

Organisational Strategies

02

Industry ecosystem

03

Visitor Economy & Events

04

Local community

**PURPOSEFULLY AND  
STRATEGICALLY MANAGING  
these ASSETS and RESOURCES**

for creating flourishing and  
resilient places to visit, meet  
and live in.



# STRATEGY #1

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Develop a comprehensive strategy that aligns the purpose and delivery of your actions with the **UN Sustainable Development Goals (SDGs)** and your local or national SDG strategy.





Develop a pathway to **generate and measure broader societal impact** around one or several selected conferences

## #MEET4IMPACT 4-step Methodology



# STRATEGY #3

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Involve your resident community in an engaging co-creation process that generates meaningful conversations regarding tourism, its role in your city, and its impacts on the town and its residents.


This process will lead to a shared understanding of what “community-inclusive tourism” means to your city.

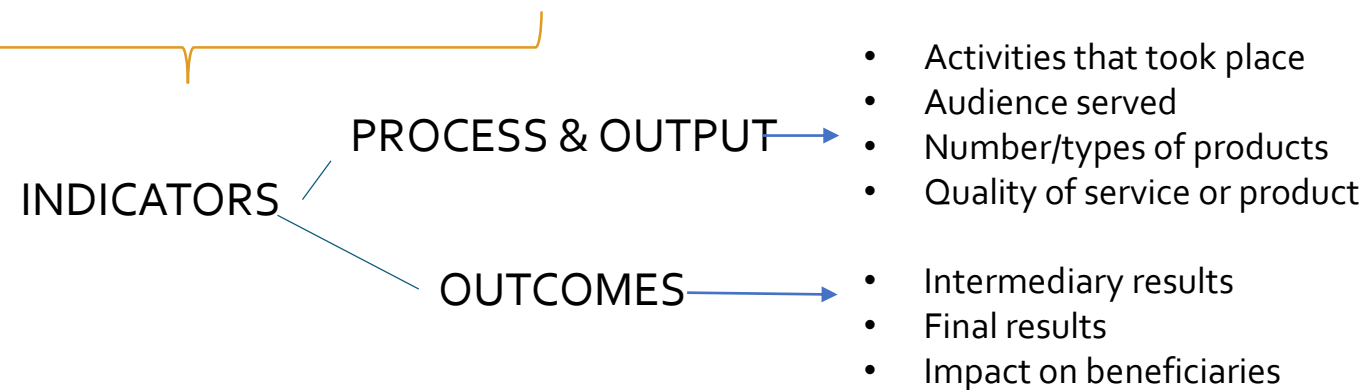
It can help define a comprehensive and balanced framework for the recovery of tourism that will maximize large-scale and long-term positive economic, social and environmental impacts for your destination, your community and your clients.

# STRATEGY #4



Turn your sustainability strategy into a monitoring dashboard, and track change indicators that demonstrate the process, the outputs, and outcomes.

OBJECTIVES	SDG ALIGNMENT	ACTIONS	INDICATORS	TARGETS (& DATE)	DATA COLLECTION	MEASUREMENTS
What do we want to achieve?		What will we do & invest?	How will we measure it?	What is the minimum measure of success we want to attain, by when?	How will I get this data? Who will collect? Where will it go?	To what level did we achieve this?



# STRATEGY #5



## #MEET4IMPACT BE Impactful Framework



Start measuring your impact by evaluating how well your activities are delivering positive outcomes through recognised indicators



# STRATEGY #6

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Develop reporting practices that support your objectives of demonstrating the **change** you are responsible for, not just the activities you undertake



## Poor Impact Reporting:

- ✓ Activity driven
- ✓ Organizational-centric
- ✓ Performance indicators (outputs)
- ✓ Number of activities generated, number of people reached
- ✓ Data without context
- ✓ Investments spent on projects

## Good Impact Reporting:

- ✓ Outcome driven
- ✓ Beneficiary-centric
- ✓ Impact indicators (change)
- ✓ Outcomes of different initiatives + Observable change/progress
- ✓ Rich context - storytelling
- ✓ Ratio of \$ invested VS social gain

## For destinations:



1. Align your strategy with SDGs



2. Develop an impact strategy for business events



3. Implement a community-inclusive tourism approach



4. Build a monitoring dashboard



5. Adopt a measurement framework with indicators



6. Report on your impact

What practices are you currently implementing towards maximising and measuring your impact?

